

## 2 – Examples

### 2-1 Example of an information event



Figure 1: Welcoming the participants

#### Planning an information event

<b>Name of the company:</b>	Plastic Star
<b>Branch:</b>	Plastics manufacturing
<b>Number of employees:</b>	80 (1 shift)
<b>Where is the meeting held?</b>	(Inside/outside the company): canteen
<b>When is the meeting held?</b>	(Working-time/leisure time): Working time at 3 p.m.
	Duration: max. 1½ hours
<b>Form of invitation:</b>	E-mail and poster on the pin board

#### Programme of the information event:

- Welcome and short introduction by the management (Why do we carry out a CP project?);
- Video on CP, presentation of CP principles and potentials by the consultant;
- Reduction of waste and emissions, based on the principles of CP;
- Our focus: reduction of residual waste and energy consumption;
- Presentation of environmental team members;
- Who wants to support the environmental team?
- Idea competition: What can our company do to save energy?
- Next activities: collection of exact data (support required), drawing up the environmental programme;
- Closure and expression of thanks by the management.

## 2-2 Contracting meeting

The contracting meeting is a typical role play that depends a lot on the imagination of the participants. Usually the representatives of the management are interpreted by the participants as very severe, interested only in money, not too polite and having no time for the meeting. They keep asking questions on the goals of the CP project, on progress reports, success factors and results.

The representatives of the environmental team on the other hand need to have a good strategy for the role play and address topics such as:

- Overall message: By signing the contract you (= the management) have committed yourself to participating in this CP project! We need your support in terms of time and money!
- Negotiate the number of the members of the environmental team;
- Time and money resources;
- Prizes for the idea competition;
- Commitment of the management (participation in the information event, opening of future environmental team meetings);
- Talk about their ideas of environmental improvements, ecological potentials they see in the company;
- Form of reporting to the management;
- ...



Figure 2: Contracting meeting: left side: management, right side: project leaders

## 2-3 Environmental team

### Example 1

A brewery with 400 employees has formed an environmental team comprising seven members from the following departments:

- Laboratory, energy department, quality management, production unit, bottling unit, product development, safety manager.

The team meets once a month and the members try to be included in other group meetings, for instance in meetings on quality or safety at the workplace. In doing so, different departments are cooperating to prepare the company for a future integrated management system.

In addition, the environmental team organizes a so-called environmental information day once a year. This meeting is chaired by the brewing master, who presents the environmentally relevant results of the year in a short introduction. A larger group, including the management, is invited to join this meeting in order to summarize and discuss the strengths and weaknesses of the environmental activities of the past year. Employees in charge of different areas explain why certain environmental goals have not been met and what measures are planned to attain them in the framework the next environmental programme. An idea competition among all the participants leads to the definition of new environmental goals. An external speaker is invited to give a talk on a special issue (e.g. the manager of a waste disposal company working with the brewery).

All in all, this is an excellent example, because the environmental team covered the following tasks: information flow, integration of environment-related topics such as safety at the workplace, health and quality, annual presentation of the achievements with the participation of the management. In addition, the environmental programme for the following year was partly defined.



Figure 3: The environmental manager of the brewery using a bicycle with the logo „environmental manager“ while he is on the site

## Example 2

A machine building company with 1,000 employees has set up an environmental team comprising ten team members from the following departments:

- Procurement, health and safety, energy department, R&D, quality management, production, distribution, product development, marketing, legal department.

A meeting is held every two months, if necessary other co-workers are included in the so-called extended environmental team.

Based on an idea competition, a touring exhibition on waste separation was organized using transparent waste containers to illustrate the importance of correct waste separation (see pictures below). The entire department who invented this system received a bonus from the management.

A special event, the so-called "HSE Day" focusing on the topics of health, safety and environment was organized by the CP project leader. The invited speakers gave talks on occupational medicine, company-specific risks and their avoidance. 609 employees took part in the HSE Day! Once again, the environmental team emphasized the integration of environment and health.



Figure 4: Touring exhibition on waste management



Figure 5: Transparent waste container

## 2-4 Examples for environmental policies

The following two examples of environmental policies were defined during workshops held at Fresenius-Kabi, a pharmaceutical company specialized in infusion and nutrition therapy and at SKF, one of the world's leading suppliers of innovative and total solutions to the mechanic industry.

### Fresenius-Kabi: Our Environmental Policy

- We want to save nature's resources in all areas.
- We want to orient our procedures and working processes towards the best available technology within the limits of economic feasibility.
- We want to keep the ecological effects of our company's activities and products as low as possible.
- We feel committed to complying with all environmentally relevant laws and regulations.
- We want to foster the responsibility for the environment of all our employees at all levels, we want to motivate them to cooperate actively and contribute to the continuous improvement in this field.
- We want to have an open and objective dialogue with our clients, the authorities and the public.

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Comments according to questions in the Exercise section:

Guiding questions	Examples for answers
Are all the mandatory contents covered? Is the policy "complete" from the point of view of Worksheet 2-6?	Yes. It is complete.
Can the policy be understood by every worker/employee?	No, it is far too "visionary". Workers cannot understand it fully.
Is the policy company-specific (e.g. a brewery should include wastewater)?	Not at all. Could be used for and by any company.
What do you particularly like/dislike about the policy?	Don't like the expressions which are far too general and give no detailed information on company culture, etc.
Can this policy be "lived" by the company?	No, because the workers would not understand it.
Does the policy address continuous improvement?	Yes, they also mention BAT.
Does the management signal personal commitment?	Management is not mentioned, no signature.
Does the policy have a strategic orientation and specific focus?	No focus, too general.
Our overall impression? (evaluate from 1 = very bad to 10 = very good)	3 – Because it does not motivate or stimulate at all!

## **SKF Group Policy – Environment, Health and Safety**

The overall objective of the Group is to attain long-term and sustained profitability. The main task related to this objective is to develop, produce and market products and services that satisfy the needs of our customers and at the same time are safe for their intended use. All products should be efficient in their use of energy, protective of the environment, and be recyclable or safely disposable.

- The term "environment" in this policy includes the external environment and the internal working conditions as well as health and safety.
- Requirements according to current laws and regulations are to be considered as minimum requirements.
- All SKF companies shall maintain long-term environmental plans which shall continually be adapted to developments, new discoveries and experiences relating to the environment.
- Operations shall be conducted in a manner that protects the environment and conserves energy and natural resources. Environmental performances shall be continuously improved.
- Environmental effects shall be taken into account when business decisions are made.
- SKF companies shall strive towards a constructive communication with their local communities as well as all environmental authorities concerned.
- Suppliers and sub-contractors shall be requested to adopt the principles of this policy.
- SKF companies shall provide safe and attractive workplaces for all employees and ensure that the employees are sufficiently educated and trained to apply this policy in their daily work.
- Regular assessments of compliance with this policy shall be conducted by all SKF companies. Environmental performance shall be measured and reported regularly to shareholders, employees and the public.

<b>Guiding questions</b>	<b>Examples for answers</b>
Are all the mandatory contents covered? Is the policy "complete" from the point of view of Worksheet 2-6?	Yes. It is complete.
Can the policy be understood by every worker/employee?	Yes, quite clearly formulated.
Is the policy company-specific (e.g. a brewery should include wastewater)?	Specific orientation could be more stressed.
What do you particularly like/dislike about the policy?	Positive: the supply chain is mentioned. And they want to do more than the necessary!
Can this policy be "lived" by the company?	Yes, as it is easy to understand.
Does the policy address continuous improvement?	Definitely (twice!)
Does the management signal personal commitment?	The internet version includes a photo of the general manager.
Does the policy have a strategic orientation and specific focus?	Yes, already mentioned in the introductory part.
Our overall impression? (evaluate from 1 = very bad to 10 = very good)	8 - Because it really shows motivation.