

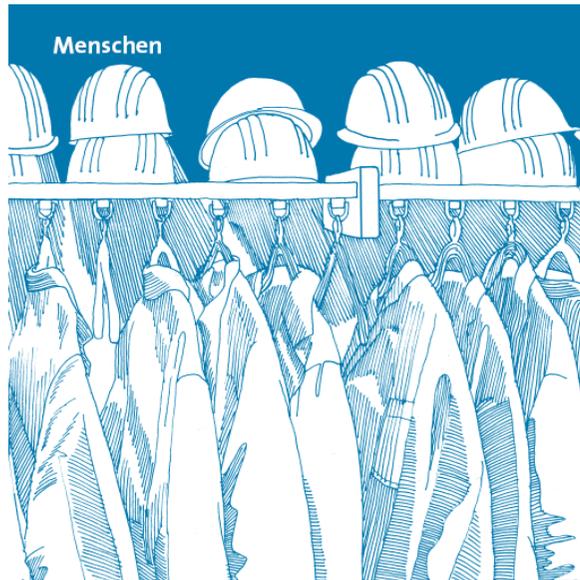


Approach and Solution

A lean project team including the CEO was set up to design and implement a communication concept. In the first phase all existing material was screened and data from all relevant areas (environment, health, safety, social engagement and sponsorship) of our Client's operations were collected and reviewed. The Company's stakeholders were analyzed and their need for information and special interest was identified.

The communication channels to be established were jointly defined and the first two elements created:

- ▶ Environment, Health, and Safety (EHS) Report
- ▶ Public discussion forum where our Client's activities and planned investments would be presented and discussed with all interested individuals and stakeholder groups.



It was decided to go through a stepwise approach and over time develop the EHS Report into the more comprehensive format of a CSR Report. In our first attempt to consolidate and visualize the data we defined the reporting structure for the bi-annually released and audited Environment Report. It was to be laid out as a comprehensive Environment, Health and Safety Report, at the same time complying with the regulations for the emissions reporting.

Achievements

- ▶ Two consecutive state-of-the-art EHS and CSR Reports, which gained praise by the regulatory authorities and the auditing organizations.
- ▶ The environment forum attracted the media, environmental activists groups and many individuals from the interested public. The CEO's presentation was applauded by all groups and representatives. The following discussion was friendly and constructive and the company earned the trust of many formerly aggressively agitating environmental activists.
- ▶ The new communication policy and culture was well appreciated internally. The EHS, and later CSR, Report radiated into the organization and boosted the blue and white collar staff's motivation to support the company's ambitious goals.
- ▶ As by-products of this project a number of small but effective measures in the area of health and safety were implemented and strengthened.

