

Promoting Responsibility in SMEs



Bernhard Thier, Cefic
Brussels 30 November 2009



Supported by:

What is the project about?

prisme² is a multistakeholder project on corporate social responsibility in chemical businesses. The name stands for promoting responsibility in SMEs, where the squared symbol implies the redoubled effort from management and workforce.

The prisme² objectives are:

- Initiate a Responsible Care® (RC) networking programme to build capacity by developing tools, training SMEs and facilitating knowledge transfer.
- Engage large companies in the industry, helping SMEs in their supply chain to reduce risks and develop business opportunities.
- Show what tangible contribution RC can make to competitiveness and economic performance – especially in challenging economic times.
- Reach out towards managers and employees („top down“ and „bottom up“).



prisme² partners (1)

prisme² consortium partners

- European Chemical Industry Council (coordination)
- European Chemical Employers' Group (represented by Cefic)
- European Mine, Chemical & Energy Workers' Federation
- Centre for Tomorrow's Company
- IFOK (consultancy)



prisme² partners (2)

Six national chemical industries associations are the focal points for prisme² pilots in their countries. They involve SMEs and organise 3-4 prisme² workshops in cooperation with national trade unions, 'mentor' companies and Cefic.

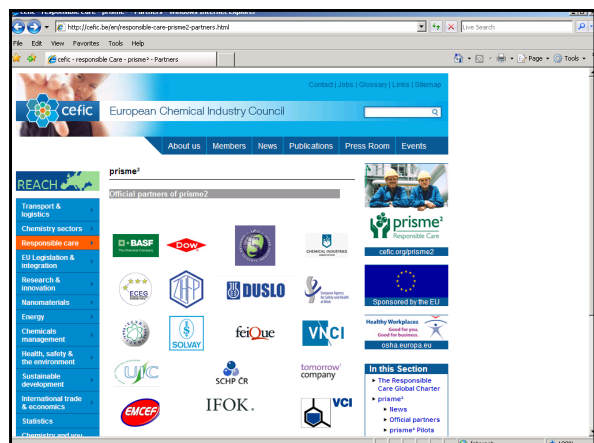
- www.cia.org.uk
- www.feique.org
- www.haci.gr
- www.schp.cz
- www.vci.de
- www.zchfp.sk



prisme² partners (3)

A growing number of companies, federations and institutions support prisme² with expert speakers for prisme² workshops and materials and instruments on the management of health, safety and environment in SMEs for the prisme² toolbox.

| | |
|----------------------|------------------------|
| BASF SE | EU-OSHA |
| CBA | Ing. Petr Svec – Penta |
| DFH Druckfarben S.A. | ReachCentrum |
| Dow Chemical | Rhodia |
| Duslo A.S. | Solvay |
| Ercros | UIC |
| ESIG | Unipetrol |
| ETPIS | VNCI |



Project phases

| Phases | Start Nov 2008 | Start May 2009 | Start Oct 2009 | Start Mar 2010 |
|------------|--|---|--|--|
| | Initiation | Pilot Projects | Evaluation | Roll-Out |
| Milestones | Complete services and motivations package | Completion of initial pilot | Revised concept | Completion of preparations for roll-out in additional countries |
| Outcomes | <ul style="list-style-type: none"> Project organisation Tool collection & evaluation Approach to access SMEs Commitment of mentors Preparation of national coordinators PR measures Evaluation scheme | <ul style="list-style-type: none"> First workshops organized Feedback via online platform and questionnaire Acquisition of further national associations completed | <ul style="list-style-type: none"> One day workshop with all trainers First evaluation report in JAN 2010 Presentation in the steering committee Revision of the toolbox | <ul style="list-style-type: none"> Additional training workshops PR activities at national level Second evaluation report |

Czech & Slovak Republics (coordinated by SCHP & ZCHFP)

Promotion & follow up

- Promotion letter to Czech SME companies & sector associations in March 2009
- Promotion at RC workshop in Soporna (Slovak R.) on 21 April 2009
- SME participation to meeting of HSE committee in Sokolov on 13-14 May 2009
- Commitment of 'mentors' difficult (a. o. Duslo a. s. committed)

prisme² pilot workshops (see website)

- 24 June 2009, Soporna:** General prisme² introduction, Product Stewardship, exposure scenarios (ZCHFP & Cefic speakers)
- 23 October 2009, Prague:** Involvement of Cefic, ESIG, EU-OSHA; general feedback session
- March 2010 in Bratislava / Soporna:** Involvement of ReachCentrum a. o.

Trade union involvement

- Based on the active social dialogue in the Czech & Slovak republics



Germany (coordinated by VCI)

Promotion & follow up

- 2 days promotion event at VCI's Reach Congress in Frankfurt (2-3 March 2009)
- Discussion in VCI's committee of SME businesses in the fall of 2009.

prisme² pilot workshops

- 17 June 2009, Hannover:** "RC als Grundlage für Risikomanagement" with company executives in cooperation with Deloitte Cert Umweltgutachter
- 1 December 2009, Mannheim:** Exchange forum with plant managers on risk management, energy efficiency, environmental protection
- Q 1/2010** (not yet specified)

Trade union involvement

- prisme² at the German Social Partner board meeting with IG BCE (trade union) & BAVC (employers group) in December 2008 in Wiesbaden
- Workshop with members of the Industry Group Committee Chemistry of the IG BCE on 9 June 2009 in Hannover
- Discussion in the Social Partner board Responsible Care between VCI, BAVC and IG BCE on prisme² on 24 June 2009 in Frankfurt



Greece (coordinated by HACI)

Promotion & follow up

- Translated Cefic info material & survey sent to members (15 SMEs with initial interest)
- Involvement of EOMEX (Organisation of Greek SME & Handicraft)
- Commitment from Dow & BASF to mentor prisme² in Greece

prisme² pilot workshops (see website)

- 14 July 2009, Athens:** Workshop on risk assessment, OHS, process safety, RC verification involving a. o. EU-OSHA & companies (Dow, Druckfarben Hellas)
- 21 January 2010:** Workshop on new EHS regulations, fire & explosion hazards in chemical plants, RC in distribution and transport, working in confined spaces (e.g. tank cleaning)
- June 2010:** 3rd workshop (not yet specified)

Trade union involvement

- Cooperation agreed with trade union for the Refinery and Chemical workers
- prisme² seminar with trade union on 14 May 2009 (50 company representatives)



UK (coordinated by CIA)

UK's Responsible Care Cell Network

- Regular regional workshops since several years for members & non-members of CIA
- Involvement of regulators (UK Environmental Agency, Health & Safety Executive)
- prisme² promotion at RC cell workshop in Runcorn (17 March 2009)

Introduction of prisme² approach

- Invitation of SMEs and trade unions to RC Cell workshops
- Cooperation with CBA to prepare a set of smaller tools and guidance ("6-Pack") for SME distributors

Trade union involvement

- Based on the active social dialogue in the UK
- 1 RC Cell in Scotland with trade union participation
- More participation to be encouraged



Spain (coordinated by Feique)

Promotion & follow up

- Initial information of Feique members in 2008
- Project temporarily on hold as a result of restructuring at Feique & members due to economic downturn
- prisme² implementation & Feique's CSR approach on agenda of Responsible Care coordinators meeting (June 2009)

prisme² pilot workshops

- October-November 2009:** Product Stewardship (ESAD) workshop with distributors and on-site reviews (warehouses) with 14 SME distributors
- 10 November 2009:** Ercros as mentor, Bayer & Repsol presentations, 25 SMEs from manufacturers and distribution: Sharing experience in RC programme, CSR and HSE (RC tools for SMEs)
- Q1 2010:** Product Stewardship in SMEs
- Q2 2010:** CSR in SMEs based on Feique's Guidance & Sustainability indicators

Trade union involvement

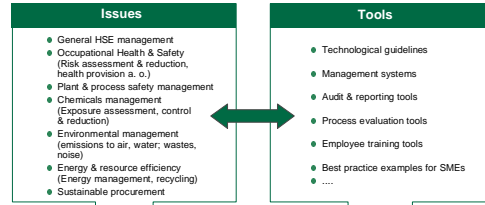
- prisme² project introduction in national Social Dialogue Meetings in Q 1-2 2009



prisme2 toolbox



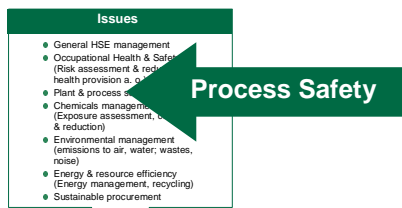
What issues will the toolbox cover?



prisme² Website



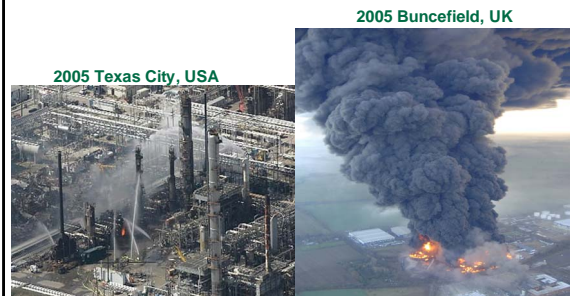
Issue example



prisme² Website



Process Safety: Incidents with huge impact



15 killed, over 170 injured

Biggest explosion in peacetime

Tool example



prisme² Website



BEST PRACTICE GUIDE



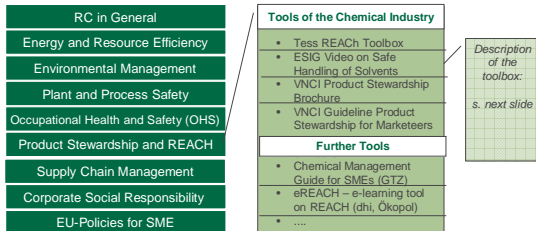
Process safety leadership in the chemicals industry

Achieving best practice in process safety leadership and management is a goal that I firmly believe is essential for the chemicals industry, and something I am determined to help CIA member companies attain. Our industry has a strong tradition of learning lessons from one another and health and safety is no exception. Over recent years, the industry's safety record has been a good one, in part due to the bond between management and workforces in recognising that high-hazard facilities such as chemical plants require constant, round-the-clock attention if licence to operate and public confidence are to be secured. There is however no room for complacency.

That I am very grateful to the CIA member companies who volunteered to participate in our interview programme, underpinning our focus on improving process safety leadership and management. Although we start from a promising base, the results of CIA's leadership visits to member companies described in this publication indicate there is a long way to go to achieve excellence across the width of the chemicals industry. I'm confident that we will get there, but it will need the same degree of commitment at board and senior management level in member companies that is traditionally given to financial performance or legal compliance.

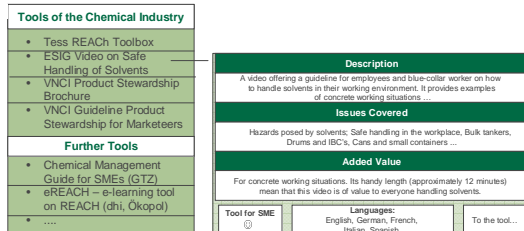
Effective process safety management at the top of the organisation's priorities, it is unlikely to happen—and while the legal minimum level of safety may still be achieved it will not reach the highest levels necessary for the protection of our people and hardware, the enhancement of our businesses and the sustainability of our industry. This publication sets out briefly what CIA considers to be the chief characteristics of "best practice" process safety leadership and management. Each element will require commitment and may involve a lot of work. Some companies may already be at a high level in one or more areas but may need to address company systems, procedures and behaviours in others. I'm challenging chemical companies to do a self-assessment to see how your organisation shapes up against these best practice indicators. Beyond that, I urge you to put plans and actions in place to improve your process safety.

Structure of the Toolbox Website



Title of the Toolbox includes type of tool (Guideline, Video, Brochure) and issue covered.

Description of the Tools



Tools should be linked to keywords („Tags“) enabling users to compile individual overviews on tools.

Recognition from DG ENV



Back up



Supported by:

Cefic's role

The European Chemical Industry Council, Cefic, represents 27,000 chemical companies in Europe that produce 29% of the world chemical products and employ over 1.2 million employees. Members include 28 national federations in Europe, 50 major international companies and 450 business members.

Cefic is supported by IFOK, a consultancy with experience in CSR & Responsible Care.

- Overall coordination of the project
- Reporting to Commission
- Involve and guide national associations
- Identify and involve companies
- prisme² website
- prisme² toolbox



EMCEF's role

The European Mine, Chemical and Energy Workers' Federation was founded in 1996 and organises 2.2 million workers in 131 national trade unions from 35 countries. EMCEF is involved in 4 European sector social dialogues (chemical, extractive industries, electricity, gas). EMCEF is affiliated to the European Trade Union Confederation (ETUC). For more information: www.emcef.org

The European Chemical Employers Group, ECEG, supports the interaction with EMCEF.

- Involve national trade unions
- Assess prisme² tools and materials with regard to employees' needs



TC's role

Tomorrow's Company is a UK based business-led think tank that examines the role of business and its relationship with society and the environment. TC has been a leading advocate of sustainable business practices, and the importance of embedding values in the day to day operations of companies, both large and small.

www.tomorrowcompany.com

- Outline approaches as to how to access SMEs
- Develop and establish a scheme for internal evaluation

tomorrow's
company



What expectations do SMEs have?

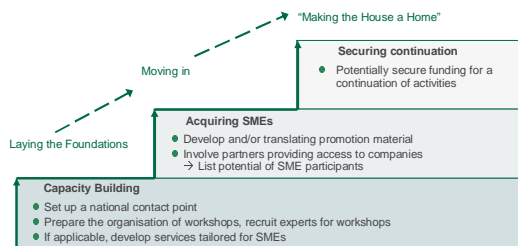
- Issues -

| | |
|--------------------------------|--|
| HSE issues | <ul style="list-style-type: none"> • Main demand: safety • Followed by environment and health |
| Process/Product-related issues | <ul style="list-style-type: none"> • Main demand: products • Product safety, substitution and product innovation, product stewardship along value chain • Also important: production • All issues mentioned, mainly environmental issues (!) |
| Legal Aspects | <ul style="list-style-type: none"> • Main demands: globally harmonized system and Implementation of REACH |



Basis: Questionnaire to SMEs;
Feedback of experts of the national associations

Activities at national level



What expectations do SMEs have?

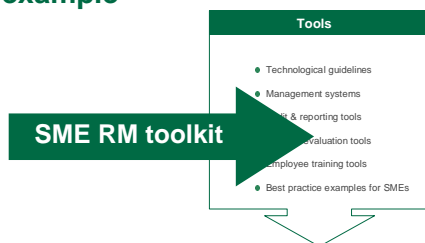
- Tools -

| | |
|--------------------|---|
| Use within company | <ul style="list-style-type: none"> Wide range demand: • Mainly: Implementation of sustainable technologies • Followed by: Management systems and reporting, Communications and information sharing, Employee trainings |
| Kind of tool | <ul style="list-style-type: none"> Wide range demand: • Mainly: Information materials (brochures, leaflets etc.) • Followed by: Web based portals; Training manuals, Hands-on workshops, conferences • No web based forum |



Basis: Questionnaire to SMEs;
Feedback of experts of the national associations

Tool example



prisme² Website

Do you always test your luck? 1

Group work in training

Group work means active and fairly independent interactions. Group members generally need to strengthen knowledge. The group processes in and then comments, assesses and applies it. Group work is activating element in all training and is especially useful if the attitudes.

Occupational Safety and Health

Occupational safety and health (OSH) are all facets of business, needs to be managed. A company's OSH system helps ensure effective control and continual improvement in OSH performance. The aim is to prevent accidents, illness or injury and achieve compliance with regulations and standards.

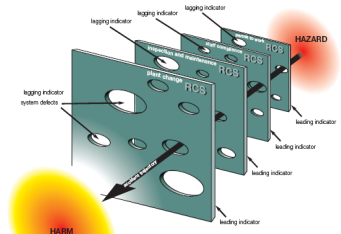
Risk Management Basics for SMEs and Employees

Product Risks in SMEs

Products and their marketing can make or break a company. This is why every company should place special emphasis on product-related risk management!

Vulnerability Analysis Workbook

“Major accidents occur when a series of failings within several risk control systems materialise concurrently.”



Review health management

Step 1: Leadership and organisation
• Organise review meeting

Step 2: Review performance data
• Sickness absence level
• Occupational illness cases
• Accident data
• Health costs
• Workforce health and risk profile
• OH programme use and uptake



Step 5: Health plan implementation
• Agree action plan for coming year
• Allocate roles and responsibilities
• Monitor progress

Step 3: Business needs assessment
• Upcoming business changes
• EHS improvement priorities
• HR issues

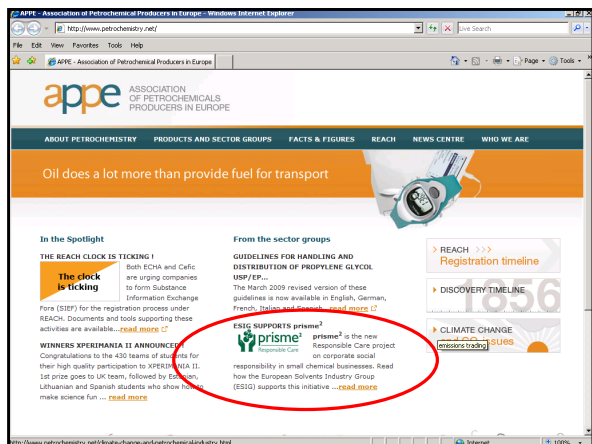
Step 4: Prioritisation of improvements
• Identify health priorities
• Evaluate options for programme changes
• Costs and benefits of additional investment



How to do a risk assessment?

- Structure the assessment to ensure that all relevant hazards and risks are addressed
- When a risk is identified, begin assessment by questioning if the risk can be eliminated.
- The 5 steps of risk assessment
 1. Identifying hazards and people at risk
 2. Evaluating and prioritising risks
 3. Deciding on preventive action
 4. Taking action
 5. Monitoring and reviewing
- Employees' active involvement needed





The prisme² toolbox for SMEs

Identify appropriate formats/tools for SMEs
Building on existing materials:

- Gather existing tools and materials
- Cluster and assess tools and materials
- Consolidate them (translation if required)
- Make existing materials easily available

| Tool(s) | Comment | Priority(1) | Resp. |
|---|---|-------------|---------------------------------------|
| Self-Assessment Questionnaire (SAQ) sheet(s) | English, initiative taken, English in preparation | 1 | Cefic, B. Thier, ECHN, etc., L. Spach |
| CO2 footprint (Verbalized for SMEs) | Dutch, English in preparation | 1 | VOL, S. Leijn |
| CO2 footprint tool based on CO2 balance | German, in preparation | 1 | VOL, H. Daniel |
| Cefic Safety & Quality Assessment System (SQAS) | English | 1 | Cefic, M. Teich |
| Chemical Distribution Institute's Terminal CCA Tool aimed to improve tank terminal management and operation | English | 2 | CO2, to review Cefic, J. Wierden |
| CECUI Soliman on EHS | German | 3 | BAVIG, D. Meyer |
| Energy and Resource Efficiency Eco-Energy Tool (E2) | Italian | 2 | To review Fediobanca, E |
| Best Practice Examples within the P2E (Eco-Prod. 02) | English | 2 | To review VOL, H. Daniel |
| P2E Check (EPA) Tool(s), E2/2010 Agency (EPA) (02) | German | 2 | To review VOL, H. Daniel |
| BAUF T43 project: Business partner training on EHS in China | | 3 | BAUF, R. Sun |
| Emission Reduction | | | |
| Small Business Assessment (EPA) | English | 1 | Olshay, P. Cocco |
| Plant & Process Safety | | | |
| Oil Process Safety Brochure | English | 1 | CAJ, J. Roche |
| Oil Process Safety Questionnaire | English | 2 | To review CAJ, J. Roche |

Priority 1

Priority 2

Priority 3

Process safety goals

- No unplanned release of chemical substance or energy to the environment
- Handle inevitable hazard potentials professionally so that the likelihood of their activation and adverse effects to environment, people and assets is as low as practicable
- Keep the hazard potentials contained

Further developed Safety Culture is necessary

- Make a habit complying with what you promised
- Systematic identification of opportunities for improvements
- Duty of top management

Performance Monitoring

- Measure performance
- Recognize trends

Issue example

Issues

- General HSE management
- Occupational Health & Safety (Risk assessment & reduction, health provision a. o.)
- Plant & process safety management
- Chemicals management (Exposure assessment, & reduction)
- Emissions reduction (air, water, soil, noise)
- Energy & resource efficiency (Recycling)
- Waste management
- Sustainable procurement

← Occupational Health

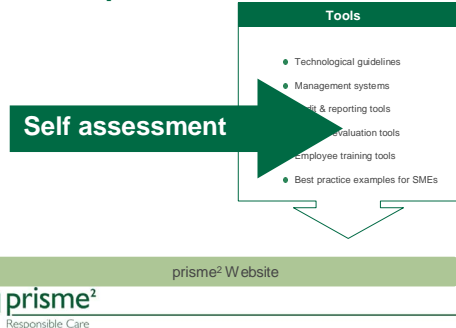
prisme² Website

Components of health management

- Occupational illness case reporting
- Prevention of chemical exposure related occupational illnesses (occupational allergy & asthma, contact dermatitis):
 - Improve risk-based containment of processes where indicated
 - Improve product stewardship support and exposure monitoring
 - Workplace investigation of occupational illness cases
- Promote health and well-being, work ability, attendance and performance of employees
- Address psychosocial work factors: mental well-being
- Review health management performance



Tool example



Occupational Health Check-Up

This Self-Assessment of Performance in Occupational Health, known as Check-Up, was distributed for the first time, as part of the ISQA data collection exercise to members of prisme². It provides a useful addition to the range of tools to help improve performance under Responsible Care.

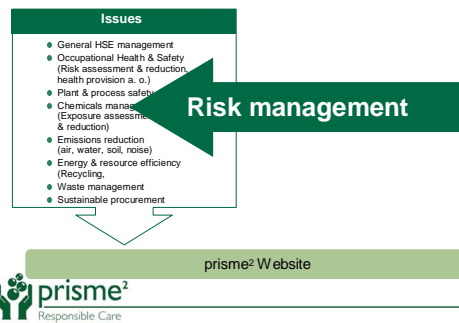
The results are a valuable indication of the extent to which member companies are providing health care in each of the 11 subject areas. Past results have shown a steady overall improvement in performance.

For each of the following 11 headings: Please select one answer from the drop-down menu which best describes the occupational health (OH) standard attained by your site.

| 1. Organisation & management | Guidance Notes |
|---|----------------|
| How would you best describe your written manual of policy and practice for OH? <input type="text"/> | |
| (A) No written OH policy. Responsibility for OH not assigned. | |
| (B) A general understanding of OH responsibilities and | 1 |
| (C) OH policy and responsibilities written and publicly delegated in writing. | 2 |
| (D) In addition to (C), responsibility and accountability subject to review at appropriate intervals. | 3 |
| 2. Hazards & risks to health | 4 |
| How would you best describe the assessment of attendant risks on your site, i.e. including substance hazards, etc? <input type="text"/> | 5 |
| (A) No assessment required in place. | 6 |
| (B) Health information / Substances | 7 |
| (C) Only new cases diagnosed in the year should be reported. | 8 |



Issue example

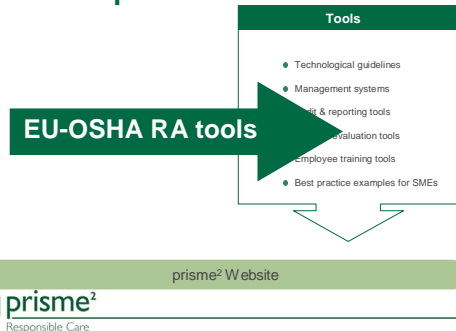


Risk assessments

- Legal obligation for employers (EU framework directive 89/391)
- Need to improve & regularly update risk assessments
- Better documentation of risk assessments
- Long term and psychosocial risks are often neglected
- Not necessarily complicated or only for specialists
- Involvement of everyone in the workplace
- Identify and promote good practices
- Business benefits: Sick leave, insurance costs, productivity



Tool example



Healthy Workplaces

Risk assessment as the first step towards a sustainable prevention culture

<http://hw.osha.europa.eu>






EU-OSHA campaign materials

- Logo and slogan, poster
- Fact sheets, leaflet, brochure, GP Awards flyer
- PPTs, banners, email-signature
- Napo DVD
- AV packages (4-6 sectors)
- Resource kit USB (to support events)

} Also in Czech

- 4 Reports
- Magazine
- Good Practice Awards booklet

prisme² outcomes & impacts

Short-term outcomes

- Improved understanding for SME needs
- Best practice exchange

Medium-term impacts

- Improved HSE performance of the participating companies
- Strengthen Social Dialogue in the chemical sector
- Improved multi stakeholder relations
- Increased involvement of SMEs within the Responsible Care programme

Long-term impacts

- Responsible Care established as a competitive factor within the sector
- Increased HSE performance of the sector
- Improved relations between companies and society

