



CORPORATE SOCIAL  
RESPONSIBILITY  
REPORT 2013

**TECHNOPOLIS**

# Business Develops through Responsibility



According to its corporate social responsibility vision defined in 2013, Technopolis wants to be an attractive listed company, known for its proactive actions and approach to promote profitability, social responsibility, and green competitiveness. Our responsibility work is also guided by the responsibility values we have selected. Responsibility helps to anticipate stakeholder expectations, and develop the efficiency, added value, and risk management of operations – it is a competitive advantage that Technopolis has identified. In addition to profitability and satisfied personnel, this is reflected in environmentally-friendly buildings, services, purchases, a five-star customer service attitude, and a sense of community that supports success.

At Technopolis, responsibility is founded on the Group's environmental strategy and sustainability action plan, its Code of Conduct, risk management policy, HR strategy, as well as training and equal opportunity plan. Our key focus areas of responsibility include reducing carbon dioxide emissions, energy consumption, water use and waste, increasing sorting and recycling, profitability enhancement, and the competence and satisfaction of our personnel. At Technopolis, responsibility is an everyday activity that provided considerable results in

2013: we advanced in the right direction in terms of environmental targets. Five building ratings were obtained within our 16 LEED-registered locations, our office in Estonia was awarded the first Green Office label in the country, and our previous responsibility report was awarded a bronze label by EPRA (the European Public Real Estate Association). The results concerning social responsibility were positive as well, and they were based on equal opportunity and personnel surveys carried out within the company and a bimonthly Feeling Scale workplace atmosphere follow-up.

Our responsibility environment is influenced by consumption behavior, technology development, space use efficiency and occupancy rates, unemployment rates, and increasing expectations of corporate responsibility. In particular, increasing regulation and control, at both EU and national levels, will present strict requirements for carbon dioxide emissions, energy efficiency and responsibility reporting in years to come. In 2014, the main challenges facing Technopolis' corporate social responsibility activities will be the company's internationalization, integration needs, and the focused execution of eco-efficiency investments in relation to the requirements of set targets. The commitment of the management and personnel plays a key role in working towards our objectives. In the future, Technopolis' objective is to develop responsibility management, stakeholder dialog and sense of community, and to achieve a higher ranking against international real estate industry benchmarks. Technopolis will continue to develop data collection and reporting as well as investments in building ratings, energy efficiency, coverage of main metering, remote reading, and waste sorting and reuse.

The responsibility report describes Technopolis' financial, environmental and social responsibility in accordance with the principles of the Global Reporting Initiative (GRI) G4 framework, the Construction and Real Estate Sector Supplement (CRESS) version 3.1, and EPRA's Sustainability Best Practice Recommendations for responsibility reporting. We hope that this responsibility report will meet the expectations of our stakeholders and increase interest in our long-term responsibility efforts.

Keith Silverang  
CEO

Virve Valonen  
Environmental and Sustainability Manager

# Technopolis – An International Smart Park Specialist

Technopolis Plc is a listed public company established in 1982 that specializes in real estate, leasing space, and providing services. Its core business idea is to provide flexible business environments and five-star service in order to create a competitive advantage and a superior customer experience. Technopolis functions as an active developer, operator and long-term owner of modern, multi-user office campuses with dedicated in-house sales and service. There are approximately 32,000 people and roughly 1,500 companies and organizations in Technopolis premises in Finland, Lithuania, Norway, Russia, and Estonia. Technopolis is committed to robust and profitable international growth. The company's net sales for 2013 increased by 17.7% and totaled EUR 126.3 million and its EBITDA increased by 15.0% and was EUR 64.1 million. The Technopolis Plc share (TPS1V) is listed on the NASDAQ OMX Helsinki.



## Technopolis Operations

The company's operations are focused on robustly growing knowledge-intensive campuses. Technopolis now has 20 campuses, of which 16 are in Finland and one each in St. Petersburg, Tallinn, Vilnius, and Oslo. The company has locations in 12 cities in five countries. Technopolis is registered in the city of Oulu and is headquartered from Helsinki. The Group's operations are divided into real estate and service businesses. The space and services offered by the company combine to form "smart" business environments, where it is easy for customers to do business and grow with the help of flexible services and infrastructure that follow the customer's ups and downs, helping him to adapt to changing internal and external conditions. The company's flexible space portfolio includes offices and service spaces that include, meeting and conference space, and shared work space that Technopolis calls Business Lounges.

Technopolis' extensive service portfolio supports customers with versatile needs related to space, business efficiency, and employee well-being and productivity. The services help customers to focus on their core business, which enables clients to keep costs under control and mitigate their environmental impact. Technopolis' workplace services include workplace design, furniture and office equipment provisioning and move-in services, ICT services, facility and cleaning services, reception services, meeting and conference services and restaurant and catering services. Business services include matchmaking, talent and visibility services. Services offered to employees include restaurants and cafes, health and well-being services, travel and leisure services, and consumer services.

## Key Trademarks and Brands

The Technopolis trademark is protected with a Community Trade Mark throughout the EU and separately registered in Finland, Denmark, Estonia, Hungary, Latvia, Lithuania, Norway, Poland, Russia, Ukraine, and Belarus. In addition, the company has registered several trademarks in Finland, the most commonly used being Innopoli and Mediapolis.

Technopolis and Business Lounge are key brands in the company's real estate business. Technopolis campuses are usually named using the prefix Technopolis and the district, such as Technopolis Ruoholahti. Business Lounge is a space brand launched by the company in 2012, under which space is provided flexibly to meet changing business needs. It is suitable for business travelers, remote workers, and guests as a short-term workplace. Business Breakfast, Meet Your Neighbors, and Money Talks® are key brands in the service business.

## Operational Structure and Market Areas

Technopolis Group consists of the parent company Technopolis Plc, whose subsidiaries operate in five countries: Finland, Lithuania, Norway, Russia, and Estonia. The parent company has five regional subsidiaries in Finland and foreign subsidiaries in all of the countries where it operates, through which the company manages its local real estate holdings. The Estonian subsidiary Technopolis Baltic Holding OÜ manages a 51% holding in Technopolis Ülemiste AS, the owner of the Technopolis Ülemiste airport campus. The minority shareholder is Ülemiste City OÜ, a subsidiary of the Estonian company Smart City Group OÜ. The Norwegian subsidiary Technopolis AS manages a 51% holding in the company that owns the Fornebu office campus in greater Oslo. The minority shareholders are Ilmarinen Mutual Pension Insurance Company, with a 19% holding, and the Norwegian company IT Fornebu Properties AS, with a 30% holding.

In addition to geographic segmentation, Technopolis' operations are secondarily divided into the real estate and service segments. In Technopolis' estimation, the service business improves and maintains customer satisfaction. It is more significant to the company's operations than is suggested by its share of net sales, which describes the volume of services sold.

December 31, 2013	Space	Services
Number of personnel*	74	57
Net sales, EUR million	111.5	14.7
EBITDA, EUR million	72.7	1.5
EBITDA, %	65.2	10.3

\* In addition, Group functions had a total of 69 employees.

## Scale of the Organization

In 2013, Technopolis Group had 211 employees, most of them working in Finland. Operations in Finland generated the majority (86.6%) of net sales. Technopolis Group's equity ratio was 40.2%. The capital structure is comprised of EUR 569.3 million in equity and EUR 936.1 million in liabilities. The company arranged a rights issue in December 2013, raising approximately EUR 100 million of assets to cover the investments made during the year and to strengthen its balance sheet.

December 31, 2013	Net sales, EUR million	EBITDA, EUR million	Assets, EUR million	Employees	Total floor area, sqm	Financial occupancy rate, %
Finland	109.4	56.1	988.0	154	617.7	93.2
Lithuania	3.5	2.5	77.3	3	40.7	99.9
Norway	0.9	0.6	390.1	10	77.3	89.5
Russia	5.6	1.5	104.1	17	31.9	100
Estonia	6.8	3.5	101.4	16	74.7	97.7
Unallocated	0.0	-0.1	-100.6			
<b>Total</b>	<b>126.3</b>	<b>64.1</b>	<b>1,560.4</b>	<b>200</b>	<b>842.3</b>	<b>93.6</b>



## Technopolis' Values

Technopolis has four strong values: customer orientation, innovation, profitable growth, and community responsibility. In accordance with its community responsibility values the company aims not only to act responsibly in its communities in line with Code of Conduct, but it also strives actively to develop a prosperous community within each of its campuses. Corporate Social Responsibility management, presented in the next chapter, is also based on the values chosen by Technopolis.

# Corporate Social Responsibility Management

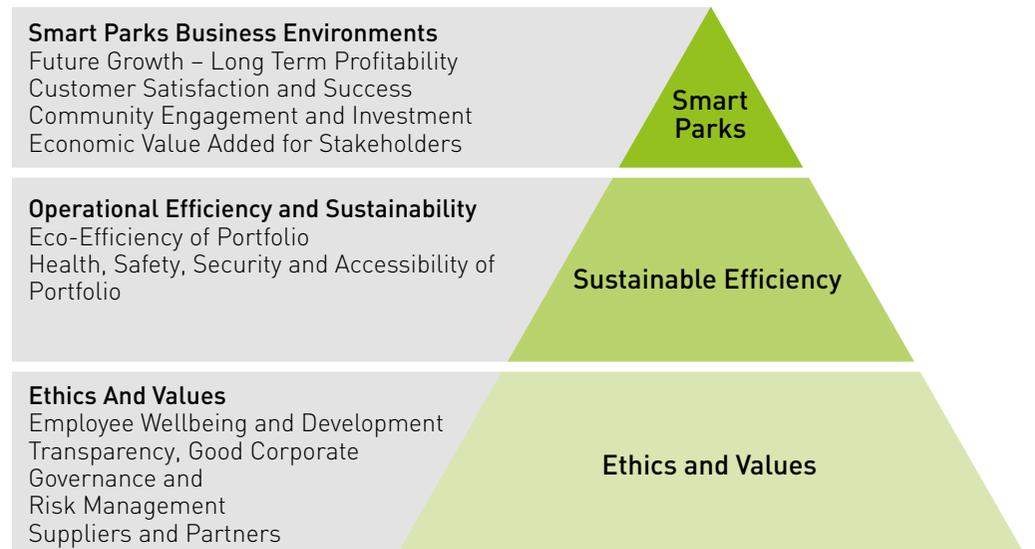
## Corporate Social Responsibility Themes at Technopolis

Technopolis categorizes the impact and measures of its Corporate Social Responsibility under three themes.

**Smart Parks–Smart business environments:** By offering smart business environments combined with versatile workplace, business, and employee services that make its customers' business more efficient, Technopolis enhances the profitable long-term growth of its business and of its communities.

**Sustainable efficiency:** Technopolis offers its customers eco-efficient, safe, and healthy workspaces and services.

**Ethics and values:** Technopolis' values and ethics provide the foundation for the company's responsible operations and ensure compliance with its Code of Conduct, good corporate governance, risk management, and responsibility for the satisfaction and well-being of its personnel.





## Corporate Social Responsibility Management

Technopolis' responsibility work is guided by its vision, mission, and values of responsibility. The responsibility vision is described in the introduction to this report on page 2, and its values for responsibility are discussed in the Code of Conduct chapter on page 46. The company's responsibility mission is to offer sustainable workspace and services by acting responsibly towards all stakeholders. In addition to the vision, mission, and values, responsibility at Technopolis is founded on its environmental strategy and sustainability action plan, Code of Conduct, risk management policy, HR strategy, and annual plans related to personnel development and equal opportunity. Technopolis has set targets for its selected, essential Corporate Social Responsibility indicators since 2011, and the targets have been updated for 2013-2016. The impact, management practices, indicators and objectives associated with the essential aspects of Corporate Social Responsibility are described by theme in the table on pages 50-51.

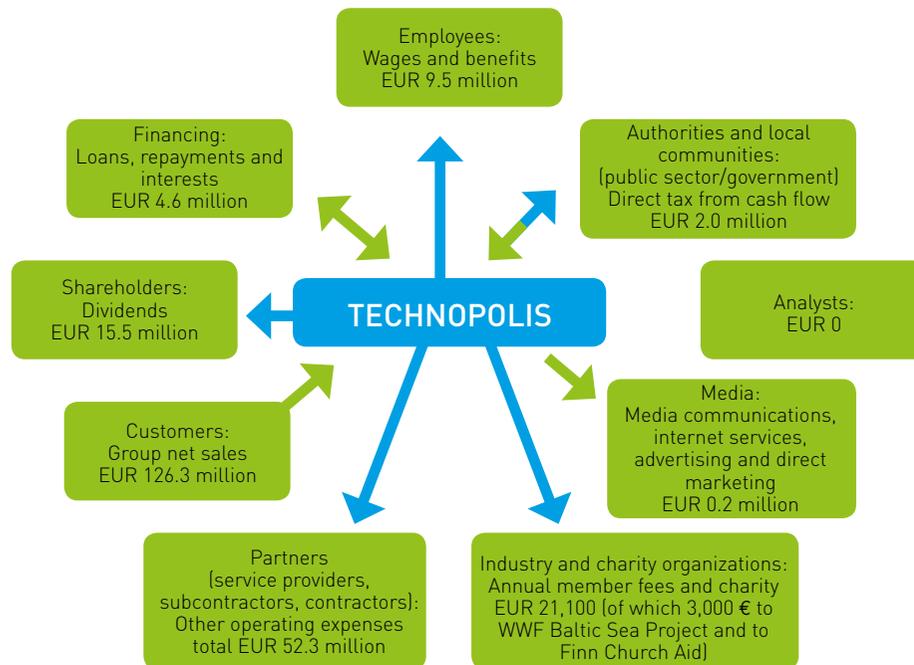
At Technopolis, Corporate Social Responsibility activities are coordinated by the Environmental and Sustainability Manager, who reports to the Director of Legal Affairs, a member of the Group Management Team. The measures taken are distributed by function among real estate operations, HR, Finance & Accounting, and communications. The achievement of the Corporate Social Responsibility targets is monitored by the Group Management Team. The policies that guide Corporate Social Responsibility are continuously monitored and developed. The Group Management Team and Board of Directors are responsible for ratifying Technopolis' Group-wide policies.

Technopolis' key management measures include strategic target setting, follow-up, continuous development, stakeholder dialog, and Corporate Social Responsibility reporting in line with the GRI and EPRA Sustainability Best Practice recommendations. The management measures and systems are discussed in more detail in connection with the essential Corporate Social Responsibility themes and aspects.

# Stakeholder Cooperation

## Stakeholders

Technopolis has specified parties that can influence the achievement of the company's objectives and on which its operations have significant effects as its stakeholders. These stakeholders and the financial impact between Technopolis and them is presented in the following figure through cash flows.



The role of contractors, authorities, and local communities can be described as project-like in real estate development projects.

## Ownership Structure

The three largest shareholder groups in Technopolis Group in ownership terms are public sector organizations, foreign and nominee-registered parties, and households. The two largest shareholders controlling almost 35% of the company are Finnish pension funds and they are classified officially as public sector entities. On December 31, 2013, shares outstanding totaled 106,268,407.

Breakdown by sector, December 31, 2013	Number of shares/ votes	%
Public sector organizations	43,290,009	40.7
Foreign and nominee-registered	32,901,995	31.0
Private households	16,249,437	15.3
Private companies	5,813,507	5.5
Financial and insurance institutions	4,209,480	4.0
Non-profit organizations	3,784,699	3.6
Joint account	19,280	0.0
Total	106,268,407	100.0
Outstanding shares	106,268,407	100.0

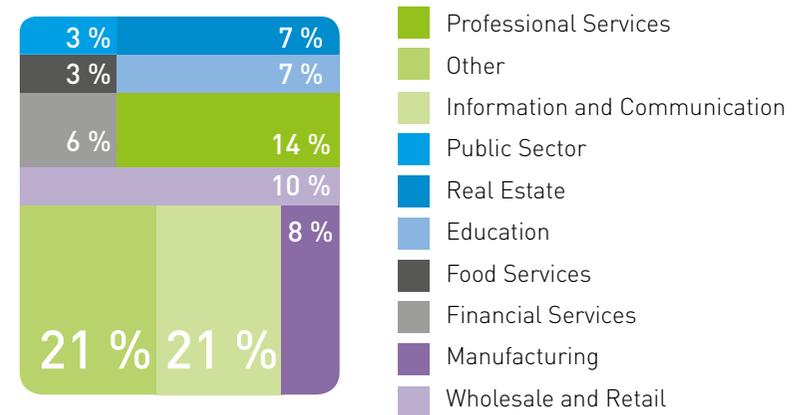
The ten largest shareholders in Technopolis include two significant pension insurance companies, two cities, and OP-Pohjola Group. The largest shareholders on December 31, 2013 are presented below:

Shareholder	Number of shares	Holding of shares and votes, %
Varma Mutual Pension Insurance Company	25,448,192	23.9
Ilmarinen Mutual Pension Insurance Company	11,089,647	10.4
City of Oulu	3,511,211	3.3
OP-Pohjola Group	1,920,573	1.8
Laakkonen Mikko Kalervo	1,226,184	1.2
Finnish Cultural Foundation	1,188,042	1.1
City of Tampere	1,160,577	1.1
Odin Finland	1,119,944	1.1
Jyrki Hallikainen	998,236	0.9
Mutual Fund Evli Finnish Equity	917,294	0.9
Total of ten largest	48,579,900	45.7
Foreign and nominee-registered	32,901,995	31.0
Other	24,786,512	23.3
Total	106,268,407	100.00

## Customers

Technopolis seeks a balanced, knowledge-intensive customer base for its campuses in order to facilitate interactions between customers and to mitigate customer and sector risk. Technopolis has a total of approximately 1,500 customers from several industries, and 32,000 people work in Technopolis space. The clientele consists of knowledge-intensive companies and organizations, many of them with an international growth orientation. Technopolis' customer base is both geographically diversified and diversified by sector. Growth opportunities are continuously analyzed, with a focus on the creation of Smart Business Parks.

### Distribution of the Technopolis Customer Base by Sector on December 31, 2013:



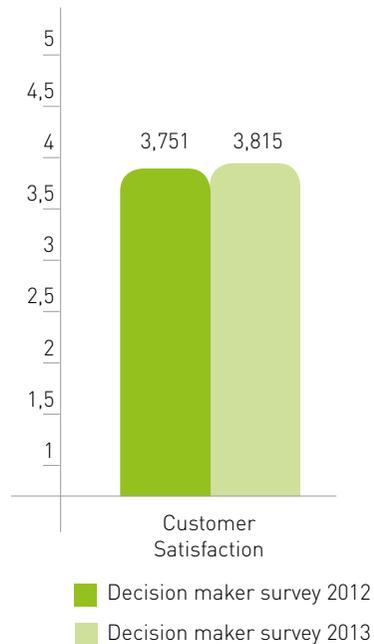
Technopolis' twenty largest customers leased a total of 32,8% of the company's total space on December 31, 2013. The twenty largest customers include Aalto University, Aspocomp, CGI, Nokia, Savonia University of Applied Sciences, Tieto, University of Jyväskylä, VTT, and Yleisradio (Finnish Broadcasting Corporation).

## Monitoring Customer Satisfaction

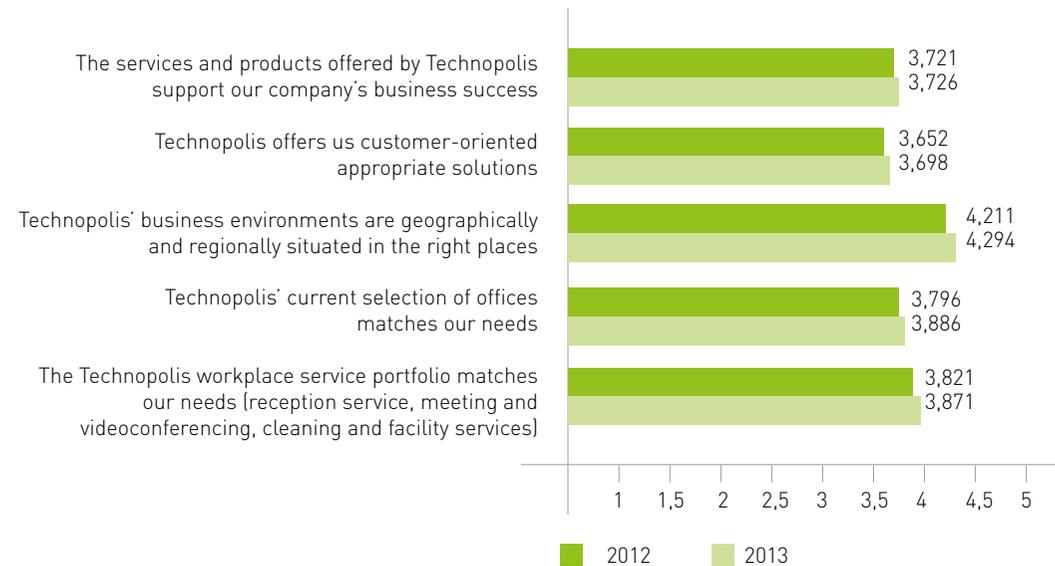
During the reporting year, Technopolis continued the previously launched Five Star customer service program, aiming to increase the level of customer satisfaction. This service philosophy, which is driven by the idea of continuously exceeding the customers' expectations, is a differentiator and competitive advantage for Technopolis. The Five Star customer service program focuses on training, increasing knowledge, and developing concrete tools. It has been implemented in the form of a management coaching program via supervisors throughout the organization, and several of its measures are already part of daily work.

Providing 5 Star service is part of Technopolis' value proposition, and therefore customer satisfaction is closely measured and monitored. Diverse measuring methods are employed. With regard to restaurant services and customer events, for example, service satisfaction is measured immediately after they are provided. A quarterly electronic satisfaction survey is carried out among the representatives of customer companies, at both user and decision-maker levels. Because the respondents may vary within the companies, they provide a comprehensive picture of customers' overall satisfaction. Technopolis aims to continuously monitor customer satisfaction and improve its customers' Technopolis experience.

Customer Satisfaction (2013 vs. 2012)



Customer Satisfaction (2013 vs. 2012)

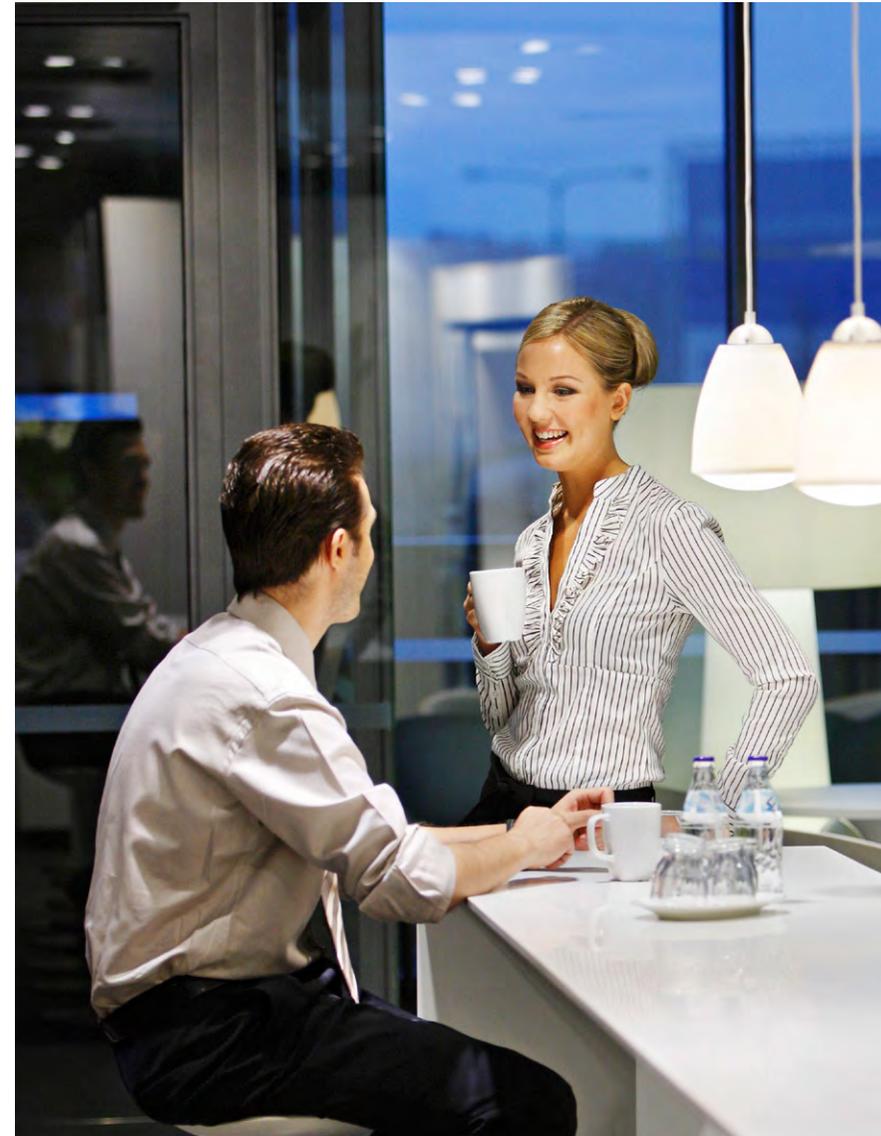


## Supply Chains

Technopolis utilizes a number of supply chains in its operations. The company has outsourced regular daily and weekly cleaning, property maintenance, waste management, security, ICT and photocopying solutions and travel services, among others. Periodic services procured according to maintenance plans include a range of periodic and technical equipment maintenance services. The company also outsources services related to moving, printing brochures and publications, leasing space, and a variety of specialist services as necessary. In addition, there are several restaurant operators on Technopolis campuses offering daily restaurant, café and catering services to Technopolis, its customers and visitors. Technopolis also has project-based design, developer, subcontractor, and project management partners in connection with construction projects. Among Technopolis' subcontractors, the partners involved in cleaning, property maintenance, and restaurant services operate in labor-intensive industries.

Technopolis purchases products from its suppliers both for public service spaces and for sale to customers as necessary. This includes furniture, sanitary supplies, lighting fixtures, filters, copy paper, and other office supplies. Technopolis also offers its customers energy it has purchased against a separate charge. The partners providing services to Technopolis mainly obtain the products and raw materials required for their operations via their own suppliers or manufacture them in-house. The majority of Technopolis' subcontractors are building contractors, distributors, and consultants. With regard to energy sales and leasing of premises, the partners are brokers, and with regard to ICT solutions, partly also licensors.

Technopolis' supply chain partners are mainly selected according to country. A significant share of Technopolis' partners operate in Finland, where most of the campuses are also located. In Lithuania, Norway, Russia, and Estonia, local partners are mainly used. During the reporting year, Technopolis has not separately monitored the total number of its partners or supply chain parties or the payments made to them due to the challenging nature of data collection with the company operating in five different countries. Due to this, the percentage of audited suppliers of all suppliers has also not been monitored. Technopolis is, however, planning to centralize its purchases and develop their monitoring in the future.



## Supplier Audit and Green Purchases

Technopolis applies the environmental criteria of its green procurement guide in auditing new suppliers and requires that they comply with the company's Code of Conduct, including working conditions and compliance with human rights. The company does not accept the use of child or forced labor in its own or its partners' operations. The risk of this has been considered minor, as Technopolis operates in the real estate sector. Therefore, no actual measures have been taken to prevent child or forced labor. Impact on society has not been assessed in the choice of suppliers for the time being.

The green procurement guideline followed in Finnish and Estonian Technopolis properties was updated with new objectives in 2013. These included using ICT equipment with Energy Star labels or another high energy efficiency class marking, requiring data centers to have an environmental plan, reducing the amount of landfill waste by 10%, achieving a utilization rate of a minimum of 60% in waste management, and restricting CO<sub>2</sub> emissions from company cars to 170 g/km. The other previous objectives of the green procurement guide also remain valid. Technopolis requires its cleaning, property maintenance and restaurant partners to have environmental or quality programs and to use environmentally friendly products and methods where possible.

Quality and energy efficiency criteria were emphasized in the choice of technical property maintenance partners during the reporting year. In addition, in Finland and Estonia all paper procured for use in Technopolis' own offices and sales to customers was 100% PEFC, FSC or Blue Angel certified, and the renovations and modernizations carried out in the properties were required to support the objectives of the environmental strategy. Furthermore, the proportion of green electricity in Technopolis' property stock in Finland was 100%. The origin of the electricity is also verified by a third party, Inspecta Oy. In addition to the green procurement guide, all of the six LEED EB building rating projects underway at six properties prepared site-specific green cleaning, waste management, and purchasing plans.

With green procurement, Technopolis aims to develop services for customers that are more environmentally-friendly and offer them added value. Technopolis videoconferencing services and Business Lounge workspaces, for example, save customer and visitor time and money, and reduce the environmental impact of travel. Energy-efficient lighting and carbon dioxide-based ventilation control are preferred in meeting rooms. Environmentally labeled products are used for cleaning whenever possible, and a waterless cleaning option is available. Unnecessary water consumption is avoided in car washes, too. Four campuses also feature car rental and charging stations for electric vehicles.

## Working with Communities

The companies operating in Technopolis campuses make up an extensive network of international community with interactions being systematically driven by the company. The key method is the service concept provided by Technopolis, which supports customers in developing their networks, operations, and competences. For example, roughly 100 targeted and carefully arranged events and modern event tools offer businesses in Technopolis campuses an excellent setting for creating and maintaining contacts.

In addition to supporting customer interactions, Technopolis invests in the well-being and ease of everyday life of other parties in its public spaces, and the restaurants and cafeterias located in the company's campuses are open to visitors as well as tenants. Well-being services ranging from gyms to hair cutting and physical therapy are also available. The services at Technopolis campuses support employment and productivity, and improve the well-being at work of the company's own as well as customer companies' personnel.

Technopolis minimum standards require that every campus organize Business Breakfast and Meet Your Neighbor events. Local units can freely organize other local events based on their own requirements. During the reporting period, Technopolis arranged several events related to growth, business development and responsibility for its local communities. In Finland, Lithuania, Russia and Estonia there were in total almost one hundred matchmaking events that support networking. Of these, for example the matchmaking event in Russia focused on cleantech and sustainable construction. The Tampere and Kuopio business units also arranged their own local community events with customer companies. Technopolis encourages the community also to take part in theme weeks and other joint activities. For example, in 2013 all of the campuses took part in the international Earth Hour theme day, encouraging tenants to switch off lights, and the Finnish locations also took part in the Finnish National Energy Saving Week and the Joulupuu (Christmas Tree) charity drive to purchase Christmas presents for children from families of limited means. The Innopoli campus in Espoo also arranged an open art exhibition. Technopolis also arranged several visits and tours for stakeholders at its Ruoholahti campus in Helsinki, introducing the sustainable solutions of Ruoholahti phase 2 that supported achieving LEED Gold certification.



## Cooperation with Stakeholders to Develop Responsibility

During fall 2013, Technopolis surveyed the views of its major shareholders on developing social responsibility reporting and responsibility management. The survey was carried out as part of the reporting process, and the aim was to collect information with which the company could better respond to the needs, expectations, and questions of stakeholders regarding social responsibility. To investigate these issues, interviews were arranged with the three largest shareholders: Varma Mutual Pension Insurance Company, Ilmarinen Mutual Pension Insurance Company, and the City of Oulu. In addition to collecting feedback, the interviews were used to agree with each shareholder on how stakeholder cooperation related to social responsibility will be implemented in the future.

Questions related to risk management, taxation, and management of responsibility-related targets were highlighted in the interviews. Feedback included hopes that the social responsibility report would include more detailed descriptions of for example the role of the supply chain in the responsibility chain and corruption-related risk management. Supply chains, risk management and induction in anticorruption principles are discussed on pages 11, 25-27 and 46 of this report. With regard to taxation, information on its fairness and local taxation practices was specifically desired. The taxes paid by Technopolis are described on page 8. The company acknowledges the fairness of taxation and country-specific footprint as an increasingly important theme, and has decided to monitor the development of related reporting in the industry. As a result of stakeholder feedback, Technopolis also prepared a description of its management policies in areas of responsibility considered to be essential as part of its responsibility reporting.

In the interviews, the shareholders gave their opinions on the assessment of materiality presented in last year's social responsibility report. Also, an anonymous electronic survey concerning social responsibility was arranged for all stakeholders, asking them to assess the significance of various aspects of responsibility. The assessment of materiality updated on the basis of the result can be found on pages 48-49. The stakeholder survey also charted how they wish to be informed of matters pertaining to social responsibility in the future. Most respondents considered the Technopolis website the most suitable channel for this, and stakeholder communications will be developed on the basis of the responses.

# Case

## Technopolis Summit



Arranged in 2013 for the first time, Technopolis Summit saw representatives of companies, educational institutions, and the public sector come together at Mediapolis, a hub of digital industry in Tampere. The event for Technopolis customers had more than 200 visitors from all Technopolis locations and offered the participants well-known speakers and new contacts.

The main theme of the event was networking. Technopolis wants to create a business community whose members can find partners and customers. The aim is to create a genuine business chain operating in all Nordic countries and the Baltic region, where the company operates.

Guided tours of Yle's TV production facilities in Mediapolis, the possibility to take part in the filming of the Tartu Mikkiin TV program and a keynote speech by Finnish rapper Kimmo Laiho, better known as Elastinen, ensured that the first Technopolis Summit was an event to remember. In addition to Keith Silverang, CEO of Technopolis, the speakers included Ilkka Rahkonen from Yleisradio, Lars Ingeslev from LinkedIn, Mika Ahokas from Dream Broker, and Tommi Uhari from Uros. The next Technopolis Summit is planned for October 2014.

# Case

## Meet Your Neighbors



Meet Your Neighbors events offer companies operating at the same Technopolis campus an opportunity to meet each other and find potential partners and customers. Technopolis has identified the atmosphere of the campus and the promotion of community on the campus as a factor that can be developed to improve well-being as well as to create added value for the company and its customers. The aim of the Meet Your Neighbors events is to get people working at the same campus to know each other, both to create new contacts, encourage intra-campus transactions and to improve the general atmosphere of the campus. The events also offer Technopolis employees an opportunity to meet their clients in a casual setting.

The basic format of the Meet Your Neighbors event includes short pitches by the participants, but the emphasis is on free networking and mingling. For example, one of the eight Meet Your Neighbors events arranged in 2013 had a Movie Club theme, with the event ending with a movie. No matter what the program, the most important thing at the Meet Your Neighbors events is a laid-back atmosphere and an opportunity for easy, casual networking.

The first Meet Your Neighbors event was arranged in Tampere in 2010, and they have subsequently been arranged at all Finnish Technopolis locations. A total of 22 events have been arranged with more than 930 participants in all. Technopolis customers have praised the Meet Your Neighbors concept as an effective way of getting to know the parties in their area, and the events have resulted in several customer and partner contacts.

## Approved External Agreements and Principles

Technopolis complies with the energy efficiency agreement for premises (TETS) established at the beginning of 2011. The agreement involves the Commercial Property Action Plan, prepared as a joint effort of the Ministry of Employment and the Economy, RAKLI ry and Motiva, and several key industry players. The agreement aims to achieve 6% savings in the energy consumption of all properties by the end of 2016. According to the program, all of the organizations that have signed the agreement will publish the energy consumption and savings targets of their properties during the agreement period.

In accordance with its Code of Conduct, Technopolis also respects and supports the principles of the Universal Declaration of Human Rights, the Convention on the Rights of the Child, and the ILO Declaration on Fundamental Principles and Rights at Work. The ethical guidelines are discussed in more detail on page 46.

## Memberships

Technopolis is a member of the Green Building Council Finland. The tasks of GBC Finland include collecting and relaying sustainability competence in Finland and promoting sustainable practices related to the built environment. The association also connects Finland to the international Green Building Council network in order to activate dialog and discussion.

Technopolis is also a member of RAKLI ry - the Finnish Association of Building Owners and Construction Clients, and the Finnish Science Park Association TEKEL. RAKLI's mission is to produce built environments that promote well-being and competitiveness, and its focus areas include energy and ecological efficiency and responsibility. TEKEL, on the other hand, aims to create a world-class science park network in terms of premises and service structure. During 2013, Technopolis took part in seminars on energy efficiency, sustainable construction, and indoor air quality arranged by both GBC Finland and TEKEL.



# Corporate Governance

## Corporate Governance

Governance and decision-making at Technopolis Plc comply with the Finnish Limited Liability Companies Act, the guidelines and provisions for listed companies published by the Helsinki Stock Exchange and the Financial Supervisory Authority and the company's Articles of Association, as well as the Finnish Corporate Governance Code which took effect on October 1, 2010, issued by the Securities Market Association. Technopolis has prepared a Corporate Governance Statement in accordance with Recommendation 54 of the Code, issued separately from the report of the Board of Directors. The statement includes a description of the main features of the company's internal audit and risk management systems, the activities and duties of the Board of Directors, and information on the CEO and his duties. The statement is updated annually. The Corporate Governance Statement 2013 was published on February 14, 2014, and is available on the company website at [www.technopolis.fi](http://www.technopolis.fi).

The company's administrative structure is based on the bodies pursuant to the Limited Liability Companies Act: the General Meeting of shareholders, Board of Directors, and CEO. In its work, the Board of Directors is assisted by the Board Committees, and the Group Management Team assists the CEO in the management of the company's operations. In addition, the company has a Shareholders' Nomination Board established by the Annual General Meeting.

## General Meeting of Shareholders

The General Meeting of shareholders is Technopolis' highest decision-making body. The Annual General Meeting (AGM) of Technopolis is held every year by the end of May, and Extraordinary General meetings are held as convened by the Board of Directors as deemed necessary for decision-making purposes, or if shareholders representing a minimum

## Organization



of 10% of shares in the company demand it in writing in order to process a given matter. The matters to be dealt with at the Annual General Meeting are laid down in the Limited Liability Companies Act and the Company's Articles of Association. They include:

- adopting the financial statements,
- resolutions on the use of profit for the financial period and dividend payout,
- discharging the members of the company's Board of Directors and the CEO from liability,
- electing the Board members and auditors and resolutions on their fees.

The Annual General Meeting may, as proposed by the Board of Directors or a shareholder, also decide on other matters falling under the authority of shareholders' meetings in accordance with the Limited Liability Companies Act. A shareholder has the right to have matters that fall within the jurisdiction of the General Meeting by virtue of the Limited Liability Companies Act processed by the General Meeting, provided the shareholder makes a written request to the Board of Directors in time for the matter to be included in the notice of the meeting. At the General Meeting, each shareholder additionally has the right to ask questions regarding items on the agenda.

Convening and arranging the Shareholders' meeting complies with the provisions of the Limited Liability Companies Act and the recommendations of the Finnish Corporate Governance Code. Technopolis publishes notices of shareholders' meetings through stock exchange releases and on the company's website.

## Shareholders' Nomination Board

The Annual General Meeting of Technopolis Plc held on March 27, 2013 decided to establish a Shareholders' Nomination Board to prepare proposals concerning the election and remuneration of the members of the Board of Directors to the General Meetings. The Nomination Board is established for an indefinite period.

The Nomination Board is composed of three members appointed by the three largest shareholders. In addition, the Chairman of the Board of Directors of the company participates in the work of the Nomination Board as an expert.

The right to nominate members that represent shareholders lies with those three shareholders whose share of all the votes in the company is the largest on September 1. Should a shareholder not wish to use its right, the right to nominate is transferred to the next largest shareholder who otherwise would not be entitled to nominate a member. The Nomination Board elects a Chairman from among its members. The term of office of the members of the Nomination Board expires annually when the new Nomination Board has been appointed.

Risto Murto, Executive Vice President of Varma Mutual Pension Insurance Company (President and CEO as of January 1, 2014), Harri Sailas, President and CEO of Ilmarinen Mutual Pension Insurance Company, and Jukka Weisell, Financial Director of the City of Oulu, were elected members of the Nomination Board in accordance with the shareholding situation on September 1, 2013. Carl-Johan Granvik, Chairman of the Board of Directors of Technopolis Plc, participates in the work of the Nomination Board as an expert. Risto Murto acts as Chairman of the Nomination Board.

The Nominating Committee's proposals to the Annual General Meeting 2014 were published as a stock exchange release on January 31, 2013.

The Nomination Board convened five times in 2013. The attendance rate was 100%. Technopolis Plc does not pay the members of the Nomination Board for their participation in the Board's work.

## Board of Directors

According to Technopolis' Articles of Association, the company's Board of Directors comprises at least four and at most seven members. Each year, the General Meeting of shareholders elects the Company's Board of Directors, whose duties and term are determined in accordance with legislation, the Articles of Association and the Board's Charter. In accordance with the Articles of Association, the shareholders' meeting also elects the Chairman and the Vice Chairman of the Board. The term of Board members expires at the end of the Annual General Meeting following the election.

A majority of the Board members must be independent of the company. Furthermore, at least two of the members of the above-mentioned majority must be independent of the major shareholders of the company. The Board of Directors annually evaluates the independence of its members and declares which of them are independent of the company and which are independent of major shareholders. The Board shall always promote the interests of the company and all of its shareholders. None of the Board members are employed by or hold a position in the company.

The Board is responsible for the governance of the company and appropriate organization of operations. In addition to its statutory duties, the Board of Directors of Technopolis has ratified a Charter specifying in more detail the key duties of the Board of Directors, its Chairman, Board Committees, the CEO, and the Group Management Team.

The Board's duties include:

- deciding on the company's strategy, business structure, and major organizational solutions
- approving the budget and guidelines governing the company's risk management and internal control,
- supervising the sufficiency, appropriateness and effectiveness of the company's administrative processes,
- ratifying the company's reporting system and authorizations and instructions concerning the investment of assets,
- deciding on acquisitions and divestitures of investment properties and investments in

- investment properties and other significant and far-reaching matters regarding the extent and nature of the activities of the company,
- appointing the CEO and members of the Group Management Team and deciding on their areas of responsibility and remuneration,
  - ratifying the principles applied to the remuneration of the personnel and incentive schemes,
  - deciding on the company's short- and long-term incentive programs,
  - deciding on key employees' successor plans,
  - defining the company's dividend policy and making a proposal for the distribution of profits to the General Meeting of shareholders.

## Technopolis' Board of Directors on December 31, 2013

**Carl-Johan Granvik**, M.Sc. (Econ.), born in 1949  
Vice Chairman of the Board 2011 and Chairman since March 27, 2012  
Professional board member

*Other significant professional experience:*

Country Senior Executive in Nordea Finland and Nordea Bank Finland Plc, Executive Vice President 2008-2010

Nordea Group, Head of Group Risk Control 2000-2010

Nordea Bank Plc and its predecessors (including Merita Bank and Merita Nordbanken), member of Group Executive Management 1995-2010

*Significant positions of trust:*

Member of the Board of Nordea Bank Finland Plc and several foundations.

**Matti Pennanen**, M.Sc. (Civil Engineering), born in 1951

Board member since 2005, Vice Chairman of the Board 2005 - March 30, 2011, and again as of March 27, 2012.

Mayor of the City of Oulu

*Other significant professional experience:*

Deputy Mayor of Oulu 2001-2007

Palmberg-Rakennus Ltd, Design & Build and Marketing Manager 1999-2001

YIT Group, various positions 1981-1999

*Significant positions of trust:*

Barentskeskus Finland Oy, Chairman of the Board since April 2012

Oulu University Scholarship Foundation, member of the Board since 2007

**Sari Aitokallio**, LL.M (trained on the bench), born in 1960

Board member since 2013

Metso Plc automation segment, Chief Financial Officer and Administrator

*Other significant professional experience:*

Sponda Plc, Chief Financial Officer 2002-2006

Valmet and Metso, various financial administration positions in Finland, Austria, and UK 1989-2001

*Significant positions of trust:*

SOS Children's Village registered association, member of the Board since 2007

## Board of Directors



Carl-Johan Granvik



Matti Pennanen



Sari Aitokallio



Jorma Haapamäki



Pekka Korhonen



Timo Ritakallio

**Jorma Haapamäki**, M.Sc. (Civil Engineering), born in 1948  
Board member since 2013  
Professional board member

*Other significant professional experience:*

SRV Plc, founding partner, director and member of the Board of Directors 1987-2005  
Perusyhtymä Ltd, Department Head 1985-1987  
City of Vantaa, Project and Traffic Planning Manager 1975-1985

*Significant positions of trust:*

VVT Kiinteistösjointus Ltd, member of the Board since 2012  
Hotelli Katajanokka Ltd, member of the Board since 2005

**Pekka Korhonen**, LL.M, M.Sc. (Theol.), born in 1952  
Member of the Board of Directors 2007-2008 and since 2010 anew.  
NV Kiinteistösjointus Ltd, CEO since 2012  
VVT Kiinteistösjointus Ltd, CEO since 2012

*Other significant professional experience:*

Maatalouskoneiden tutkimussäätiö (Foundation of Agricultural Machinery Research), agent (part-time) 1995  
OP Bank Group Pension Fund and OP Bank Group Pension Foundation, Investment Manager, real estate and security investments 1986-1995 and CEO 1995-2010

*No significant positions of trust*

**Timo Ritakallio**, LL.M, MBA, born in 1962  
Board member since 2008  
Deputy CEO of Ilmarinen Mutual Pension Insurance Company since 2008

*Other significant professional experience:*

Pohjola Bank Plc, Deputy CEO and Vice Chairman of the Group's Executive Committee 2008  
OKO Bank plc, Deputy CEO and Vice Chairman of the Group's Executive Committee, responsible for banking and investment activities 2006-2008  
OKO Group, Deputy CEO and a member of the Management Board, responsible for Corporate Banking, fundraising and the bank's own investments, 2001-2005

*Significant positions of trust:*

Outotec Oyj, member of the Board since 2011 and Vice Chairman of the Board since 2013  
In addition a member or the Chairman of several foundations

All members of the Board are independent of the company and, excluding Timo Ritakallio, all members of the Board are independent of major shareholders. Timo Ritakallio is the Deputy CEO of Ilmarinen Mutual Pension Insurance Company, whose holding in Technopolis Plc exceeds the 10% threshold.

During the financial period 2013, the Board convened 19 times. The average attendance rate was 96.5%.

The annual compensation and meeting fees paid to members of the Technopolis Board of Directors in 2013 and the Board members' shareholdings on December 31, 2013 are presented in the tables below. The Board members have used 50% of their annual remuneration to purchase shares in the company; the value of the shares is included in the annual remuneration presented below. Board members are not allowed to transfer shares obtained as annual remuneration before their membership in the Board has ended. The meeting fees include fees paid for both Board and Committee meetings. Up-to-date information on the Board members' shareholdings can be found on the company website at [www.technopolis.fi](http://www.technopolis.fi).

Board Members' Annual and Meeting Remuneration, 2013			
	Annual remuneration, EUR	Meeting fees, EUR	Total, EUR
Carl-Johan Granvik	50,000	28,400	78,400
Matti Pennanen	30,000	13,800	43,800
Sari Aitokallio	25,000	10,800	35,800
Jorma Haapamäki	25,000	9,600	34,600
Pekka Korhonen	25,000	15,600	40,600
Timo Ritakallio	25,000	15,600	40,600
<b>Total</b>	<b>180,000</b>	<b>93,800</b>	<b>273,800</b>
Former Board members			
Teija Andersen	-	3,600	3,600
Pertti Huuskonen	-	4,800	4,800
<b>Total</b>	<b>180,000</b>	<b>102,200</b>	<b>282,200</b>

Technopolis Plc shares held by Board members and their related parties on December 31, 2013

Carl-Johan Granvik	41,791
Matti Pennanen	41,644
Sari Aitokallio	3,781
Jorma Haapamäki	16,630
Pekka Korhonen	28,920
Timo Ritakallio	32,580
<b>Total</b>	<b>165,346</b>

The Board members did not hold any Technopolis Plc options on December 31, 2013.

#### Board Committees

In order to make its work more efficient, the Board has established two committees from among its number: the Audit Committee and the Remuneration Committee, which prepare matters that fall under the responsibility of the Board. The Board of Directors elects the chairmen and members of the committees at its first organizational meeting. The committees have a minimum of three members. The committee members must have the expertise and experience required for the duties of the committee.

The chairman of the committee reports to the Board on each meeting, and the minutes of the committee meetings are sent to all Board members. The committees do not have independent decision-making authority.

#### Audit Committee

The Board of Directors has an Audit Committee that supports the Board in matters pertaining to financial reporting and control. The members of the Committee must be independent of the company and at least one member must be independent of major shareholders. At least one member of the Committee must have sufficient expertise and experience in accounting, bookkeeping or auditing. The Committee convenes a minimum of four times a year. In its Corporate Governance Statement issued 2013, the company announced that it deviated from Recommendation 26, "Independence of the members of the audit committee" with regard to the composition of the Audit Committee between January 1 and March 26, 2013.

The key duties of the Audit Committee include monitoring the company's financial reporting and the auditing of the financial statements, monitoring the efficiency of internal control

and risk management systems and reviewing the internal audit plans and reports. The Audit Committee assesses the independence of the auditor and auditing firm and, in particular, the provision of related services to the company. Furthermore, the Audit Committee reviews the annual Corporate Governance Statement and prepares the proposal for resolution on the election of the auditor to the General Meeting.

The members of the Audit Committee as of March 27, 2013, are Carl-Johan Granvik (Chairman), Sari Aitokallio, and Pekka Korhonen. During the financial period 2013, the Audit Committee convened seven times. The attendance rate was 100%.

#### Remuneration Committee

The Board of Directors has a Remuneration Committee which supports the Board in reviewing matters pertaining to the appointment and remuneration of the company management and the preparation of the company's remuneration systems. The key duties of the Remuneration Committee include:

- preparing matters pertaining to the appointment and remuneration of the CEO and other executives of the company,
- identifying the successors of the CEO and other executives of the company and assessing the successor planning process pertaining to company management and other key employees,
- preparing and developing the company's remuneration schemes and seeing to it that they are transparent and appropriate,
- answering questions related to the remuneration statement at the annual general meeting (AGM).

The members of the Remuneration Committee as of March 27, 2013, are Timo Ritakallio (Chairman), Jorma Haapamäki, and Matti Pennanen. During fiscal 2013, the Remuneration Committee convened six times. The average attendance rate was 88.9%.

#### Chief Executive Officer

The CEO is responsible for the supervision and control of the company's routine operations in accordance with the Limited Liability Companies Act and authorizations and guidelines issued by the Board. The Board of Directors appoints the CEO.

The CEO's key duties include:

- supervising compliance with the strategic plans ratified by the Board,
- seeing to the implementation of the decisions made by the Board within the limits of the investment policy,

- ensuring that the Board members continuously receive the information required for monitoring the company's financial position, financial standing and development, as well as significant events, decisions and future projects related to the company's business.

The CEO is also responsible for the appropriate preparation of the meeting materials reviewed by Board meetings, and he attends Board meetings, presenting the matters to be dealt with.

#### Group Management Team

The Company has a Group Management Team that assists the CEO. Members of the Group Management Team are appointed by the Board of Directors based on the proposal of the CEO. The Group Management Team must have a minimum of three members, and the CEO acts as the chairman of Group Management Team meetings. The Group Management Team convenes as necessary when summoned by the chairman. The Group Management Team prepares necessary draft resolutions for the Board on company strategy, development and investments, and enforces its decisions. It prepares the company's budget to be presented to the Board and oversees the execution and profitability of the budget of the company and its business units, and other matters which are topical from the point of view of the company's operations. The Group Management Team also handles, among other things, matters relating to the company's personnel policy and internal communications, with the aim of promoting the flow of information and cooperation between the different parts of the organization. The Group Management Team convened 19 times during 2013.

#### Technopolis Management Team on December 31, 2013

**Keith Silverang**, BA, MBA, born in 1961

CEO since 2008

Employed by Technopolis since 2004

*Other significant professional experience:*

AAC Global Oy, COO and Vice President 2000-2004

Oy ICS Ltd, CEO 1994-2000

Hackman Group, various positions, 1989-2004

*Positions of trust:*

Otaniemen kehitys Oy, member of the Board since 2013

**Reijo Tauriainen**, M.A., born in 1956

Chief Financial Officer and Deputy CEO

Employed by Technopolis since 2004

*Other significant professional experience:*

Flextronics ODM Finland Ltd, CFO 2001-2004

*Positions of trust:*

Teknoventure Oy, member of the Board since February 22, 2013

#### Group Management Team



Keith Silverang



Reijo Tauriainen



Juha Juntunen



Sami Juutinen



Kari Kokkonen



Outi Raekivi

**Juha Juntunen**, Eng., born in 1973  
Director, Finnish Operations (as of January 1, 2014, Chief Operating Officer) and Director, Sales and Marketing  
Employed by Technopolis since 2004

*Other significant professional experience:*

Alma Software Ltd, Export Manager and regional sales manager, Nordic countries 2000-2004

*Positions of trust:*

Micropolis Ltd, member of the Board since 2010  
Kärppä Foundation, member of the Board since 2009

**Sami Juutinen**, LL.M., born in 1972

Director, International Operations (as of January 1, 2014, Chief Investment Officer)  
Employed by Technopolis since 2011

*Other significant professional experience:*

KONE Group, most recently as director with responsibility for service business and business development in the company's operations in the Middle East 2000-2011

**Kari Kokkonen**, M.Sc., born in 1963

Director, Real Estate Operations  
Employed by Technopolis since 2008

*Other significant professional experience:*

Saraco D & M Ltd, partner and consultant 1997-2007

*Positions of trust:*

Rakennuttajainsinööritoimisto Kokkonen, general partner since 1984

**Outi Raekivi**, LL.M., Certified Property Manager, born in 1968

Director, Legal Affairs, responsible for Legal Affairs as well as Group HR and Environmental & Sustainability functions  
Employed by Technopolis since 2011

*Other significant professional experience:*

Citycon Plc, Manager, Legal and Administration; Director, Legal Affairs 2002-2011  
Nordea Group's real estate functions, various legal affairs positions 1991-2002

*Positions of trust:*

Member of the Market Practice Board of the Securities Market Association since 2013  
Member of the Legislation Committee of Finland Chamber of Commerce since 2011

The salaries and fees paid to the CEO of Technopolis and the other Group Management Team members and the Group Management Team members' share and option holdings on December 31, 2013 are presented in the tables below. Up-to-date information on the Group Management Team members' shareholdings can be found on the company website at [www.technopolis.fi](http://www.technopolis.fi).

Remuneration of the CEO and other Group Management Team Members January 1 - December 31, 2013

	Annual salary (incl. fringe benefits)	Annual bonus for 2012	Share-based incentive scheme <sup>1)</sup>	Options, sales revenue	Total
Keith Silverang	239,509	103,170	132,457	-	475,136
Other Management Team members	601,427	129,759	129,126	47,042	907,354
<b>Total</b>	<b>840,936</b>	<b>232,929</b>	<b>261,583</b>	<b>47,042</b>	<b>1,382,490</b>

<sup>1)</sup> Includes shares issued on the basis of the share-based incentive scheme and cash component paid in accordance with the terms and conditions of the performance share program to cover taxes.

Technopolis Plc shares and options held by Group Management Team members and their related parties on December 31, 2013

	Shares	Options 2007 C
Keith Silverang	56,788	60,000
Reijo Tauriainen	45,001	25,000
Juha Juntunen	15,513	13,000
Sami Juutinen	29,177	-
Kari Kokkonen	9,422	5,000
Outi Raekivi	1,232	-
<b>Total</b>	<b>157,133</b>	<b>103,000</b>

Members of the Technopolis Plc Board of Directors, the CEO and the Group Management Team members and their related parties held a total of 322,479 shares on December 2013, representing 0.3% of all outstanding shares.

## Remuneration of the CEO and the Group Management Team

The Board of Directors decides on the remuneration of the CEO and the other executives. The remuneration paid to the CEO and the other Group Management Team members consists of a fixed monthly salary, fringe benefits and an annual bonus paid on the basis of the company's results and personal performance. In addition, the CEO, other Group Management Team members and a number of other key employees of the company are covered by the long-term performance share and options programs aimed at the personnel which started in 2007. The pension and retirement age for the CEO and the other members of the Group Management Team are determined in accordance with the applicable legislation in force regarding pensions.

The company's Board of Directors approves the salaries and other benefits of the CEO and the other Group Management Team members and decides on the company's incentive programs. The Remuneration Committee prepares proposals concerning the remuneration of the CEO and other Group Management Team members and the company's incentive programs for the Board of Directors.

### Annual Bonuses

The bonus system concerning annual bonuses paid on the basis of the company's results and personal performance covers all Technopolis employees. The maximum annual bonus payable to the CEO is 50% of the annual salary and 40% for other Group Management Team members. The achievement of the result and performance objectives confirmed by the Board of Directors is assessed for each financial period, and the amount of the annual bonus is determined on the basis of the achievement of these objectives. The objectives support the company's strategy and annual targets. Performance is measured based on matter including EBITDA, occupancy rate, customer satisfaction, and progress of investments.

### Performance Share Plans

#### *Performance Share Plan 2010-2012*

The company's Performance Share Plan 2010-2012 was adopted in 2011. Based on the share-based incentive program, the CEO and other Group Management Team members were given a total of 41390 shares in 2013 for the last earning period, 2012. The shares may not be assigned, pledged or otherwise exercised during a restriction period established for the shares which, for the shares earned from the 2011 earning period, ends on 30.6.2014 and for the shares earned from the 2012 earning period, ends on June 30, 2015. In addition, the President and CEO of the company must hold 50% of the shares received on the basis of the Plan as long as his service as CEO continues, and the other Group Management Team members must hold 50% of the shares received on the basis of the Plan for two years after the end of each restriction period.

#### *Performance Share Plan 2013-2016*

The Board of Directors decided in February 2013 on a new incentive program for the Group's key employees to be implemented for the years 2013-2016. The incentive program includes two 3-year earning periods which comprise the calendar years 2013-2015 and 2014-2016. The maximum reward to be paid consists of a combination of shares and cash payment. The cash component aims to cover taxes and tax-related costs arising from paying the reward to the key person. The reward will be paid after the end of the earning period by the end of April 2016 and 2017. The shares earned may not be assigned during the specified restriction period, which will end on April 30, 2017 for the shares earned for the 2013-2015 earning period, and on April 30, 2018 for the shares earned for the 2014-2016 earning period.

The earning criteria for the 2013-2016 incentive program have been determined separately for different personnel groups. The earning criteria for the CEO and other Group Management Team members consist of 50% weight on Total Shareholder Return measured in terms of share price development and 50% weight on the company's direct result calculated in accordance with EPRA (European Public Real Estate Association) guidelines. The CEO and other Group Management Team members have the opportunity to earn a maximum of 233.000 shares based on the Performance Share Plan 2013-2016.

Up-to-date information on the company's incentive schemes is available in the "Remuneration Statement" on the company website at [www.technopolis.fi](http://www.technopolis.fi).

### Insider Guidelines

Technopolis complies with the insider guidelines issued by the Helsinki Stock Exchange, in addition to which Technopolis has prepared its own insider guidelines to specify company-specific insider administration procedures and policies.

At Technopolis, statutory insiders with the duty to declare include the members of the Board of Directors, the CEO and his deputy, the company's auditor in charge, and members of the Group Management Team as well as named other members of the senior management. Information on the shareholdings and trading of these statutory insiders and their related parties is public. Information on the shareholdings and trading of statutory insiders is available on the company website at [www.technopolis.fi](http://www.technopolis.fi).

Technopolis' permanent, non-public, company-specific insider register includes persons who, on the basis of their position, employment or other contractual duties, have regularly access to insider information. At Technopolis, such persons include the secretaries and assistants of Board members and of the CEO and the Group Management Team members, and persons who are responsible for the company's finances and financial reporting, financing, investment and development activities, Group communications and investor relations, legal affairs, IT functions and internal audit.

The company also keeps project-specific insider registers as necessary as part of the company-specific insider register on any confidentially prepared matters or arrangements which can be considered projects in accordance with the criteria specified in the rules of the Helsinki Stock Exchange and which, should they materialize, could have a significant impact on the value of Technopolis shares.

The insider register of Technopolis, both with regard to statutory insiders with the duty to declare and permanent company-specific insiders, is maintained in the system operated by Euroclear Finland Ltd. The company's project-specific registers are maintained by the company itself.

Technopolis recommends that its statutory and permanent company-specific insiders make long-term investments in securities issued by the company and that trading be timed to take place at a time when the market has as comprehensive information as possible on matters influencing the value of the shares. The company's statutory and permanent company-specific insiders are required to always ask the company's person in charge of insider administration for an assessment of the compliance of the transaction with law and guidelines prior to trading. The company's statutory insiders or insiders included in the permanent company-specific insider register may not trade in Technopolis shares or securities entitling them to subscribe shares for a period of 21 days preceding the publication of the company's financial statements or interim report. The company has the information that is entered in the register checked by the statutory insiders who are entered in the public insider register at least once a year and supervises trading by insiders on the basis of the register data held by Euroclear Finland Ltd on an annual basis.

## Risk Management

The purpose of risk management is to ensure that the company's business objectives are achieved and identify, evaluate and measure significant risks and uncertainties, as well as monitoring them as part of the day-to-day management of operations. The Board of Directors of Technopolis has ratified the Group's risk management policy, which aims to specify the company's risk-taking ability and appetite, identify key risks, and prepare for their materialization. Compliance with the risk management policy is monitored with a risk management tool measuring the implementation of risk management with regard to all operations. The operational management has prepared the risk management policy under the supervision of the Audit Committee, utilizing external experts.

Risk management is a dynamic and continuous process with a key role in Technopolis' strategic and annual planning process. The Technopolis Board of Directors regularly

monitors and evaluates risks related to the company's business operations and the business environment and reports on them in accordance with the legislation and other regulations applicable to the company. Risks are considered uncertainties that are a normal part of business operations. The risks are assessed from the point of view of exploiting the inherent opportunities as well as mitigating or eliminating the risks.

As part of the planning process, the company's risk map and action plan are updated to match the objectives of the annual plan. The Group Management Team surveys and assesses the identified risks with regard to the impact and probability of each risk at least once a year. After this, the means for efficiently utilizing business opportunities and mitigating or eliminating threats are analyzed. The resulting updated risk map with action plans is reviewed by the Audit Committee and as part of the Board's annual risk assessment. The Audit Committee and the Board of Directors assess the attitude to key risks and the need to change the objectives of risk management or the risk management policy. Decisions on any changes related to risk management are updated in the Group's guidelines and processes.



The risk management process is integrated into Technopolis' continuous operational activity, enterprise resource planning system, and strategy process. Responsibility for risk management is determined on the basis of business responsibility. Each employee is, however, responsible for identifying risks threatening the achievement of objectives and informing their supervisors of them. Many of the Group's employees have risk management targets tied to their remuneration.

The Technopolis Board of Directors has ultimate responsibility for risk management: it decides on the objectives of risk management, specifies the risk management policy and oversees compliance with it based on reports presented by the Group's management. The Group Management Team is responsible for organizing practical risk management and overseeing its implementation with regard to its areas of responsibility. It is the task of the business units and Group functions to implement risk management in their operations and to report on the results as part of other operational reporting. The internal audit is tasked with assessing the effectiveness of risk management and its compliance with the risk management policy.

Technopolis has divided risks into several sub-areas, which makes it easier to implement their management within the organization and monitor them in the work of the company's management, the Board's Audit Committee, and the Board of Directors.

Some of the risks related to the business environment are beyond the control of the company, but it can adapt to them in order to minimize the potential negative impact. On the other hand, some of the risks are such that the Group can influence the probability of the risk

through its own actions or even prevent the realization of the risk completely. More detailed information on the risks and uncertainties associated with the operations of Technopolis is presented in the report by the Board of Directors for fiscal 2013, available on the company's website at [www.technopolis.fi](http://www.technopolis.fi).

The management of the organization also qualitatively reviews risks caused by and related to the environment in connection with the assessment of risks. The risks are reported to the European Investment Bank with regard to construction projects and to European Bank for Reconstruction and Development with regard to projects in Russia. The company also applies the prudence principle in terms of environmental responsibility. This is reflected in the systematic development of ecological efficiency in accordance with the environmental strategy and sustainability action plan and as new environmentally friendly, LEED certified buildings, services and greener procurement.

Changes in the environment do, however, also create opportunities. Taking advantage of these can culminate in a responsible image, control of costs and opportunities for savings, maintaining the value of properties, added value generated for customers, and a competitive advantage through measures that improve ecological efficiency. Risks relating to climate change and sustainability and opportunities for Technopolis Group are reviewed qualitatively below. Reliable assessment of their potential financial impacts and costs was considered difficult, and thus was not made in this context.



Risk related to climate change	Physical	Regulatory	Other	Impact
Warm summers, longer cooling season and lower rainfall in the Nordic countries	x			Increase in maintenance costs and fees and electricity prices, decrease in job satisfaction among personnel and customers impairing productivity due to quality deviations in indoor conditions.
Management measures: Cost monitoring, building system adjustments, indoor air monitoring, optimization of electricity contracts.				
Increase in unforeseen extreme weather phenomena, such as storms, floods and heavy snowfall in the winter.	x			Quality deviations in the maintenance of properties and outdoor areas impairing customer satisfaction, increase in maintenance costs and fees, damage to properties causing costs (including for example Innopoli 1 and 2 as well as Ruoholahti 1 and 2 located in flood risk zones in capital region in Finland).
Management measures: Property insurance, reliable outdoor maintenance partner, quality criteria and setting targets that support customer satisfaction in partnership contracts, anticipatory budgeting.				
More stringent legislation, new requirements and regulations concerning buildings, shortcomings in expertise or negligence towards the rapid development of environmental legislation and regulations.		x		Construction becoming more difficult, additional costs, lower attractiveness of new investments, difficulties in leasing office space, loss of reputation impairing share price.
Management measures: Legislation monitoring, updating expertise, careful selection of partners.				

Risk related to climate change	Physical	Regulatory	Other	Impact
Increases in taxes and fees related to the energy efficiency of buildings, emissions or waste management.		x		Increases in maintenance costs and fees.
Management measures: Seeking energy-saving solutions, use of renewable energy sources, anticipatory budgeting.				
Availability of new construction products and solutions, technical and usability challenges and partners' poor expertise.			x	Unforeseen problems in design, development and property use and maintenance due to new construction methods.
Management measures: Innovative development cooperation, procurement expertise, training.				
Failures in reaching and communicating the environmental objectives.			x	Increased difficulty in leasing office space, loss of customers, loss of reputation impairing the share price.
Management measures: Communications plan, careful setting and follow-up of objectives, corrective action.				
Decreasing popularity of car use and old properties resulting from environmental awareness.			x	Lower attractiveness of campuses that are located outside city centers or that are old.
Management measures: Supporting alternative transportation methods, cooperation in the planning of public transport, modernization of properties, developing the attractiveness of the campus areas.				

Opportunity related to climate change	Physical	Regulatory	Other	Impact
Temperate winters.	x			Lower heating energy consumption and outdoor maintenance costs.
Increasing amount of solar and wind power available.	x			Improvement in the profitability of using renewable energy sources.
Heavier rainfall and extreme weather phenomena.	x			Improved availability and lower price of hydroenergy, lower need for irrigating green areas, supporting local comfort and flora and fauna as rainwater absorption and utilization of green areas becomes more common.
Public transport connections and intervals improve as a result of cities' environmental and emission reduction schemes.		x		Improved accessibility to the sites without private cars, increase in the availability of parking space spaces for those who need them.
EU directives prohibit products that contain harmful substances and waste energy, such as harmful refrigerants and incandescent bulbs.		x		Development of consumption, emissions, and waste in a more ecological direction.
EU directives guide towards more transparent Corporate Social Responsibility reporting.		x		Increasing comparability of companies.

Opportunity related to climate change	Physical	Regulatory	Other	Impact
Legislation sets more stringent requirements for the properties and maintenance of buildings.		x		Maintaining the value of existing properties, longer service life, optimization of energy and water consumption and the amount of waste generated, and achieving savings.
Increasing interest in the management of ecological footprint, ecological efficiency and operating costs of buildings and a green image.			x	Increasing added value and competitive edge from selling green space and services and from building ratings and environmental labels.
Closer cooperation with customer companies producing sustainable technology.			x	Improving customer loyalty and growth becoming easier.

# Economic Responsibility

Technopolis pursues profitable, long-term international growth for its business. The company has set the following strategic financial objectives:

- average annual growth of 15% in net sales and EBITDA,
- net sales of more than EUR 50 million per year outside Finland by 2016,
- annual return on capital employed (ROCE) of at least 6%,
- equity ratio of at least 35% over the cycle,

Technopolis' net sales comprise rental and service revenues. Net sales for 2013 amounted to EUR 126.34 (107.3) million. Technopolis rents are at market level. Most Technopolis leases are indexed, and the customers additionally pay for property maintenance in the form of maintenance fees.

Technopolis paid its employees a total of EUR 9.1 (8.6) million in salaries and fees, EUR 1.6 (1.5) million in pension expenses, and EUR 0.6 (0.5) million in other indirect employee expenses. The company has no pension commitments exceeding the statutory pension, except for the defined benefit pension scheme of the employees in Norway, which was created before consolidation in Technopolis Group. It covers 100% of the employees in Norway and 4.7% of the Group's personnel.

The company's other operating expenses totaled EUR 52.3 (42.3) million. Space-related expenses were EUR 30.0 (25.2) million, of which direct expenses of Technopolis-owned properties accounted for EUR 30.9 (24.2) million. Service expenses for 2013 were EUR 8.0 (8.8) million and other operating expenses were EUR 14.4 (8.3) million, increasing by EUR 2.3 million as a result of non-recurring acquisition costs of investments made during the year, among others. All Technopolis business units make their purchases related to maintenance

expenses and cleaning locally, but in Finland the company has a centralized partnership model that includes comprehensive property maintenance.

Technopolis business units under the supervision of the Group Real Estate unit initiate a tendering process for each property development project locally according to the goals set for the project. Technopolis' overall investments totaled EUR 466.7 (115.4) million. Of these investments, EUR 91.2 (83.9) million was related to property development and EUR 371.3 (23.3) million to the acquisition of new properties. In addition, EUR 4.2 (8.2) million was allocated to other investments, mainly service production.

On December 31, 2013, the company had EUR 142.2 (121.7) million in retained earnings, and the result for the financial period was EUR 28.8 (25.8) million. The Board of Directors has proposed that a dividend of EUR 0.10 per share be paid for 2013, for a total of EUR 10.6 (12.7) million. The proposed dividend is 33% of earnings per share excluding changes in the fair value of investment properties and their tax effects.

At the end of 2013, Technopolis had interest-bearing liabilities from credit institutions totaling EUR 861.9 (608.1) million. Technopolis' interest and other financing-related expenses during the year were EUR 13.9 (10.3) million and the average interest rate paid by the company was 2.46%. The company paid EUR 2.0 (3.3) million in taxes during the year.

Technopolis has received financial assistance from the Finnish government via the Finnish Funding Agency for Technology and Innovation (Tekes) and local Centres for Economic Development, Transport and the Environment. European Enterprise Network (EEN) activity has been awarded EUR 288,835 in subsidies, and energy efficiency investments, such as energy audits at different properties, a total of EUR 31,000.

# Environmental Responsibility

## Environmental Strategy and Targets

Technopolis' environmental strategy is a tool for managing, implementing, and communicating values consistent with responsibility and sustainability. The environmental strategy and sustainability action plan were originally prepared for 2011-2015, but they were expanded with new sustainability objectives in 2013 and extended until 2016. The company's sustainability vision, mission, and values were specified at the same time.

Key parts of the strategy include the following environmental objectives specified in 2011: decreasing carbon dioxide emissions by 20%, decreasing energy consumption by 10%, and decreasing consumption of potable water by 8%. Technopolis set new goals for waste management in 2012: decreasing the amount of waste sent to landfill by 10% and achieving a utilization rate of a minimum of 60%. The sustainability objectives added to the strategy in 2013 are as follows: main metering and remote reading of energy consumption for 97 % of properties, at least a 75% recycling rate in all new construction and major renovation projects (LEED), participation in the GRESB sustainability benchmark and extending Corporate Social Responsibility reporting to be based on EPRA (European Real Estate Association) Sustainability Best Practice recommendations. All of the objectives of the updated environmental strategy also apply to Technopolis' international campuses, so the company is well positioned to be a pioneer in environmentally-friendly and sustainable premises in St. Petersburg, Tallinn, Vilnius, and Oslo as well.

The Leadership in Energy and Environmental Design (LEED) building rating system is Technopolis' tool for monitoring and developing the environmental performance of buildings. In order to improve the ecological efficiency of the company's own operations, the company decided to apply for a Green Office label from WWF Finland for its own

offices, and by the end of 2013, all offices in Finland and the Tallinn office had received it. A decision has been made to develop the Technopolis concept and services according to Green Office in other ways as well. Corporate Social Responsibility reporting has been developed to comply with the new GRI (Global Reporting Initiative) G4 reporting framework and EPRA's sustainability recommendations, and Technopolis has received a Bronze award from EPRA for its previous Corporate Social Responsibility report. During the reporting year, Technopolis also prepared a Green Lease model.

The energy consumption of buildings and their emissions, water consumption and waste are the most significant factors in terms of the ecological footprint of Technopolis' operations, and therefore they were selected as the key objectives of Technopolis' environmental strategy in the initial phase of Corporate Social Responsibility activities. It was decided to compare the original objectives and added waste-related objectives to 2011, as comprehensive quarterly data was available for them. The implementation of the environmental strategy has progressed successfully. Quarterly reported figures for like-for-like buildings prove the company's operations are heading in the right direction with regard to the set objectives.

**Technopolis Environmental Strategy Targets Set in 2011**

	2013	2012	2011	Change 2011-2013
<b>Carbon dioxide emissions (energy)</b>				
Co <sub>2</sub> e kg/gross sqm	41.9	43.0	85.2	-50.8%
<b>Energy</b>				
Consumption (kWh/gross sqm)	236.5	240.7	245.6	-3.7%
<b>Water</b>				
Consumption, m <sup>3</sup> /person	1.20	1.21	1.27	-5.5%
<b>Building ratings and environmental labels</b>				
Number of LEED certified properties	16	14	4	12
Number of LEED building ratings	8	3	1	7
Number of Green Offices	10	9	1	9

Technopolis is heading in the right direction also to meet its new targets, starting from 2013. The amount of mixed waste sent to landfills in like-to-like properties was 488.9 tonnes, declining by 34.8% from 2011. This has been estimated to be due to improved sorting and incineration of mixed waste to energy. The waste utilization rate in like-to-like properties was 73%. The sorting rate in new construction projects varied by site between 56-80%. In energy monitoring, coverage of main metering and remote reading in the whole building stock was 78% increasing from previous year by 10%.

**Building Ratings and Environmental Labels**

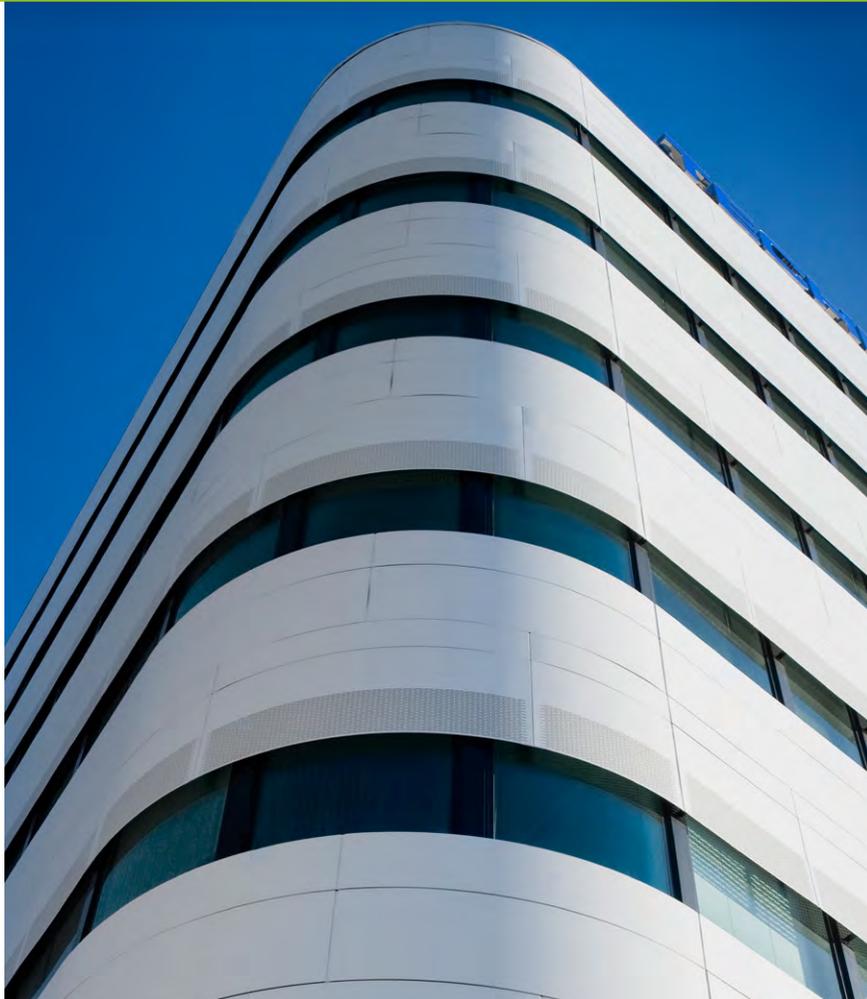
Technopolis has invested considerably in developing the environmental performance of its properties through design and construction based on LEED building rating systems. In 2013, Technopolis had a total of 16 projects registered under LEED Core & Shell 2009 or Existing Buildings O&M 2009 in different parts of Finland as well as in Estonia and Russia. Ten of the LEED-registered projects were new construction projects, the remaining six were existing buildings. Two of the new construction projects were located outside Finland: Pulkovo phase 2 in St. Petersburg and Löötsa 5 in Tallinn.

Of the new buildings, the Viestikatu 7 phase B-C in Kuopio and Yliopistonrinne phase 2 reached the Gold-level certificate in 2013. Of the existing buildings, Innopoli phase 2 in Espoo and Elektriikkatie 6 in Oulu reached the Gold-level certificate and Innova phase 1 in Jyväskylä a solid Silver-level certificate. Previously, Innova phase 2 in Jyväskylä reached the Platinum level and Ruoholahti phase 2 in Helsinki and Vantaa phase 5B(F) the Gold-level certificate. In addition, one building on each of the campuses in Oslo and Espoo acquired by Technopolis in 2013 have been awarded the BREEAM certificate.

In 2013, all Finnish offices and the Tallinn office had the Green Office label. Of these, the Tallinn office became in 2013 the first office in Estonia to achieve the label.

# Case

## Leed for Existing Buildings: Operations & Maintenance



In 2013, the first three of Technopolis' existing buildings were awarded the LEED for Existing Buildings: Operations & Maintenance certificate. LEED for Existing Buildings is a certification of the environmental performance of operation and maintenance developed by the U.S. Green Building Council (USGBC), and it is based on an assessment of the environmental efficiency, healthiness, and safety of a building carried out by an independent third party. The LEED system helps in controlling the environmental impact and operating costs of the property, as well as improving the quality of maintenance and responsibility of operations.

In order to achieve the LEED EB certificate, the building must meet the specified environmental requirements for energy efficiency, water efficiency, purchases, waste management, and property maintenance, among other things. During the certification process, the technical features of the properties were evaluated in cooperation with Technopolis' property maintenance partners, and improvements in energy efficiency, water fixtures, and lighting were made, among other measures. In addition, Technopolis developed green cleaning, purchasing, waste management and outdoor area maintenance operating models and maintenance policies alongside the process.

# Case

## Offices with Green Office labels



In 2013, the Tampere office of Technopolis was the first Technopolis office to pass the Green Office re-audit. The re-audit is carried out once every three years after the Green Office label is awarded, with the aim of ensuring that the certified office continues its work to reduce its environmental impact and curb climate change.

Green Office is an environmental system for offices maintained by WWF Finland, aiming to decrease the ecological footprint and greenhouse gas emissions of offices. All Technopolis offices in Finland and the company's Tallinn office have been awarded the right to use the Green Office label. The Green Office projects were implemented as part of the Technopolis environmental strategy for 2011-2016.

Green Office-labeled Technopolis offices:

Tampere: Hermiankatu 6-8

Helsinki: Energiakuja 3

Espoo: Tekniikantie 12

Vantaa: Teknobulevardi 3-5

Oulu: Elektroniikkatie 8 and Teknologiantie 1

Jyväskylä: Piippukatu 11

Kuopio: Microkatu 1

Lappeenranta: Laserkatu 6

Tallinn: Lõotsa 6

As part of Technopolis' Green Office activities, information on the amount of paper consumed was collected at the labeled offices. Technopolis' own offices use paper themselves, as well as selling it to customers. All paper purchased by Technopolis is PEFC, FSC or Blue Angel certified. In addition, the company's own offices have duplex black & white printing as the default setting of printers and electronic storage and data sharing is preferred to printing. Measuring paper consumption has been previously difficult due to procurement cooperation with several local paper suppliers, but the card readers that facilitate secure printing installed in photocopiers at the Finnish campuses have made monitoring easier and the consumption data obtained more accurate. Paper consumption by Technopolis' Finnish offices totaled 2,481 kg during the reporting year, approximately 250 kg (9.2%) less than consumption in Finnish offices in 2012.

## Environmental Impact of Real Estate Development

The sustainability action plan and the Design Guide set a minimum energy certificate level of B as the goal of new construction projects and the environmental strategy sets the goal of LEED certification. The minimum requirement for the LEED Core & Shell 2009 certificate favored by Technopolis is for the properties applying for it to save at least 10% on energy compared to the reference model building set by an energy simulation. Among other efforts, energy-efficient building automation and lighting solutions were designed for new buildings during the reporting period. In addition, efficient water systems and faucets with sensors were chosen and green areas were designed to require less irrigation. Waterless urinals were even fitted in phase 4 of Innova in Jyväskylä.

The locations of new development projects were chosen to meet the requirements of attractiveness, good transportation links, and nearby services. The goal of planning was to motivate building users to reach the site using low-emission vehicles or by bicycle by offering them signed parking places or charging stations, and bicycle racks. The Pulkovo campus in Russia also had a shuttle bus between the office campus and city center for employees during the reporting period.

In choosing locations, another aim was to avoid areas with particular ecological value, or which are protected or where endangered species can be found. In 2013, Technopolis purchased the Falcon Business Park property in Espoo, located in the vicinity of the Laajalahti Natura 2000 protected area and a park area of particular ecological value zoned as a recreational area. In addition, Technopolis already owned a plot with a size of approximately 14,655 sqm in the vicinity of the same area in Maarinranta, Espoo.

The company's LEED projects aimed to conserve green areas and open space whenever possible. Each new construction project also took storm water management and on-site infiltration into account, and a storm water management plan was prepared, if necessary. The new construction projects completed in Finland and Russia also prepared construction site-specific environmental risk management plans, presenting ways of controlling storm water, soil and dust runoff during the construction period. Corresponding measures will be continued to maintain biodiversity.

Special attention was also paid to waste management in the design of new construction projects: the waste facilities of the buildings were furnished with sorting and recycling facilities as extensive as possible. Attention was paid to the waste management of the sites, and the recycling rate was almost 70% on average in new construction projects in Finland. In some projects, such as Viestikatu, it reached 80%. No need for brownfield remediation occurred in construction projects during the reporting period.

## Health, Safety, and Accessibility of Buildings

All new Technopolis construction projects have set purity class and indoor air quality targets in the construction phase. Investments are made in the quality of indoor air in the new properties with air volumes, filter choices, CO<sub>2</sub> monitoring of multi-user premises and construction-time purity control. Attention was paid to the low emissions of material choices during the reporting period, and the thermal comfort of the premises and amount of daylight was optimized through high-quality design. Technopolis investigates indoor air in its properties in Finland with the help of the Finnish Institute of Occupational Health, if necessary, in order to ensure the high quality and purity of indoor air in Technopolis spaces.

In addition, the company's Jyväskylä properties have been running a technical service reporting pilot project in cooperation with Are Oy since 2011. A reporting system that facilitates regular property-specific technical quality, indoor condition quality, and consumption monitoring has been developed as part of the project. The aim is to implement this reporting system at all Technopolis properties in the future. Technopolis intends to use the system to develop its spaces to be even healthier and safer in a customer-oriented way. Technopolis also monitors satisfaction with indoor air and conditions with its quarterly customer survey, and the results suggest that the average level of satisfaction has remained unchanged compared to the previous year.

All new Technopolis construction projects ensure the safety and accessibility of the building in the design phase. In 2013, new construction projects focused on local regulations concerning bathrooms and parking places for disabled people, wheelchair ramps, and fire and rescue regulations. Regular updates of rescue plans were also carried out at all sites. Furthermore, the Technopolis Design Guide specifies the spaces where induction loops for the hard of hearing are required. Some sites, such as Ruoholahti phase 2, have adopted guidance for the blind in lift buttons and voice guidance.

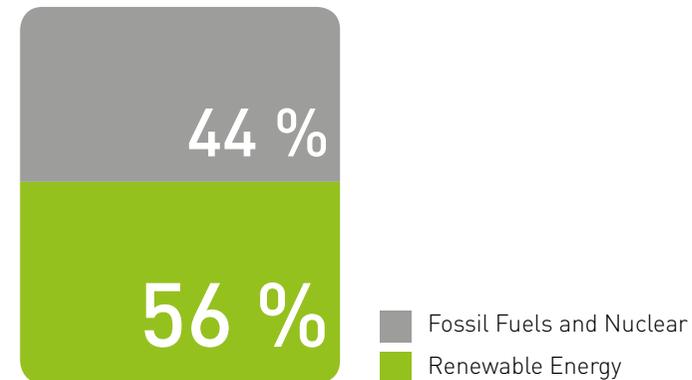
## Energy

Technopolis has an energy efficiency plan for its properties in Finland for 2012-2015. The aim is to update the plan once the new energy efficiency directive takes effect in Finland in 2014. During the reporting period, Technopolis launched energy efficiency projects and green investments in several locations. Three energy audits were carried out in Oulu and Tampere, among other locations. The energy efficiency of existing properties was actively developed through replication and implementation of the savings opportunities observed in these audits. Indoor and outdoor lighting was renewed, among other measures, and more LED lighting pilot projects are planned. Technopolis pursues at least energy certificate level B for new construction projects. With regard to other products and services, the green procurement guide specifies that ICT equipment with a high energy efficiency class be purchased, and the energy efficiency settings of equipment are taken into account in use.

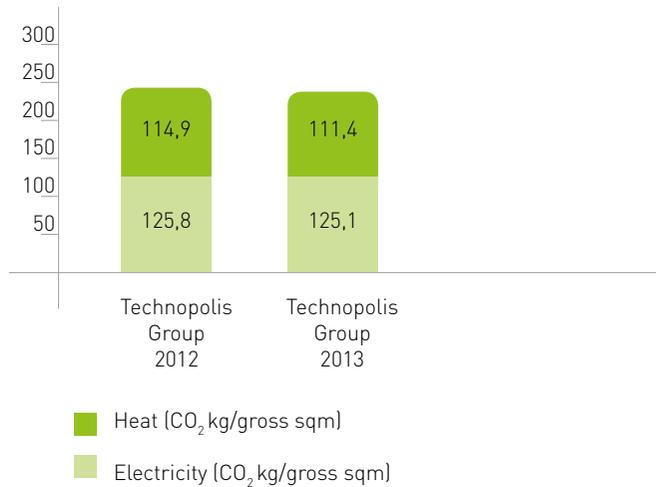
Technopolis has signed an energy efficiency agreement for commercial premises and thereby committed to an energy saving objective of 6% by the end of 2016. According to the report pursuant to the energy efficiency agreement for commercial premises prepared in 2013, the 89 measures carried out during 2012 achieved total annual savings of 1,844 MWh, of which 1,318 MWh/year concern heating and 526 MWh/year are electricity savings. These savings will have the effect of decreasing the consumption in operations in 2013 as well. When renewing technical property maintenance agreements, property maintenance partners have also been involved in energy-saving measures, and the environmental goals of Technopolis have been implemented for them as part of the contractual reward structures.

In 2013, Technopolis procured approximately 78,492,454 kWh or 282,573 GJ of electricity produced with 100% renewable energy sources at its Finnish campuses. As a result, 86% of all electricity purchased by Technopolis Group and 95,165,965 kWh or 342,598 GJ and thereby more than half of the Group's total energy consumption was produced using renewable energy sources. 14,405,751 kWh of used heat or 51,861 GJ was produced with renewable energy sources. The rest, 73,312,828 kWh or 263,934 GJ and thereby 44% of Technopolis Group's total energy consumption without district cooling was produced from fossil fuel sources and nuclear power. In Estonia, part of the energy, in total approximately 6,445,000 kWh or 23,202 GJ was procured in the form of natural gas (EPRA Sustainability BPR 3.3). The reporting applied a conversion factor of 1 kWh = 0.0036 GJ.

### Technopolis Group Energy Sources (Electricity and Heat)



Technopolis Group Annual Energy Intensity (like-for-like)



In 2013, Technopolis did not have on-site electricity production with renewable energy sources of its own. However, Technopolis procured approximately 667,000 kWh or 2,400 GJ of district cooling for Ruoholahti phases 1 and 2. The energy piles of Innova phase 2 in Jyväskylä also generated an estimated 50% of the energy required for heating and up to 40% of the energy required for cooling the building from ground source heat.

The direct energy consumption of the entire real estate stock in 2013 amounted to approximately 169,145,493 kWh or 608,924 GJ, of which like-for-like properties included in quarterly reporting accounted for approximately 105,316,415 kWh or 379,139 GJ. The entire real estate stock includes remotely and manually read properties in Finland, Lithuania, Russia, and Estonia.





Key figures for eco-efficiency in all Technopolis Group's properties\*

	Finland		Russia		Estonia		Lithuania	Total		Own Office		EPRA Sustainability BPR
	2013	2012	2013	2012	2013	2012	2013*	2013	2012	2013	2012	
<b>ENERGY</b>												
Electricity Consumption (kWh)	78,492,454	63,701,884	6,798,239	6,713,014	5,939,600	5,958,700	2,748,350	93,978,643	76,373,598	616,357	602,276	3.1
Electricity Consumption (GJ)	282,573	229,327	24,474	24,167	21,383	21,451	9,894	338,323	274,945	2,219	2,168	
Normalized Heat Consumption (kWh)	61,613,250	54,961,850	6,270,900	5,506,100	5,724,000	6,523,880	892,000	74,500,150	66,991,830	450,000	426,000	3.2
Normalized Heat Consumption (GJ)	221,808	197,863	22,575	19,822	20,606	23,486	3,211	268,201	241,171	1,621	1,532	
District Cooling (kWh)	666,700	543,000	0	0	0	0	0	666,700	543,000	13,000	9,000	3.2
District Cooling (GJ)	2,400	1,955	0	0	0	0	0	2,400	1,955	48	32	
Energy Intensity (kWh/brm <sup>2</sup> )	262.6	240.6	288.4	269.7	274.3	293.5	84.5	252.8	246.8	322.0	311.0	3.4
<b>WATER</b>												
Water Consumption (m <sup>3</sup> )	138,020	122,828	18,881	26,124	13,156	11,753	11,145	181,202	160,705	1,213	1,211	3.8
Water Intensity (l/FTE/year)	5,245	6,165	11,138	18,101	6,497	5,623	3,576	5,466	6,877	5,750	5,737	3.9
Water Intensity (l/FTE/day)	14.4	16.9	30.5	49.6	17.8	15.4	9.8	15.0	18.8	15.8	15.7	3.9
<b>CARBON DIOXIDE</b>												
CO <sub>2</sub> Emissions (t)	13,950	12,145	4,143	3,873	8,211	8,788	269	26,726	24,806	142	139	3.5, 3.6
CO <sub>2</sub> Emissions (kg/brm <sup>2</sup> )	26.6	24.5	91.4	85.5	193.1	206.7	6.3	40.5	42.6	41.6	40.7	3.7
<b>WASTE</b>												
Waste Amount (t)	1,531	1,389	161	144	182	238	862	2,736	1,772	18	-	
Landfilled Waste Amount (t)	290	423	155	140	127	183	777	1,349	746	5	-	
Waste Amount per User (kg/FTE)	58	70	95	100	90	114	277	83	76	85	-	

\* All Technopolis Group's properties include all Group buildings and construction sites in Finland, Lithuania, Russia and Estonia. Properties in Lithuania have been owned by Technopolis since June 2013.

The specific energy consumption of the Group's comparable properties included in quarterly reporting was 236.5 kWh/gross sqm/year, decreasing by approximately 1.7% compared to 2012. The energy intensity for all Group properties decreased by approximately 2.4% compared to the previous year. This is probably due to energy audits, investments, operational savings measures and the mild winter. The number of personnel in Technopolis' own offices increased from the previous year, which had the effect of increasing electricity consumption at these offices. Also, changes in the location and floor area of some of the own offices during the last two years may affect the figures, but for the time being, this has not been taken into account in their full-year consumption figures. In the calculation of energy consumption, the floor area data used is from the electronic maintenance system from the end of 2012. Like-for-like real estate stock has been specified further by omitting the properties decommissioned in Estonia during the reporting year in order to ensure year-on-year comparability. Share of ownership has not been taken into account for the consumption data of co-owned properties.

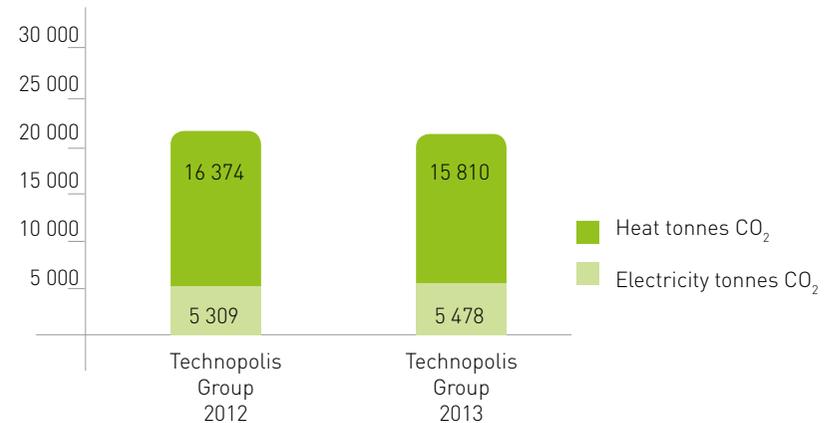
The indirect energy consumption of Technopolis' construction sites has been estimated to total approximately 5,290,931 kWh or 19,047 GJ. Construction projects under way in 2012 included: Viestikatu 7 BC in Kuopio, Innova 4 in Jyväskylä, Löötsa 8 A and B in Tallinn, Gama in Vilnius, and Pulkovo 2 in St. Petersburg.

## Water

The water intensity of all Technopolis Group's properties' without the acquired Oslo campus was 5,466 l/FTE/year and the total consumption 181,202 m<sup>3</sup>/year. The water intensity of like-for-like properties was 1,204.7 l/FTE/year and total consumption 117,201 m<sup>3</sup>.

The water consumption per user of all Technopolis Group buildings decreased by 20.5% from the previous year, and for the quarterly monitored like-for-like properties by 0.8% due to water-saving measures and an increase in the number of users. Water pressure measurements were carried out in energy audits in the existing real estate stock and opportunities for saving water were reviewed, with the aim of replicating and implementing them at least at the audited sites. For example, the flow rate settings of mixer faucets on sinks were checked or sprayer nozzles were installed at three properties applying for LEED EB certification. Investments were made in the low water consumption of new construction projects. This is discussed in more detail under Environmental impacts of real estate development on page 34.

Technopolis Group CO<sub>2</sub> emissions (energy, like- for-like)



The water consumption volume of all Technopolis Group properties increased by 12.8% from the previous year, which was mainly due to an increase in the number of properties and consumption by construction sites, such as Pulkovo 2 and project Gama in Vilnius, basic cleaning in buildings in connection with changes of tenants, extended office hours, cooling of condensers at the Tampere Hermia properties with water, and fluctuations in the consumption of restaurants, the Kuopio training kitchens, and the Tampere gym facilities.

Water was not recycled in Technopolis' real estate stock, nor was water used in-house or by other organizations reused during the reporting period, and the share of recycled or reused water was 0% of water consumption. The properties used water drawn 100% from municipal water supply networks. The majority of the company's properties are located in Finland, where municipal drinking water is mainly sourced from surface water. The numbers of users have been estimated based on the number of access cards.

Technopolis Group paid a total of EUR 620,913 for water consumption in 2013, of which consumption in Finland accounted for EUR 497,029, Estonia for EUR 78,032, Russia for EUR 38,816, and Lithuania for EUR 11,150. These figures include compensatory payments for water for certain locations.

## Carbon Dioxide Emissions

The carbon footprint of all Technopolis Group properties without the acquired Oslo campus was 40.5 kg/gross sqm and emissions totalled in 26,726 t. The carbon footprint of like-for-like properties was 41.9 kg/gross sqm and emissions 21,287 t.

Technopolis aims to reduce the carbon footprint of the direct energy consumption of its properties by improving energy efficiency and using energy produced with renewable energy sources. According to measures reported to Motiva according to the energy efficiency agreement for commercial premises, the 89 measures carried out at Finnish Technopolis properties by the beginning of 2013 achieved total annual savings of 1,844 MWh, of which 1,318 MWh/year concern heating and 526 MWh/year are electricity savings. Calculated by using Motiva's CO<sub>2</sub> factor for combined heat and power (220 kg CO<sub>2</sub>e/MWh), this savings of heat equals a reduction of approximately 405,680 kg of CO<sub>2</sub> emissions. Compared to 2012, the carbon footprint of Technopolis' comparable properties decreased by 2.6%, and the footprint of all properties by 4.9%. Technopolis is also pursuing lower CO<sub>2</sub> emissions by investing in ground source heat and district cooling in some of its new construction projects.

The estimate of the carbon footprint of Technopolis' purchased electricity and direct consumption of heating energy is based on measured, remotely read and partly manually read energy consumption readings and data provided by local energy companies on the production methods of the energy they delivered and their CO<sub>2</sub> effects. The company has not purchased, sold, or traded carbon offsets for its operations. With regard to the properties outside Finland, the country-specific CO<sub>2</sub> factors of the IEA (International Energy Agency) have been used. For the time being, Technopolis does not report other greenhouse gas emissions besides carbon dioxide or their potential climate warming effect.

## Refrigerants

During 2013, Technopolis surveyed the refrigerants used at the properties, in particular the use of hydrochlorofluorocarbons (HCFCs), which damage the ozone layer. Based on the survey, it was decided to stop using the last HCFCs in use at Technopolis properties. The survey was associated with the EU's ozone regulation, according to which new use of HCFCs has been prohibited since 2010 and old equipment using HCFCs are to be phased out by the end of 2014.

## Waste

Technopolis started having waste management monitoring and development meetings in 2013 in accordance with the Finnish Waste Act. The meetings were arranged quarterly, and they identified development measures to prevent the generation of waste at Technopolis campuses and to promote sorting and reuse. The results of the key indicator follow-up, adopted in 2013, were used to support decision-making at the meetings.

Several development measures were implemented during the reporting year. At the Oulu and Espoo properties, general waste was taken to be incinerated, in addition to which a waste survey was implemented in Oulu in order to enhance sorting and collect ideas. In Lappeenranta, recycling and reuse improved with a new partnership by way of more appropriate hauling intervals, containers, and sorting. RFID monitoring was renewed to be more comprehensive and effective at the Finnish office campuses during 2013. As a result of the positive experiences gained from the use of waste compactors in Finland, it was decided to acquire a compactor for the Russian campus after its expansion. In addition, the waste collection point and sorting instructions distributed to tenants were updated, and waste monitoring at construction sites was developed. In addition to Russia, waste management is to be developed further in Estonia as well and at need in the new campuses acquired during the reporting year.

Waste management data was collected in Finland, Lithuania, Russia and Estonia, by disposal method and waste fraction, in 2013. New properties included in waste monitoring included the Lithuanian campus and the completed new construction projects Innova 4 in Jyväskylä, Viestikatu 7BC in Kuopio, Pulkovo 2 in St. Petersburg, and Lõotsa 8 A-B in Tallinn. The disposal methods of waste generated in Technopolis locations vary by region according to the local waste management partner.

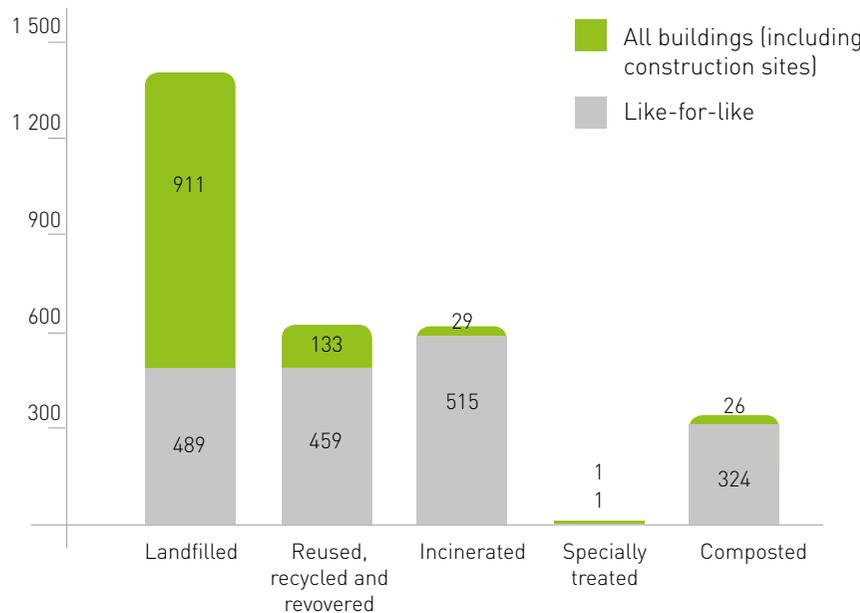
In new buildings and existing sites applying for LEED certification, attention was paid to the accessibility and size of the waste facilities, the sufficiency of hauling intervals, sorting guidelines and practices in addition to the collected waste fractions. At minimum, paper, cardboard, glass, metal, and plastic were sorted at buildings with or applying for LEED certification. In the LEED EB projects with existing buildings, waste management was monitored and also audited. During the reporting year, all Technopolis Group properties recycling rate was 33% and the utilization rate was 51%. All Group properties include buildings and construction sites in Finland, Lithuania, Russia and Estonia.

Technopolis' waste is disposed of by five different methods. Waste amounts by disposal method are presented in the next graph. Here, recycled waste also includes reused waste and recovery of materials. In addition to energy waste, incinerated waste includes mixed waste suitable for mass burning and other incinerated waste, such as waste wood. Specially treated waste includes hazardous and toxic waste. Compostable waste includes biowaste. The amounts of waste by waste fraction are based on data for the properties' waste amounts provided by waste management partners, and with regard to St. Petersburg on an estimate based on the number of collection bins and their hauling interval. Technopolis Group's total property waste data is presented on page 37. Like-for-like property waste totaled 1,787 tons in 2013.

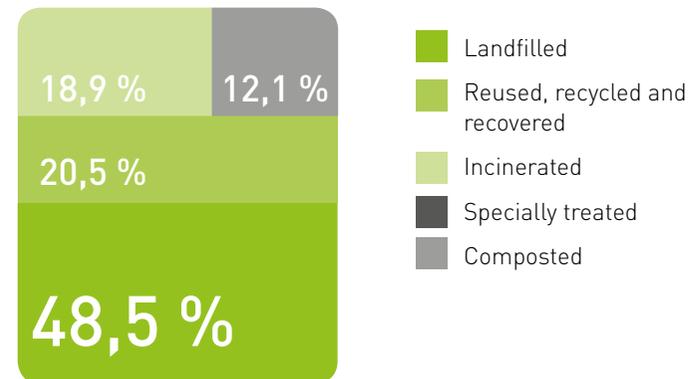
The Green Office system used by Technopolis offices and some of its customers also provides guidelines for preventing waste and promoting the sorting of waste. The tenants are mainly responsible for the special waste fractions caused by their operations, such as WEEE and

toxic waste, even though Technopolis does arrange annual common WEEE and hazardous waste collections at the campuses. Technopolis has no data available for the amounts of WEEE and hazardous waste produced by tenants. The amount of hazardous waste in 2013 in Finland and Technopolis Group was low, consisting mainly of batteries. Also, waste from leased IT hardware used by Technopolis and equipment related to printing services is not included in the waste amounts because the leasing partner takes care of their possible reuse and end of life cycle.

**Waste Amount by Disposal Method, Technopolis Group (tons)**



**Waste by Disposal Method, Technopolis Group**



## Travel

Data on travel was collected from the travel expense report system of the Finnish operations and travel tickets obtained through Finnish travel agencies for trips purchased in Finland. The data includes trips made by plane, train, bus, and passenger car. The travel data does not include trips purchased locally by operations located outside Finland. The data for travel by car and ship is still deficient, and the aim is to develop the reporting of travel through cooperation started at the beginning of 2014 with a new travel agency partner. However, CO<sub>2</sub> emissions caused by ship travel are included in the total of 2012.

The total distance traveled amounted to 1,252,190 km during the reporting year, increasing by 21.5% from the previous year. The number of kilometers traveled per person was approximately 5,641, an increase of 15.9% from the previous year. The expansion of Technopolis into Norway and Lithuania resulted in a lot of pre-assessment and integration work during the year, which increased the number of flights in particular. In fact, approximately 25% of flights during the year were to Oslo or Vilnius.

	Share of business travel		CO <sub>2</sub> emissions	
	2013	2012	2013	2012
Flights	86.7%	78.4%	227,263 kg	145,674 kg
Train	5.1%	7.2%	1,538 kg	1,793 kg
Bus	0.4%	0.4%	58 kg	53 kg
Car	7.8%	14.0%	13,960 kg	20,554 kg
Total	100%	100%	242,819 kg	168,115 kg

With regard to the environmental impact of traveling, it was decided to monitor CO<sub>2</sub> emissions due to the availability of related data, general interest, and for them being a significant contributory factor to the greenhouse effect. The assessment of CO<sub>2</sub> emissions due to travel used the CO<sub>2</sub> factors by method of travel for 2011 of LIPASTO, the calculation method of exhaust gas emissions and energy consumption of traffic in Finland realized by VTT. Technopolis does not currently collect data for goods transport kilometers and the effect of their emissions, as the transport of goods is not as essential in the real estate investment industry as the effects of travel by personnel. In procurement, however, the aim is to minimize the environmental impact of goods transport by making appropriate, planned purchases in large batches according to the green procurement guideline.

Technopolis aims to reduce the carbon dioxide emissions of travel, for example by offering its employees and customers an opportunity to use videoconferencing services instead of business trips. In addition, the company car policy in use in 2013 prohibits cars with CO<sub>2</sub> emissions of more than 170 g/km in terms of unlimited and limited company car benefits. Technopolis is considering tightening the emissions restriction during 2014. Technopolis also offers its employees and customers charging stations for electric vehicles at four of its campuses and is considering surveying the need for charging stations for electric vehicles at its other campuses. In addition, Technopolis has prepared commuting plans for its own offices in the Helsinki metropolitan area in cooperation with Helsinki Region Transport. The purpose of the commuting plans is to develop smart, ecological travel among employees. As the result of the plans, the locations adopted public transport timetable displays and bus stop maps. Technopolis personnel participated in a cycling kilometer competition in Tampere and the Helsinki metropolitan area during the reporting year.

# Case

## Kilometer Competition



During 2013, two teams of Technopolis employees took part in the annual kilometer competition organized by the Network of Finnish Cycling Municipalities (Pyöräilykuntien verkosto ry) and the Finland is Biking campaign (Suomi Pyöräilee). The kilometer competition is a fun cycling competition for workplaces or other organizations where the teams' kilometer counts are accumulated on the basis of distances cycled registered by the members. The aim of the kilometer competition is to encourage as many communities as possible to cycle and thereby improve both their team spirit and physical condition.

The idea of taking part in the kilometer race came up at Technopolis' Tampere office, which is active in everything green. In addition, the commuting plans prepared in cooperation with Helsinki Region Transport for Technopolis offices in the Helsinki metropolitan area encouraged it. The kilometer competition gave visibility to the sustainability objectives, such as reducing carbon dioxide emissions, which are also emphasized in Technopolis' environmental strategy, under the guise of playfulness. Furthermore, taking part in the competition supported the offices' Green Office environmental programs, increased environmentally friendly and cost efficient commuting, and improved team spirit. Technopolis strongly supports projects that increase its employees' well-being and comfort, and even the company's senior management took part in the kilometer competition.

The competition lasted from early May to late September. During that time, the members of the Technopolis Tampere team cycled slightly over 300 km on average, and the members of the Technopolis Helsinki team almost 1,000 km. Approximately 2,000 teams in all took part in the kilometer competition in 2013, and the distance cycled was equivalent to 4,870,082 kg of carbon dioxide emission savings.

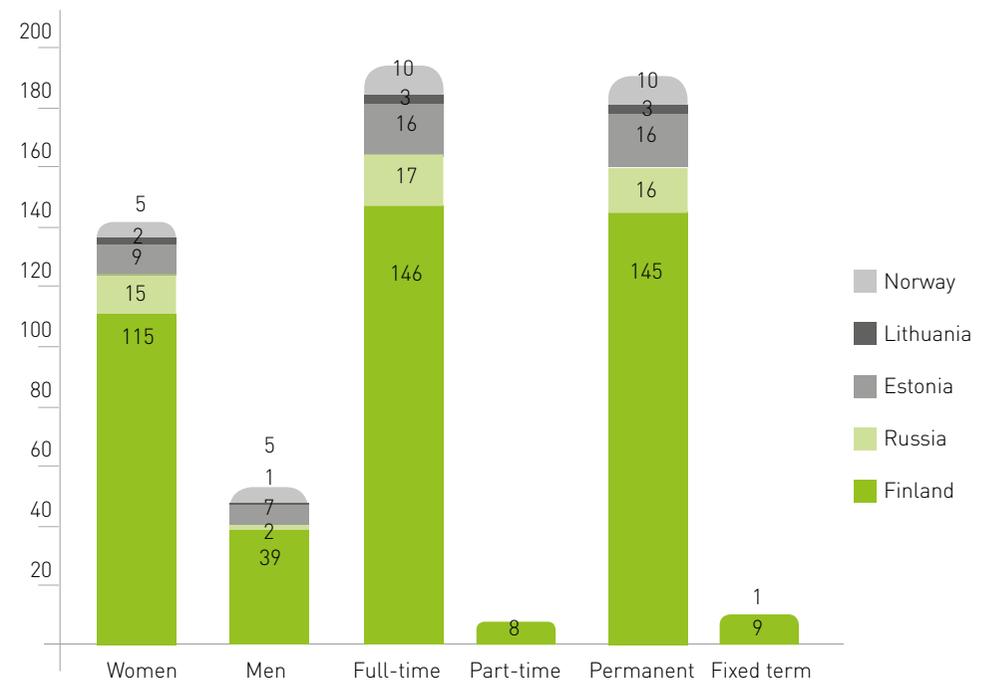
# Social Responsibility

At the end of 2013, Technopolis Group employed 200 professionals in 12 cities. The personnel is divided among eight locations in Finland plus Vilnius in Lithuania, Oslo in Norway, St. Petersburg in Russia, and Tallinn in Estonia. As Technopolis expanded into Norway only at the very end of the year, the Norwegian functions have not been included in the assessment of social responsibility, except for the data on the number and structure of personnel, as their impact during the reporting period was insignificant. The tasks of Technopolis employees are focused on sales, service provisioning, real estate, and Group management. The basic structure of the business units is similar in all locations. In addition, employees of the Group functions work at several locations.

The majority of Technopolis employees, 92%, are employed on a permanent basis as full-time employees. During the year, fixed-term employment contracts made up 5% of all employment contracts. Half of these comprised substitutes during parental leave, and half work of a project nature. Technopolis aims to offer its employees the opportunity to adjust their working hours to their situation in life. During 2013 3,5% of regular employees were part-time workers. Women accounted for 100% of these. All of the part-time employees were on partial parental leave, i.e. had requested part-time work themselves. Temporary employees are only used as customer service substitutes or for other temporary work where the most flexible solution is to use external labor.

Technopolis offers its full-time employees lunch benefits and, depending on the task, a company phone, and support for sports and cultural hobbies. The occupational health care and dental care offered by the company are presented in more detail on page 45.

Employment in Technopolis Group, pcs



Salaries comprise a fixed monthly salary, fringe benefits and annual bonuses based on the company's results and personal performance. In addition, the company's CEO, other Group Management Team members and a number of other key employees of the company are covered by the company's long-term, share-based incentive program and the 2007 option plan aimed at personnel. Option plan ends April 30, 2014. The pension and retirement age for the CEO and the personnel are determined in accordance with the applicable legislation in force regarding pensions.

The number of new employees recruited during the reporting year was 21 in Finland, four in Estonia, four in Russia, three in Lithuania, and ten in Norway. New employees accounted for 21% of the total personnel. The turnover of personnel was low. In Finland, personnel turnover amounted to 17, in Estonia to four, in Russia to one. The turnover rate totaled 11% of the total personnel.

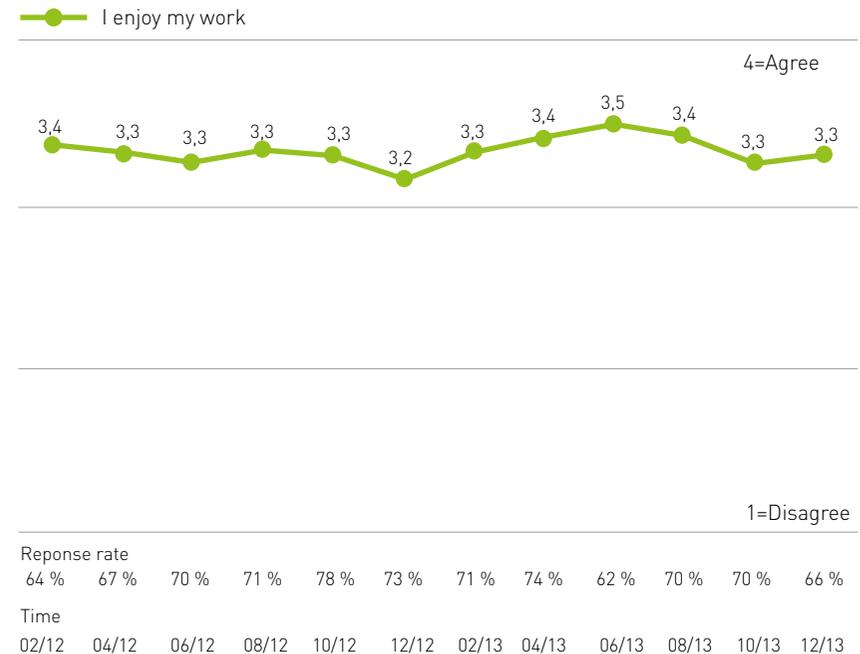
In recruiting, Technopolis favors local talent familiar with the market and the real estate business, but there are no written guidelines on this. The share of senior management hired within the local community is 100% in Finland, Lithuania, Norway, Russia, and Estonia. The term "local community" here refers to the country of operation, and "senior management" refers to the Board of Directors, Group Management Team, and, with regard to Russia, Estonia, and Lithuania, Business Unit Directors.

## Target-Driven Development of Skill Sets

Technopolis employees are professionals committed to their work and developing their expertise in the fields of sales and account management, service provisioning, and real estate. Reaching targets, which are deliberately set high, is supported by skilled support staff in service and property development, communications and marketing, financial administration, environmental and sustainability, and legal and HR, as well as by ICT services.

Company policy stipulates that all Technopolis employees undergo a performance appraisal with their supervisors in January-February or at the beginning of their employment. In 2013, this level was reached for every employee. The discussion reviews issues related to the employee's work, its requirements, development at work, and career path. Success with regard to the previous year's objectives is also examined. In addition, concrete and measurable targets related to the employee's own work for the next fiscal period are agreed together. Performance reviews, bonus targets and their achievement are documented in the company's electronic HR system.

### Employee Feeling Scale Survey



Technopolis has been investing for years specifically in the training of supervisors in sales and customer service. During the year, 53% of employees took part in these training programs. The most extensive of the coaching programs started in 2013 was a program covering almost 47 employees and its aim was to create best practices to facilitate a customer experience that exceeds expectations, for both internal and external customers. The program assembled colleagues with similar tasks into six groups that worked regularly using the coaching method. The program will also continue in 2014. Technopolis arranges a lot of internal trainings and coaching sessions on several topics in-house. In addition, the employees take part in a variety of task-specific professional training courses outside the company. During the year, the total amount of training days of Technopolis employees was 436 days, or 2.2 days per employee. The senior management accounted for 20% of the hours spent training, middle management for 45%, specialists for 12% and other employees for 23%. Women accounted for 64% of the hours spent training and men 36%.

## Promoting Well-Being at Work

Technopolis monitors the job satisfaction and commitment of personnel with a personnel survey carried out once every two years. The survey was carried out again at the end of 2013 by an external professional party. The response rate was 80%, and the results were at a good level compared to the norm among specialists. In particular, the most positive results were achieved when the employees assessed company-level factors, such as the management and operating culture and the employer image of Technopolis. In addition to the personnel survey, employees respond to a Feeling Scale measurement carried out by an SMS survey once every two months. It provides a quick picture of the current work situation of the employees of each unit.

Technopolis offers all of its employees extensive occupational healthcare services, including specialist-level consultation in addition to general practitioner-level services and examinations. The company offers regular employees and those employed for a longer fixed term or temporarily as full-time employees dental care up to a limit of EUR 200 per year. Work at Technopolis consists mainly of office and reception service work, with no specific risk of physical occupational accidents. No accidents took place during actual working hours and no occupational diseases emerged at Technopolis during 2012. There were no related days lost or work-related deaths. The rate of absence due to sickness in 2013 was 1.6% in Finland and Estonia, and 2.6% Russia. In Lithuania there were no absences due to sickness.

Technopolis has a statutory elected occupational health and safety committee with the task of reviewing plans, development and measures related to working conditions, occupational safety, and occupational healthcare services, such as the annually ratified occupational health and safety action plan. Technopolis is an expert organization where the employees are typically organized into trade associations based on their educational and professional backgrounds. Therefore, Technopolis employees have not elected shop stewards; instead, an advisory board in charge of statutory employer-employee consultation functions as a voluntary organ to promote cooperation between the employer and the employees.

The advisory board in charge of statutory employer-employee consultation reviews matters referred to in the Act on Cooperation within Undertakings pertaining to all Technopolis employees. Such matters include the principles and practices followed in recruitment, principles of using temporary workers, principles and practices of internal communication, equality plan, principles related to the supervision of personnel and use of e-mail and information networks, and the annually prepared personnel plan and training objectives.

Employees may also raise responsibility-related themes in the advisory board in charge of statutory employer-employee consultation. The advisory board is elected for a term of two years at a time. The employees' representatives do not represent certain personnel groups, but the personnel as a whole. The aim has been to take diversified representation into account in the line-ups, both geographically and by personnel group. The occupational health and safety committee and the advisory board in charge of statutory employer-employee consultation operate in Finland, and therefore their operations cover 77% of the Group's personnel. If the reorganization of operations results in essential changes to the organization or the employees' job descriptions or personnel cuts, Technopolis will always undertake the statutory consultation negotiations directly with the persons or personnel group affected by the matter.

Since Technopolis operates in the real estate industry, its employees are not directly subject to a collective labor agreement; with regard to periods of notice and other key factors related to employment, the provisions of the Employment Contracts Act and other legislation and other company-specifically agreed procedures are followed. The periods of notice agreed upon in the employment contracts vary between two weeks and three months. The most commonly applied minimum period of notice is four weeks.

# Code of Conduct

The Code of Conduct is the foundation of the responsibility and sustainability of Technopolis' business, environmental aspects, and the company's employee and stakeholder relations. The Code of Conduct is guided by the company's values: customer orientation, innovation, profitable growth, and social responsibility. The Code of Conduct was updated during 2013, and now specifies Technopolis' responsibility towards its employees, partners, investors, communities, and environment.

In addition to the Code of Conduct, Technopolis has prepared an environmental strategy to support its operations, which was also updated with Corporate Social Responsibility-related themes during 2013. In connection with the expansion, the environmental strategy specified the values guiding Corporate Social Responsibility: openness, transparency, ethics, and environmental friendliness. The expanded environmental strategy and updated Code of Conduct were prepared in cooperation between the CEO, the Director of Legal Affairs, and the Environmental and Sustainability Manager. The company's Board of Directors approved the environmental strategy and Code of Conduct on August 15, 2013, and they are available in full to all employees in electronic form. Summaries of them are also available on the Technopolis website, [www.technopolis.fi](http://www.technopolis.fi).

The Code of Conduct is followed by all Technopolis functions. Every employee reviews the Code of Conduct and the reporting channels available in case of breaches, either as part of the induction process or in connection with the annual performance review. During the reporting year, new employees inducted in the Code of Conduct and the included anti-corruption practices personally by the CEO accounted for 16.0% of all employees, with the share being 13.6% in Finland, 100% in Lithuania, 23.5% in Russia, and 25.0% in Estonia. Of them, 34.4% were local management or directors, 34.4% specialists, and 31.3% other employees. Discussions held in connection with the performance reviews ensure that all

employees are familiar with the Code of Conduct. Each employee is expected to adopt the ethical principles presented in the guideline and commit to them. The Board of Directors has reviewed the Code of Conduct in connection with the approval process, and the management has been informed of it. Therefore, it has not been deemed necessary to arrange separate training in the matter for the management and the Board of Directors.

In addition to in-house personnel, Technopolis' partners are also expected to review the Code of Conduct and reporting procedures to the extent presented on the company website, and comply with them as part of the cooperation, both in terms of ethical choices and environmental friendliness. Compliance with the Code of Conduct is of paramount importance to Technopolis when commencing or continuing business relationships. Technopolis aims, within the scope of its influence, to ensure that its suppliers and other partners comply with the Code of Conduct and the same quality requirements as Technopolis, as well as laws and regulations in force. Compliance with the Code of Conduct has not been communicated or trained separately to partners as it is available on the company website, [www.technopolis.fi](http://www.technopolis.fi).

Observed breaches of the Code of Conduct are corrected without delay, and disciplinary action is taken. The company has appointed a separate Compliance Officer to oversee compliance of the operations of the company with the Code of Conduct. Technopolis' compliance organization is also responsible for ensuring that the channels provided in Finnish and English by the company for asking for advice confidentially and reporting any possible breaches are available throughout the calendar year, and that stakeholders have been informed of these channels. The compliance organization reviews employees' reports of observed breaches. According to the instructions available on the company website and intranet, a report can be filed by e-mail or anonymous letter, and breaches are reviewed

confidentially in cooperation with the supervisors of the person concerned. During the reporting period, no questions or reports of breaches were submitted via the channels, and therefore satisfaction with the use of the channels could not be verified.

## Anti-Discrimination

Anti-discrimination is recorded in the Technopolis Code of Conduct. Technopolis promotes equal treatment in all fields of work, and has zero tolerance for harassment, workplace bullying, intolerance, inappropriate treatment or discrimination of any kind. During 2013, Technopolis carried out a Group-wide equality survey asking employees for their experiences of the fulfillment of equality at Technopolis with regard to training opportunities, career progress, and work-life balance, among other things. The results were good and no serious cases of discrimination requiring action were observed. The results were reviewed by the company's occupational health and safety committee and the advisory board in charge of statutory employer-employee consultation.

## Bribery and Election Campaigns

Technopolis complies with competition legislation and avoids conflicts of interest. The company's Code of Conduct specifies that Technopolis and its employees do not pay or offer to pay or receive bribes or illegal payments. In addition, Technopolis and its employees also do not offer any other undue personal benefits in order to promote or maintain the company's business or otherwise aim to influence the objective decision-making of the authorities, partners, or customers. Technopolis employees may not pursue personal gain from their relationship with the company's customers or partners.

Technopolis has carried out a special audit of two of its locations outside Finland in order to ensure the ethicality of business operations. This covers 17% of all business units. The compliance organization reports cases of bribery to the CEO and the Board of Directors. No cases of bribery requiring action were observed or reported in 2013.

In 2013, direct or indirect financial support and fringe benefits offered to political parties, politicians, or other corresponding institutions in each country where the company operates amounted to EUR 0 in total. In accordance with its ethical guidelines, Technopolis also does not take part in sponsoring such parties or financing election campaigns.

## Compliance with Laws and Regulations

Technopolis complies with good corporate governance, laws and other regulations pertaining to its business or the company's operations as a listed company. No fines or other penalties have been imposed on Technopolis for non-compliance with laws and regulations with regard to business operations, marketing, provisions, use of products and services in marketing, or breach of environmental legislation and regulations. Technopolis has not been part of legal proceedings related to restriction of competition and misuse of monopolistic position, and therefore no related actions have been taken either.

### Technopolis' Seven Ethical Principles

- We understand the meaning of our four strong values (customer orientation, innovation, profitable growth and community responsibility) and act according to them, every day.
- We treat each other as we would wish to be treated ourselves.
- We respect our customers and partners, and want to earn their respect, too.
- We use our innovativeness and capabilities to promote growth and wealth for the whole community.
- We provide added value for our customers and investors.
- We reduce environmental stress and promote sustainability in all our activities.
- We comply with high ethical standards, good business practices and legal requirements, and do not accept corruption. We do not fund political activities of any kind.

# Reporting and Accounting Policies and Limitations

## Reporting Principles

This is Technopolis' third annual responsibility report. The previous environmental responsibility report published on March 13, 2013, has been expanded to cover the descriptions of management methods of aspects identified as essential according to the Global Reporting Initiative G4 framework, and to better correspond with the EPRA (European Public Real Estate Association) recommendations for best practices in sustainability reporting. In addition, the report includes an expanded review of the ethicality of business operations. The report aims to extensively describe the company's responsibility in its business environment. Previously reported information has been, to a minor extent, adjusted by omitting the Estonian locations decommissioned in 2013 and their environmental effects from like-for-like properties.

The report applies the GRI's most recent G4 framework and the previous G3.1 reporting guidelines in parallel, as well as its real estate and construction sector-specific (CRESS) recommendations for the content of responsibility reporting and reporting principles. The coverage of reporting with regard to the GRI's G4 and G3.1 reporting guidelines is presented at the end of the reporting as the GRI Index table on pages 54-57.

Technopolis' responsibility report for 2013 complies with the GRI G4 guideline's In Accordance with "Core" extent and GRI 3.1 guideline application level B. Mitopro Oy, an independent Corporate Social Responsibility specialist, has reviewed the application scope estimate of the report. Technopolis' 2013 responsibility report has not been externally verified in other respects.

The company's fiscal year is the calendar year. The report is published annually, and the information presented therein corresponds with fiscal financial period, January 1 - December 31. The next GRI-compliant responsibility report will be published during the first quarter of 2015.

In addition to this responsibility report, Technopolis reports ecological indicators alongside its IFRS and EPRA financial information four times a year. In these environmental figures, the company reports energy and water consumption and carbon dioxide emissions relative to the set environmental targets.

## Essential Aspects of Corporate Social Responsibility

The essential themes related to the most significant financial, social, and environmental impact of Technopolis Group operations or which may have a significant impact on the choices by Technopolis' stakeholders have been collected in this responsibility report. The stakeholders discussed in the report are assumed to be the same as the Technopolis stakeholders presented on page 8. The aim of this reporting is to increase the company's openness and transparency, thereby guaranteeing the stakeholders better opportunities for assessing the operations and making decisions.

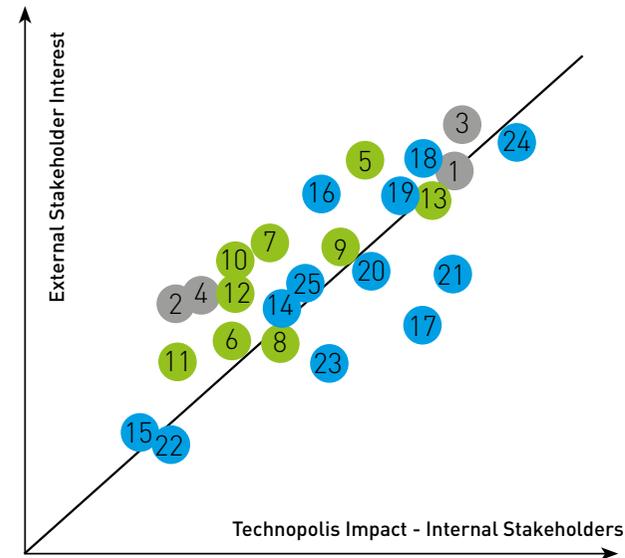
The assessment of materiality has been updated to correspond with the requirements of the GRI G4 reporting guidelines, and the essential aspects have been linked to the themes of Technopolis' Corporate Social Responsibility. For the purpose of updating the analysis of materiality, responsibility-related matters essential to the industry were identified, and a benchmark analysis of other industry companies was carried out. Points of view that have emerged with stakeholders and in public debate were assessed from the point of view of their essentiality.

In addition, with regard to the points of view identified as essential, the part of the value chain in which Technopolis' influence occurs was also assessed. The limitations of the review related to the essential points of view are presented in connection with them. The limitations of review reflect the effect of the points of view on the value chain, and they are presented in connection with the points of view.

The 25 points of view identified as essential were prioritized according to interest among stakeholders using a stakeholder survey carried out for this purpose. Representatives of all stakeholder groups mentioned on page 8 took part in the survey, and the response rate was 42%. The stakeholder survey process is described in more detail on page 13. In addition to the stakeholder survey, the points of view were grouped according to Technopolis' three Corporate Social Responsibility themes and prioritized from the point of view of economic, environmental, and social impact. The Technopolis Group Management Team approved the essential points of view of Corporate Social Responsibility.

Themes and points of view of social responsibility that are essential to Technopolis are presented in the enclosed matrix, where the vertical axis illustrates the significance to stakeholders and the horizontal axis the current or potential impact on Technopolis. The significance to stakeholders has been assessed as a whole, and the weight of individual groups of stakeholders is not reflected in the matrix.

The three chosen responsibility themes have been the starting point in defining the content and extent of this responsibility report. The points of view of responsibility are reviewed in this report on the basis of their weight and significance. The effects, management practices, indicators and objectives associated with the essential points of view of Corporate Social Responsibility are described in the table below by theme.



- **SMART PARKS**
  - 1 Financial Profitability of Operations and Future Growth
  - 2 Generating Economic Added Value and Distributing It to Stakeholders
  - 3 Customer and User Satisfaction
  - 4 Involvement and Investment in the Community

**Limitation of Review:** Technopolis and Stakeholders.
- **SUSTAINABLE EFFICIENCY**
  - 5 Energy Efficiency in Products and Services
  - 6 Water Consumption of the Properties
  - 7 Decrease in CO<sub>2</sub> Emissions
  - 8 Efficient Travel (Including Videoconferencing Services)
  - 9 Waste Management and Sorting
  - 10 Use of Renewable Energy Sources
  - 11 Observing Environmental Aspects in Construction
  - 12 Building Ratings and Environmental Labels (LEED, Green Office)

**Limitation of Review:** All Technopolis properties and their tenants, excluding the Oslo Fornebu and Espoo Falcon Business Park properties and the three old properties decommissioned in Estonia. An exception to this is travel, which concerns only in-house personnel, and waste management, which data excludes co-owned properties.
- **ETHICS AND VALUES**
  - 13 Healthiness, Safety, and Accessibility of Buildings And Services
  - 14 Good Corporate Governance
  - 15 Remuneration of the Management
  - 16 Risk Management
  - 17 Equality of Employees
  - 18 Open and Compliant Communication
  - 19 Code of Conduct (Compliance, Corruption and Bribery)
  - 20 Development of Personnel Competence
  - 21 Occupational Health and Safety
  - 22 Diversity in the Work Community
  - 23 Stable Employment Relationships
  - 24 Motivation of Personnel
  - 25 Management of the Supply Chain and Partners

**Limitation of Review:** Technopolis

**Limitation of Review:** Technopolis, excluding personnel in Norway.

**Limitation of Review:** Technopolis' suppliers and partners.

## Corporate Social Responsibility Report 2013 Reporting and Accounting Policies and Limitations

Theme	Smart Parks	Sustainable Efficiency
<b>Points of view and indicators</b>	<p><b>Product and service information</b> Customer and user satisfaction (G4-PR5)</p> <p><b>Financial performance and indirect financial effects</b> Financial profitability of operations and future growth Generating economic added value and distributing it to stakeholders (G4-EC1) Involvement and investment in the community (G4-EC8)</p>	<p><b>Energy:</b> Energy efficiency in products and services and Use of renewable energy sources (G4-EN3, G4-EN6, CRE8)</p> <p><b>Water:</b> Water use in properties (G4-EN8, G4-EN10, CRE-2)</p> <p><b>Emissions:</b> Decrease in CO<sub>2</sub> emissions (G4-EN15-18) Efficient travel (G4-EN17)</p> <p><b>Products and services</b> (G4-EN27, CRE-5)</p> <p><b>Waste management and sorting</b> (G4-EN23)</p> <p><b>Biodiversity:</b> Observing environmental aspects in construction (G4-EN11)</p> <p><b>Product responsibility:</b> Healthiness, safety, and accessibility of buildings and services (G4-PR1)</p>
<b>Policies and commitments</b>	<p>Smart Parks concept manual to ensure the uniformity of spaces and services Technopolis Matchmaking concept</p>	<p>Environmental strategy and sustainability action program Energy efficiency plan Design guide Energy efficiency agreement for premises</p>
<b>Objectives</b>	<p>Technopolis' financial objectives are described in the section on economic responsibility on page 29. Development of a uniform Smart Parks network. Annual separate objectives concerning management, sales and marketing, real estate functions, and services and events are set for customer satisfaction. Continuous development Matchmaking events for customers and local communities and maintaining high event satisfaction.</p>	<p>Technopolis has specified objectives for energy consumption, water use, carbon dioxide emissions and decreasing the amount of, sorting and utilization of waste until 2016. The objectives and results are described under Ecological responsibility on pages 30-31.</p>

<b>Resources and responsibilities</b>	<p>The Director, Real Estate Operations, is responsible for implementing integration and harmonization measures pursuant to the Smart Parks concept manual, and reports to the CEO. The business units or the manual implementation team are responsible for implementing the individual measures.</p>	<p>The Environmental and Sustainability Manager is responsible for implementing the measures according to the environmental strategy and sustainability action plan, and reports to the Group Management Team on the implementation of the action plan. The property service managers responsible for the projects are responsible for implementing individual measures, such as energy efficiency investments and building ratings. They are coordinated by the Environmental and Sustainability Manager together with the manager in charge of management and maintenance of real estate assets.</p>
<b>Measures</b>	<p>The Smart Parks concept manual development team was launched during the reporting year. It described the minimum standards for Technopolis operations in the integration of new campuses and harmonizing existing ecosystems in future years. The implementation of the manual will commence during 2014. Customer satisfaction and decision-maker surveys Matchmaking events and other development of communality Five Star customer service program, which supports the customer service operation of employees when working with internal and external customers.</p>	<p>LEED potential survey and plan WWF Green Office environmental programs The other key measures during the reporting year are described on pages 30-41 under Ecological responsibility. A description of the quality of indoor air can be found on page 34.</p>

## Corporate Social Responsibility Report 2013 Reporting and Accounting Policies and Limitations

<b>Ethics and Values</b>	<b>Well-Being and Development of Personnel</b>	<b>Supply Chain And Partner Management, Business Ethics, Risk Management, And Corporate Governance</b>
<b>Points of view and indicators</b>	Employment and Motivation of personnel (G4-LA1-LA2) Employer-employee relations (G4-LA4) Training: Development of personnel competence (G4-LA9-LA11) Occupational health and safety (G4-LA5-6) Diversity and equal opportunities (G4-LA12) Remuneration of the management (Corporate Governance)	Environmental audits of suppliers (G4-EN32) Survey of suppliers' working conditions (G4-LA14) Surveys of suppliers' human rights (G4-EN34) Code of Conduct (G456-58) Anti-discrimination (G4-HR3) Anti-bribery and anti-corruption activity (G4-SO3-SO5) Political influence (G4-SO6) Restriction of competition (G4-SO7) Compliance (G4-SO8, G4-PR9) Risk management (G4-2, G4-45-47) Corporate Governance (G4-34-55)
<b>Policies and commitments</b>	Personnel strategy and plan Training plan Occupational health and safety action plan Equality plan	Requiring Technopolis employees, supply chain, and partners to comply with the Code of Conduct. Green procurement guideline Risk management policy and monitoring tools
<b>Objectives</b>	Committed and competent employees	According to the green procurement guideline, the greener option of two products or services of the same price is to be chosen. The objectives related to risk management are described on page 25-27.

<b>Resources and responsibilities</b>	The HR Director is responsible for maintaining the personnel, training, and equality plans Experts in charge HR matters, HR manager and HR expert are responsible for practical implementation.	The Board of Directors of Technopolis annually reviews strategy and values related to responsibility, approves the objectives, and monitors the achievement of the objectives. The Board approves the company's Code of Conduct and, if necessary, reviews breaches of it. No breaches were observed during the reporting year 2013. The Board of Directors approves the company's annual social responsibility report. The Environmental and Sustainability Manager and the Director, Legal Affairs, are responsible for providing induction and training in the Code of Conduct and the green procurement guideline, and they report to the Group Management Team and the CEO. The employees of the business units in charge of procurement are responsible for the practical measures. The responsibilities related to risk management are described on pages 25-27. The organization in charge of overseeing compliance with the Code of Conduct ensures that the Code of Conduct is up to date. In addition, it oversees that all of the company's activities are in line with the operating principles and requirements.
<b>Measures</b>	The company annually updates the key documents, carries out an equality survey once every two years, and regularly assesses the measures and practices of equal recruitment, career and salary development, and professional skill development.	Updating the Code of Conduct and their review with the employees annually in connection with the performance reviews The measures related to risk management are described on pages 25-27. Updating the green procurement guideline



## Calculation Principles and Limitations

The reporting on environmental responsibility complies with the most recent guidelines from EPRA (the European Public Real Estate Association) on the measurement units of the indicators and description of consumption intensity. The reporting of ecological responsibility indicators covers all of the properties owned by Technopolis, excluding the Fornebu campus in Oslo and the Falcon Business Park in Espoo, which were acquired by the company in December 2013, and the Sepapaja 2c, Sepapaja 5 and Lõotsa 7 properties that were decommissioned in Estonia. In addition, premises leased cold are not included in the reporting. Co-owned properties are included in energy and water consumption and CO<sub>2</sub> emission data and excluded in waste data. Share of ownership has not been taken into account co-owned properties regarding their consumption data or emissions.

The indicators concerning energy comprise Technopolis' on-site produced (EPRA Scope 1) and purchased (EPRA Scope 2) electricity, heat, and cooling. With regard to the Finnish properties, electricity has been supplied by the electrical utilities of Oulu, Vantaa and Kuopio and heating by local heat utilities. In Estonia, Russia, and Lithuania, electricity and heat are supplied by local companies, and the Estonian properties also use natural gas. In addition to customer spaces, consumption takes place in the public and technical spaces of Technopolis properties. In order to obtain a comprehensive view of the ecological footprint, the report surveys total consumption, which includes consumption in customer spaces and technical and public spaces. The indicators of direct carbon dioxide emissions are based on the total direct energy consumption of all these spaces.

Because the energy indicator includes consumption in all of the areas of the properties, the total floor area (gross sqm) of each property has been used in calculating total energy consumption and its carbon dioxide emission intensity. When information energy and carbon dioxide emission figures pertain exclusively to Technopolis' own office space, they are calculated from the total consumption or emissions of the properties on the basis of the floor area used by the company's own office in relation to the total floor area of the property. The location and floor area of some of the company's own offices have changed slightly within the same campus during the last two years, but for the time being, this has not been taken into account in their full-year consumption figures for energy, water and CO<sub>2</sub> emissions. Co-owned properties are excluded in waste amounts also with respect to own office waste data.

With regard to indirect carbon dioxide emissions, emissions caused by business travel by Technopolis employees have been reported (EPRA Scope 3). With regard to waste and water

## Corporate Social Responsibility Report 2013 Reporting and Accounting Policies and Limitations

consumption, the figures describe the total amounts and consumption of the properties. The indicators describing Technopolis' own amount of waste and water consumption have been calculated from these figures on the basis of the ratio between the number of Technopolis employees and number of all property users. The numbers of users have been estimated based on the number of access cards.

With regard to some environmental indicators, Technopolis reports both the consumption of all properties and, for the sake of comparison, also figures for the like-for-like properties included in quarterly reporting. With regard to information for comparable properties, the aim is to keep the group of properties the same (like-for-like) and that comparable consumption figures can be found for all properties for at least two consecutive years for energy and water consumption as well as the carbon dioxide emissions of energy consumption. The like-for-like real estate stock has been specified further compared to the previous year by omitting the Estonian properties decommissioned in 2013 in order to ensure year-on-year comparability. The consumption figures are measured remotely or manually read figures reported by the in-house facility manager team and partners. Like-for-like real estate stock for the waste-related targets differs from the like-for-like real estate stock for energy and water consumption and CO<sub>2</sub> emissions due to site-specific data availability.

In other respects, the reporting covers all Technopolis' operations in all countries, and there are no specific grounds for limiting the extent of the report. The financial indicators include all Technopolis properties where its holding is at least 50% and where it has operational control. Minority interests in properties where the holding is 20-50% have been taken into account in the economic indicators.

Companies acquired or divested during the financial period are consolidated or omitted from the Group's accounts as of the moment when control changed hands. In 2013, properties divested by Technopolis did not have a significant effect on the indicators. All in all, no major changes have taken place in the reporting compared to the previous year.

Technopolis invested EUR 31.7 million in a 37,600 sqm campus in Peltola, Oulu, on February 12, 2013. Technopolis expanded into Vilnius, Lithuania, by acquiring a campus for EUR 62.6 million on May 31, 2013. The total rentable floor area of the property is 42,200 sqm. Two of the buildings were already completed and the third one was completed in October 2013. Technopolis acquired the Falcon Business Park, a campus of 26,300 sqm, in Otaniemi, Espoo. The purchase price was EUR 77.5 million. Technopolis acquired a 70% holding in the 70,500 sqm Fornebu campus in greater Oslo on December 11, 2013, and decreased its holding to 51% on December 19, 2013, by selling a 19% holding to Ilmarinen Mutual Pension Insurance Company. The total price of the campus was approximately EUR 220 million,

of which Technopolis' share was 51%. In addition, the Group's own development projects comprised approximately 77,900 sqm in 2013.

## Reporting Organizations and Frameworks

**Global Reporting Initiative (GRI):** An organization that aims to make social responsibility reporting a standardized part of the operations of businesses, similar to the disclosure financial statements.

**Construction and Real Estate Sector Supplement (CRESS):** A reporting guideline published by the GRI, aimed particularly at businesses in the construction and real estate sector.

**European Public Real Estate Association (EPRA):** An association that oversees the interests of European listed real estate companies, with the aim of creating functional accounting, reporting, and administrative practices that particularly fulfil the needs of the real estate industry.

# GRI Index

## Reporting Scope In Accordance with “Core”

GRI G4	GRI 3.1	EPRA Sustainability BPR	Content	Reported	Page
<b>GENERAL STANDARD DISCLOSURES</b>					
<b>Strategy and Analysis</b>					
G4-1	1.1		Statement from the most senior decision-maker of the organization	Yes	2
G4-2	1.2		Description of key impacts, risks, and opportunities	Yes	2, 26-28
<b>Organizational Profile</b>					
G4-3	2.1		Name of the organization	Yes	3-5
G4-4	2.2		Primary trademarks, brands, products, and services	Yes	3-5
G4-5	2.4		Location of the organization’s headquarters	Yes	3-5
			Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics	Yes	3-5
G4-6	2.5			Yes	3-5
G4-7	2.6		Nature of ownership and legal form	Yes	3-5
G4-8	2.7		Markets served	Yes	3-5
G4-9	2.8		Scale of the reporting organization	Yes	3-5
G4-10	LA1		Total workforce by employment type and employment contract, by region and gender	Yes	43
G4-11	LA4		Coverage of collective bargaining agreements	Yes	45
G4-12	-		Supply chain of the organization	Yes	11-12
			Significant changes during the reporting period regarding the organization’s size, structure, ownership or supply chain	Yes	53
G4-13	2.9			Yes	53
G4-14	4.11		Implementation of the precautionary approach or principle	Yes	26

G4-15	4.12		Subscribed or endorsed externally developed principles or initiatives	Yes	16
G4-16	4.13		Memberships in associations and advocacy organizations	Yes	16
<b>Identified Material Aspects and Boundaries</b>					
G4-17	2.3		Reporting boundary for the organization	Yes	48-49
G4-18	3.5		Process for defining the report content	Yes	48-49
G4-19	3.5		Material Aspects identified	Yes	48-51
G4-20	3.6, 3.7, 3.8		Aspect Boundary within the organization for each material Aspect	Yes	48-49
G4-21	3.6, 3.7, 3.8		Aspect Boundary outside the organization for each material Aspect	Yes	48-49
G4-22	3.10		Restatements of information provided in previous reports	Yes	53
G4-23	3.11		Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Yes	53
<b>Stakeholder Engagement</b>					
G4-24	4.14		List of the organization’s stakeholder groups	Yes	8
G4-25	4.15		Basis for identification and selection of stakeholders	Yes	8, 13
G4-26	4.16		Approach to stakeholder engagement	Yes	8, 13
G4-27	4.17		Key topics and concerns that have been raised through stakeholder engagement	Yes	13
<b>Report Profile</b>					
G4-28	3.1		Reporting period	Yes	48
G4-29	3.2		Date of most recent previous report	Yes	48
G4-30	3.3		Reporting cycle	Yes	48
G4-31	3.4		Contact point for ordering the report or questions regarding its contents	Yes	57

G4-32	3.12	GRI Content Index	Yes	54-57
G4-33	3.13	Policy and current practise regards to seeking external assurance for the report	Yes	48
<b>Governance</b>				
G4-34	4.1	Governance structure	Yes	17-23
G4-35	-	Process for delegating authority for sustainability topics	Yes	7, 17-23
G4-36	-	Executive-level positions with responsibility for sustainability topics	Yes	7
G4-37	4.4	Processes for consultation between stakeholders and the highest governance body	Yes	17-23, 51
G4-38	4.3	Composition of the highest governance body and its committees	Yes	17-23
G4-39	4.2	Position of the Chair of the highest governance body	Yes	18-20
G4-40	4.7	Nomination and selection processes for the highest governance body and its committees	Yes	18
G4-41	4.6	Avoiding conflicts of interest	Yes	17-25
G4-42	-	Role of the highest governance body in setting purpose, values and strategy	Yes	18-19, 46, 51
G4-43	-	Measures taken to enhance the highest governance body's knowledge of sustainability topics	Yes	51
G4-44	-	Evaluating the highest governance body's performance with respects to sustainability topics	Yes	17-23
G4-45	4.9	Role of the highest governance body in the identification and management of risks and opportunities	Yes	18-19, 25-26
G4-46	-	Role of the highest governance body in reviewing the risk management processes	Yes	18-19, 25-26
G4-47	4.9	Frequency of the highest governance body's review of risks and opportunities	Yes	18-19, 25-26
G4-48	-	Highest committee or position to formally approve this report and its materiality review	Yes	51
G4-49	4.4	Process for communicating critical concerns to the highest governance body	Yes	46-47, 51
G4-50	-	Critical concerns communicated to the highest governance body	Yes	46-47, 51
G4-51	4.5	Remuneration policies for the highest governance body and senior executives	Yes	17-23
G4-52	-	Process for determining remuneration	Yes	17-23
G4-53	4.4	Inclusiveness of stakeholders' views regarding remuneration	Yes	17-23

**Ethics and Integrity**

G4-56	-	Values and code of conduct	Yes	46-47
G4-57	-	Mechanisms for finding advice on ethical and lawful behaviour, and matters related to organizational integrity	Yes	46-47
G4-58	-	Reporting concerns about malpractice	Yes	46-47

**SPECIFIC STANDARD DISCLOSURES**

**Disclosures on Management Approach (DMA)**

G4-DMA	DMA	Generic disclosure on management approach		7
G4-DMA	DMA	Material Aspect specific disclosures on management approach		50-51

**ECONOMIC RESPONSIBILITY**

**Economic performance**

G4-EC1	EC1	Direct economic value generated and distributed	Yes	29
G4-EC2	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Yes	27-28
G4-EC3	EC3	Coverage of the organization's defined benefit plan obligations	Yes	29
G4-EC4	EC4	Financial assistance received from government	Yes	29

**Indirect Economic Impacts**

G4-EC8	EC9	Significant indirect economic impacts and their extent	Yes	8-12, 29
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**ENVIRONMENTAL RESPONSIBILITY**

**Energy**

G4-EN3	EN3 + EN4	EPRA 3.1-3.3	Energy consumption within the organization	Yes	35-38
G4-EN4	-		Energy consumption outside of the organization	Partially	38
CRE1	CRE1	EPRA 3.4	Energy intensity of buildings	Yes	35-38
G4-EN5	-		Energy intensity	Yes	36-37
G4-EN6	EN5		Reduction of energy consumption	Yes	35-38
G4-EN7	EN6		Reductions in energy requirements of products and services	Yes	35-38

**Water**

G4-EN8	EN8	EPRA 3.8	Total water withdrawal by source	Yes	38
G4-EN10	EN10		Percentage and total volume of water recycled and reused	Yes	38
CRE2	CRE2	EPRA 3.9	Water intensity of buildings	Yes	38

**Biodiversity**

G4-EN11	EN11		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value	Yes	34
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**Emissions**

G4-EN15	EN16	EPRA 3.5	Direct greenhouse gas (ghg) emissions (scope 1)	Yes	38-39
G4-EN16	EN16	EPRA 3.6	Indirect greenhouse gas (ghg) emissions from energy (scope 2)	Yes	38-39
G4-EN17	EN17	EPRA 3.6	Other indirect greenhouse gas (ghg) emissions (scope 3)	Partially	41
G4-EN18	-		Greenhouse gas (ghg) emissions intensity	Yes	37-39
CRE3	CRE3	EPRA 3.7	Greenhouse gas (ghg) emissions intensity of buildings	Yes	37-39
G4-EN19	EN18		Reduction Of Greenhouse Gas (ghg) Emissions	Yes	39
G4-EN20	EN19		Emissions of ozone-depleting substances (ods)	Partially	39

**Effluents and Waste**

G4-EN23	EN22	EPRA 3.10-3.11	Total weight of waste by type and disposal method	Yes	39-40
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**Products and Services**

G4-EN27	EN26		Extent of impact mitigation of environmental impacts of products and services	Yes	30-42
CRE 5	CRE-5		Land and other assets remediated and in need of remediation for the existing or intended land	Yes	34

**Compliance**

G4-EN29	EN28		Significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Yes	47
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**Supplier Environmental Assessment**

G4-EN32	-		Percentage of new suppliers screened using environmental criteria	Partially	11-12
G4-EN33	-		Significant actual and potential negative environmental impacts in the supply chain and actions taken	Partially	11-12

**SOCIAL RESPONSIBILITY**

**Employment**

G4-LA1	LA2		Total number and rates of new employee hires and employee turnover by age group, gender and region	Partially	44
G4-LA2	LA3		Benefits provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation	Yes	43-44

**Labour/Management Relations**

G4-LA4	LA5		Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Yes	45
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**Occupational Health and Safety**

G4-LA5	LA6		Percentage of total workforce represented in formal joint management-worker health and safety committees	Yes	45
G4-LA6	LA7		Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Partially	45

**Training**

G4-LA9	LA10		Average hours of training per year per employee by gender, and by employee category	Partially	44
G4-LA10	LA11		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Yes	44
G4-LA11	LA12		Percentage of employees receiving regular performance and career development reviews	Yes	44

**Diversity and Equal Opportunity**

G4-LA12	LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Partially	19-23, 43
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**Supplier Assessment for Labor Practices**

G4-LA14	-	Percentage of new suppliers that were screened using labor practices criteria	Partially	11-12
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**Non-discrimination**

G4-HR3	HR4	Incidents of discrimination and corrective actions taken	Yes	47
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**Supplier Human Rights Assessment**

G4-HR10	HR2	Percentage of new suppliers that were screened using human rights criteria	Partially	11-12
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**Anti-corruption**

G4-S03	S02	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Yes	47
G4-S04	S03	Communication and training on anti-corruption policies and procedures	Yes	46
G4-S05	S04	Confirmed incidents of corruption and actions taken	Yes	47

**Public Policy**

G4-S06	S06	Total value of political contributions by country and recipient/beneficiary	Yes	47
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**Anti-competitive Behaviour**

G4-S07	S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Yes	47
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**Compliance**

G4-S08	S08	Significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Yes	47
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**Customer Health and Safety**

G4-PR1	PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Yes	34
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**Product and Service Labeling**

G4-PR5	PR5	Results of surveys measuring customer satisfaction	Yes	10
CRE 8	CRE8	Type and number of sustainability certification, rating, and labeling schemes for new construction, management, occupation and redevelopment	Yes	31

**Compliance**

G4-PR9	PR9	Significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Yes	47
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