

# **Session III: Political steering instruments in the EU Finnish perspective**

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- Some starting points and statistics
- Regulatory framework and recent policy development on contaminated land management (CLM)
- Summary

# RECENT NATIONAL POLICY APPROACH

- Circular (bio)economy and clean solutions strategic policy goals (at least in the previous Finnish Government Programme)
    - ❑ 26 key projects including CLM
    - ❑ Political will -> possibilities for a change
  - Public administration trying to manage transition – from policy objectives to policy implementation and operational practice
    - ❑ Improving and developing the regulatory framework
    - ❑ Increasing knowledge by research, demonstrations, education etc.
    - ❑ Improving management approaches (public and private), incl. administrative processes, economic instruments, procurement procedures, data systems, business development, technological innovations, voluntary agreements etc.
    - ❑ Fostering commitment and cross-sectoral cooperation by open dialogue and joint actions
- **As many challenges will remain in such transition, the regulatory policy and measures should be explicit, consistent and predictable**
- ❑ Deviating sectoral objectives and approaches (e.g. in waste management) is a challenge
  - ❑ In addition, political objectives do not always match with personal/institutional attitudes...



## Finland, a land of solutions

Strategic Programme of  
Prime Minister Juha Sipilä's Government  
29 May 2015

# STARTING POINTS

## SITE STATISTICS

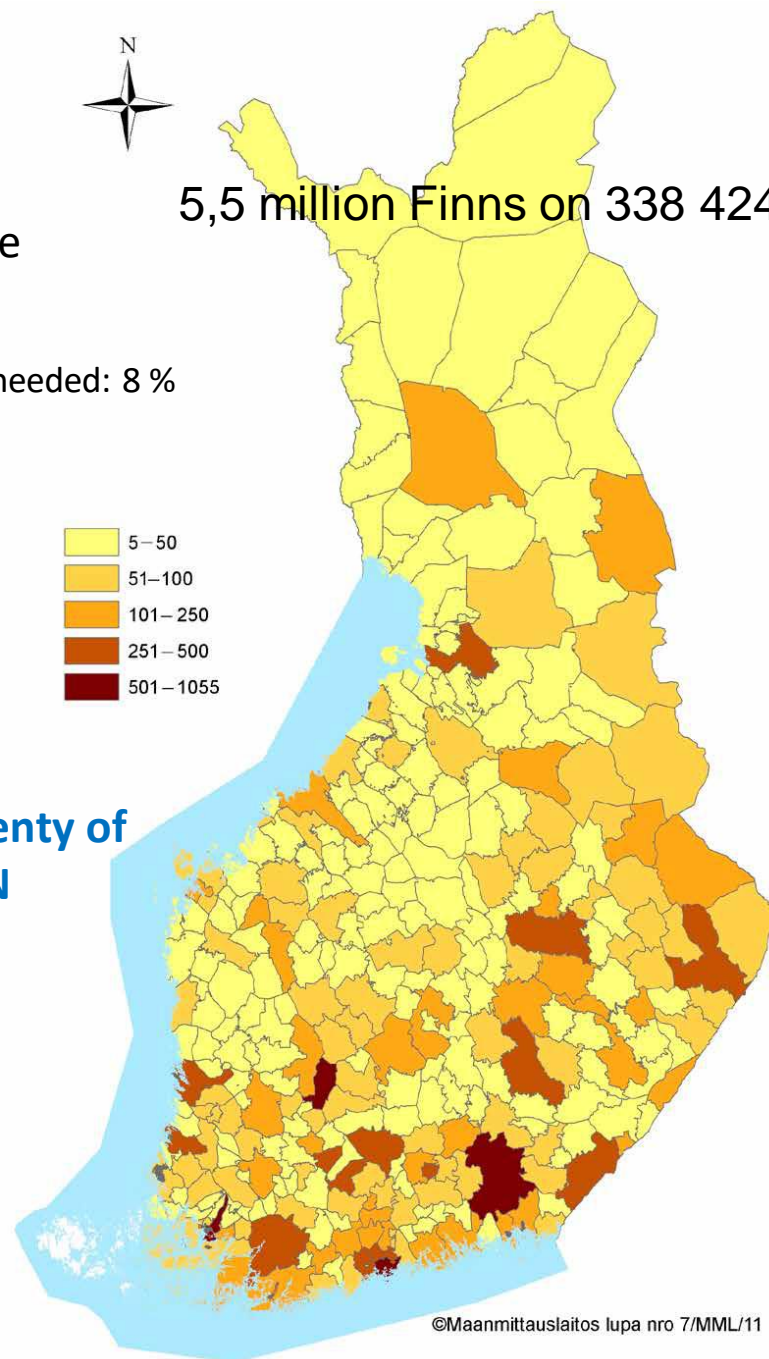
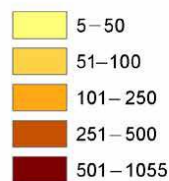
- > 27 000 sites in the soil state database
  - ☐ Operational sites: 33 %
  - ☐ Historical sites, investigations needed: 31 %
  - ☐ Historical sites, assessment or remediation needed: 8 %
  - ☐ Remediated (no remediation needed): 27 %

- Ownership/occupancy
  - ☐ Private persons: 36 %
  - ☐ Companies/operators: 30 %
  - ☐ Municipalities: 25 %
  - ☐ State (or no data): 9 %

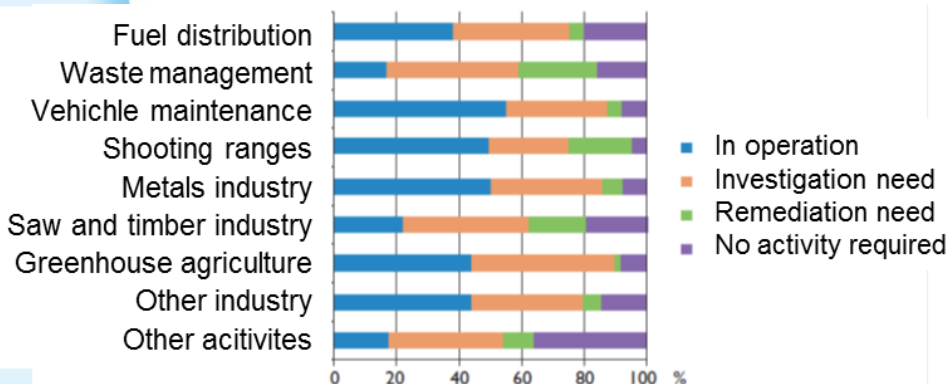
→ Landuse pressure varies regionally, plenty of available land/soil in most parts of FIN



5,5 million Finns on 338 424 km²



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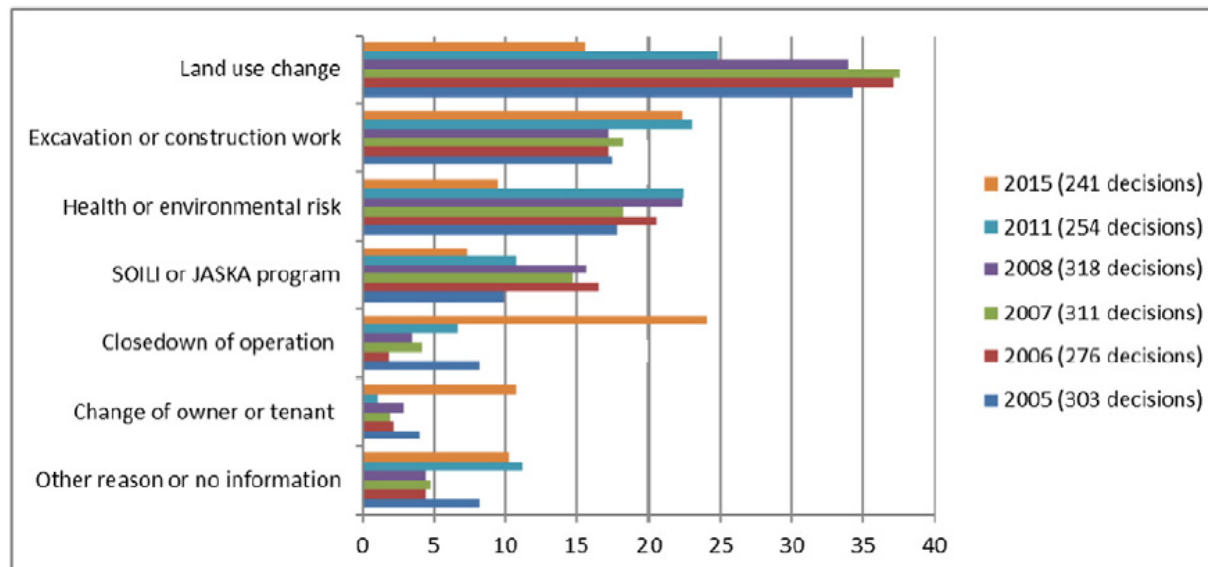


# STARTING POINTS

## SITE REMEDIATION STATISTICS

- About 6500 sites remediated, about 250 new cases start annually
  - Still ~ 90% of sites remediated by excavation using soil guideline values used remediation goals
- Land use change and construction works main triggers for a CLM project
  - Affects remediation methods and objectives -> favors excavation and guideline values
- Total annual costs around 100 M€ (?)
  - Current share: 2/3 private sector, 1/3 public sector
- Direct state financing on average only 5 M€/year
  - Mainly by two national remediation programmes (orphan sites and oil contaminated sites)
  - State-owned organizations also spend several million € annually (e.g. defence forces)

→ **Rather small and mostly market-driven remediation industry**



# STARTING POINTS

## SOIL MANAGEMENT

- Surplus soils from construction sector in total 20-30 Mt/a
  - ❑ Even 10 times more than municipal waste (2,4-2,8 Mt/a)
  - ❑ Contaminated soil (C > SGV) around 1,5 Mt/a
  - ❑ Surplus soil often regarded as waste -> treatment and reuse requires environmental permit
- Due to permit obligation, excavated "soil waste" disposed/reused mainly in landfills (contaminated) or specific soil landfills (uncontaminated)
  - ❑ Use of virgin soil/rock; long transportation distances -> high CO2 emissions; high costs etc.

→ **From sustainability viewpoint, efficient soil management is the key issue**



# REGULATION OF CONTAMINATION

- Environmental Protection Act (EPA 86/2000 -> 527/2014)

- ☐ Regulation of contamination integrated under one law
- ☐ Promotion of pollution prevention, sustainability, public participation etc.
- ☐ Contamination refers to anthropogenic emissions that cause harm to human health or the environment

- Regarding contaminated land EPA defines, e.g.

- ☐ Prohibitions for soil and groundwater contamination -> prevention
- ☐ Duties to notify, investigate, assess and clean-up contaminated soil and groundwater
- ☐ Liabilities
  - ☐ 1. polluter, 2. site holder/owner, 3. local municipality
- ☐ Required administrative actions for remediation
- ☐ Duty to report on all activities relating to known/potential contamination within land transfer
- ☐ Specific requirements for IED installations (e.g. baseline report)

- Decree on the Assessment of Soil Contamination and Remediation Needs

- ☐ General requirements for obligatory site-specific risk assessment
- ☐ Including threshold and guideline values (SGVs not legally binding); replacing the old values (1994)

→ **Risk-based approach needed for decision making (risk management)**

- ☐ Same rules (in principle) apply to both old and new contamination

1988	○	Government Policy Review
1993	○	Waste Act
1994	○	First national inventory of potentially contaminated sites
1994	○	Generic/land use-related guideline values
2000	○	Environmental Protection Act
2007	○	Decree on Assessment of Soil Contamination and Remediation Need, with separate guidelines
2007	○	Soil State Database
2014	○	New Environmental Protection Act
2014	○	Guidelines on Sustainable Risk Management
2015	○	National Risk Management Strategy for Contaminated Land

# RECENT AND FORTHCOMING POLICY DEVELOPMENT

- Contaminated land management, e.g.
    - ☐ New guidelines on risk assessment and sustainable risk management (2014)
    - ☐ National CLM strategy (2015)
    - ☐ National investigation and remediation programme 'Clean Soil' (2016 ->)
    - ☐ Demonstration project on innovative site management solutions (2016-2018)
    - ☐ New act on state funding for remediation (2020)
    - ☐ Revision of the decree on risk assessment (in prep. 2020?)
  
  - Soil and waste management, e.g.
    - ☐ Revised decree on utilization of certain wastes in earth construction (2018)
    - ☐ Decree on beneficial use (=reuse) of excavated soil waste from construction (in prep. 2020?)
    - ☐ EoW-Decree on using crushed concrete in earth construction (in prep. 2020)
    - ☐ EoW-Decree on using treated MSWI BA in concrete products (in prep. 2020?)
- **Promoting sustainable, risk-based decision making and fostering circular economy by**
- ☐ **introducing new policy objectives and instruments**
  - ☐ **removing existing regulatory barriers**



# GOVERNING REGULATORY PRINCIPLES

## 1) Justified site-specific risk assessment

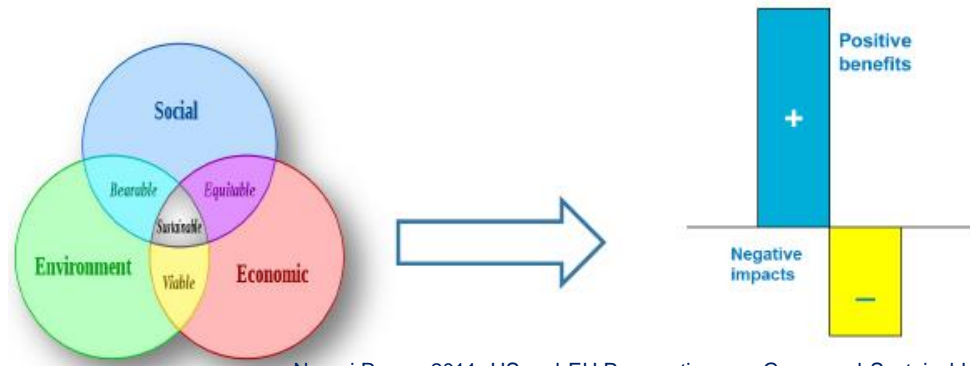
- ☐ Reliable (realistic) estimate of site-specific risks/harms -> requirements directly from the legislation
- ☐ Main question: Is remediation really necessary based on environmental and health risks?
  - ☐ Direct use of generic SGVs often neglects actual risks (and may even underestimate them)
  - ☐ Concentration-based decision making often promotes unnecessary or unsustainable remediation

→ **Precondition to reasonable, risk-based decision making and actions**

## 2) Sustainable risk management and remediation

- ☐ No direct legal requirements, but widely accepted policy objective in guidelines, strategies etc.
- ☐ Requires proactive planning and open dialogue / cooperation between key stakeholders
- ☐ Selecting the most reasonable measures by optimizing their environmental, economic and social value -> sustainability appraisal

→ **Providing necessary risk reduction on site while maximizing the net-benefits of risk management actions**



# FINNISH NATIONAL STRATEGY ON CLM

- Setting policy goals
  - Systematic, sustainable and risk-based site management
- Identifying needs and developing measures
  - Targeted policy instruments
- Promoting cooperation
  - Shared views and commitment

## Finnish national strategy on contaminated land risk management

### Policy instruments

Administrative  
Economic  
Informative

Education  
Guidelines  
Cooperation

### Investigation and remediation programme

New state  
funding  
system

Demonstration  
project  
2016-18

### Main policy objective:

Significant risks to human health and the environment posed by contaminated land are managed in a sustainable way by the year 2040

#### Objective 1:

Risk sites are to be identified, investigated and, if necessary, remediated systematically.

#### Objective 2

Land use and risk management of contaminated land support each other in the achievement of sustainable, overarching solutions.

#### Objective 3:

Data systems are to support planning and decision making in a user-oriented way.

#### Objective 4

Risk management methods are cost effective, save natural resources, minimise harmful environmental impacts and promote circular economy.

#### Objective 5

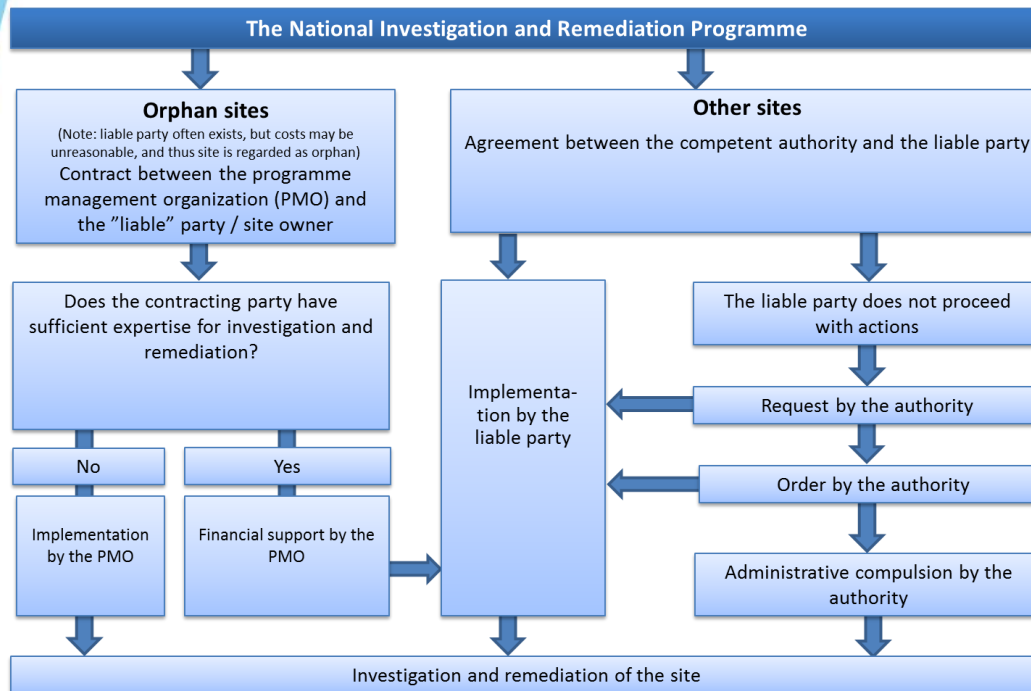
Methods, division of work between the operators, responsibilities and obligations are to be clear and standardised.

#### Objective 6

Operations and communications are to be open, transparent and interactive.

# NATIONAL REMEDIATION PROGRAMME

## - CLEAN SOIL



- In addition, two national programmes for oil contaminated sites
  - ❑ SOILI (1997-2016) and JASKA (2016 ->)
  - ❑ Voluntary agreement between Ministry of the Environment and Finnish petroleum industry
  - ❑ > 1000 sites investigated
  - ❑ > 700 sites remediated
  - ❑ Contribution to national development, e.g. on risk assessment and in situ remediation

- Programme management organization (PIR-ELY) takes care of “orphan” sites
  - ❑ Liable usually exist in FIN, but cost may be unreasonable
  - ❑ Site selection for the programme based on risk prioritization
  - ❑ Financial support from the state
- Requirements for actions and funding
  - ❑ Risk-based remediation need
  - ❑ Remedial design based on sustainability appraisal



# CONTAMINATED LAND DEMONSTRATION PROGRAM

## CONTAMINATED SITES DEMONSTRATION PROGRAM

### Finnish innovations for contaminated soil respond to global demand

Finland contains more than 27 000 sites that are known or suspected to be contaminated. More than 20 000 of the sites still await further investigation on the scale of contamination or the need for risk management and remediation. According to estimates, half of the sites are in need of risk management measures. Using traditional methods, this would result in a cost of approximately 4 billion euros. Based on similar estimations made elsewhere in Europe, in the United States and China, the global remediation of contaminated sites would induce a cost of at least a trillion euros.

We need new sustainable, advanced and cost-effective risk management and remediation solutions for contaminated soils in Finland and worldwide.

– To create such solutions, close and effective cooperation is needed. The National Risk Management Strategy for Contaminated Land in Finland, published in 2015, stresses the importance of thinking ahead and developing the cleantech field as a whole in order to effectively investigate and remediate sustainably the contaminated sites, explains **Jarno Laitinen**, Program Manager for the Finnish Contaminated Sites Demonstration Program at the Pirkanmaa ELY Centre.

These were the existing conditions at the beginning of 2016 when the Contaminated Sites Demonstration Program was launched as part of the Finnish government's Circular Economy and Clean Solutions strategic key project. The objective of the demonstration programme is to serve as a platform for solving problems related to the risk management and remediation of contaminated sites, to promote the circular economy, and to improve the competitive edge and potential for international business of Finnish cleantech companies. The implementation and financing of the demonstration programme are centrally managed by the Pirkanmaa Centre for Economic Development, Transport and the Environment (ELY Centre) and Business Finland.

#### Finland leads the way in soil risk management

The results from the demonstration programme speak for themselves. For two years, this nationally and internationally unique demonstration programme gave a boost to the experimentation, demonstration and communication activities related to contaminated land management – and with great success. Thanks for the results can be attributed to the companies and research institutions that participated in these projects. They boldly took up the development and testing of new techniques, ideas and business models as part of these massive and demanding cleaning projects, both domestically and worldwide.

– This acknowledgement must also be extended

to the municipalities around Finland that had an open mind and adopted new and sustainable risk management measures in order to remediate challenging environmental risks on their brownfield sites as part of their land use planning. While developing methods and technology, we have also helped the environment and removed health risks related to contaminated land. Today, this benefits thousands of Finns, explains Laitinen.

#### Unique expertise for International markets

According to Jarno Laitinen, these great results will now also be made available to the rest of the world.

– A strong passion for cooperation is a Finnish trait in the remediation of contaminated land. Another welcome outcome from the demonstration programme is a strong and close-knit network of involved parties, from administration to research institutions and companies. This guarantees that we have the world's best knowledge and services when it comes to the global needs of remedying contaminated soil. Our expertise ranges from legislation, administration, research, risk assessment and technological operations models to concrete international-scale remediation and business expertise.

With the soil and groundwater remediation pilots implemented during the demonstration programme, health risks have been mitigated for over 100,000 people.”

#### CONTAMINATED SITES DEMONSTRATION PROGRAM



**LAUNCHED IN 2016**, the Contaminated Sites Demonstration Program implements the National Risk Management Strategy for Contaminated Land in Finland, as part of the national Clean Soil Program. Implemented together with the Pirkanmaa Centre for Economic Development, Transport and the Environment and Business Finland, the demonstration programme is also a part of the Finnish government's Circular Economy and Clean Solutions strategic key project. The key project aims to promote the circular economy and improve the potential for the business and internationalisation of Finnish cleantech companies.

#### CLEAN SOIL PROGRAM

#### Finnish soil and groundwater risk-free by 2040

The Clean Soil program aims to secure safe soil and groundwater for all Finns. This national programme was established as a part of Finland's National Risk Management Strategy for Contaminated Land and it serves the needs of identifying, investigating and remediating urgent risk sites. The programme is coordinated and implemented by the Pirkanmaa Centre for Economic Development, Transport and the Environment. The purpose of the programme is to remediate contaminated sites with national interests so that the risks for people and the environment are sustainably managed by 2040.

#### Sites assessed and selected based on risk level – sustainability steers remediation methods

The Clean Soil program investigates and remedies contaminated risk sites in an established order of urgency. The programme has already identified approximately 500 significant contaminated areas. The remediation needs of these areas are examined through investigations and assessed on related risks. The measures to be taken depend on the site and its intended use. Alternatives include remediation, but also various other measures and risk management procedures. With sites to be remediated, methods are applied that follow the principles of the circular economy and are sustainable and cost effective.

#### Close cooperation and open communication both in Finland and in international arenas

The Clean Soil program offers its expertise and provides financing to support municipalities and land owners in carrying out successful investigations and remediation projects. To offer the best possible expertise and know-how, the programme works in close cooperation with the environmental administration, experts in the field, municipalities, companies and citizens alike. In addition the program actively participates in development projects, creates and applies best practices, and advances the use of sustainable risk management in contaminated land and the business of Finnish cleantech companies.

**More information:** [www.cleansoil.fi](http://www.cleansoil.fi)  
Kari Pyötsä, Program manager,  
Pirkanmaa ELY Centre





<https://www.maaperakuntoon.fi>

# CLEAN SOIL FINLAND

CONTAMINATED SITES  
DEMONSTRATION  
PROGRAM REPORT

## DETERMINED COOPERATION YIELDS POWERFUL RESULTS

# Finland's contaminated land industry is based on strong cooperation network

Joint and voluntary action plans promote the development of soil remediation. For two decades, the SOLI Programme worked actively to clean up oil-contaminated soils in Finland. It involved the development of both procedures and research of remediation methods. Also the industry own umbrella organisation, The Finnish Society for Soil Investigation and Remediation (MUTKU), helps people and organisations in network and learn from each other's.

THE SOLI PROGRAMME has been a trailblazer in soil remediation. The programme has developed new working methods and processes and a cost-effective procedure for remedying contaminated sites at portfolio level. Another essential part of the programme was seminars and training events, as these enabled the various stakeholders to have an open and unprejudiced dialogue.

Based on a voluntary environmental agreement, the SOLI Programme remediated a total of 586 contaminated areas between 1997 and 2016. The programme covered petroleum stations and other outlets that were previously occupied by oil companies and either closed or due to be closed, along with orphan areas that had already been decommissioned. Other key outcomes from the programme included participation in the development of risk-based assessment of soil contamination and remediation in Finland and the development of the SOLIRISK risk assessment model.

The main parties in the SOLI programme were the Ministry of the Environment, the Association of Finnish Local and Regional Authorities, the Finnish Petroleum Federation, and member companies of the organisation that practised petroleum service station operations.

The programme was implemented by Oil Industry Service Centre Ltd in cooperation with the environmental authorities. Pöyry Finland Oy were in charge of project management services. Financing for the

station chains, oil companies and the Finnish Oil Pollution Compensation Fund, managed by the Ministry of the Environment.

After the SOLI programme, the Ministry of the Environment and the Finnish Oil Pollution Compensation Fund established the JASKA programme, which continues the goals of the SOLI programme and applies the developed processes and procedures.

## Association offers training and support

Contaminated sites research and practices are also developed by MUTKU, the Finnish Association for Soil Investigation and Remediation, founded in 2001. The association aims to improve the proficiency and cooperation of all parties operating in the field. It also serves as a link between the individuals and organisations involved.

The essential operations of the association includes providing training events and supporting contaminated land related research. The association organises excursions and educational visits on an annual basis, along with Finland's largest seminar on contaminated land areas, MUTKU-päivät. Every two years, MUTKU and its Nordic sister organisations also organise an international Nordic seminar that concentrates on contaminated soil, groundwater and sediments. MUTKU also supports research, graduate projects and other research by non-

## NATIONAL RISK MANAGEMENT STRATEGY FOR CONTAMINATED LAND 2015–2040

# Finland applies sustainable solutions to land contamination risks

Finland drew up a National Risk Management Strategy for Contaminated Land (the "PIMA strategy") in 2015. A joint objective is to apply sustainable and cost-effective solutions for bringing the health and environmental risks related to contaminated land areas under control by 2040. Published by the Ministry of the Environment, the strategy was prepared in close cooperation with other Finnish stakeholders operating in the field.

IN ADDITION TO EXPRESSING the national mindset in the matter, the PIMA strategy lays down the general guidelines, objectives and division of labour for risk management and remediation operations. With the strategy, Finland now has a clearly defined national process that enables risk-based site prioritisation at national level.

"We made use of the expertise and vision of all the involved stakeholders when preparing the strategy. It harmonised and consolidated the work carried out in recent decades and provided us with joint guidelines for future actions. The common thread is sustainable remediation. The strategy also lays out the significance of risk-based assessment when selecting sites for investigation and remediation," says the chair of the strategy working group, Senior Environmental Adviser Anna-Majja Pajukallio.

Joint strategy serves everyone involved  
A modern and extensive strategy serves all parties involved and promotes the interest of all. First, the key

Impacts of the strategy are related to the promotion of health and environmental protection as well as increasing the efficiency of research and remediation of contaminated land areas and the way these operations are organised. The Ministry of the Environment actively follows up good attainment – with the new strategy, several actions have been taken and statutes drafted in Finland. "A good strategy adjusts to everyday needs." The goals cover various operations related to contaminated land areas, ranging from land use planning and data systems to risk management methods and communications. "We take active steps to monitor the development of the operational environment to ensure that the strategy also meets future needs – which may differ from those relevant today," Pajukallio notes.

Download "National risk management strategy for contaminated land in Finland":  
<http://bit.ly/contamlandstrat>

## DORADO OILS DOORS TO THE CHINESE SOIL REMEDIATION MARKET

# Productised solutions and strong references are key in cleantech export

In the spring of 2017, the Finnish company Dorado Oy secured a licensing and cooperation contract for soil and groundwater solutions in China. Worth millions of euros, the deal was reached thanks to the Dorado CORE remediation equipment, which Dorado produced for export with the help of Business Finland and the demonstration programme. With support from the demonstration programme, Dorado is also playing a direct injection solution Dorado DIRECT, which supplements the company's export product line.

– SELLING EXPERIENCE ALONGside an international scale is challenging. In the growing soil and groundwater remediation markets of China, Africa and Russia, a carefully productised package is an asset that we can use to introduce our two decades of remediation expertise to the markets, says **Petteri Mäkelä**, Head of Soil Remediation at Dorado.

## Dorado CORE in China

Partnered by Dorado Oy in 2016, the Dorado CORE solution is the first modular remediation solution on the market that enables cost-efficient biological, chemical and physical soil and groundwater remediation. In 2016, China, Dorado CORE is used to treat a batch of soil containing petroleum contamination in a brick factory. DGT, DGS, DGD and DSD are the contaminated soil comes from the area of a former pesticide factory in the city of Zhongshan.

## Puritalia also proves the efficiency of the direct injection equipment

Some 16–20 per cent of Dorado's operations are focused on product development, which aims to bal-

ance the international growth of the company with the help of its in-house product lines that support each other. The direct injection equipment produced by Dorado at the Puritalia site of the Clean Soil Finland programme has proved excellent results in the remediation of challenging soil types and structural layers. It has been applied in China.

– The remediation efforts in Auranta have demonstrated the benefits of Dorado DIRECT as a fast and efficient solution. For the first time, injection is possible into all soil types and structural layers such as fill and, under difficult layers, all the way to bedrock layers. A solution that is not only cost-effective but also efficient in an internationally applicable context. The remediation of industrial areas and affected flood sites.

**DORADO OY:**  
Dorado Oy was founded in 1995. Today it employs 20 international professionals. Two business domains, soil and groundwater remediation and design solutions. The company has a strong focus on product development and has exported to 15 different countries in the past two years. In 2017, Dorado Oy is expanding its business into new foreign markets.

## INCREASED EMPHASIS ON SOIL RE-USE

# Urbanisation drives the need for soil remediation

New national remediation and demonstration programmes help to create national and share information on soil remediation for the public sector.

In FINLAND, THE AUTHORITIES PROMOTE and grant permits for developing contaminated land areas. The most typical cases concern the zoning of brownfield areas for residential use. "Most soil treatment is still carried out through soil excavation, but the trend is shifting more towards in-situ remediation. This means that the soil is investigated and conclusions are drawn on whether the contaminated soil causes environmental or health hazards. Possible measures are then mapped out to prevent or curb these risks," says Senior Inspector **Eero Pajunen** from the National Centre for Environmental Health.

With urbanisation, construction projects have become more complex and have brought more challenges to municipalities. The City of Tampere has been interested to see how the programme advances. "One of the reasons that the national Clean Soil programme is so important is that it harmonises procedures and operational models on a national level," says Staffi Eklund, Development Coordinator **Elina Rautava** from the City of Tampere.

**Focus on investigations at zoning stage**  
When making land use more efficient, soil and its use becomes increasingly important. Detailed investigations at zoning stage decrease financial risks and uncertainty during construction.

Dorado also says that the City of Tampere applies mass balance calculations, where the soils excavated on site and their optimal relocation are systematically planned. In addition, the recovery of construction demolition materials is investigated for recycling purposes. This phenomenon is also familiar to Eero Pajunen from the ELY Centre.

The MAAB decrease concerning the recovery of certain wastes in urban construction took effect at the beginning of 2018 and increased the use of crushed concrete aggregate in urban areas. It is a welcome trend that waste is re-used close to the demolition site. This is one way to replace virgin materials and curb carbon dioxide emissions from transport," Eero Pajunen notes.

Today, a sizeable share of contaminated soil from Tampere is taken to the collection points of Tampere Regional Solid Waste Management. Previously, contaminated waste was used for construction purposes at landfills, but now that the volume of other waste is decreasing, the landfills will not be able to solve the problem of contaminated soil to the same extent as they have in the past.

"Two future trends will be on-site treatment and re-use of excavated soil for construction or other uses on banks or holes," says **Elina Rautava** from Tampere Regional Solid Waste Management.

## Efficient water remediation is being studied around Töölönlahti

The equipment developed by Eka Hinder Technologies creates a visible electrical field that accelerates natural processes that decompose organic substances.

IN TÖÖLÖNLAHTI IN HELSINKI, a remediation study using electrokinetic remediation technology is currently under way. The patented EKOGRID technology can be used to lead electrical fields through water or sediment. The water electrolysis method is harmless to the fauna, and the method enables treatment in a cost-efficient and sustainable way with a small natural footprint. The method is already being used to curb contaminated water in a number of countries in Helsinki, however, it is being used for the first time in Finland.

These involved in the efforts in Tampere are working to accelerate the decomposition of harmful organic matter and compounds that hinder the bottom of the bay. The aim is to demonstrate that EKOGRID is an economic and ecological solution for eliminating contaminants from the water. Another goal is to determine whether EKOGRID also significantly reduces

The EKOGRID method was developed and is being used by the environmental technology company Eka Hinder Technologies in Tampere. The company is a joint venture of Eka Hinder Corporation Oy AB, the City of Helsinki and the Finnish Environment Centre.

The research is being funded by the national pilot programme for contaminated areas, Business Finland and the EU's Horizon 2020 programme.

Eka Hinder Technologies has operated on all continents and it aims for growth in cooperation with all spill response specialists. The national demonstration programme provides Eka Hinder Technologies with the opportunity to gain an excellent reference for the wide deployment of EKOGRID in related sectors. The EKOGRID method may be applied in ports or reservoirs. For example, when sediment excavation could help to prevent or reduce spill incidents. The benefit

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# SUMMARY

- Finnish policy strives for fostering sustainability and circular economy
  - ❑ Development of policy instruments, promoting research, demonstrations, education, cooperation etc.
  - ❑ Actions needed on all levels of decision-making and from all stakeholders
  - ❑ Sectoral approaches and personal attitudes may not always reflect generic policy objectives...
- Finnish regulatory approach on CLM is a risk-based approach
  - ❑ Risk assessment should support justified decision making
    - From conservative (unfounded/unrealistic) assessments to realistic assessment
    - From concentration thresholds to site-specific, exposure and effects based assessments
  - ❑ Reality is often somewhat different and getting rid of the old habits and numbers isn't easy...
- Risk management should be about justified actions
  - ❑ Maximizing net-benefits by relevant sustainability considerations involving key stakeholders
  - ❑ Regulatory perspective may (and often should) not dictate the outcome
    - Sustainable remediation ≠ risk-based remediation
  - ❑ Excavation ≠ unsustainable practice, but excavated soil management needs to be efficient and reasonable -> reuse / treat and reuse
- And most importantly...

→ **We fu\*\*\*\* made it to the European football championship 2020!!!**

**THANK YOU!**