

Aberdeen Laundry Services Limited

Community Benefits Plan

The Community Benefits Plan (CB) is an important tool for Aberdeen Laundry Services Limited (ALS) to build trust, increase local impact, and ultimately save time and cost.

Since its inception, community engagement and benefits plans have been an important component of ALS. CB planning has been implemented by ALS to ensure that programs and investments support the requirements needed by local stakeholders and increase the public good of people and communities. ALS has found success in utilising community engagement, relationships, labour engagements, and community benefits plans to facilitate real and meaningful change in society.

These efforts have allowed ALS to build trust with local stakeholders, increase participation in public programs and services, and ensure that their projects have a positive impact on the communities they serve. This approach has ultimately resulted in increased reliability and saved time and cost.

Impacted Communities

Many communities have been impacted by economic trends, natural disasters, capital projects that were built without sufficient planning around local impacts, and social trends that have resulted in higher-than-average rates of poverty, unemployment, lack of quality education, lack of quality housing, poor access to fresh food, and other challenges.

CB offers an opportunity to partner with the local community, business, labour, and civic groups to work together on ways to provide resources to address key community needs. When done poorly, local engagement can harm communities, lead to erosion of trust, and create a challenging pathway that can cost time and money. But, when done right, community benefits plans can increase trust in relationships with local stakeholders, set expectations around access to jobs and economic opportunity, address needs in affected communities, develop innovative programs, and build long-term relationships that can help ease the path for future infrastructure investments.

Key outcomes of a successful community benefits strategy:

1. Data-informed understanding of affected populations
2. Authentic stakeholder engagement process that builds trust
3. Benefits that are targeted, address local needs and empower local stakeholders
4. Benefits that focus on access to economic and social opportunity
5. CB plan that is specific, actionable, and measurable
6. Long-term framework for maintaining trust, measuring impact, and strengthening relationships with local stakeholders

Planned Benefits

CB plan developed by ALS is looking to achieve the following broad areas of improvement.

Investing in the workforce - Address wages and benefits, recruiting and training, job-site conditions, worker health, diversity, and the right to organize, and support apprenticeship programs.

Engaging communities and labour - A core component of ALS's CB plan strategy is around engaging affected stakeholders. This involves performing a social characterisation assessment to help identify those stakeholders. Equally important to identifying stakeholders is to identify successful venues for engaging people in a way that builds trust, establishes equal footing, and facilitates honest and open dialogue.

Advancing diversity, equity, inclusion, and accessibility — ALS stresses its commitment to advancing equity and racial justice & inclusion.

Research & Innovation – Collaborate with our stakeholders in planning and implementation of a research and innovation strategy.

Climate Change Plan - Collaborate with our stakeholders in the planning and implementation of a net zero plan.

Different Communities, Different Challenges, and Solutions

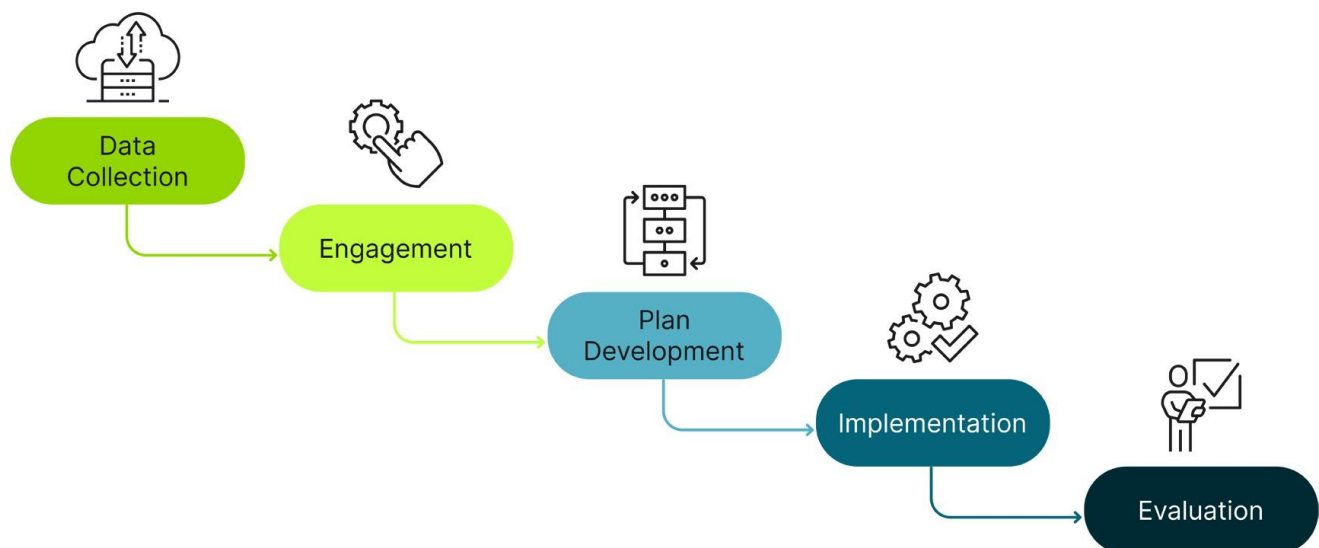
The success of ALS's CB plans relies on the approach taken to reach communities — the way that local stakeholders engage to build trust, empower local voices, and build a collaborative relationship where all sides are satisfied with the outcome. If the process can result in a trusted relationship, it will lead to a better outcome where benefits are targeted at addressing local needs and making the greatest impact.

Although it can feel daunting to acknowledge the need for a unique process and plan in each community, this aspect is essential. There are vastly different needs in urban and rural areas, in diverse communities, and even between communities that share the same context. One rural community, for example, may have recently experienced the closing of a factory and the resulting job loss and economic impact. Another community that appears similar on paper may have completely different challenges. Communities also have varying levels of social infrastructure — the level of organisation needed to represent a community's interests. Some communities have well-established avenues outside of government, such as community and civic associations. Others may have more of a leadership vacuum and lack those types of well-organized entities.

Start with Data

Before engaging stakeholders and starting the engagement process, ALS analyses data to get a sense of the communities they are working in. This work includes identifying populations that are impacted, demographic and socioeconomic trends, and identifying community needs based on quantitative data. This process involves analysing data from sources like the Census and various other surveys and publications by various government and sector organisations.

The data analysis by ALS focuses on disadvantaged communities by exploring existing relationships, based on local needs, who the impacted groups are, and who are other key stakeholders that should be part of the process. By overlaying quantitative and qualitative data, ALS starts to identify trends such as population shifts, housing costs, and changes in median income. This analysis is used to develop a social characterization assessment, or summary of the community that identifies key stakeholders, local needs, and trends that will be important background in framing the engagement process.



Stakeholder Engagement

The most important component of ALS’s CB planning process is stakeholder engagement, by identifying who the key stakeholders should be. ALS continuously engages with local government officials, and business, civic, and labour leaders. Initial engagement also seeks to identify key civic and business groups, nonprofits, and philanthropies. Stakeholders represent a range of affected groups, viewed through multiple lenses. This includes geographic distribution, major industry sectors, the public sector, racial and ethnic diversity, labour, faith-based groups, and key interest groups.

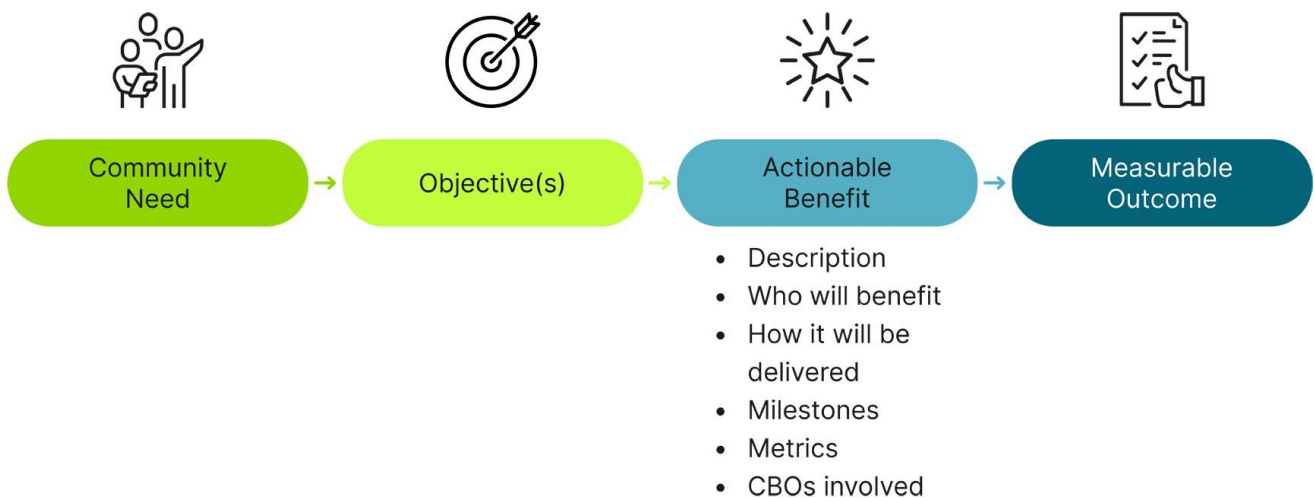


ALS is always open and honest with community stakeholders and acts in good faith to solicit reciprocal openness and honesty. ALS strives to have decision makers available for meetings, rather than sending delegates who do not have decision-making power. ALS spend more time listening and asking questions. The venues, formats, and cadence will be different for each engagement process, but in communities with larger interested and engaged stakeholders, a different approach is adopted. Such as through group exercises. incorporating a combination of presentation, activities, conversation, and feedback.

Developing the CB Plan

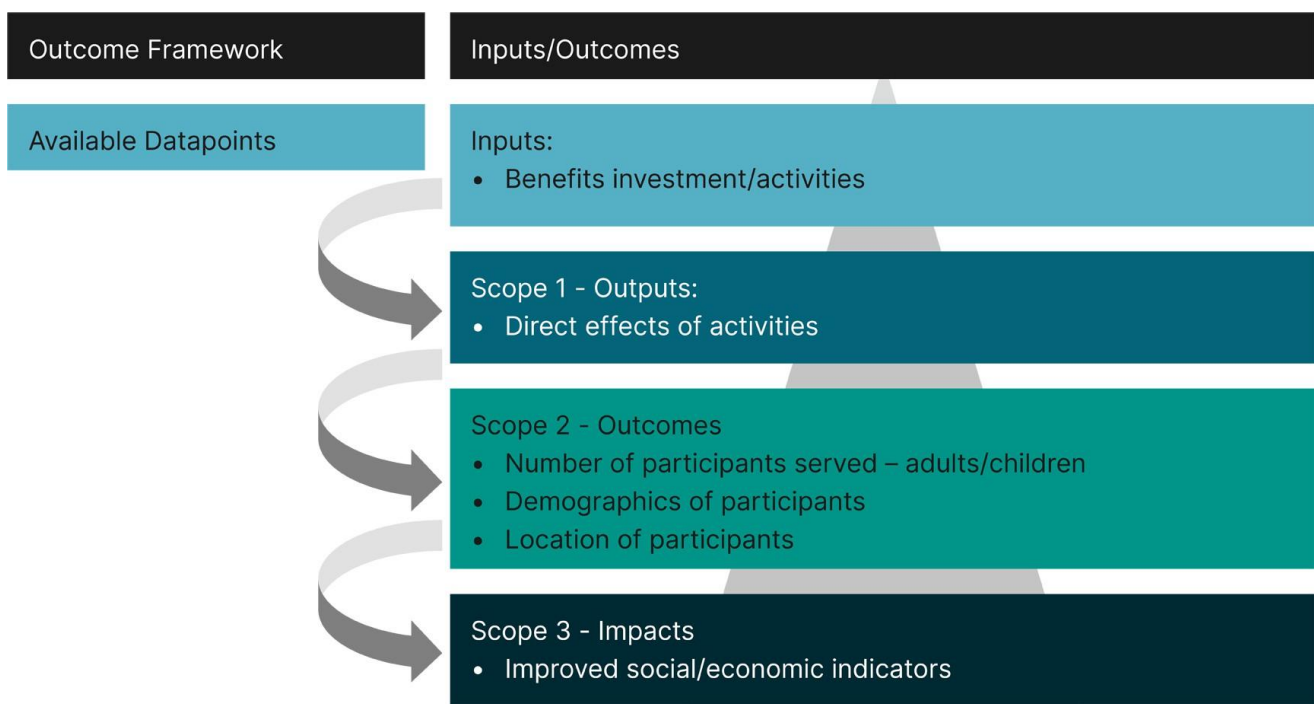
Stakeholders work to identify community needs, identify solutions, convert those solutions to community benefits, and map those benefits into a strategy and plan, which must be specific, actionable, and measurable. The CB Plan provides a way of benchmarking and measuring impact and helps all parties assess whether things are on track and make course adjustments. This helps maintain the trust, transparency, and openness that were established during the engagement and planning process. CB Plan is developed in consideration of where and to whom benefits will flow, and whether the plan elements are aligned with community priorities.

Ensuring that elements of plans are specific and actionable, ALS maps out strategies, programs, and investments in sufficient detail. This is achieved with mapping exercises during engagement and planning through workshop-style sessions. Several strategic planning methodologies offer effective structures to connect needs with goals, desired outcomes, and commensurate actionable benefits. ALS's approach is to create milestones that meet the SMART framework (Specific, Measurable, Achievable, Relevant, and Timely).



Measuring Impact

Tracking impact adds to the success of the CB plan, and the transparency of the efforts, and presents the ability to adjust benefits as needed. Some benefits, like a commitment to hire a certain number of people locally, or to purchase a certain amount of material from local suppliers, are straightforward. ALS is developing a thorough process for tracking data, warehousing data, and dashboarding that data. Other benefits, however, can be more intangible and harder to measure. For example, an investment in a community fund to create economic opportunity and reduce poverty could be challenging to measure. The investment into the fund is clear, but is the fund being impactful in the long term? The data collection and tracking produce different metrics. Measuring social impact requires developing a four-step model that tracks inputs, outputs, impacts, and outcomes.



Key Metrics

ALS wishes to work with stakeholders with deep experience in community engagement, and community benefits strategy development, to achieve an ongoing social and economic impact evaluation. ALS's CB plan key metrics include:

- **Community Engagement** – ALS works with people who specialise in working in historically disadvantaged communities across the country utilising informed approaches to build trust and facilitate authentic and effective engagement.
- **Program Evaluation and Continuous Improvement** – ALS carries out rigorous evaluations of its CB Plan, utilising mixed-method approaches for continuous process improvement to drive greater benefits.
- **Benefit-cost analysis** - ALS applies data-driven analytics methodologies to carry out benefit-cost analysis on a diverse set of activities, to help with decision-making when evaluating community benefits approaches.
- **Data Analytics** – Continuous data analysis relating to population and demographic trends, economic impact modelling, and geospatial analysis.
- **Impact Evaluation and Benchmarking** – By way of data collection, tracking, dashboarding, and benchmarking complex community and economic development programs, the outcome is measured on consistent benchmarks.