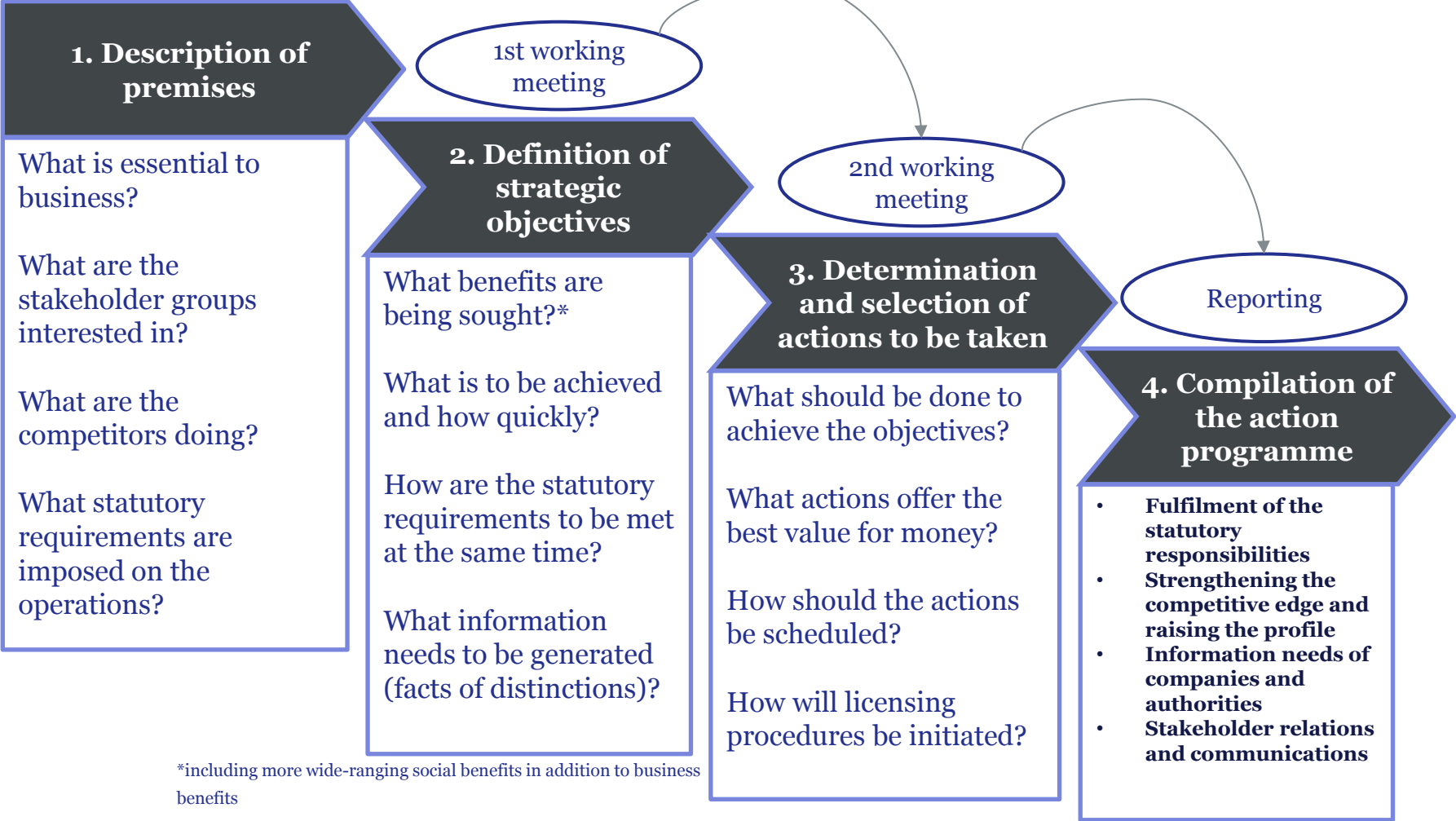
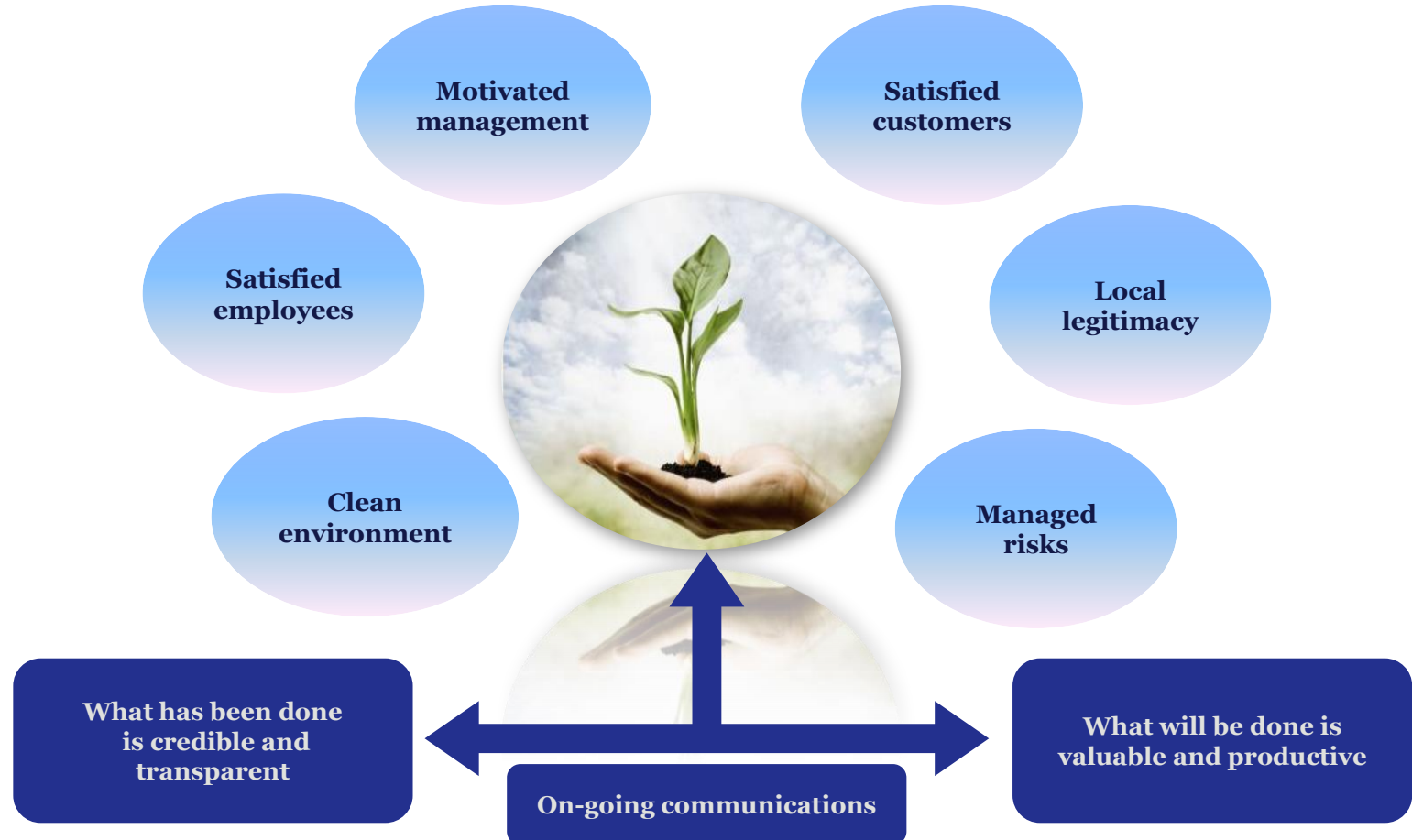


Design of the corporate social responsibility strategy



*including more wide-ranging social benefits in addition to business benefits

Benefits of corporate social responsibility:



Creation of a sustainable business network for the SeaSide Industry Park, Rauman Meriteollisuuskiinteistöt Oy, 2014–2015

Rauman Meriteollisuuskiinteistöt Oy is a limited real estate company wholly owned by the City of Rauma, which manages and organises the operations of the former shipyard site purchased by the City and of the SeaSide Industry Park established in the area. Following the change of ownership, the environmental licence of the previous shipyard operator was revoked. The challenge was to create a competitive and statutes-compliant business network of SMEs in the area within a very short time period.

Subsequently, Gaia signed a framework agreement with Rauman Meriteollisuuskiinteistöt Oy assuming responsibility for developing an operational concept in accordance with the business strategy of Rauma City which is committed to resource efficiency. In a space of six months, Gaia developed – by Finnish standards – a unique SeeSafe business model that responds to the processes of the changing tenants, minimises bureaucracy, generates the indicator data to be reported and creates a platform for an industrial symbiosis of 20–30 actors.

Responsibility for the maintenance of the site’s environmental licence rests with the Malissa real estate company which, in collaboration with its reliable partners, provides the services related to environmental management and safety to the companies operating in the park. The development and presentation of the new model called for scenario work involving the various actors to identify future customer needs, an assessment of the impact on the environmental safety and intense negotiations with the authorities. All the actions were submitted for review and approval to the board of directors of the real estate company, which includes representatives of the top management of Rauma City.

The approach consisted of on-going intense engagement, in which in-depth interviews, audit tours, working meetings and workshops were used to create the vision, policies, action plan, indicators and reporting system for the area including a number of practical tools for use in continual change management (memo templates, instructions, communications guidelines). At the end of the project, responsibility for the management and coordination of the SeeSafe network was transferred to the customer whose key individuals had been inducted to the system in connection with the allocation of duties and actual practical work.

The companies operating in the SeaSide industry Park committed to the common ground rules specified for the area. While responsible for their own operations, the companies report to the Industry Park on environmental impacts, accidents and close calls in accordance with the jointly defined indicators, including changes affecting safety which are addressed using the change management tools available to the network. The companies find that this cooperation enhances security and offers savings through administrative efficiency and the joint procurement of services. Plans are in place to extend the resource-wise way of working to areas such as lending of labour, joint ownership of machinery and joint sales and marketing efforts.

Impact assessment and development of operations of the Materials Handling Centre, Lassila & Tikanoja Oy, 2013–2015



Lassila & Tikanoja is planning to build a materials handling centre in Uusikaupunki, western Finland, to recycle wastes and sidestreams and use them as a source of energy. The centre will promote the re-use of natural resources both regionally and nationwide and assist Uusikaupunki City in its efforts to achieve carbon neutrality.

Gaia has signed a framework agreement with Lassila & Tikanoja Plc covering duties related to the strategic concepts regarding the development of the centre, an assessment of the impacts of the operations, and compliance with the applicable regulations.

In the course of this project, Gaia carried out the regulatory environmental impact assessment procedure applicable to centres processing industrial and community wastes. During this process, three different scenarios were prepared and the company was encouraged to evaluate the potential benefits to business. At the same time, active efforts were made to hear the views of the stakeholder groups in order to be able to make full use of this information in the company's CSR communications. This was accomplished using various forms of social engagement such as visiting the homes of the local residents and inviting them to events staged in the area.

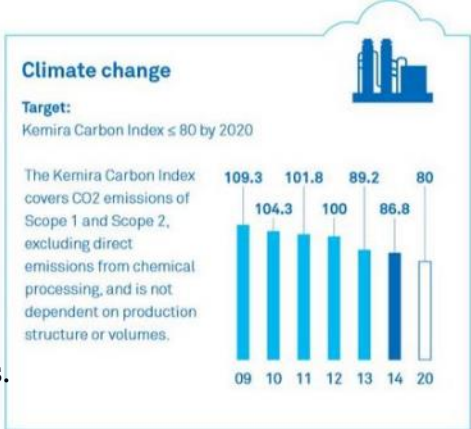
Since the centre is part of the Carbon Neutral Uusikaupunki project and pursues its business objectives, the city serves as a close partner in the project. Others forms of partnering and industrial symbiosis have also been explored on an on-going basis. As part of the project, Gaia was commissioned by L&T to bring together a number of waste management companies and hold three joint discussions for municipal decision makers addressing the potential offered by the recycling of waste materials. Preparations were made for the meeting by interviewing over 30 municipal and political decision makers.

Due to the change in the market conditions, L&T's in-house working meetings made strategic decisions, based on Gaia's groundwork, to implement the investment projects in several phases. In the course of this prolonged process, the importance of change management was also highlighted as key individuals changed. As part of this, Gaia assumed responsibility for the documentation of decision making and the involvement of new people in the process.

For the first investment phase now completed, Gaia provided an assessment of the foreseen environment impacts of the operations; an assessment of the best feasible technologies; a basic analysis of soil contamination; and a set of indicators and a monitoring plan for the project. Additionally, Gaia assisted the customer in talks with the Uusikaupunki City management regarding the zoning needs of the area and coordinated the plans for the site contemplated by the various actors.

Support for corporate social responsibility (Kemira Group 2011–)

- Gaia, in its capacity as an outsourced service provider, has been responsible for the collection and quality assurance of environmental data on Kemira’s plants in 2012, 2013 and 2014. The reporting covers all of the company’s facilities worldwide. Additionally, Gaia has been responsible for the consolidation of data for the annual report and the calculation of environmental indicators as defined in the Global Reporting Initiative (versions G3.1 and G4). Gaia has played an active role in developing data gathering, related guidelines and indicators. At the same time, Gaia has assisted the customer in filing the Carbon Disclosure Project report.
- Gaia has been responsible for developing the calculation methods for Scope 2 and Scope 3 greenhouse gas emissions (indirect emissions from energy production and other indirect emissions).
- Under the framework agreement, Gaia has served as the carbon footprint calculator since 2011 determining the lifecycle carbon footprint of Kemira’s products. Product-specific carbon footprints have been determined for products made by dozens of manufacturing units.
- Additionally, Gaia has supported Kemira in assessing energy and water efficiency, and in developing indicators for measuring consumptions. It also served as a sparring partner for the management in reviewing a range of corporate social responsibility issues.



Support for environmental responsibility efforts (Citycon Corporation, 2007–2015)

Engaged by Citycon Corporation, Gaia explored during 2007–2008 optional international models for environmental management and the improvement of energy and materials efficiency at shopping centres. As part of these efforts, ideas were invited from tenants at the shopping centres owned by Citycon across the world as to how to develop the shopping centre environment. Gaia facilitated a series of workshops for Citycon’s staff tasked to develop an environmental programme for the company. The goal was to create a programme that was suitable for the properties in the various countries and gave due consideration to the needs of the various stakeholders. In a follow-up project, Gaia analysed the carbon footprint of Citycon's properties in Finland, Sweden and the Baltic countries. For data gathering and calculation purposes, Gaia developed an Excel tool subsequently handed over to the customer. Making use of this tool, Gaia updated the carbon footprint calculation for Citycon for 2010 and 2011, after which data gathering and footprint calculations have been carried out by the company itself. The carbon footprint confirmed by the auditors is disclosed in Citycon’s annual report. Additionally, in 2010, Gaia assisted Citycon in preparing a simplified corporate responsibility matrix for shopping centre tenants and a Green Index for monitoring environmental performance by the shopping centres across the entire Citycon Group. Since then, Gaia has served as a sparring partner for Citycon in the context of corporate social responsibility (GRI and CDP) and related calculations as foreseen in the framework agreement.