

# Annual Report

2019

# Table of contents

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- 03 Foreword: Revolution of Power
- 07 2019 highlights for Demos Helsinki
- 11 Economy of wellbeing acknowledges the planet and the people
- 17 Replacing the 100-year-old tools of governance
- 23 In future, all roads must lead to zero
- 28 People saving the cities of the future
- 33 Facts about 2019

# Revolution of Power

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## Foreword



Juha Leppänen, Chief Executive of Demos Helsinki, at the traditional May Day party in the Mechelininkatu office. **Photo:** Eino Ansio

**A**t Demos Helsinki, we have been working towards societal transformation for the past 15 years. Now there are 50 of us and we work all over the world. In 2019, we worked in 138 projects in almost 30 countries. Societal transformation is in great demand.

Today, this is more obvious than ever. The coronavirus, and the COVID-19 disease it causes, have globally forced societies to inhabit a transitional stage. In this stage, surrounded by crisis, they focus on survival and taking quick, measured action one day at a time while trying to see past the crisis into the future.

With the world at a standstill, it may be easier for societies to see what

needs fixing, what to give up, what to keep, and what to rebuild from scratch.

We were also faced with this situation. For a long time, we imagined that the greatest problems of our time – such as climate change, inequality, and the experience of inequality – can be solved by discussing societal change and fine-tuning our current system, by doing the same things better and better.

That's not how it works. We are at a dead end where, for example, climate change cannot be solved with market-based solutions alone, and politics cannot be saved simply by utilising science. The old world as we know it cannot be saved.

But what to do when the old world is falling apart and a new one does not exist yet? There are two paths forward: understanding power relations and imagining a better society.

The political debates of the 18th and 19th centuries took place along an axis with the preservation of the old world at one extreme and revolution at the other. Near the middle point of this axis were various reformist movements (which later mainly formed the basis of the industrial society's solutions). The old, feudal, and protectionist society began to be dismantled and a new society was being built in its place. This new society was a compromise of various societal movements. It took both preservation-oriented and revolutionary thinking to determine who controls the direction of our society.

**What to do  
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## One of Demos Helsinki's most important tasks is to imagine a better future.

Above all, it took courage to interfere with the power relations in place and to imagine even radical changes, such as free public services.

In the 2020s, we are facing a similar situation. There is a great deal of talk about building a post-pandemic society, but there are huge differences in the kinds of action being proposed. Some of us want to preserve as much as possible of the former world. Others see the crisis as an opportunity to carry out manageable, yet significant solutions – for example, the measures being launched now to promote economic stimulus could significantly advance the building of a carbon neutral society.

Recently, we published a report with our new Demos Helsinki Fellow, Geoff

Mulgan, which was featured in the largest Nordic newspaper, Helsingin Sanomat: “First, we have to imagine a better future.” The report argued that getting out of a crisis requires creative thinking. The future does not just fall out of outer space; instead, many things have to be imagined before steps can be taken in the desired direction. For some reason, people find it easy to imagine catastrophes, but visualising a road towards a better society is a lot harder.

For this reason, one of Demos Helsinki's most important tasks is to imagine a better future.

We can imagine a future where the wellbeing of people and the environment is a prerequisite for economic development. We can imagine big

cities sharing more power with their residents, and companies competing over which one has the greatest positive impact on ecological diversity and social equality.

Of course, this is much more than just imagination, as I hope you will realise after reading this annual report.

We must not lose pace in 2020. As well as imagining a new and better society, societal transformation requires action and a strong understanding based on scientific knowledge. That is why we carry out consultancy and research projects with hundreds of partners around the world.

In addition, we are launching a global initiative **UNTITLED**, which for the next

10 years will offer a platform for building a new societal model. Untitled is a revolutionary initiative that takes the form of experiments designed to make a new society a reality. This will allow us to find a path that will not lead us to the past after the crisis, but will help us jump straight into the future.

At Demos Helsinki, we strive to learn from our mistakes. In the 2020s, the world needs radical thinking which turns into concrete actions to help us make a fair and sustainable society a reality. This is where we come in amidst the much-discussed societal transformation. Achieving it is not easy and the coronavirus is making it even harder. But it is possible.

That is why I hope you will join us. ■

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# 2019 highlights for Demos Helsinki

## JANUARY

- Demos Helsinki concludes a framework contract with the French Government on various innovations and experiments.
- “Path2030 – An Evaluation of Finland’s Sustainable Development Policy” is completed. It is presented to four committees in the Finnish Parliament.
- Roope Mokka’s column in Finland’s national public broadcasting company Yle’s media on digital colonialism stirs dialogue about Europe’s role in the global AI race.

## FEBRUARY

- Writer and journalist Paul Mason is a guest of Demos Helsinki at “The Night of Post-Capitalism” event. The event attracts a full house of people interested in the topic.
- The Next Act brings together people interested in the big questions about the future at the Finnish National Theatre’s Main Stage. Demos Helsinki is involved in implementing this series of discussions which are open to all.

## MARCH

- A debate paper about the role of universities in Finland in the 2020s is published in the Parliament Building’s Little Parliament.
- Francesca Bria, Chief Technology and Digital Innovation Officer of the City of Barcelona, visits our office. The topic of the round table discussion is people’s digital rights.
- “100 Million New Jobs”, which is based on the targets of the European Commission work programme 2019, is published.
- Demos Helsinki’s traditional Low Carbon trip takes place in Stockholm.



## APRIL

- The Steering Group for Central Government Climate Communications (incl. Demos Helsinki) publishes the citizens' Climate Barometer.
- A new Government is formed in Finland. Demos Finland's experts talk about sustainable development, among other things, at the Government formation talks during the hearing of experts.
- Innovation community Committed, which works to accelerate the transition to clean energy, launches its website. The community's founding members are Fortum, Tieto, ST1, Wärtsilä, and Demos Helsinki.
- Demos Helsinki helps the City of Helsinki and Mayor Jan Vapaavuori to organise Helsinki Symposium. At the event, a competition is announced for ideas to build a zero carbon Helsinki with a prize of a million euros.

## MAY

- Demos Helsinki, Kaskas Media, and the Smart & Clean Foundation organise a colourful May Day celebration at the office. The theme of the year's May Day talks is climate change.
- The Finnish public broadcasting company Yle writes about the research project SUDDEN, which is seeking ways to reduce the environmental hazards related to the life cycle of pharmaceuticals. Demos Helsinki is in charge of the project's interaction and communications.
- The Central Organisation of Finnish Trade Unions SAK, Google, and Demos Helsinki publish four new proposals for building a society of continuous learning.

## JUNE

- Sari Baldauf and Mikael Sokero are appointed members of Demos Helsinki's Board to support the aims of internationalisation.
- MyHelsinki.fi launches the much-lauded Think Sustainably service that helps people choose more sustainable ways of living and enjoying their life in the city. Together with local stakeholders and experts, Demos Helsinki and Helsinki Marketing tailor sustainability criteria for the service.



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## JULY

- Demos Helsinki is selected to partner the European Commission in its public sector development and innovation activities.
- Demos Helsinki, Greenpeace Finland, and the Ilmastoveivi2019 climate campaign launch the Helsinki Climate event, which focuses on Finland's target to become carbon neutral by 2035 – a plan that has received a lot of international attention.
- Finland begins its Presidency of the Council of the EU. Demos Helsinki's experts participate in several events over the term, with themes such as the economy of wellbeing and governance during the digital age.

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## AUGUST

- Juha Leppänen and Katri Sarkia give a talk about experimental governance at the European Forum Alpbach in Austria.
- Demos Helsinki is interviewed on experimental governance by two of Austria's largest newspapers, Der Standard and Die Presse.

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## SEPTEMBER

- Helsinki Climate is organised at Bio Rex in Lasipalatsi in the centre of Helsinki. The event brings together more than 600 doers of the carbon neutral future, including ministers, business executives, and young activists.
- We are involved in launching a digital skills training programme in Finland led by Google, Nesta, and the Central Organisation of Finnish Trade Unions SAK.
- Satu Lähteenoja from Demos Helsinki appears in a studio discussion about climate change on the evening news on Yle, the Finnish public broadcasting company.

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## OCTOBER

- We strengthen the areas of consultancy and research by appointing Tuuli Kaskinen Director of Consultancy Operations and Roope Ritvos Director of Research Operations.
- A report by the Ministry of Agriculture and Forestry of Finland, Kaskas Media, and Demos Helsinki on environmental communications directed at agricultural producers is published.
- Demos Helsinki moderates the Helsinki Impact 2019 conference together with the mayors of European cities, experts, and scientists.

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## NOVEMBER

- The Innovation Advocates programme for young holders of public office, organised by the United Nations Development Programme (UNDP) and the Government of Bahrain, is launched. Demos Helsinki acts as the leader of the programme.
- Tuuli Kaskinen participates in a TV debate on reforming capitalism, which became one of the most fascinating social topics of 2019.
- Sofia Rahikainen participates in a round table discussion organised by three ministers about how to make young people's voices better heard in decision-making about climate issues.



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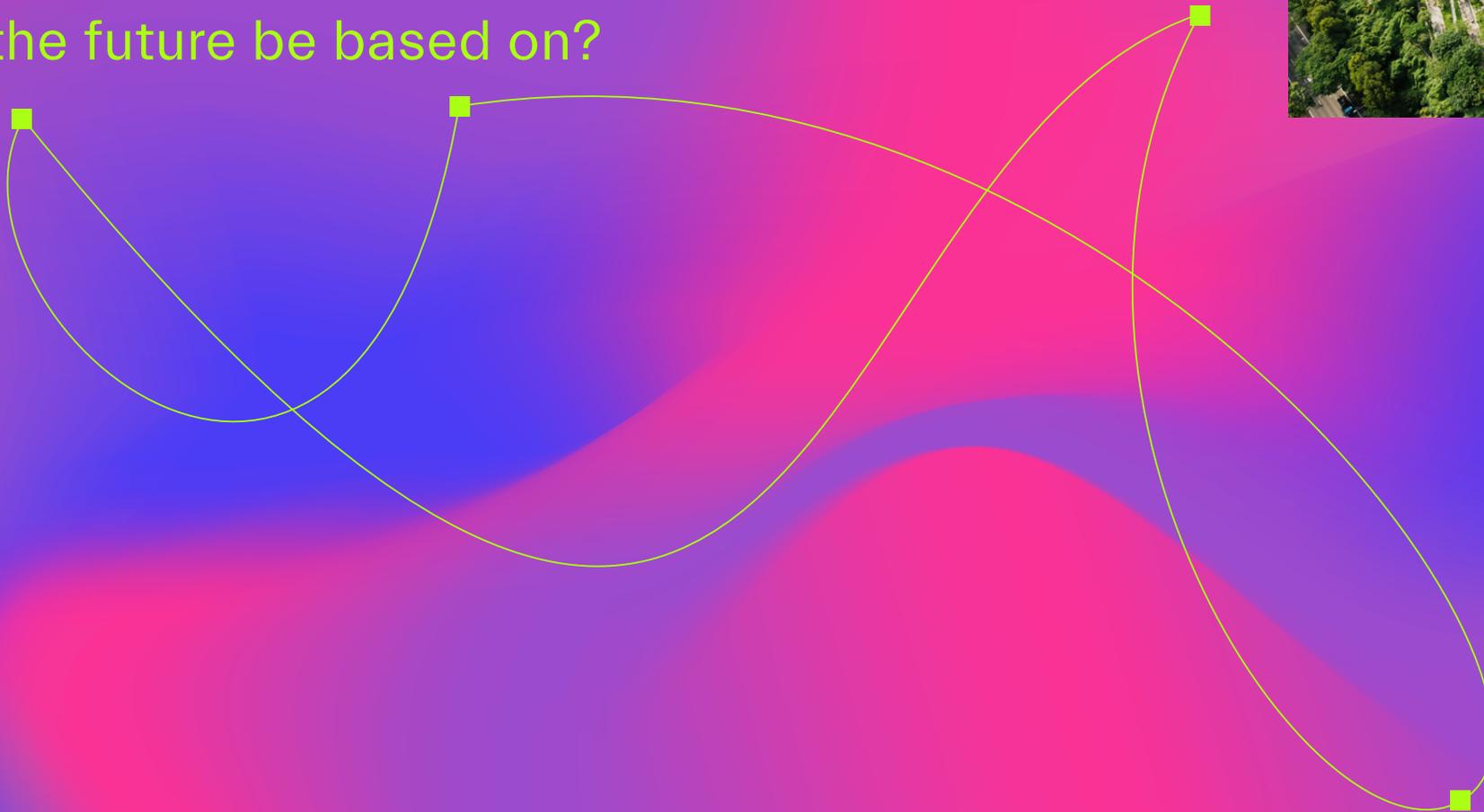
## DECEMBER

- Path2030, created for the Government, is awarded the Evaluation of the Year. It was carried out by Demos Helsinki, the Finnish Environment Institute SYKE, and the Helsinki Institute of Sustainability Science HELSUS.
- We publish the forecast "Three Turning Points from 2019, Three Directions for 2020", which is extensively reported on in the national media.

# 01

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What will the economic system of the future be based on?



# Economy of wellbeing acknowledges the planet and the people

What will the economic system of the future be based on?



Tuuli Kaskinen from Demos Helsinki participated in a televised debate on the Finnish current affairs show A-studio, where she discussed capitalism with Jyri Häkämies and Heikki Pursiainen. **Photo:** screen capture / Yle Areena

In September 2019, the *Financial Times* stated that the capitalist market economy needs to be reformed and demanded the resetting and rebuilding of the economic system. As the newspaper is a long-time defender of free capitalism, the article became a worldwide topic.

Consultant **Johannes Anttila** from Demos Helsinki also considered the demand by the esteemed financial paper a significant wake-up call.

“It is far from commonplace that one of the strongest mouthpieces of capitalism makes such a big move, saying that the emperor has no clothes. Because that is what is at the root of it: the promise of global capitalism has been broken, while inequality and carbon dioxide emissions grow,” Anttila says.

According to the World Meteorological Organization operating under the UN, emissions continued to reach **RECORD LEVELS IN 2019**, even with all the talk about green growth. What will the economic system be based on in the future when the world's resources have been largely spent?

According to Anttila, the answer lies in the economy of wellbeing. At the heart of it lies a broader consensus that the wellbeing of people and the environment is a prerequisite for sustainable economic growth and the stability of both society and the economy.

During Finland's Presidency of the Council of the EU, Demos Helsinki was a partner to the Finnish Ministry of Social Affairs and Health and had the opportunity to create a vision for the EU of the European economy of wellbeing.

On the face of it, the economy of wellbeing can be regarded as public investments in things that create wellbeing benefits and consequently economic growth. Anttila claims, however, that this thinking should aim deeper to ensure that planetary boundaries are truly considered. In Demos Helsinki's thinking, the economy of wellbeing means increasing welfare without the requirement for economic gain.

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## Jatkuvasta oppimisesta totta

Keskustelupaperi

Ko. Miia Härmäläinen, Julia Jousilahti,  
Jenni Aleksi Neuvonen  
Santtu

DEMOS HELSINKI SAK Google



Sundar Pichai, CEO of Google, visited Finland in September to talk about Google's investments in the Hamina data centre. At the same time, Google opened a centre for digital learning that focuses on training employees whose work is changing due to digitalisation. Demos Helsinki's Juha Leppänen (second from left) was also at the opening of the centre. **Photo:** Google

“We are well accustomed to a capitalistic system where even healthcare is based on our ability to work, not on being healthy,” Anttila says.

Demos Helsinki's Senior Expert **Iina Koskinen** mentions education as another example. According to Koskinen, for decades, the debate about education has been coloured by talk about the economy.

“Back in the day, building a welfare state was an engineering process in which updating competencies and expertise were linked to material prosperity for education to guarantee a job that brought a better standard of living. At a time when we are well aware of the limits of growth, the purpose of updating competence should no longer be so closely linked

to economic prosperity,” Koskinen states.

Demos Helsinki has been creating new ways of updating competence together with Google and the Central Organisation of Finnish Trade Unions SAK. The goal of this collaboration is to update people’s digital skills, not just to ensure they can keep up with future working life, but with society as a whole.

Demos Helsinki also pondered the significance of education when charting the role of universities in Finland in the 2020s. Its roadmap for universities shows that education is now needed more urgently and broadly than ever.

“The culture of education is a tradition of thinking that enables societal transformation. In the 19th century, Finland was an agricultural society that began to invest in education to encourage people to take responsibility for their own development. That is what we need now; not just instruction from top down, but ensuring that people have opportunities to develop themselves,” Koskinen says.

People’s ability to take responsibility is one of the most important signals of an educated society. According to Koskinen, responsibility today includes the ability to assess the impact of one’s own actions also from the point of view of planetary boundaries. ■

## Digital skills for those who need them the most

Future Fit is an international training project for digital skills, founded by Google’s charity organisation and the British innovation foundation Nesta. This training is directed at lines of work most threatened by digitalisation and automation but with a low level of training. Demos Helsinki is in charge of coordinating the programme and evaluating its impact in Finland and works in collaboration with the Workers’ Educational Association WEA of Finland and trade unions. The goal is to find solutions for lifelong learning that do not leave anyone outside society. ■

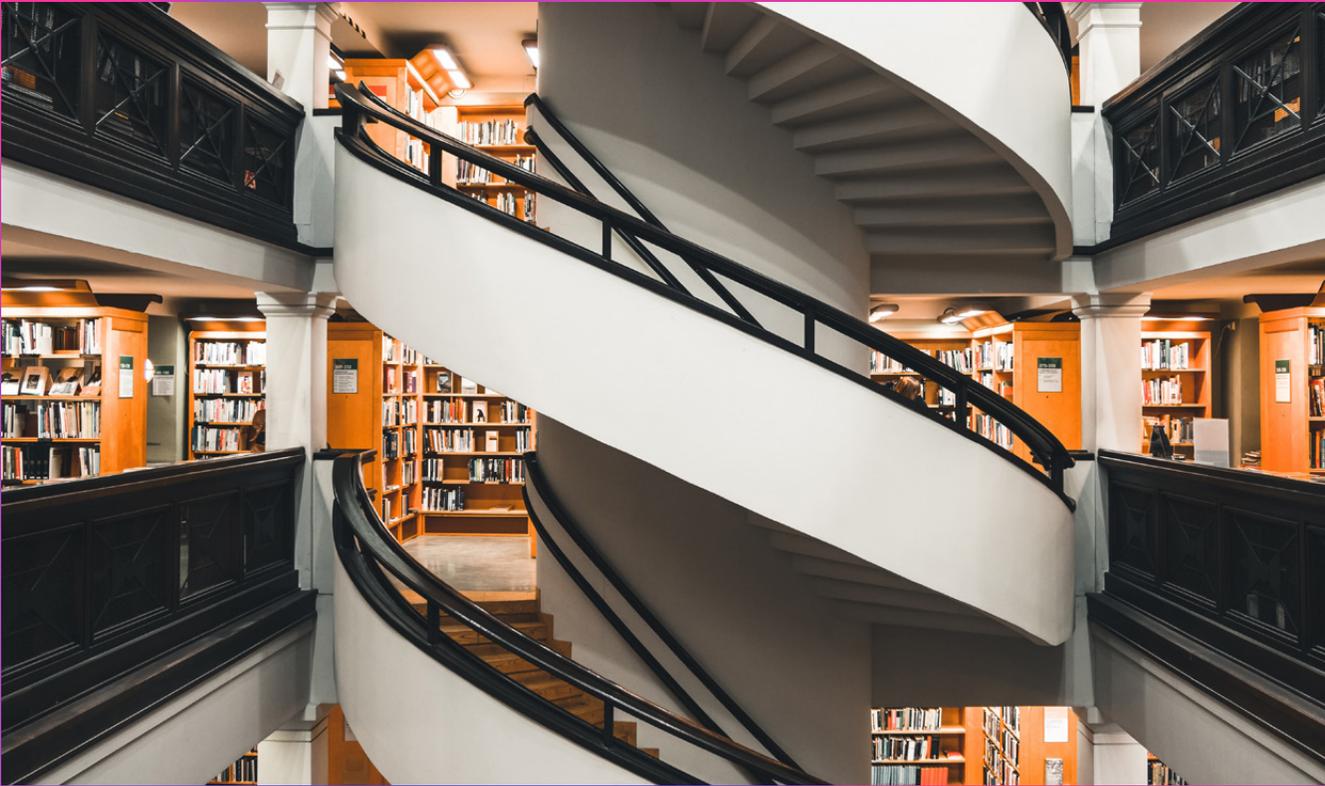


Photo: Unsplash

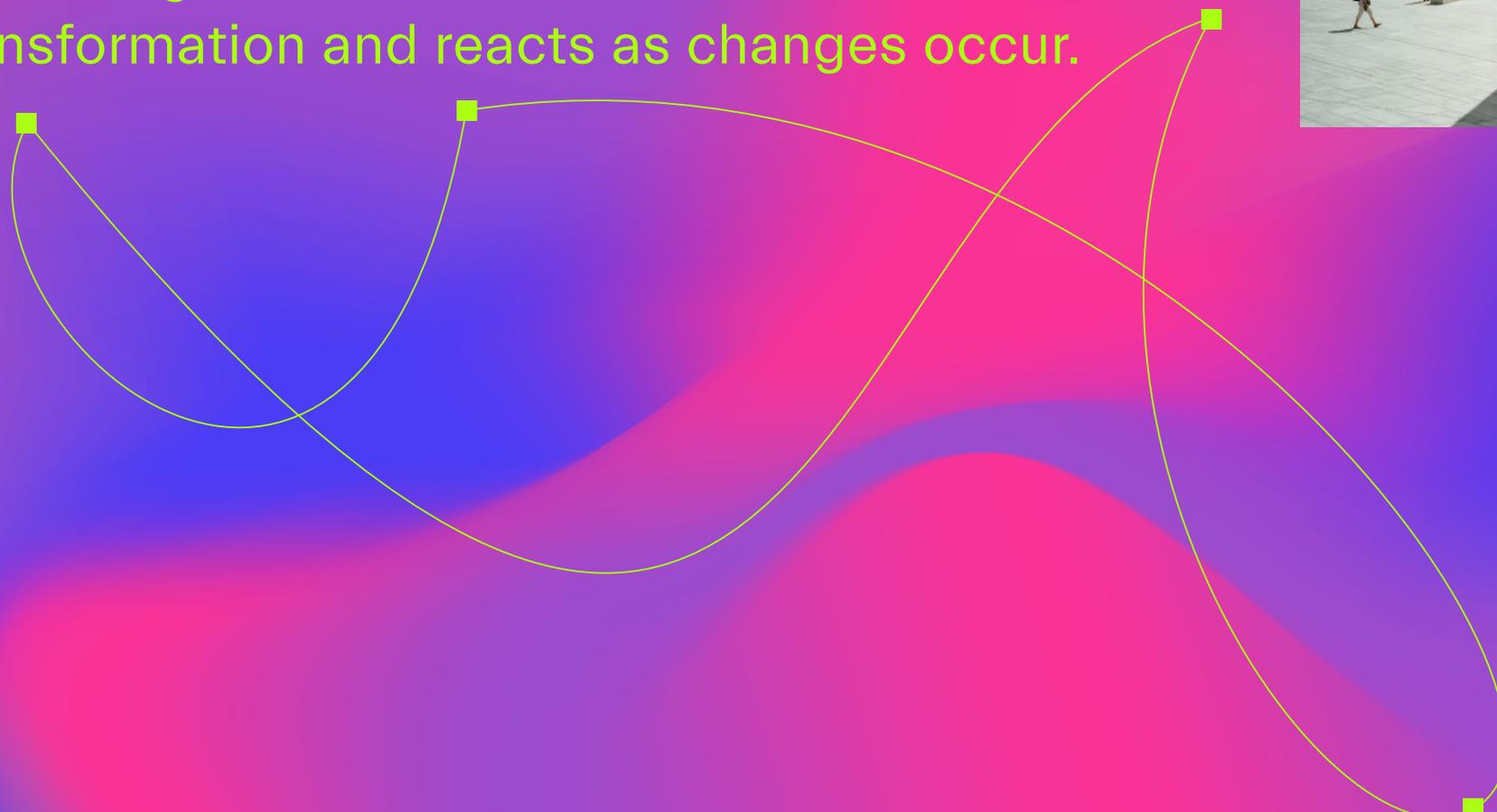
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## Education and critical thinking for everyone

Demos Helsinki's publication THE NEED FOR SCIENTIFIC KNOWLEDGE, EDUCATION, AND CRITICAL THINKING IS GROWING – 4 THESES ABOUT THE ROLE OF UNIVERSITIES IN FINLAND IN THE 2020s examines the role of universities in a changing world. Based on numerous interviews, the “new mission statements” formulated for universities include, among others, spreading the scientific worldview and extending critical thinking to everyone, including people outside universities. Demos Helsinki's partner in this work was the Finnish Ministry of Education and Culture. ■

# 02

Next era government lives within the transformation and reacts as changes occur.



# Replacing the 100-year-old tools of governance

Next era government lives within the transformation and reacts as changes occur.

**B**efore we talk about transformation and change, it is important to determine what is permanent.

Demos Helsinki's Senior Experts **Katri Sarkia** and **Mikko Annala**'s work requires them to contemplate ways in which governance around the world has to be reformed. But which things are unchangeable, the untouchable core of governance?

“The need to promote people’s wellbeing. At the heart of governance is the desire and ability to offer people the best possible things,” Sarkia sums up.

“Safety, the right to a good life,” Annala continues the list. “When you look at the way governments have acted over the last few centuries,



Mikko Annala at the Creative Bureaucracy event in Berlin.

**In 2019, Demos Helsinki was selected to partner both the French public administration and the European Commission in their public sector development and innovation activities.**

their objective has been to strengthen the status quo and stability. It is easy to understand why it was done like that before, but today we need a completely different approach,” he says.

Our starting point today has to be reform. The methods and solutions developed hundreds of years ago no longer work. Even if governments still essentially aim towards the same permanent objectives, such as a good life, the route to get there is different in these times of climate change and digitalisation.

At the same time, decision-makers are expected and required to come up with solutions all over the world. Schoolchildren from Lapland to Ghana are demanding climate action by staging school strikes on Fridays, and yellow vests are flooding the streets of Paris.

“In public debate, decision-makers are pushed, for example, for rapid solutions to climate change. But most of the time we forget to ask whether they have the right tools to make a change. I argue that governments do not have the right toolkit for the circumstances we are facing in this century,” says Annala.

This is the toolkit Annala and Sarkia are working on at Demos Helsinki. The Finnish think tank has become the trusted global partner for governance

reform: in 2019, Demos Helsinki was selected to partner both the French public administration and the European Commission in their public sector development and innovation activities. At the same time, its partnership with the United Nations Development Programme (UNDP) has taken Demos Helsinki's consultants as far and wide as Albania and Bahrain to help government employees develop their competence.

## Young professionals reform governance in Bahrain

Governments can only steer society towards change if employees have the right tools for it. Innovation Advocates is an innovation programme for young public administration staff members, organised by the United Nations Development Programme (UNDP) and the Bahrain public administration. Demos Helsinki's task is to strengthen the public administration employees' ability to reform governance from the inside out. During the programme, the participants form teams in order to consider and pilot real experiments, such as ways to enable citizens to participate in parliamentarism in more ways than just by voting. ■



Katri Sarkia and Juha Leppänen giving a talk about experimental governance at the European Forum Alpbach in Austria. **Photo:** © EFA/Bogdan Baraghin

Sarkia and Annala talk about next era government which will be responsible for leading and steering the transformation. Not to offer permanent patent solutions, but to live within the transformation and react as changes occur.

The most important starting points for next era government can be broken down into three factors: a vision-driven outlook, continuous learning, and an unbounded mindset.

Being vision-driven means that a government has a clear understanding of the kind of transformation it aspires to in the long run. Finland's goal to be carbon neutral by 2035 is a good example of this. A goal like this cuts through different administrative branches and is so ambitious that cooperation is necessary.

Genuine cooperation between various administrative branches and other actors in society requires an unbounded mindset, whereas continuous learning is a prerequisite for the ability to operate amid changes.

“Previously in public administration, changes were planned long and hard before the solution was implemented and, ten years later, the results were reviewed. We do not have time for this today. We have to have several hypotheses and experiments for various solutions under way at the same time,” Sarkia says. ■

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## Solutions for the grand challenges of governance are being tested in the United Arab Emirates

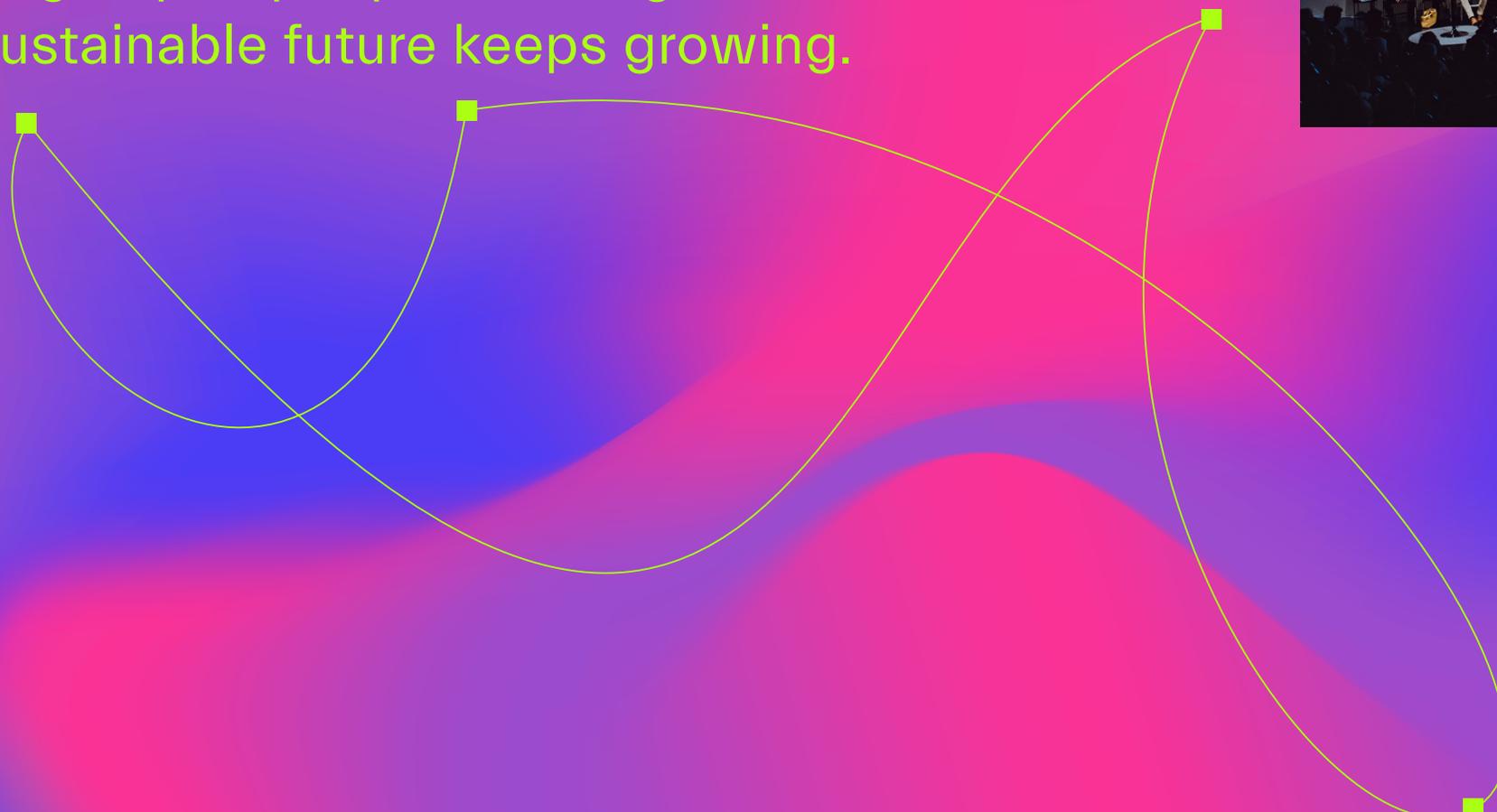
The Global Innovation Council's mandate is to develop solutions for the most challenging problems in governance. Some of the top names in governance reforms have been invited to join the council and they come from organisations such as the OECD, Harvard University, Nesta, and UCL. The council began its operations in 2019. The same year, the first pilots were started, such as the concept experimenting with long-term budgeting, due to be launched in 2020. Demos Helsinki acts as the council's secretary and Chief Executive Juha Leppänen as its member. ■

Photo: Unsplash

# 03

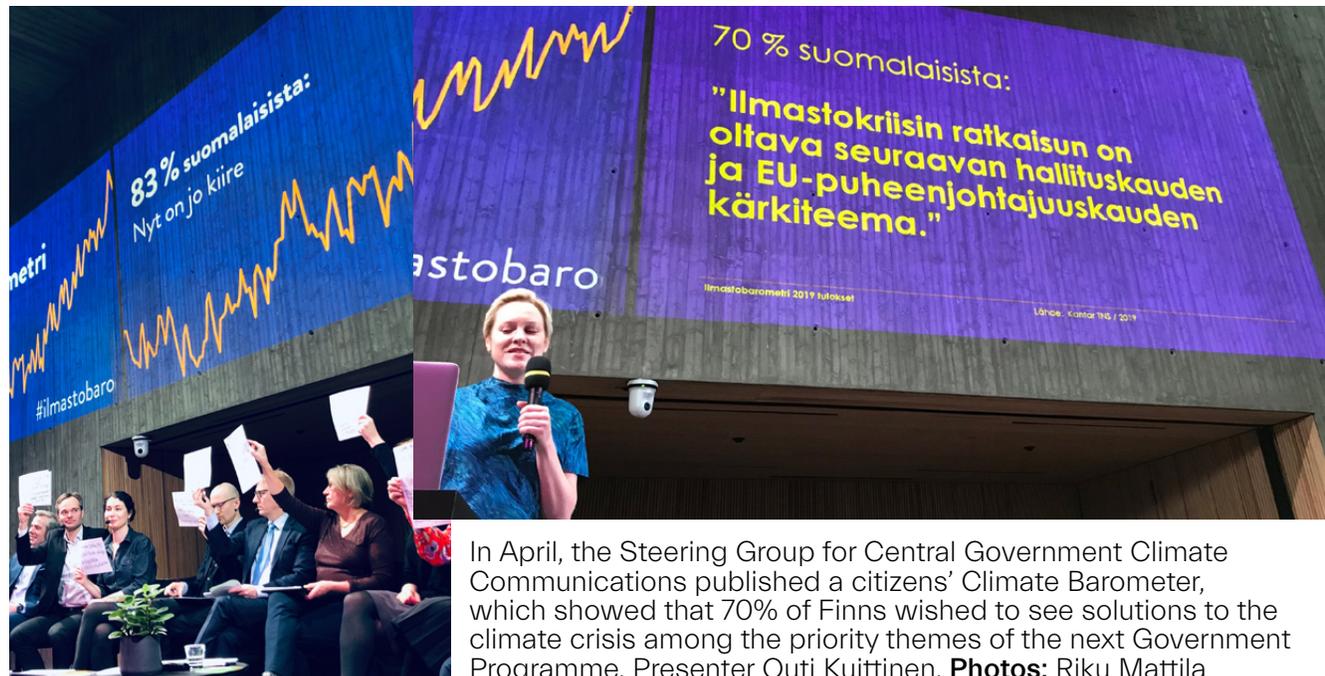
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The group of people building a sustainable future keeps growing.



# In future, all roads must lead to zero

The group of people building a sustainable future keeps growing.



In April, the Steering Group for Central Government Climate Communications published a citizens' Climate Barometer, which showed that 70% of Finns wished to see solutions to the climate crisis among the priority themes of the next Government Programme. Presenter Outi Kuittinen. **Photos:** Riku Mattila

In the 2020s, zero is not a gigantic target, but a global one. The carbon dioxide emissions in the world should be brought to a zero as soon as possible. A carbon neutral world is a key weapon against climate change and one of Demos Helsinki's most important focus areas.

Demos Helsinki assessed, for example, Finland's policies on sustainable development in the project "Path2030 – An Evaluation of Finland's Sustainable Development Policy", commissioned by the Prime Minister's Office before the 2019 general election. The same spring, the target to be carbon neutral by 2035 was recorded in the Finnish Government Programme.

"The report a few years back by the Intergovernmental Panel on Climate

Change (IPCC) was a wake-up call. It created a shared global language for discussing ways to control climate change and achieve carbon neutrality,” says Director of Consultancy Operations **Tuuli Kaskinen** from Demos Helsinki.

In the face of this ambitious goal for zero emissions, it is encouraging to note that the shoulders carrying the change are growing in number. The group of people building a sustainable future has grown, and Demos Helsinki believes it will continue to do so. At best, the think tank brings the doers of a carbon neutral future together under one roof: at the Helsinki Climate event in the autumn of 2019, political decision-makers, companies, scientists, and young people gathered on the stage of Bio Rex to discuss the practical requirements of building a carbon neutral society.

Companies have rushed to match their business strategy with climate targets. Only a few years ago, they were still hesitant whether to mention climate change in their sustainability strategy. Now they are competing over which one has the most ambitious carbon neutrality target.

“The greatest objective in all branches of business is to halve companies’ emissions by 2030. This will make it possible to achieve carbon neutrality by 2035,” Kaskinen says. At the very least, this will require companies to invest in renewable energy, take steps forward in the development of energy recovery,

## City block Lyyra to bring research to the middle of Helsinki

Between 2020 and 2022, Ylva’s sustainable building project, the Lyyra city block of science and the economy, will be built in the district of Kallio in Helsinki. It will offer, for example, apartments for international researchers and office spaces. Demos Helsinki created the vision and functional concept for the area, facilitated the planning process, and considered specifically how Lyyra will be more broadly linked to the development of Helsinki. The collaboration was boosted by both parties’ strong links to the academic community. ■



In September, Helsinki Climate brought together political decision-makers, companies, scientists and young climate activists from around the world. **Photo:** Riikka Vaahtera

Only a few years ago, companies were still hesitant whether to mention climate change in their sustainability strategy.

and examine the market and the economic system with a critical eye.

“The markets are changing, and climate regulations are becoming more stringent. Companies’ capacity to manage risk is being estimated on the basis of how well they have prepared themselves for climate change,” says Senior Consultant **Jussi Impiö** from Demos Helsinki.

For a long time, companies have found it easy to remain silent in climate debates. Demos Helsinki’s partner Ylva, however, is speaking up, loud and clear, against climate change. In autumn 2019, the company, which is owned by the Student Union of the University of Helsinki, caused a sensation with its decision to stop serving beef in its UniCafe

student restaurants. The subsequent ‘beef-gate’ is a typical example of corporate activism and showcases the need for it in this era of climate change.

“When a company takes responsibility for the environment with its actions, it is able to produce even better products and services than before. Sustainability and success do not rule each other out,” says Ylva’s CEO **Antti Kerppola**. He is hopeful that in 10 years’ time, the only kind of business left will be sustainable.

“If companies fail to determine sustainable modes of operation, and development takes place only through regulations, it will cause complications,” Kerppola says.

At best, companies will be able to take even large leaps quickly within their industries and, by doing so, will force their entire industry to change, explains Jussi Impiö. Ylva, for example, aims to ensure that every one of its projects is among the top in the world in terms of sustainability targets. Ylva is also spurring its stakeholder groups, such as the City of Helsinki, to strive for more ambitious goals.

The power of example is strong along the path towards an emission-free future, but we do not recommend pursuing the role of a forerunner. After all, carbon neutrality is not a competition but our shared goal. ■

## Helsinki dweller, this is how you will enjoy your city in a more sustainable way

Helsinki aims to become carbon neutral by 2035. The residents of the city and visitors too can now promote the achievement of this target by applying the [SUSTAINABILITY CRITERIA](#) developed by Demos Helsinki and Helsinki Marketing. A new service makes it easy to choose more sustainable and enjoyable ways to live in the city: on the [MyHelsinki.fi](#) website, you can now review, e.g., restaurants based on their sustainability. ■

# 04

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The power of a city is as great  
as the power of its residents.



# People saving the cities of the future

The power of a city is as great as the power of its residents.



Roope Mokka from Demos Helsinki welcoming the guests to the Helsinki Symposium and introducing them to the day's agenda. **Photo:** Riku Mattila

Every autumn, a temporary city known as Black Rock City rises in the Nevada desert in the United States. For a week, it acts as the home base of the art festival Burning Man. Everything that happens in Black Rock City originates from the city dwellers themselves.

In an ideal situation, all the cities in the world would work this way: people first.

Over the last decade or so, people have become fascinated by smart cities and how technology can make cities better places to live, explains Demos Helsinki's Consultant **Maria Malho**. In this surge of enthusiasm, what residents actually need and want in their lives has been forgotten.

That is why there is a need for cities where people come first and where their self-motivated activities are made a priority. Demos Helsinki has addressed this need, for example, by developing a model of People-first cities in collaboration with the four largest cities in Finland.

However, taking a human-centric view is by no means a new thing, as one of the founders of Demos Helsinki, **Roope Mokka**, points out. One of the reasons human-centricity has once again become a topic of interest is the fact that the models of China and Silicon Valley, which often come up when talking about cities, need a more humane contender. In both China and Silicon Valley, citizens' activities are controlled and directed using similar methods, although the objectives and ideologies are different.

“Cities need a new strategic focus that emphasises empowering people. We should see people as having intrinsic value within the cities, not just as customers,” Malho says.

We live in the era of cities which offers an excellent context for examining cities from a human-centric approach, as well as urban development more generally. The next few decades will be coloured by a great societal change: more cities with over a million citizens will arise in the world and the degree of urbanisation will increase.

## Goodbye private cars, welcome new mobility experiences

The long-term strategic partnership between Demos Helsinki and mobility-as-a-service company MaaS Global is built on a shared vision: the operators want to radically reduce people's dependency on their cars. Demos Helsinki has supported MaaS Global in managing the organisation and developing its business activities and has also run several strategy workshops for its staff, management team, and investors. ■



Photo: Unsplash

The models of China and Silicon Valley, which often come up when talking about cities, need a more humane contender.

Demos Helsinki has delved into the themes of urban growth, for example, in connection with the URMI project of the Academy of Finland's Strategic Research Council. In this project, policy recommendations were implemented for the balanced control of urbanisation in future decades, as seen from the point of view of small and large towns and cities.

“In this era of cities”, Roope Mokka explains, “people automatically think that cities control more and more of the world's phenomena, such as climate change. But as long as people in cities keep being trampled by technology, this is not true.”

“Cities may control global phenomena when their inhabitants are empowered to act. The control of global

phenomena requires power, which in a democracy is only bestowed by citizens. The power of a city is as great as the power of its residents,” Mokka continues. In short, power is not a zero-sum game; instead, power can be increased.

Alongside human-centricity, climate change is a theme that cuts across every one of Demos Helsinki’s projects relating to urbanisation. In the KESTO project, the aim is to put the goals of the UN’s Agenda 2030 at the heart of cities’ and municipalities’ strategic development. Demos Helsinki’s long-term partner Ylva, on the other hand, has committed itself to becoming carbon neutral by 2025 in the industries it represents, i.e., investments in land and buildings, financial investments, and the hospitality industry. In Paris, Demos Helsinki’s collaboration with RATP, the fourth largest public transport operator in the world, is focused on mobility transformation in the era of climate issues. ■

## EU conference highlighted cities as solvers of grand challenges

Cities, urban planning, and local activities play an important role in solving global challenges. In order to emphasise this, Demos Helsinki organised the 2019 Helsinki Impact conference together with the City of Helsinki. The event brought approximately 200 city experts under one roof, from the mayors of European capitals to urban researchers. The conference was part of the 2019 programme of Finland’s Presidency of the Council of the EU. ■

# Facts about 2019

Demos Helsinki's Annual Report concerns both Demos ry and its subsidiaries Demos Helsinki oy and Demos Research Institute oy.

## Accounting period

The accounting period of Demos ry, Demos Helsinki oy, and Demos Research Institute oy is one calendar year. This Annual Report is for 2019.

## Organisation and corporate structure

Demos Helsinki is a think tank that performs research and consultancy, running each as a separate functional unit. These functional units are divided into independent teams of experts, which perform the research and consultancy projects. The units share administration and communication services.

Demos Helsinki consists of five units: Demos ry is the parent company that is responsible for Demos Helsinki's think tank work and agenda. Demos ry's subsidiary, Demos Helsinki oy, offers consultancy services that are founded on the work of the think tank to public sector customers, companies, organisations, and foundations. Demos ry's share of ownership is 95.5%. In addition, the company's owners include a group of Demos Helsinki's employees and advisers. Demos ry's second subsidiary, Demos Research Institute oy, specialises in academic research and its social interaction. Demos ry owns 100% of the non-profit Demos Research Institute oy.

Demos Helsinki oy has a subsidiary called Demos Effect ab. Demos Effect ab engaged in no business activities in 2019. Demos ry also owns 100% of Demos oy's share capital. Demos oy engaged in no business activities in 2019. In October 2019, Demos ry's Board decided to take action to dissolve Demos oy. After Demos oy has been dissolved, the business name 'Demos' will become the auxiliary business name of Demos Helsinki.

# People

## Demos ry's employees

At the end of 2019,  
Demos ry had

11

permanent employees.  
In total, the FTE rate was

12

in 2019.

## Demos Helsinki oy's employees

At the end of 2019,  
Demos Helsinki oy had

26

permanent employees.  
In total, the FTE rate was

25

in 2019.

## Demos Research Institute oy's employees

At the end of 2019,  
Demos Research Institute oy had

3

permanent employees.  
In total, the FTE rate was

6

in 2019.

**Demos ry's Board of Directors  
until 26 April 2019**

Tuija Talvitie, Chairperson  
Roope Mokka, Vice-Chairperson  
Oona Frilander  
Tuomo Pentikäinen  
Bo Harald

**Demos ry's Board of Directors  
from 26 April 2019**

Tuija Talvitie, Chairperson  
Oona Frilander, Vice-Chairperson  
Sari Baldauf  
Mikael Sokero

Louna Laurila acted as the external  
secretary of Demos ry's Board of  
Directors.

**Demos Helsinki oy's Board of  
Directors until 29 November 2019**

Tuuli Kaskinen, Chairperson  
Aleksi Neuvonen  
Tuomo Pentikäinen  
Hanna Sievinen

Katri Sarkia acted as the external  
secretary of Demos Helsinki oy's  
Board of Directors.

**Demos Helsinki oy's Board of  
Directors from 29 November 2019**

Juha Leppänen, member  
Johanna Lampinen, deputy member

**Demos Research Institute oy's Board  
of Directors until 26 April 2019**

Juha Leppänen, Chairperson  
Oona Frilander  
Roope Mokka

**Demos Research Institute oy's Board  
of Directors from 26 April 2019**

Juha Leppänen, Chairperson  
Oona Frilander  
Mikael Sokero

## **Associate group**

Antti Hautamäki, Senior Associate, Emeritus Professor

Peter Ache, Professor in planologie, Radboud University Nijmegen

Juha Huuskonen, Curator, Helsinki International Artist Programme

Airi Lampinen, Associate Professor, Stockholm University; Docent, University of Helsinki

Seungho Lee, Assistant Professor, Ulsan National Institute of Science and Technology

Sari Stenfors, Doctor; Strategy, business technology, organization and management studies, Aalto University

## Key figures

### Demos ry

Turnover: **€1,352,851.50**

Profit: **€120,252.80**

### Demos Helsinki oy

Turnover: **€3,240,912.19**

Profit: **€64,724.40**

### Demos Research Institute oy

Turnover: **€577,737.02**

Profit: **€2,085.00**

The transfers between the units of Demos Helsinki have not been deducted from the above turnover figures. In 2019, the combined net turnover of the entire Group was **EUR 4.1 million.**

## About administration

- Demos ry's Board of Directors held eight meetings in 2019.
- Demos Helsinki oy's Board of Directors held eleven meetings.
- Demos Research Institute oy's Board of Directors held three meetings.
- The financial administration and accounting was performed by Tilipalvelu Rantalainen Oy.
- Risto Ekholm from BDO Oy was in charge of the audit.
- The Demos office is located on Mechelininkatu 3d in Helsinki.
- Demos Helsinki oy is a member of the Climate Leadership Coalition, the Association for Finnish Work, the Helsinki Region Chamber of Commerce, and the World Benchmarking Alliance.
- Demos ry is a member of the Institute for Deliberative Democracy (DDI).

# Publications 2019

**Neljä skenaariota ehkäisevän päihdetyön tulevaisuudesta** (Only available in Finnish. Translation: Four scenarios of the future of substance abuse prevention)

[HTTPS://WWW.DEMOSHELKINKI.FI/JULKAISUT/NELJA-SKENAARIOTA-EHKAISEVAN-PAIHDETYON-TULEVAISUUDESTA/](https://www.demoshelsinki.fi/julkaisut/nelja-skenaariota-ehkaisevan-paihde-tyon-tulevaisuudesta/)

**Universalism in the Next Era: Moving Beyond Redistribution**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/UNIVERSALISM-IN-THE-NEXT-ERA-MOVING-BEYOND-REDISTRIBUTION/](https://www.demoshelsinki.fi/en/julkaisut/universalism-in-the-next-era-moving-beyond-redistribution/)

**Vision Paper: Empowering Governments to Steer the 21st Century**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/VISION-PAPER-EMPOWERING-GOVERNMENTS-TO-STEER-THE-21ST-CENTURY/](https://www.demoshelsinki.fi/en/julkaisut/vision-paper-empowering-governments-to-steer-the-21st-century/)

**Futures Brief: The Consumer Business Models of the Future**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/FUTURES-BRIEF-THE-CONSUMER-BUSINESS-MODELS-OF-THE-FUTURE/](https://www.demoshelsinki.fi/en/julkaisut/futures-brief-the-consumer-business-models-of-the-future/)

**State Capability, Policymaking and the Fourth Industrial Revolution**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/DISCUSSION-PAPER-STATE-CAPABILITY-POLICYMAKING-AND-THE-FOURTH-INDUSTRIAL-REVOLUTION/](https://www.demoshelsinki.fi/en/julkaisut/discussion-paper-state-capability-policymaking-and-the-fourth-industrial-revolution/)

**100 Million New Jobs: New Promise of Freedom for a Successful EU**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/100-MIL-LION-NEW-JOBS-NEW-PROMISE-OF-FREEDOM-FOR-A-SUCCESSFUL-EU/](https://www.demoshelsinki.fi/en/julkaisut/100-million-new-jobs-new-promise-of-freedom-for-a-successful-eu/)

**The need for scientific knowledge, education, and critical thinking is growing – 4 theses about the role of universities in Finland in the 2020s**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/THE-NEED-FOR-SCIENTIFIC-KNOWLEDGE-EDUCATION-AND-CRITICAL-THINKING-IS-GROWING-4-THESES-ABOUT-THE-ROLE-OF-UNIVERSITIES-IN-FINLAND-IN-THE-2020S/](https://www.demoshelsinki.fi/en/julkaisut/the-need-for-scientific-knowledge-education-and-critical-thinking-is-growing-4-theses-about-the-role-of-universities-in-finland-in-the-2020s/)

**PATH2030 – An Evaluation of Finland’s Sustainable Development Policy**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/PATH2030-AN-EVALUATION-OF-FINLANDS-SUSTAINABLE-DEVELOPMENT-POLICY/](https://www.demoshelsinki.fi/en/julkaisut/path2030-an-evaluation-of-finlands-sustainable-development-policy/)

**The Zone of Open Optimism: A scenario of the Tallinn–Helsinki Metropolitan Area in the 2030s**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/THE-ZONE-OF-OPEN-OPTIMISM-A-SCENARIO-OF-THE-TALLINN-HELSINKI-METROPOLITAN-AREA-IN-THE-2030S/](https://www.demoshelsinki.fi/en/julkaisut/the-zone-of-open-optimism-a-scenario-of-the-tallinn-helsinki-metropolitan-area-in-the-2030s/)

**The debate paper of the Central Organisation of Finnish Trade Unions SAK and Google: Jatkuva oppimisesta totta** (Only available in Finnish. Translation: Making Continuous Learning a Reality)

[HTTPS://WWW.DEMOSHELKINKI.FI/JULKAISUT/SAKN-JA-GOO-GLEN-KESKUSTELUPAPERI-JATKUVASTA-OPPIMISESTA-TOTTA/](https://www.demoshelsinki.fi/julkaisut/sakn-ja-goo-glen-keskustelupaperi-jatkuvasta-oppimisesta-totta/)

**Demos Helsinki's Annual Report 2018**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/DEMOS-HELSINKIS-ANNUAL-REPORT-2018/](https://www.demoshelsinki.fi/en/julkaisut/demos-helsinki-annual-report-2018/)

**Yhdessä kokeillen: Selvitys maataloustuottajille kohdistetusta ympäristöviestinnästä** (Only available in Finnish. Translation: Experimenting together: A Report on Environmental Communications Directed at Agricultural Producers)

[HTTPS://WWW.DEMOSHELKINKI.FI/JULKAISUT/YHDESSA-KOKEILLEN-SELVITYS-MAATALOUSTUOTTAJILLE-KOHDISTETUSTA-YMPARISTOVIESTINNASTA/](https://www.demoshelsinki.fi/julkaisut/yhdessa-kokeillen-selvitys-maataloustuottajille-kohdistetusta-ymparistoviestinnasta/)

**Unbounded Government: Opportunities for Developing New Government Practices**

[HTTPS://WWW.DEMOSHELKINKI.FI/EN/JULKAISUT/UNBOUNDED-GOVERNMENT-OPPORTUNITIES-FOR-DEVELOPING-NEW-GOVERNMENT-PRACTICES/](https://www.demoshelsinki.fi/en/julkaisut/unbounded-government-opportunities-for-developing-new-government-practices/)

**Saavutettavuus, inklusiivisuus ja osallisuus – Digitaalinen inklusiivisuus ja yhdenvertaisuus kulttuurin ja vapaa-ajan toimialan tavoitteena** (Only available in Finnish. Translation: Availability, Inclusivity and Participation – Digital Inclusivity and Equality as the Goal of the Culture and Recreation Industry)

[HTTPS://WWW.DEMOSHELKINKI.FI/JULKAISUT/SAAVUTETTAVUUS-INKLUSIIVISUUS-JA-OSALLISUUS-DIGITAALINEN-INKLUSIIVISUUS-JA-YHDENVERTAISUUS-KULTTUURIN-JA-VAPAA-AJAN-TOIMIALAN-TAVOITTEENA/](https://www.demoshelsinki.fi/julkaisut/saavutettavuus-inklusiivisuus-ja-osallisuus-digitaalinen-inklusiivisuus-ja-yhdenvertaisuus-kulttuurin-ja-vapaa-ajan-toimialan-tavoitteena/)

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