Corporate Social Responsibility and the SH&E Professional

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Introduction

During the recent years, Corporate Social Responsibility (CSR) has had and will continue to have a growing impact on the SH&E profession. Due to recent political changes, CSR will have a more significant impact on the SH&E Profession in the forseeable future. This paper will provide a basic understanding of CSR and the implications of the SH&E professional"s role. This paper provides the following:

1) Why Corporate Social Responsibility is relevant today;
2) A definition which describes Corporate Social Responsibility and a brief history;
3) Identify regulatory, consensus, and voluntary standards;
4) Describe the typical components of Corporate Social Responsibility annual reports;
5) What you can do as an SH&E Professional; and
6) Corporate Social Responsibility and Managing Global Business.

Why is CSR relevant today?

CSR as a strategy is becoming increasingly important for businesses today because of three identifiable trends:

Changing social expectations. Consumers and society in general expect more from the companies whose products they buy. This sense has increased in the light of recent corporate scandals, which reduced public trust of corporations, and reduced public confidence in the ability of regulatory bodies and organizations to control corporate excess.

Increasing affluence. This is true within developed nations, but also in comparison to developing nations. Affluent consumers can afford to pick and choose the products they buy. A society in need of work and inward investment is less likely to enforce strict regulations and penalize organizations that might take their business and money elsewhere.

In recent economic times, affluence may be declining. As a result, it would be logical to conclude that consumers may choose less socially responsible products due to cost. However, a study by PriceWaterhouseCoopers indicates growth in the sales of products and services from socially responsible companies. The study goes on to say that this trend is expected to continue growing. The reasoning is that today's consumers consider social responsibility as a major factor in their purchasing decisions. This provides an initial indication that socially responsible companies still hold an edge for their products and services.

Globalization. The growing influence of the media sees any "mistakes" by companies brought immediately to the attention of the public. In addition, the Internet fuels communication among like-minded groups and consumers—empowering them to spread their message, while giving them the means to co-ordinate collective action (i.e. a product boycott).

These three trends combine with the growing importance of brands and brand value to corporate success (particularly lifestyle brands) to produce a shift in the relationship between corporation and their stakeholders, in general.

Definition

Corporate Social Responsibility is one of several terms used to describe the expectation that a company not only protects its shareholders" investment and provides an acceptable return, but also demonstrates that it operates as a good corporate citizen. What we have today is a convergence of ethics, integrity and code of conduct rules fostered by business.

So why should we care about CSR? Social Responsibility, governance, brand value and public reputation has become a major concern of investment companies, stockholders, employees, customers and the general public. SH&E programs can contribute to these areas to ensure favorable recognition by those groups. A study by American Society of Safety Engineers showed that over two thirds of publicly traded companies had Environmental, Safety and Health (EHS) mentioned in their annual 10K Reports. Caring about safety is an element of corporate social responsibility and elevates the image of a company; lowers the costs associated with accidents/injuries and can improve operational efficiencies.

The History of Corporate Social Responsibility

The idea of corporate social responsibility has its roots in the writings of Andrew Carnegie and others. Carnegie, founder of U.S. Steel, articulated two principles he believed were necessary for capitalism to work (Grayson and Hodges, 2004).
1) First, the charity principle required more fortunate members of society to assist its less fortunate members, including the unemployed, the disabled, the sick, and the elderly. These "have nots" could be assisted either directly or indirectly, through such institutions as churches, settlement houses, and other community groups.
2) Second, the stewardship principle required businesses and wealthy individuals to see themselves as the stewards, or caretakers, of their property. Carnegie's view was that the rich hold their money "in trust" for the rest of society. Holding it in trust for society as a

whole, they can use it for any purpose society deems legitimate. However, it is also a function of business to multiply society's wealth by increasing its own through prudent investments of the resources that it is caretaking.

These ideas gained wide acceptance over the years. Coupled with the threat of government intervention and regulation, they helped form the expectation that corporations add social needs and concerns to their economic purpose. But fulfilling the economic purpose was seen as the primary task of the corporation, and was so recognized by the law of corporations for many years.

The concept of CSR gained traction through common use in the early 1970s. Traditionally, organizations' existence and activities were looked upon solely for business gain and seldom did board room decisions consider the interests of the shareholders. Over the course of time and with increasing globalization, organizations looked at ways to gain competitive advantage by offering a more socially acceptable corporate "brand" to the numerous identified "stakeholders" where the business activities were taking place. Economic strategists around the globe, as well as financial institutions and governments are leading efforts globally to stimulate safety, health, and social responsibility as good management tenets.

Example of CSR for the Financial Investments World

Companies with good occupational health and safety policies and systems outperform the market, according to new research. The research, undertaken by corporate governance watchdog Regnan and Goldman Sachs JBWere, found that companies with workplace health and safety systems outperformed the benchmark S&P-ASX 200 by 38.4 per cent.

The research covered the period from November 2004 to October 2007 and in their news release, "Goldman Sachs JBWere Finds Valuation Links in Workplace Health and Safety Data ", found that companies who did not adequately manage occupational safety and health performed worse financially than companies that did. The findings suggest that smart investors will do well to look at companies" occupational safety and health policies and practices as a factor for deciding where to put their capital. http://www.gsjbw.com/documents/About/MediaRoom/GSJBW-WHS-Report-Media-Release.pdf. The implications for this suggest financing and capitalization trends may become more expensive or limited all together because of poor SH&E performance.

Regulations, Standards, Surveys

There are hundreds of standards globally addressing CSR. These standards address sustainability, corporate governance, social responsibility, ethics and transparency. Organizations, institutions regulations and standards such as SEC, Regulations such as Sarbanes-Oxley and OSHA and related Section 806 protection for Whistleblowers , national laws, Dow Jones Sustainability Index, Organization for Economic Cooperation and development (OECD), industry benchmarks, Global Reporting Initiative, International Labour Organization (ILO) , International Organization for Standardization, Extractive Industries Transparency Initiative (EITI), The Institute of Chartered Accountants-Turnbull Practice associated with internal reserves accounting and controls, Global Compact, Millennium Goals, and others compelling reasons and guidelines for business to implement their own corporate social responsibility plans.

An Example

An example is Social Accountability 8000 standard, a global standard dedicated to improving workplaces and communities. The SA8000 voluntary standard was designed by a multi-stakeholder advisory board, including representation from companies, trade unions, NGOs, suppliers, government agencies, certification bodies, social investment firms, and human rights activists. SA8000 is based on United Nations and International Labor Organization (ILO) conventions and declarations, national law, and the International Organization for Standardization (ISO) management systems. The standard is based on eight human rights components: one of which is health and safety, (Child labor, forced labor, freedom of association, discrimination, discipline, working hours, and remuneration.)

Social Responsibility - ISO, the International Organization for Standardization, has decided to launch the development of an International Standard providing guidelines for social responsibility (SR). The guidance standard will be published in 2010 as ISO 26000 and be voluntary to use. It will not include requirements and will thus not be a certification standard.

Closer to home, our own petrochemical energy employers have been rated for their CSR. In a recent report;

WORLD"S MOST SUSTAINABLE AND ETHICAL OIL COMPANIES 2008
Petrobras Ranks First, StatoilHydro and Chevron Moving Up

This is an annual ranking by the research and rating company, Management & Excellence S.A., Madrid. It is now available from the Oil & Gas Journal Online Research Center. **The annual study is considered the most detailed benchmark on sustainability in the industry.**

The **standard report** provides an in-depth comparison of the business practices of 20 of the major worldwide oil companies and 5 of the major oil and gas industry service companies. This report provides scores on 387 accepted standards for each company. Contains over 115 charts, in-depth analysis and indicates were the oil/gas business is going with respect to sustainability, social responsibility, corporate governance, ethics and transparency.

Corporate Social Responsibility and Annual Reports

Corporate Social Responsibility Annual reports typically include statements addressing the following:

1) Compliance, ethics, code of conduct,
2) Whistelblower/SOX,
3) Social Responsibility,
4) Risk Management and SH&E performance.
5) Community Engagement Activities

Example:

Locally one can call to mind Hurricane Ike recovery efforts or engagement in the United Way campaigns. In my own employer's CSR they are committing monies for research to practice associated with alternative energy. They recognize the extreme strain that ethanol production places on the food supply; evidenced by food riots in parts of the world over the most recent few years. They are investing in projects to produce ethanol with non-food feedstock.

There are many companies that publish their CSR reports out on the internet.

One company's website reads:

We recognise that our social, environmental and ethical conduct has an impact on our reputation. We therefore take our corporate social responsibilities ("CSR") seriously and are committed to advancing our policies and systems across the Group to ensure we address and monitor all aspects of CSR that are relevant to our business. These include:

1. good ethical behaviour,
2. concern for employee health and safety,
3. care for the environment and community involvement.

We strive to maintain a productive and open dialogue with all parties who may have an interest in our activities including shareholders, customers, suppliers and employees. We have an established investor relations programme, conduct regular customer satisfaction surveys, monitor supplier performance and actively encourage feedback from our employees using a variety of methods including employee surveys.

And so by taking substantive voluntary steps, business organization can persuade governments and the wider society that they are taking issues such as health and safety, diversity or the environment seriously, and so avoid intervention. Those operating away from their home country can make sure they stay welcome by being good corporate citizens with respect to labor standards and impacts on safety, health and the environment. A CSR annual report is a useful communication tool business can use to establish its good corporate citizenship image and reputation.

What Can you Do as a SH&E Professional?

In addition to the day to day micro managing of SH&E issues we can raise awareness of CSR. We do this through dialog and continuous improvement in SH&E performance. CSR can be a catalyst for getting that message out. Many roles are filled by SH&E professionals in the context of CSR.

We Manage Resources & Risk. SH&E professionals are faced with the daily challenge of managing their organization's resources and mitigating environmental, health, safety, and business risks. These challenges are increasing through mergers and acquisitions, and global growth, and professionals are under greater scrutiny from upper management, shareholders, and customers. They use tools that integrate Six Sigma and Lean programs to align SH&E goals with those of their enterprise; help their enterprises define their "waste footprint" and move towards the ultimate goal of zero waste; embrace best practices and anticipate emerging issues in safety and ergonomics. We have the expertise in risk assessment and this is an expanded area for our practice.

We Encourage Transparency & Communication. In the "age of green," stakeholders, governments, communities, suppliers, customers, and employees are increasingly focused on what the enterprise is doing to advance SH&E and social responsibility initiatives. Communicating commitment to – and progress on - these initiatives appropriately is paramount. SH&E professionals can leverage CSR as an influential and compelling reason to change your organization internally and improve perception of brand value and reputation held by your external stakeholders. Through effective CSR, SH&E performance transparency balanced with the need to safeguard business-critical information, SH&E professionals can work with others to manage their internal and external communications for clarity and consistency.

We Manage or Contribute to SH&E Sustainability. One of the latest buzz words found in management journals, websites, and corporate documents is "sustainability." It is undeniable that sustainability is a new way of doing business; in the same way "re-engineering" or "just in time" were in the late 1980s. Sustainability is not an asset that can be bought or sold; rather it's becoming an integral part of many a company's philosophy. Just as company management practices influence business value, so do sustainability initiatives. SH&E professionals can effectively engage upper-management to help reduce an organization's energy and water "footprint", drive social responsibility through supply chain, and reduce environmental impacts through product life-cycle planning. Sustainability initiatives offer competitive advantages in addition to enhancing and organization's brand value and reputation with customers, suppliers, shareholders, and employees. Operating within a country and local communities, enterprises must not only consider financial aspects, but by the solid work of SH&E professionals, positive opportunities for ongoing business can be sustained.

Benefits Include:

1.   Compliance with an increasingly rigorous global legislation;
2.   Cost savings derived from optimization of production lines and supply chains to reduce energy consumption;
3.   Climate change- by reduction in CO_2 emissions; desire for more ethical products; and simply satisfying an emerging and cynical green consumer.

But most importantly, incorporating sustainability as a business practice will not only increase companies" brand value, but also guarantee a long life for the business.

We are well positioned in the organization. As stated above SH&E can influence upper management. As a result, we are well positioned in the organization. This is particularly true if we are under the umbrella of Corporate Compliance. Regardless, we are well positioned to be the champion for CSR and sustainability. To successfully "take charge" of CSR, SH&E Professionals must master the art of marketing. As noted in the recent ASSE Council on Professional Affairs study (Safety Function Value Perceptions), managers" perception of the value of safety is greater than what safety professionals think of themselves (Northstar Research, 2008). The most frequently mentioned barriers that impact the effectiveness of safety professionals relates to operational issues and the lack of upper management support. Yet when managers were questioned, they were considerably more likely to say no barriers that impact the safety function exist at their company. What this means SH&E professionals need to use marketing skills, not just selling, to position ourselves as experts with value for the organizations for which we work. The goal here of marketing is to make selling inconsequential. What we need to do is to know and understand the customer so well that the service fills the need or solves their problem. The way SH&E professionals can do this is to inculcate themselves with the customer's business. SH&E professionals must be creative with responses that are relevant based on the understanding of the customer's needs.

Social Responsibility SH&E Program Elements

SH&E Policy. The policy should address the following principles:

1. **Provide Safe and Healthy Operations.** The company will strive to create a working environment where accidents will not occur and in which employees, contractors, and the

public are not exposed to health hazards. Employees and contractors will be trained in workplace health and safety and encouraged to adopt a healthy lifestyle.

2. **Continuous Improvement of the Company's Environmental Performance.** The company will protect the environment by working to minimize the impact of its activities. The Company will strive for continuous improvement in environmental performance through effective project planning and implementation, emission reduction and waste minimization, careful waste management, and energy conservation.
3. **Respect the Interests of Neighbors and Other Stakeholders.** The company will communicate openly with those who live and work in the vicinity of its facilities to ensure their clear understanding of Company operations and the Company's understanding of their concerns. The company Energy will participate actively with governments and the public in resolving health, safety, and environmental issues associated with the Company's development plans and operations.

SH&E Management Framework. The company maintains an integrated health, safety and environmental management framework to promote healthy, safe and environmentally sound behavior and performance.
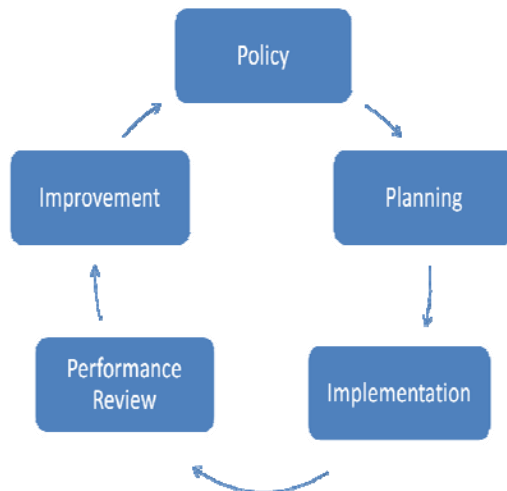

Figure 1. An Example SH&E Framework.

Safety & Health Programs. The company implments a comprehensive Safety & Health Program to address workplace hazards. The company strives to create a working environment where accidents do not occur and in which employees, contractors and the public are not exposed to health and safety hazards. Where the company has operating control, the company has developed and implemented written standards, practices and plans to communicate the company's expectations and guide our operational safety and loss control activities.

The company employs safe systems of work, conducts regular loss control inspections of our facilities, and has well-developed incident reporting and emergency response systems. We emphasize training and competency within our workforce and promote communication on safety and loss control through regular safety meetings, work permitting processes and internal reporting. New hires and contract personnel are subject to mandatory safety orientation prior to commencing work. Our safety and loss control programs are audited regularly. Some of the programs include:

Fatalities …
Life-threatening Occupational Injuries …
Regulatory Fines and Inspections …
Safety Improvements …
Occupational Health Improvements …
Drug and alcohol testing
Company employees …
Contract employees …
Emergency Response
Safety Audits …

Performance Indicators. In preparing our Corporate Responsibility Reports, we not only focus on what we report, but how it's reported. The data found in the Performance Data Summaries below demonstrate the impacts of our activities year-over-year. The real story, however, lies in the management of our outcomes and improvement of our performance.

Social Performance Data.
Number of full-time equivalent permanent employees
Number of full-time equivalent positions added
Voluntary turnover rate
New graduates hired
Number of cooperative education and summer students hired
Number of temporary employees or contractors
Number of employees in flexible work arrangements
Number of employees represented by independent trade union organizations
Diversity
Number of employees participating in Aboriginal cross-cultural awareness courses
Composition of executive management and corporate governance bodies
Training and Development
Technical and personal development training expenditures
Number of employees registered in personal development programs
Number of employees using fitness subsidy
Ethical Business Conduct - Number trained
Number of potential exceptions to ethics policies

HSE Performance Data
Environmental
Major Incidents
Spills
Spill frequency
Average spill size
Direct energy use
Production energy
Emissions
CO_2 equivalent emissions
Production carbon intensity
Water
Licensed freshwater diversion
Waste Management and Site Restoration
Waste intensity
Waste recycling

Reclamation and remediation expenditures
Soil treated and recycled
Land Use
Safety & Health
TRIR
LTIR
Fatalities

Economic Performance Data
Financial Performance
Production
Sales
Indirect Economics Impacts
Fiscal Contributions to Host Governments
Taxes
Royalties
Political Parties
Community Investments

Project Planning & Development. The Company employs sound environmental planning to support our seismic, construction and drilling projects worldwide. This may involve baseline environmental studies, formal or informal environmental impact assessments and attendant protection plans, depending on the local environmental setting and sensitivities. The company believes that by identifying environmental risks before we begin our projects and implementing strategies to reduce potential impacts, we minimize our environmental footprint.

Audits. The company regularly conducts environmental audits at its operated facilities as a basis for continuous improvement and to assess compliance with Company standards and regulatory requirements. Where audits identify significant deficiencies, improvements are made to the management framework, deficiencies are tracked and follow up work is monitored.

Reducing Impacts. A new environmental training program for field operations and maintenance personnel was delivered at numerous locations. Environmental Impact Assessments (EIAs) **were** completed and submitted to the authorities in support of planned field development at numerous national and international locations. Significant public consultation was completed as part of the EIA processes associated with these projects.

Waste Management & Site Restoration

Spill Response. The company records and internally reports spills and near misses through various incident tracking systems across our global operations. All spills are reviewed and any trends relating to cause are identified and addressed.   Emergency response and spill contingency plans were completed in support of operations.

Spill Response. The company has made a significant investment in new spill response equipment for its field locations. This equipment will be available to the Port Authorities along with trained personnel to enhance the regional capability in oil spill preparedness. The equipment is expected to be delivered to the Terminal in April 2007 and will coincide with training in the use of the equipment and an exercise with the Port Authority.

Other spill prevention and response initiatives include the development of spill contingency plans in support of drilling operations. The company also introduced a "Walk the Line" initiative aimed at enhancing operator awareness to reduce the risk of small spills. The initiative emphasizes the importance of visual inspection of worksites for sound line connections and correctly deployed valves prior to commencing operations.

Waste Management and Site Restoration

Wherever the company operates, wastes are carefully managed to avoid contamination of soil, groundwater, freshwater and marine ecosystems. The Company's approach involves proper handling and interim storage, recycling and reuse, where feasible, and appropriate final disposal commensurate with the nature of the waste material and applicable laws.

Improving Waste Management in North America. The company continued to improve waste management processes and practices across all company operations during the year. An internal audit of waste management practices continued within our Operations during the year with a focus on proper handling, documentation, and disposal of wastes. The company also implemented a treatment process for certain specialty water-based drilling wastes aimed at minimizing the volume of this material disposed into landfills. New computer-based training in waste manifesting was also introduced during the year.

Waste Management. The company implemented a new waste management initiative at its head office where general waste bins from workstations were replaced with new segregated waste stations for paper, cardboard, plastic, cans and non-recyclable waste. The majority of operating sites have also made improvements to their waste management practices.

Environmental monitoring for residual contamination, including PCBs and radionuclides in sediments, fish and benthic organisms was conducted during the year at our locations.

Energy Efficiency & Emissions

Climate Change. Commercial risks that have been widely associated with climate change are broad in scope and vary in level of definition. They include compliance costs associated with legislation and regulation; impacts to corporate reputation; potential litigation; insurance industry products and policy exclusions; and infrastructure damage resulting from extreme weather conditions and sea level rise. At this point in time, the Company does not consider these risks to be material in nature.

The financial implications of future regulatory frameworks could include increased costs due to the adoption of new equipment standards and emissions abatement technologies; retrofitting of existing equipment/processes; corporate resources and systems required to comply with potentially overlapping regional, national and international regulations; purchase of credits or offsets to achieve carbon dioxide equivalent (CO_2e) emissions targets; and carbon taxes applied to emissions or production volumes.

Impacts of Climate Change Regulations. The current impact of existing climate change regulations to the company is limited to costs associated with complying with country-specific reporting requirements, paying a carbon tax in Norway and consulting with governments regarding the design of future oil and gas regulations. While the company believes that the costs of complying with environmental legislation will not have a material adverse effect on the Company's

financial condition or results of operations, it is difficult to accurately predict the strategic and financial impacts of future climate change regulations.

Kyoto Protocol. The Kyoto Protocol (Kyoto) came into force on February 16, 2005 and requires certain nations to reduce their emissions of carbon dioxide and other greenhouse gases. Under Kyoto certain mechanisms entitled Clean Development Mechanisms (CDM), Joint Implementation and Emissions Trading, have been developed to provide companies with compliance options to reduce emissions in other countries or purchase surplus emissions credits to offset exceedance of emissions allowances. The company continues to monitor the development of ongoing international climate change negotiations and Kyoto mechanisms.

Carbon Disclosure Project.   The Carbon Disclosure Project (CDP) is an independent not-for-profit organization aiming to create a lasting relationship between shareholders and corporations regarding the implications for shareholder value and commercial operations presented by climate change. Its goal is to facilitate a dialogue, supported by quality information, from which a rational response to climate change will emerge.

CDP provides a coordinating secretariat for institutional investors with a combined $41 trillion of assets under management. On their behalf it seeks information on the business risks and opportunities presented by climate change and greenhouse gas emissions data from the world's largest companies. In February 2007, the Carbon Disclosure Project (CDP) wrote to more than 2,400 of the largest quoted companies in the world by market capitalization, asking for the disclosure of investment-relevant information concerning their greenhouse gas emissions. The company was one of those companies. The company provided a response to the CDP. For more information, visit http://www.cdproject.net/.

CSR and Managing Global Business

Today, many of us work for transnational enterprises and perhaps in this room today we have SH&E professionals with global responsibilities. You face all of the challenges of local operations, plus a host of new challenges. From involvement in due diligence and mergers and acquisitions, to integration of new businesses, through day-to-day responsibility for SH&E performance, you are faced with the challenges of distance, language, culture, and stakeholder expectations. CSR helps us meet those challenges, manage global supply chain, and keep up-to-date on emerging regulations and global business and political developments, while safeguarding work force, the communities where the enterprise operates, the environment, and meet SH&E business goals. Finally, there is worldwide competition for new talent capable of moving an enterprise forward.

While this speaks to business viability, frankly the newer generation of workers wants more. CSR provides that competitive advantage.   In interviews with recruiters and with the Millennial Generation, it isn't only about salary ... it's about how business is a viable agent for community service. Young people entering the job market today want to work for companies that care about the world, and this includes SH&E. Many recruiters are revamping their brochures and banners to highlight their community service and SH&E initiatives. They are drawing attention both to their corporate responsibility efforts and to the volunteer opportunities they provide their workers as a way to lure top talent to the business.

Millennials, who grew up volunteering and recycling, want to work for companies they believe are socially aware, experts said. A record 83.3% of incoming freshman reported they frequently or occasionally volunteered over the previous year, even though the vast majority of them were not

required to do so, according to the 2007 CIPS Freshman Survey, conducted annually by the University of California, Los Angeles.

Nearly four in five Millennials say they want to work for a company that cares about Safety health and the environment and how it affects or contributes to society, according to a 2006 survey. Some 68% said they would refuse to work for an employer that is not socially responsible with respect to SH&E.

Conclusion

CSR's importance will grow in the coming years. Companies will be required to develop, manufacture and sell their products with a serious concern about the social impact and sustainability implications. Stakeholders including supply chain, investors, governments and more will be looking on how companies operate in respecting people and the environment. It will likely become a driving force in company performance and public pressure to be friendlier to the world and the environment.

What lies ahead of us as a SH&E professionals? Are we finished with the business of selling safety? We believe, the answer is unequivocally, yes? We believe that CSR has given us an opportunity to move from selling safety to senior management to third party organizations (e.g., non-governmental organizations (NGOs)), requiring transparency into business practices. The changing landscape of business is filled with uncertainty and is at the beginning stages of identifying best practices, which leads to standards.   Here SH&E has a safety management system that works well for mature organizations to line up CSR with existing voluntary standards. The next steps include understanding voluntary management systems being used globally by both the public and private sectors. We strongly believe that CSR offers significant career growth for SH&E professionals. Start listening to your customers and stop selling.

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Building Operation Management (BOMA) Energy Efficiency Program
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http://facilitiesnet.com

Green Roofs for Healthy Cities http://www.greenroofs.org/

GHG Through the Planning Process
http://www.pewclimate.org

U.S. Green Building Council (USGBC)
http://www.usgbc.org

Steel Joist Institute
http://www.steeljoist.org

California Resources

Regulation AB32—Reduce GHG emissions to 1990 levels no later than 2020

California Air Resources Board http://www.arb.ca.gov

California Climate Registry http://www.energy.ca.gov/global_climate_change/

California Department of Energy http://www.energy.ca.gov

California Public Utilities Commission http://www.cpuc.ca.gov