

The Introduction of Dow's Responsible Care Implementation

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The Introduction of Dow's Responsible Care Implementation

요 약

Responsible Care 는 모든 종업원, 경영자 및 관리자의 환경, 안전, 보건에 대한 사고(mind)를 바꾸는 것이다. Responsible Care 는 실행지침(Management Practices)을 완전히 실행하는 것이 궁극적인 목표가 아니고 각개인이나 회사가 자발적으로 지속적으로 환경, 안전, 보건의 Performance 을 향상시키고 이에 스스로 약속하는 것이다.

Responsible Care 는 일회성의 프로그램이나 운동이 아니라, 화학 산업계가 계속해서 사회와 더불어 사업을 지속하기 위해, 화학 산업계가 스스로 만든 환경, 안전, 보건의 Performance 을 향상 시키기 위한 하나의 도구이며, 약속이다.

Responsible Care 는 화학 산업계가 스스로 만든 도구이고 사회에 대한 약속이므로 환경, 안전, 보건에 대해 신의와 정직을 바탕으로 사회와 더불어 공존하는 마음가짐이 그 기본 정신이다.

Responsible Care 는 우리자신의 Performance 를 향상시키는 것 뿐 아니라 우리의 고객 또는 다른 화학 회사들의 Performance 를 향상시켜 궁극적으로 사회나 정부로부터 화학 산업에 대한 선호도를 향상시키는 것이다.

Dow Korea 는 CMA(American Chemical Manufacturers Association)Code 를 기본으로 환태평양 문화에 맞게 실행지침(Management Practices, Key Activities)을 수정한 Dow Pacific Area Responsible Care Code 를 1993 년부터 시작하였다.

시작 초기에 1997년 말에 모든 실행지침이 실행(Practices In Place)되도록 목표를 설정하여 생산 공장 관련 Code(CAER, Distribution, Employee Health and Safety, Pollution Prevention, Process Safety)의 대부분이 목표에 달성되어 생산 공장의 안전 사고 방지, 종업원 건강 증진, 폐기물 발생 억제 분야에 상당한 성공을 거두었으며, 지금도 지속적으로 유지 관리 및 미비한 부분(CAER, 등)의 향상에 노력하고있다.

Dow Korea 의 수입 판매 부분에 주로 관련된 Product Stewardship 및 Distribution Code 는 여러 사업부 및 여러 지역(미국, 유럽, 아시아 등)에 위치한 담당자가 관련된 까닭에 가장 복잡한 부분이어서 많은 인력과 시간을 소비하면서 노력하고 있으나 아직까지 소정의 목표에 도달하지 못하였으며, 2000 년 말에 모든 실행지침이 실행되도록 목표, 실행 계획 및 조직을 수정하여 노력하고있다.

Responsible Care In Action

**The Introduction of Dow's
Responsible Care
Implementation**

Dow Chemical Korea

May 26. 2000
M.Y. Hwang



Responsible Care In Action

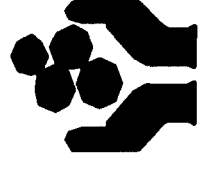
**Responsible Care
is a challenge
and
an opportunity**



Responsible Care In Action

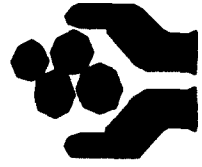
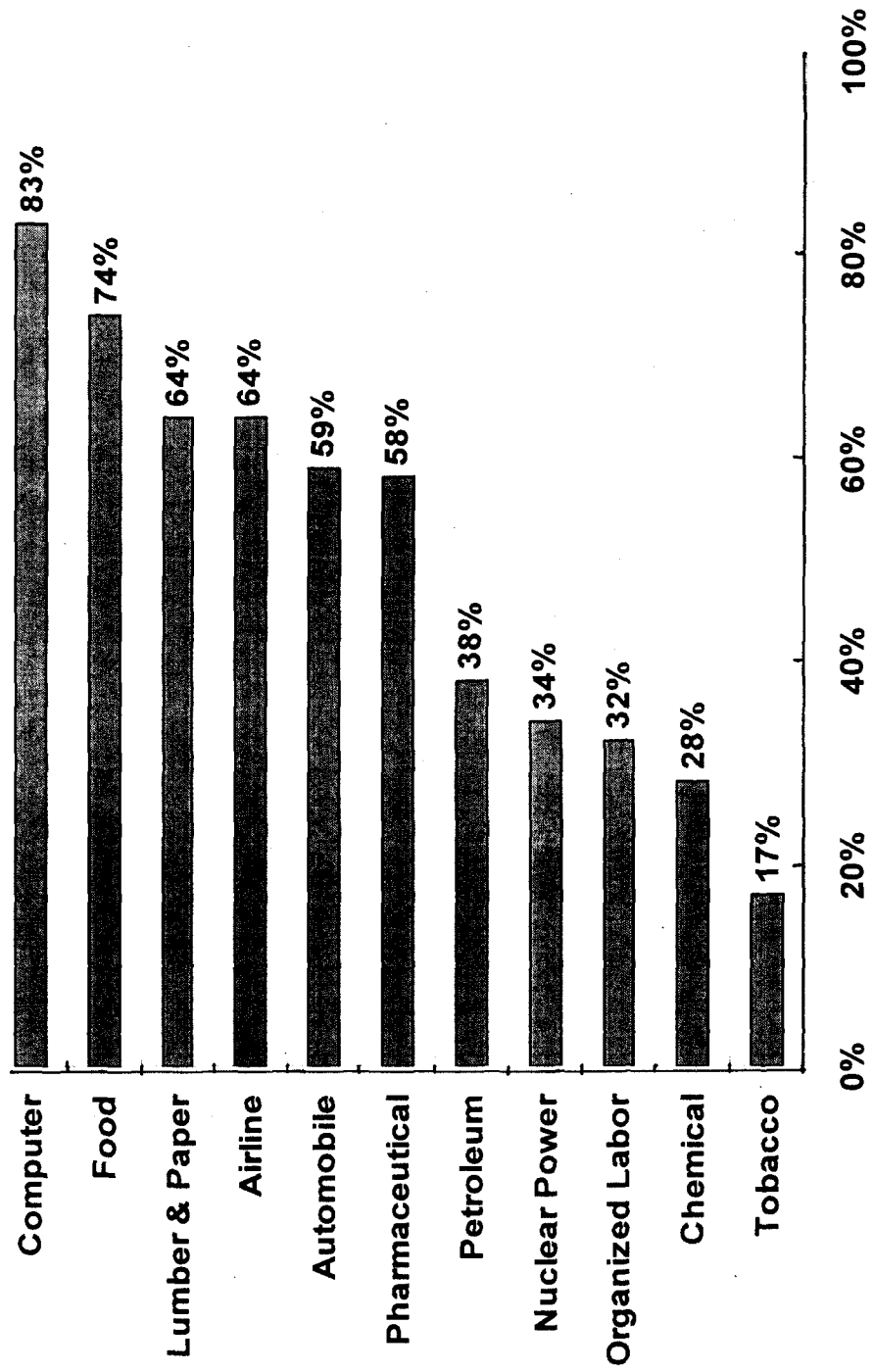
The opportunity

- growth in chemical industry
- public perception
- growth in concerns and issues



The Public Speaks

Favorability toward various industries
(U.S. Survey, 1990)



Responsible Care in Action

Environmental Facts of Life

Scientific Version

Hazard

Risk = -----

Precautions

Community Version

Risk = Hazard + Outrage



Science alone is not the answer



Responsible Care®

- A Public Commitment to Improve EH&S Performance.
- Help Others to Improve Theirs.
- Listen and Respond to Community Concerns, And
- Report Our Progress
- *Adopted by the Chemical Industry in 45 Countries.*



Asia Pacific and Responsible Care

- Most Asian countries in early stages
 - Philippines
 - Taiwan
 - Hong Kong
 - Singapore
 - Malaysia
 - Thailand
 - All associate members of ICCA Responsible Care Leadership Team
- Japan, Australia/New Zealand most advanced



Responsible Care in Action

Basic Elements of ICCA

- Guiding Principles
- Consistent use of Logo and Name
- Series of Codes and Guidance Notes
- Performance Indicators
- Communications
- Mutual Assistance & Sharing
- Encouraging Membership
- Verification of implementation



Responsible Care® Codes

- *Community Awareness and Emergency Response*
- *Distribution*
- *Employee Health and Safety*
- *Pollution Prevention*
- *Process Safety*
- *Product Stewardship*



Responsible Care In Action

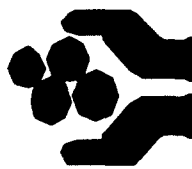
The challenge To Implement Responsible Care

The tool
developed
by
the chemical industry
for
the chemical industry



Performance Improvement Tools

- Quality Performance
- Environmental Policy, Standards and Practices.
- Responsible Care®



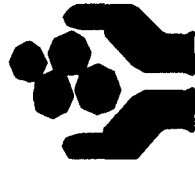
A Profile of Dow

- Diversified chemical company
- Annual sales ~ US\$20 billion
- More than 2000 products and services
- 33 countries



Profile of Dow

- 1/3 - basic building block chemicals like ethylene, and plastics like polystyrene.
- 1/3 - industrial specialties such as epoxy resins and latexes.
- 1/3 - specialty products such as agricultural chemicals and consumer products.

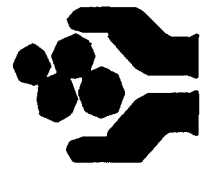
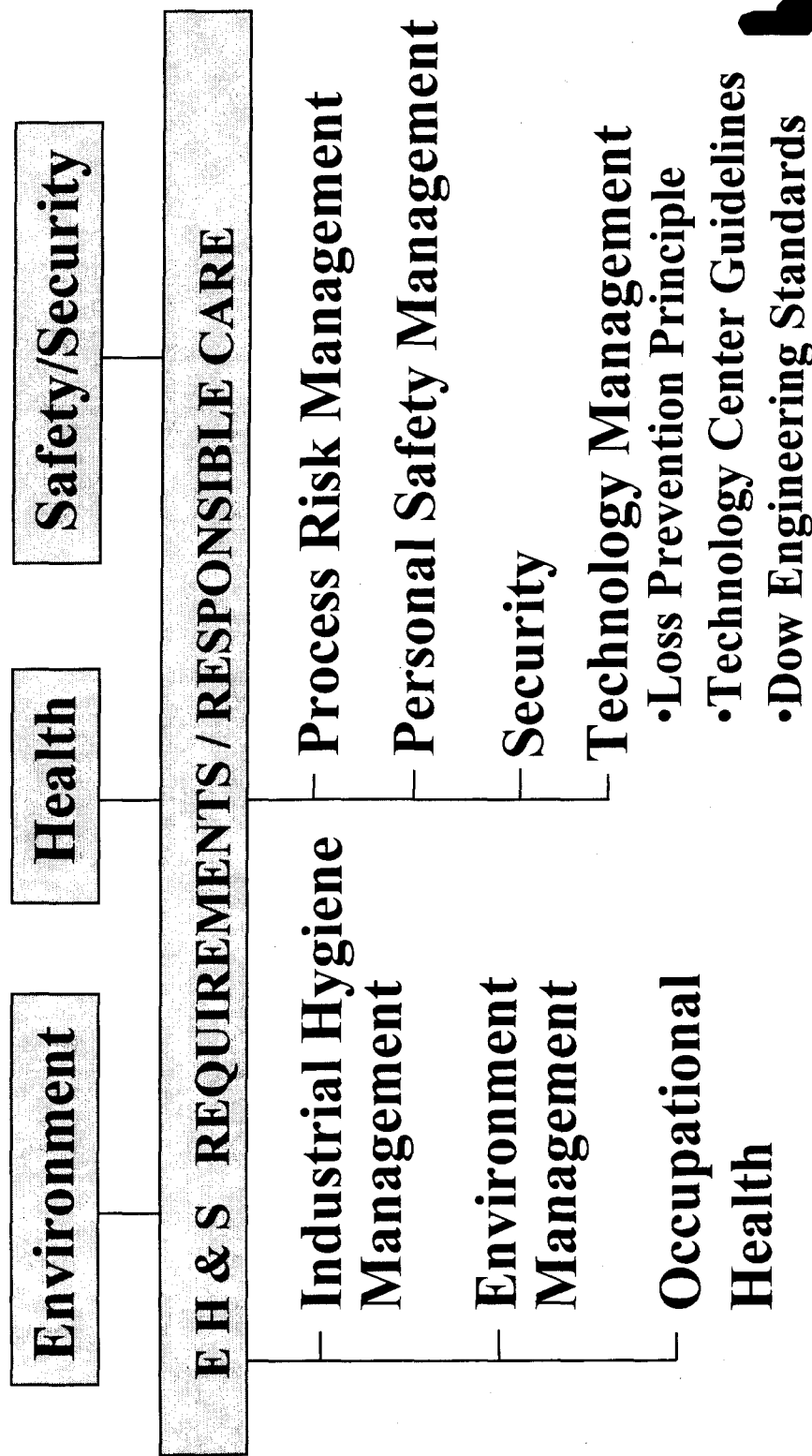


Dow and Responsible Care®

- Committed to Implement Globally by End of 97.
- Integration Into EH&S Programmes As Improvement Tool.
- Committed to Encourage Others to Join the Initiative.



Key EH&S Management Requirements For Building Safe Operations



Integration of Quality Performance and Responsible Care

Theme - Continuous Improvement

- Set Goals
- Develop Plans
- Prioritize
- Obtain Resources
- Implement
- Measure Performance
- Review Programme



How we implement in the Pacific

- What are some of challenges
 - Language
 - Culture
 - Status of EH&S in the external environment
- Answers : We can
 - Training
 - Management commitment
 - Constasy of purpose



Responsible Care In Action

Major Learnings

- Responsible Care is Action and Commitment
- Code Translation
- Prioritization and Focus
- Measurement and Reporting



Responsible Care In Action

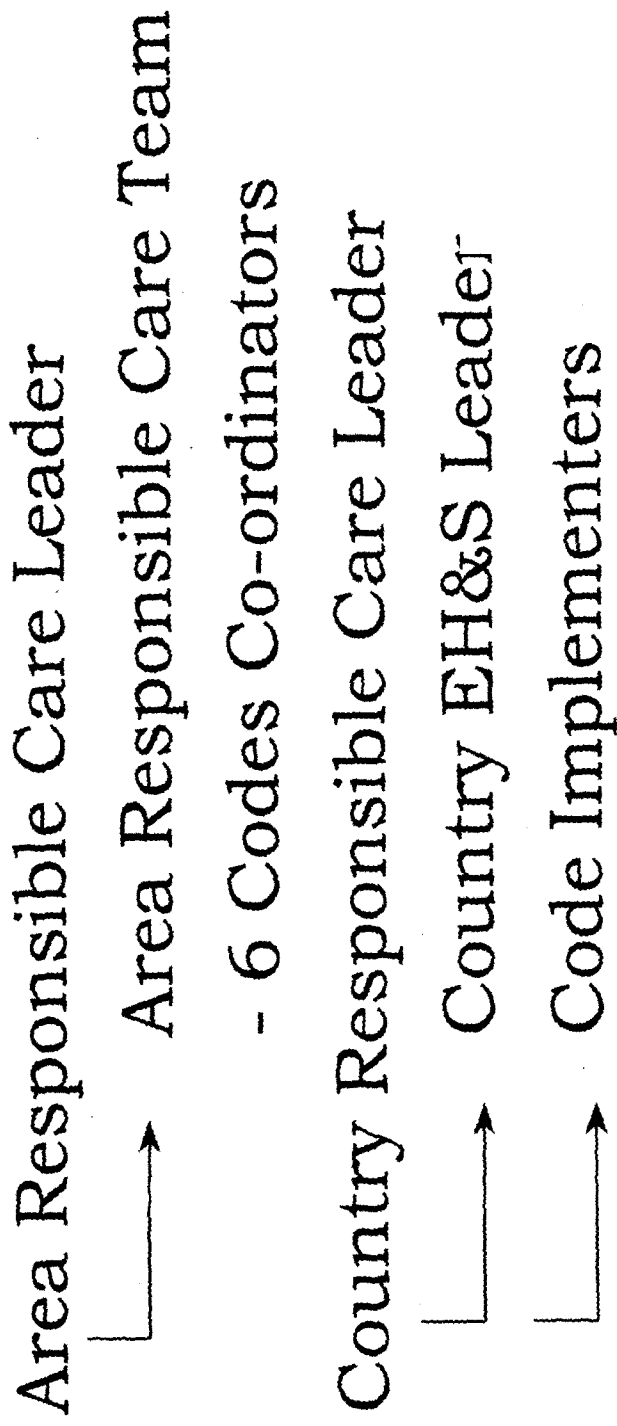
Commitment and Action

- Company committed globally
- Local “selling of value” needed.
“Pay me now or pay me lots later”
- Organization shows commitment
and support



Responsible Care In Action

Organization



Responsible Care In Action

Code Translation

- Used CMA Codes
- Developed Implementation Plan
- Translated to Pacific English



Responsible Care In Action

Code Translation

Why?

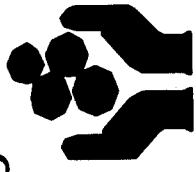
- common format
- efficiency
- needed to be actionable
- few resources
- local custom



Responsible Care In Action

Prioritization and Focus at Local Level

- efficient use of resources
- promote local ownership and tracking of progress
- needed remotivation regularly
- sharing and recognition were important
- made support more difficult but was effective



Responsible Care In Action

Monitoring Progress

- Report annually to corporation
- Standardized process based on CMA scoring system
- Removes subjectivity



Responsible Care In Action

Monitoring Progress

- Scores by each activity
- MP score is lowest of any activity
- Format made comparison and review easy



Pacific Area Responsible Care

Status Evaluation of Management Practice

- STAGE 1 No action
- STAGE 2 Evaluating company practices against key activity
- STAGE 3 Developing an action plan to implement key activities
- STAGE 4 Working on implementing the action plans
- STAGE 5 All key activities are in place and working
- STAGE 6 key activities in place for 1 year (practiced) and integrated in program



Improvement Process and New Measurements of Performance



Responsible Care In Action

CAER Code MP8

CODE: COMMUNITY AWARENESS AND EMERGENCY RESPONSE
(Community Awareness and Outreach)

MANAGEMENT PRACTICE NO. 8

A continuing dialogue with local citizens to respond to questions and concerns about safety, health, and the environment, and to address other issues of interest to the community.

CODE IN PLACE DEFINITION

A formal mechanism in place to ensure we regularly listen and respond promptly to community issues/concerns.

(Note: For dialogue with industrial neighbours, see CAER (ER) MP 9).

KEY ACTIVITIES

1. Regular meetings are conducted with local community representatives, eg. Mayor, Village Chief, with follow up and action plans.
2. Tour of facilities by government officials, local community representatives, are conducted on a regular basis (same as MP 9/3)
3. Information for the local community is available on company operations, eg. covering description of facility, EH&S program, products made and uses (same as MP 9/1)
4. Outreach program exists, eg. donation / sponsorship program, visits to schools, open days (same as MP 6/1).

ADDITIONALLY YOU MAY

1. Set up community advisory panel either alone or with group of companies. This may be an outcome from key activity 1.
2. Mail site newsletter to key local people.



Responsible Care In Action

Example

STATUS EVALUATION

SITE/COUNTRY
Yochon MDI plant
Korea

RESPONSIBLE PERSON
KM KOO

CODE
Community Awareness and Emergency Response

MANAGEMENT PRACTICE NO.
Community Awareness and Outreach No. 8

YEAR	93	94	95	96	97
S	6	6	6	6	6
T	5	5	5	5	5
A	4	4	4	4	4
G	3	3	3	3	3
E	2	2	2	2	2
	1	1	1	1	1

STATUS OF MANAGEMENT PRACTICES

REASON FOR EVALUATION (Based on key activities)

KA1 - No meetings with community representative. Action plan advised. Meet with industry group only. (3)

KA2 - No tours. Action plan being implemented. (4)

KA3 - No information package. KM KOO working on actions needed. (3)

KA4 - Have donation program in place for more than 12 months. Programme for visiting schools for 2 years. (6)

(Overall score is 3. Lowest of any key activity.)

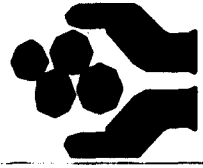
What is required to achieve "Practice" in Place.

- A package of information needs to be developed that can be used for tours and is available to public.
- A plan on how to conduct tours needs to be developed.

Who is responsible to develop/implement plans.

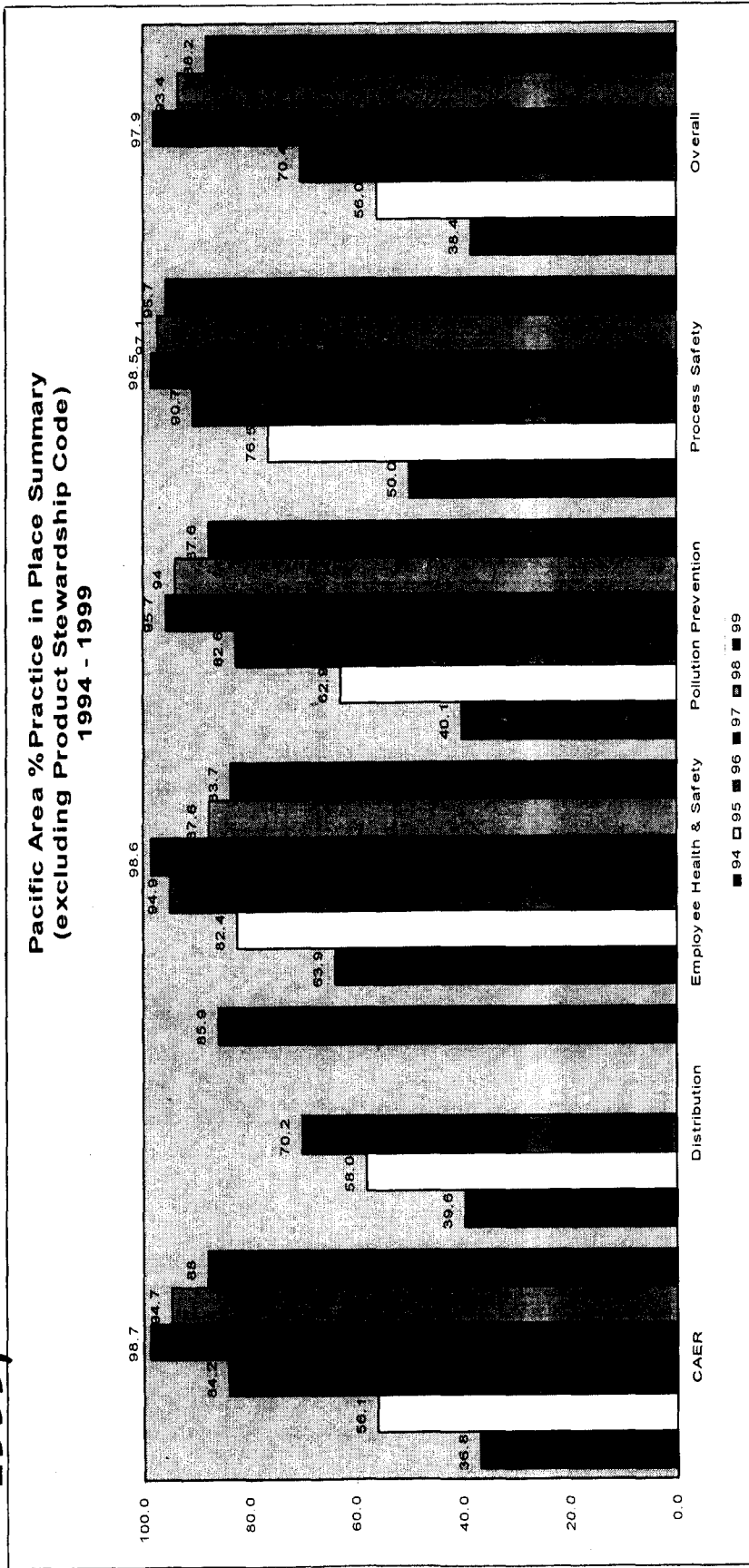
KM KOO - with respect to tours and information package.
MY HWANG - community meeting.

Progress since last review
None. 1st review.



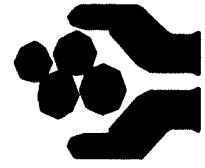
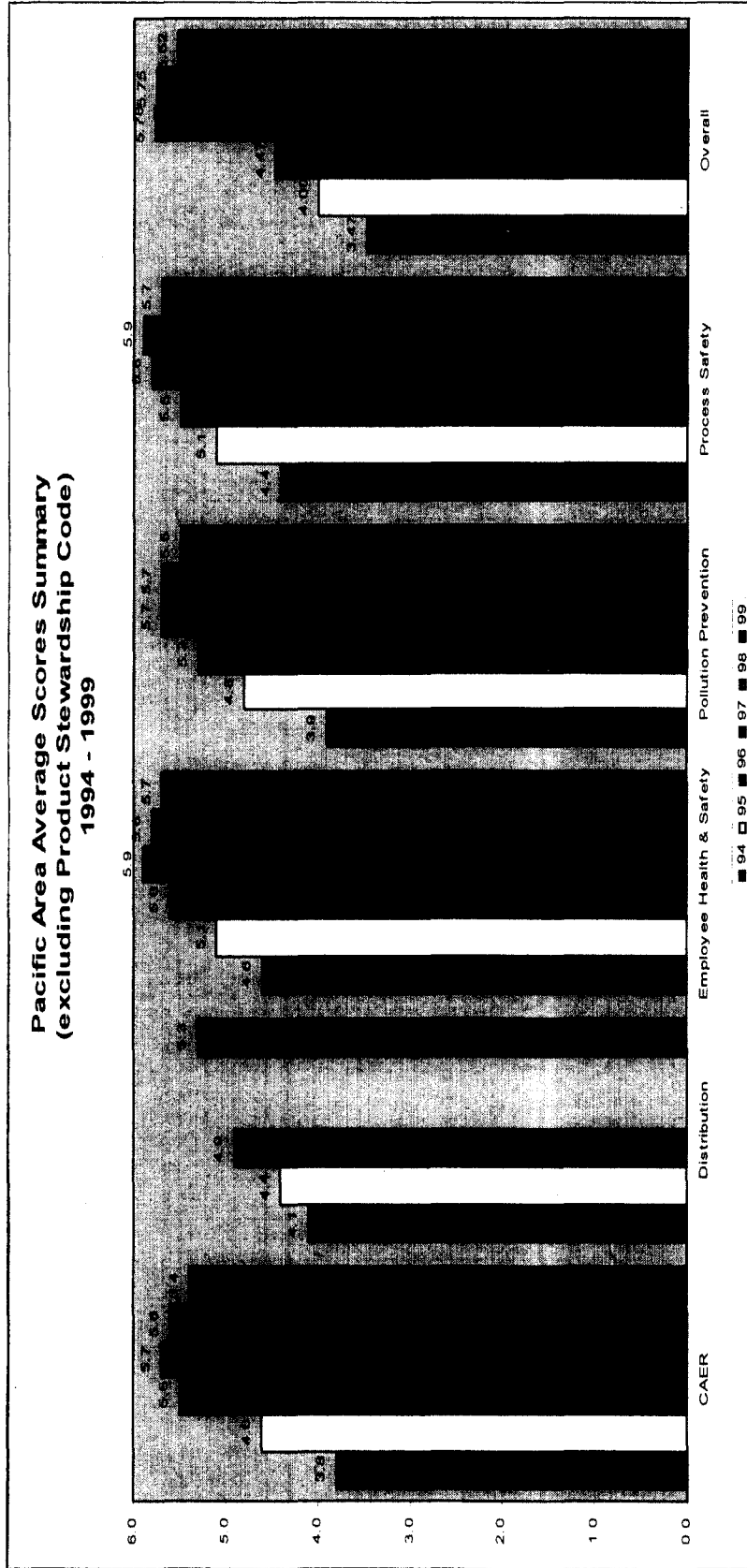
Responsible Care In Action

Pacific Area % Practices in Place By Code By Year (1994-1999)



Responsible Care In Action

Pacific Area Average Scores By Code By Year (1994-1999)



Responsible Care In Action

Conclusion

- Responsible Care is not targets; its state of mind.
- Responsible Care is continuous improvement of Environment Health & Safety.
- Responsible Care is commitment by individuals and the corporation.
- Responsible Care is not easy or a once-off programme - it requires commitment forever.



Responsible Care In Action

Conclusion (cont.)

- Responsible Care is much more than ISO 14000.
- Responsible Care is a working example of a voluntary industry initiative.
- Responsible Care complements appropriate regulations.



Responsible Care In Action

Conclusion (cont.)

- Responsible Care is making a difference
 - public commitment by chemical companies
 - changing cultures
 - openness
 - reduced emissions
 - less transportation accidents
 - safer working conditions



overall lower risks



Responsible Care In Action

**Responsible Care
is the tool of the chemical industry
for long term
sustainable success**

