



ENVIRONMENT, HEALTH, AND SAFETY COMMUNICATION

Preparing for a new era in corporate communications

Over the last two decades our Client, a metals producer, had invested hundreds of million euros in environmental, health, and safety technology and thereby had become the industry's best practice model. Not only did they meet and underscore the regulatory limits and rules, but they also outperformed households in the relative reduction of CO2 emissions. Nevertheless, in the public's perception they were still a potential health hazard and polluter of the environment.

Further large investments agreed with the ministry of environment would only bring small increments in emissions reductions but this time be accompanied by a larger communications effort. The campaign should raise the public awareness for our client's past, present, and future efforts and initiate an open dialogue with the public about the issue and build trust. As a result of the implementation of a carefully developed communication concept a change in style towards an open and fully transparent communication of environmental, health, and safety issues was established. The trust earned through this initiative even enabled our client to weather through the storm caused by an accident leading to temporary water pollution and massive fish deaths.

Client situation and challenge

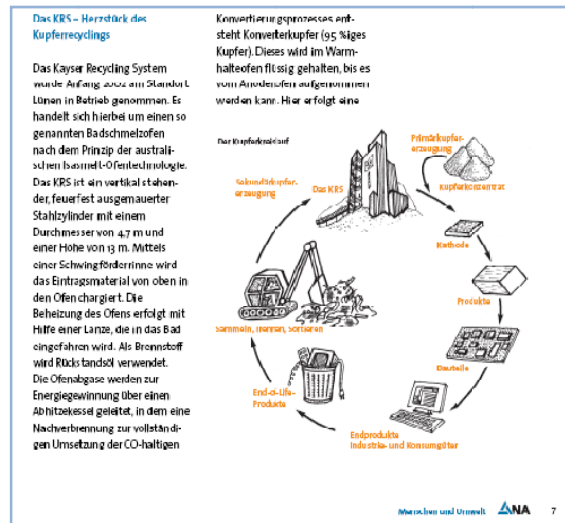
Our Client's environment, health, and safety departments had been long established and were very experienced in the communication with regulatory bodies. In cooperation with the regulatory authorities they had, over decades, implemented technologies and measures that helped our client become industry leader in

addition to being the most productive metals refinery.

Our Client, nevertheless, strived to become an even cleaner company and committed itself to a bundle of investments to further decrease all emissions, energy and fresh water consumption and hazardous waste. These investments would now be accompanied by a communications effort to demonstrate our Client's good practice and past achievements.

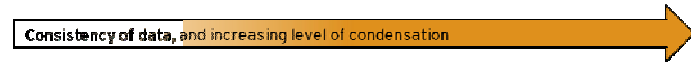
convince and demonstrate the environment managers that there was nothing to fear in changing the information policy towards an open and transparent style. In contrast they would gain from it; in the first place trust and understanding. In particular this would mean that formerly confidential environment, health, and safety data would be made entirely public.

Especially towards environmental activists groups, our Client wanted to demonstrate willingness to improve its environmental impact in the future. It was obvious that in order to demonstrate the magnitude of environmental achievements real data and numbers would have to be communicated widely and transparently. The challenge was to



environmental, health, and safety standards, in

Stakeholder Group	Communication Plan				
	Environment, Health, Safety, Data and KPIs	Annual Emissions Statement	CSR-Report	Press Releases	Environmental Discussion Forum
Environmental Managers, Health and Safety Managers	X	X	X		
Board of Directors, Officers	X	X	X	X	X
Regulatory Organizations		X	X		
Shareholders			X	X	
Environmental Action Groups, NGOs		X	X		X
Customers, Suppliers, Competitors			X	X	
Media and Public			X	X	X



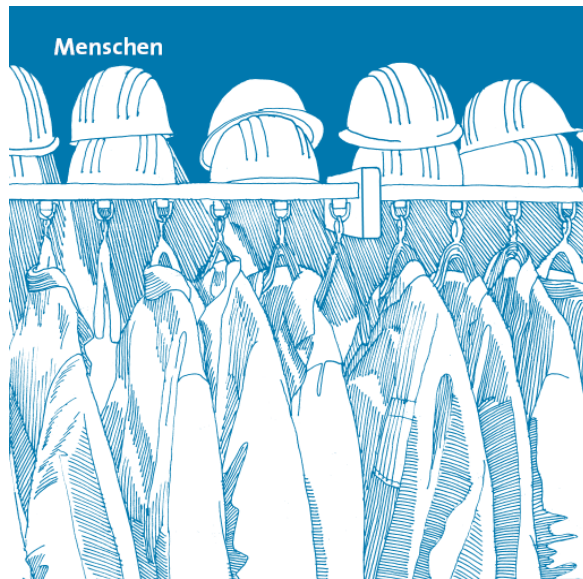


Approach and Solution

A lean project team including the CEO was set up to design and implement a communication concept. In the first phase all existing material was screened and data from all relevant areas (environment, health, safety, social engagement and sponsorship) of our Client's operations were collected and reviewed. The Company's stakeholders were analyzed and their need for information and special interest was identified.

The communication channels to be established were jointly defined and the first two elements created:

- ▶ Environment, Health, and Safety (EHS) Report
- ▶ Public discussion forum where our Client's activities and planned investments would be presented and discussed with all interested individuals and stakeholder groups.



It was decided to go through a stepwise approach and over time develop the EHS Report into the more comprehensive format of a CSR Report. In our first attempt to consolidate and visualize the data we defined the reporting structure for the bi-annually released and audited Environment Report. It was to be laid out as a comprehensive Environment, Health and Safety Report, at the same time complying with the regulations for the emissions reporting.

Achievements

- ▶ Two consecutive state-of-the-art EHS and CSR Reports, which gained praise by the regulatory authorities and the auditing organizations.
- ▶ The environment forum attracted the media, environmental activists groups and many individuals from the interested public. The CEO's presentation was applauded by all groups and representatives. The following discussion was friendly and constructive and the company earned the trust of many formerly aggressively agitating environmental activists.
- ▶ The new communication policy and culture was well appreciated internally. The EHS, and later CSR, Report radiated into the organization and boosted the blue and white collar staff's motivation to support the company's ambitious goals.
- ▶ As by-products of this project a number of small but effective measures in the area of health and safety were implemented and strengthened.

