RESPONSIBLE CARE®

MANAGEMENT FRAMEWORK

cefic

Cefic, the European Chemical Industry Council, founded in 1972, is the voice of the large, medium and small chemical companies across Europe, which provide 1.2 million jobs and account for 16% of world chemical production.

Cefic members form one of the most active networks of the business community, complemented by partnerships with industry associations representing various sectors in the value chain. A full list of our members is available on the Cefic website (https://cefic.org/).

Cefic is an active member of the International Council of Chemical Associations (ICCA), which represents chemical manufacturers and producers all over the world and seeks to strengthen existing cooperation with global organizations such as UN Environment and the OECD to improve chemical management worldwide.

Disclaimer

This is a voluntary management framework elaborated by cefic's Responsible Care Issue Team to support companies in the evaluation of performance under the Responsible Care Global Charter. This management framework - and the accompanying self-assessment tool - does not alter or replace the content of the Responsible Care Global Charter. It is by no means intended to be prescriptive or mandatory: companies and national associations remain free to define the way they implement the Global Charter including in terms of priorities and level of engagement. Ultimately, it is for each signatory of the Global Charter to assess the appropriateness of actions taken in fulfilment of the Global Charter. No representations or warranties are made with regards to the tool's completeness or accuracy and no liability will be accepted by Cefic nor any company participating in Cefic for damages of any nature whatsoever resulting from the use of or reliance on the information it contains.

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PREFACE

First conceived in Canada in 1985, Responsible Care has been implemented by 62 chemical associations in nearly 70 economies around the world. The European chemical industry adopted Responsible Care for the first time in the UK in 1989 and, since then, the EU Responsible Care chapter has expanded on a voluntary basis to almost 30 European countries. Today in Europe, more than 4 000 companies practise Responsible Care.

In 2017 Cefic decided to implement a Vision of a voluntary, ambitious and highly regarded Responsible Care management framework for Europe that paves the way for more European chemicals manufacturers to join the Responsible Care family, whilst enhancing industry's reputation and trust.

This vision is enabled through this updated Responsible Care management framework which:

- links Responsible Care to the highest possible standards along with sustainability principles;
- includes maturity levels supporting companies in growing over time;
- includes practical tools helping companies and National Associations with the implementation of Responsible Care.

Cefic is convinced that the framework provides European chemicals companies with a clear, inclusive and progressive pathway to continuous improvement. Moreover, the revised Responsible Care management framework allows National Associations to further develop their regional Responsible Care implementation and will contribute to a harmonised approach to Responsible Care at the global level.

"We live in extraordinary times where the chemical industry is creating more added value for society than ever before, as our sector has become a solution provider for other industries, and therefore, to society at large. Creating this great value, however, also comes with greater challenges and greater complexity that we need to address.

Responsible Care® is a framework focused on six pillars that the global chemical industry uses to steer our approach to our environmental, health, safety and security responsibilities. By nature, it is a continuous learning exercise, by design it is inclusive and by necessity focused on sharing. We learn by discussing and building on our experiences with all industry players, including small enterprises, other partners and stakeholders. And in implementing this voluntary initiative, we openly report on our achievements and shortcomings.

In the Responsible Care rejuvenation project that Cefic has launched, we focus on boosting coherence and robustness. We have developed a step-by-step approach to facilitate the inclusion of small and medium enterprises in the framework as well as joint progression towards best practices. We also cross-reference with other standards like ISO, which clarifies for companies the unique contribution of Responsible Care to their operations.

Rather than a procedure or a standard, Responsible Care represents a continuous improvement journey, and I look forward to working together to reignite personal passion and commitment for achieving safe chemicals management and performance excellence."

Baudouin Kelecom, Responsible Care Leadership Group and Responsible Care Issue Team chairman

1. RESPONSIBLE CARE®:
OUR WAY OF DOING BUSINESS

1.1. OUR COMMITMENT

Responsible Care is the global chemical industry's voluntary initiative, which – beyond legislative and regulatory compliance – commits companies, National chemical industry Associations and their partners to:

- Continuously improve the environmental, health, safety and security knowledge and performance of their technologies, processes and products over their life cycles to avoid harm to people and the environment;

- Use resources efficiently and minimise waste;

- Report openly on performance, achievements and shortcomings;

- Promote and share good practices;

- Listen, engage and work with people to understand and address their concerns and expectations;

- Cooperate with governments and organisations in the development and implementation of effective regulations and standards, and to meet or go beyond them;

- Provide help and advice to foster the responsible management of chemicals by all those who manage and use them along the product chain.

1.1.1. RESPONSIBLE CARE® GLOBAL CHARTER

The Responsible Care Global Charter defines the commitment of companies to the safe management of chemicals throughout their life cycle, while promoting their role in improving quality of life and contributing to sustainable development.

It is composed of six elements:

1. Corporate Leadership Culture
2. Safeguarding People and the Environment
3. Strengthening Chemicals Management Systems
4. Influencing Business Partners
5. Engaging Stakeholders
6. Contributing to Sustainability

CEOs sign and pledge to implement the programme globally. As of November 2018, the 2014 Global Charter was signed by more than 590 chemical companies.

For more information on the Responsible Care Global Charter and its guidance please click on https://cefic.org/app/uploads/2008/02/ICCA-RC-Global-Charter.pdf and https://cefic.org/app/uploads/2008/02/Responsible-Care-Global-Charter-Guide-2014.pdf

Responsible Care in distribution and transport

Responsible Care started as an initiative of chemical manufacturers, but it has been extended to chemical distributors and transport companies. In Europe, Cefic has signed a partnership agreement for the Responsible Care implementation with both FECC (European Association of Chemical Distributors) and ECTA (European Chemical Transport Association).

1.2. OUR DRIVERS

- Improve performance and process
- Attract jobs and create pool of EHSS talent leaders
- Share best practices via networking
- Mutual assistance opportunities
- Offer networking oppurtunities/ Connerct to Stakeholders
- Contribute to sustainability
- Detect Risks and manage them
- Incease leverage in policy debates
- Save time and money
- Improve worker, customer and environmental protection
- Encourage dialogue
- Reduce risks of liability
- Inspire and motivate
- Enhance reputation and licence to operate

2. FROM COMMITMENT TO ACTION

2.1. EVERYONE PLAYS THEIR ROLE

Companies and National Associations are the two main pillars of the implementation of Responsible Care. Both are supported by, and consistency is enhanced by, the coordination activities of CEFIC at the European level, and ICCA at the global level, which steer the direction of Responsible Care delivery. The sections below outline the scope and roles but it is important to stress that each needs to play its part to ensure effective achievement of the Responsible Care ethos.

2.1.1. COMPANIES' ROLE

Companies have a key role in delivering Responsible Care – and at the same time to earn the performance and sharing benefits from Responsible Care participation, and the respect from being part of the chemical industry's global initiative for safe management, use and supply of chemicals. The practical aspects of the day-to-day Responsible Care ways of working at site level are fundamental to the success of the initiative and the RC 'Brand'.

1. Commitment to Responsible Care

The formal commitment at senior level of the company to Responsible Care is an important first step – it signals to staff at all levels and to external stakeholders the intention of the business to operate in that way. This formal commitment is achieved by a senior leader (which may be for example a CEO, Country manager or Site Director depending on the company structure and organisation) signing the **RC Guiding Principles** *(see appendix 2 on the Eight Fundamental Features of Responsible Care)* developed by the National Association and in place for the country in which the company has operating sites. The national Guiding Principles are expected to be fully consistent with the Responsible Care Global Charter (revised in 2014-*see page 5*). They go beyond the six elements of the Global Charter to address regional needs. In the case of multinational companies, the CEO should also sign the **Responsible Care Global Charter** in the country where the company has its headquarters. The Global Charter commits the organisation to Responsible Care adoption and practice throughout its corporate global assets and operations.

2. Integrate Responsible Care principles into the company's daily activities

Responsible Care Principles shall be regarded as integral part of Companies operational excellence and performance improvements. A company has to translate the Responsible Care principles into a management system which the company will operate, in line with Deming's PDCA (PLAN, DO, CHECK and ACT) approach. Chapter 3 gives more information on how to do this.

3. Monitor performance

Companies should self-assess their Responsible Care implementation level. Cefic has developed a self-assessment tool *(see chapter 3 and appendix 6)* which enables companies to do this in a simple, effective, and user-friendly way; this also supports consistency of approach with other Responsible Care committed companies. The tool gives a complete picture of the Responsible Care maturity status of the organisation and allows priorities and defined objectives to be set. The implementation "tips" integral to the tool support companies in developing an improvement plan on their selected priorities. *(See a practical guide on how to run this tool in the appendix 6)* . Companies are recommended to carry out the self-assessment exercise using the tool on an annual basis (it is not a long or resource-intensive process to do this), to ensure they are properly informed of their actual level of Responsible Care maturity level and can react accordingly.

Some National Associations have set up assessment systems going beyond self-assessment such as Verification programmes. Please check with the National Association of the country where the activities are located to see if this is the case and if additional benefit for your business can be taken advantage of by participating in this.

Companies collect and report Responsible Care Key Performance Indicators (KPIs) on an annual basis *(see Table 1 in the appendix).* Responsible Care KPIs are a set of essential metrics in the fields of health and safety, environment, use of resources, and transport. They are used to measure and assess Responsible Care chemical companies' performance — to highlight improvements, and to be able to respond to any potentially negative aspects. Companies report their KPIs to the National Associations of the countries where their activities are located. KPI data are then reported as national level aggregates to the ICCA's KPI website (*https://kpi.responsiblecare.org*) — no individual company information is attributed. For its European members, Cefic converts national data into European level aggregates that reflect the overall performance of companies operating in Europe.

4.   Share best practices

To support the aim of continuous development and information sharing, companies should actively share best practices of their responsibility work with other Responsible Care companies. This can be achieved by active participation in working groups or other platforms offered by the national associations. Companies are encouraged to share lessons learnt from past incidents, near-misses or HSSE management best practices from which the Responsible Care community would take away extremely valuable learning points.

Responsible Care®
OUR COMMITMENT TO SUSTAINABILITY

RESPONSIBLE CARE® LOGO

To identify their participation in the Responsible Care initiative, companies and National Associations are encouraged to use the common Responsible Care brand logo.

- The logo consists of two hands pointing upwards cupped around a collection of symbols, which represent a hypothetical chemical structure.

- The right to use the logo is granted to National Associations by ICCA and to companies by the National Association(s) of the country(ies) where they operate.

- In Europe, Cefic has been entrusted by ICCA with the role of granting its members –National Associations across Europe – the right to use the Responsible Care logo.

2.1.2.   NATIONAL ASSOCIATIONS' ROLE

Each National Association representing the chemical industry has an important role in promoting and supporting Responsible Care amongst its existing members, attracting new members, and in communicating the commitment and value of Responsible Care to other stakeholders. To ensure the effectiveness of this communication, the Association's approach needs to work in conjunction with the linked roles of individual businesses, of Cefic, and of ICCA that are also explained in this Chapter.

In setting out the main elements of the role, it is important to recognise that there is significant diversity between different Responsible Care National Associations – for example in terms of size, resources, scope of membership including business subsectors covered, and the maturity of Responsible Care activity. Associations will also have adapted their ways of working to represent their members effectively according to such factors as national legislation; complexity and diversity of industries represented; size of companies; regulatory structures; and local/regional policy and operational priorities that each Association may set. Defining the Association role is about setting out what is involved for a consistent approach to Responsible Care that supports its core elements.

Consistency in approach to Responsible Care

National Associations are not uniform and each needs flexibility to support its members. However, it is also important that Responsible Care is applied in all countries in a way that promotes continuous improvement and progressive development of Responsible Care, and consistently with the overall direction set at the international level for the Responsible Care 'brand'.

The Role of National Associations – Implementing Responsible Care in National Associations

The core elements for the role of National Associations in managing and promoting Responsible Care cover the following topics and policies:

- To implement the eight Fundamental Features of Responsible Care *(see appendix 2)* in all activities of the National Association in relation to Responsible Care. These include, among other things, the use of a set of national Guiding Principles to help businesses with their commitment to the national Responsible Care priorities, consistent with the Global Charter signed by corporate businesses, and promoting the use of the Responsible Care logo conferred by the Association for its members.

- To take the lead for promotion and communication in relation to Responsible Care in the Association's country of operation, at the national level where opportunities exist as well as with individual businesses and other stakeholders. This includes promoting the purpose, aims, benefits and practical aspects of Responsible Care;

- To continue to collect and report aggregate data and statistics including KPIs *(see table 1 in the appendix)* from their membership in line with current guidance and requirements from ICCA and Cefic;

- To adopt and actively promote to Association members the use of Responsible Care new products developed at the international level for the support and growth of Responsible Care – for example the products arising through the Cefic Responsible Care Rejuvenation Project;

- To encourage the development of increasing maturity in Responsible Care implementation and continuous improvement in performance – for example by use of self-assessment tools such as the Responsible Care Self-Evaluation Tool;

- To help share the learning of lessons from incidents and events, and 'Best Practice' examples to improve performance, in the Association's operational dealings with companies that have adopted Responsible Care.

Supplementary information

National Associations maintain a unique interface with other stakeholder organisations which have a key role in delivering Responsible Care – individual companies in the Association's membership (and potential new members), Cefic and ICCA. The key documents that exist to help support each of these roles and which set out the ethos of Responsible Care include:

- **Responsible Care Global Charter:** The commitment of the senior leaders of manufacturing companies to implementing Responsible Care *(see page. 5);*

- **Fundamental Features of Responsible Care:** The eight Fundamental Features are the guidelines for how National Associations can discharge their role in promoting and supporting Responsible Care on behalf of their members *(see appendix 2);*

- **Responsible Care Codes:** Internationally recognised codes established by the American Chemistry Council (ACC), which have been adopted in several countries around the globe. These may have been adapted to regional needs or in some cases incorporated in national legislation. There are seven Codes, each covering the expectations of different aspects of Responsible Care operations and offering guidance on how organisations can meet those expectations (Community Awareness & Emergency Response *https://gpca.org.ae/wp-content/uploads/2018/05/1-Community-Awareness.pdf,* Distribution *https://gpca.org.ae/wp-content/uploads/2018/05/2-Distribution.pdf*, Product Stewardship *https://gpca.org.ae/wp-content/uploads/2018/05/3-Product-Stewardship.pdf*, *https://responsiblecare.americanchemistry.com/Product-Safety-Code/;* Security

  https://gpca.org.ae/wp-content/uploads/2018/05/4-Security.pdf, *https://responsiblecare.americanchemistry.com/Security-Code/;* Health & Safety *https://gpca.org.ae/wp-content/uploads/2018/05/5-Healthy-Safety.pdf*, Process Safety *https://gpca.org.ae/wp-content/uploads/2018/05/6-Process-Safety.pdf* , *https://responsiblecare.americanchemistry.com/Process-Safety-Code/;* Environmental Protection *https://gpca.org.ae/wp-content/uploads/2018/05/7-Environmental-Protection.pdf*). In Europe Cefic made a specific European Responsible Care Security code (*https://cefic.org/app/uploads/2019/01/Responsible-Care_SecurityCode.pdf*).

- **This Cefic Responsible Care management framework and its accompanying Responsible Care self-assessment tool:** From time to time reviews of Responsible Care documentation are undertaken by ICCA to ensure they remain up to date. Cefic will keep all the above commitments, Fundamental Features and guidelines under review and update any changes in this management framework as they become active. National Associations will be notified accordingly so that they can continue to perform effectively their essential role in supporting and promoting Responsible Care.

2.1.3. CEFIC'S ROLE

The European Chemical Industry Council (Cefic) is the voice of the chemical industry in Europe. It represents large, medium and small chemical companies and national federations across the continent. Cefic is a committed partner to the EU, interacting on behalf of its members with EU institutions, non-governmental organisations, media and other stakeholders. Cefic is also a key contributor to international matters. As an active member of ICCA, Cefic seeks to strengthen existing cooperation with global organisations such as UN Environment and the OECD, to improve chemicals management worldwide.

Cefic coordinates Responsible Care in Europe across its membership. In practice, Cefic:

- coordinates and steers the Responsible Care Issue Team (RCIT) vision, goals and actions; The RCIT, established in 2017, is a group formed by representatives of member companies and associations with the mandate of leading the Responsible Care Rejuvenation Project and any subsequent updates and of discussing any issue related to Responsible Care;

- participates in ICCA activities (taskforces and meetings) to represent its European members in the case of common interests, and its own interests and strive for a harmonisation of Responsible Care between Europe and the rest of the world;

- proposes and implements initiatives to strengthen Responsible Care across the network;

- replies to queries on Responsible Care from its member companies, National Associations, and sector groups and external stakeholders;

- supports Responsible Care National Associations in the implementation of Responsible Care;

- participates actively in Responsible Care capacity building, providing experts and communication materials;

- manages and enhances collaboration with value chain partners;

- organises a yearly Responsible Care award to encourage the exchange of best practices in its membership;

- coordinates and manages KPI annual reporting across Cefic's membership and publishes European aggregates to showcase performance of European Responsible Care companies.

2.1.4. ICCA'S ROLE

The International Council of Chemical Associations (ICCA) is the worldwide voice of the chemical industry. ICCA is a global, virtual organisation co-ordinating the work of individuals from member associations and their member companies. ICCA seeks to strengthen existing cooperation with a whole range of global organisations including UN Environment, UNITAR and the OECD and other intergovernmental and nongovernmental organisations to build stronger ties.

ICCA coordinates Responsible Care at global level for its membership. It addresses mainly the same issues as listed above for Cefic but at worldwide level. In particular, the ICCA Responsible Care Leadership Group (RCLG) seeks to successfully implement Responsible Care through cooperative efforts between its implementing associations and their member companies, guided by the ICCA Responsible Care Global Charter. It continuously seeks to improve Responsible Care by engaging with its members and external stakeholders.

The RCLG's main goals are as follows:

- Support continued growth of Responsible Care in China, India and Africa;

- Expand Responsible Care to new country participants;

- Work cooperatively with United Nations Environment to expand Responsible Care's reach and facilitate a greater understanding of the programme and its contributions to chemicals management;

- Drive continuous improvement in process safety performance by implementing ICCA's Globally Harmonised Process Safety metric;

- Encourage multinational company participation in Responsible Care, including signing onto the Global Charter;

- Engaging stakeholders and supply chain;

- Facilitate harmonised approaches to Responsible Care worldwide to foster alignment of multinational company activities as well as brand identity;

- Ensure KPIs *(see Table 1 in the appendix)* from ICCA members (National Associations/companies) are reported on an annual basis.

3. TRANSLATING THE COMMITMENT INTO A MANAGEMENT FRAMEWORK

3.1. KEY ELEMENTS OF THE FRAMEWORK

This Responsible Care management framework is based on a Deming's PDCA, and entails a self-assessment of companies' performance in Responsible Care. It connects the Responsible Care Global Charter to international standards and sustainability principles. Furthermore, it introduces maturity levels to guide companies on their journey towards continuous improvement. Although Responsible Care assumes compliance with the existing legislation, this framework and the accompanying self-assessment tool do not include a detailed checklist of all applicable regulatory requirements.

Management framework based on Deming's PDCA (PLAN, DO, CHECK and ACT)

Deming's PDCA is a framework familiar to many organisations. It has the benefit of being both practical and effective in delivering improved organisational performance and management system processes. It allows companies to integrate Responsible Care issues into core business processes.

Connection of the Responsible Care Global Charter to international standards

The above-mentioned international standards cover areas of Responsible Care. The connection between the Responsible Care Global

Charter and the standards is reflected in the self-assessment tool. This Responsible Care management framework also connects the Responsible Care Global Charter to two other important chemical industry driven standards e.g. RC 14001 (ISO 14001 + elements of American Chemistry Council's (ACC) Responsible Care) and RCMS Technical Specification (Responsible Care Management System from ACC).

By linking the questions with the requirements of the international standards, one facilitates the Responsible Care assessment for companies that are already certified for one of the selected ISO standards. It also helps companies obtain a first gap analysis towards international standards for which they are not yet certified.

Connection of the Responsible Care Global Charter to sustainability principles

The Responsible Care Global Charter is connected to sustainability principles and, specifically, to the 17 United Nations Sustainable Development Goals (SDGs) (*https://sustainabledevelopment.un.org/?menu=1300*), the Cefic Sustainability Charter (*https://chemistrycan.com/app/uploads/2017/10/Cefic-Sustainability-Charter-signed.pdf*), and the ChemistryCan Initiative (*https://chemistrycan.com/app/uploads/2017/10/SD-Report2017.pdf*).

Companies understand if and how they are contributing to the SDGs through implementing Responsible Care.

In the appendix you will find more information on the connection between the Charter and the international standards and sustainability principles.

Creation of maturity levels

The maturity levels are four different levels of Responsible Care implementation to accompany companies on their path towards continuous improvement. They have been defined as follow:

Level 1: Commit to Responsible Care: The candidate company commits to Responsible Care and starts acknowledging the implementation steps.

Level 2: Initiate and Plan: Planning and Doing (PD): the organisation has started implementing Responsible Care throughout its business; plans are made to improve and implement.

Level 3: Improve continuously: Planning Doing Checking and Acting (PDCA): the organisation has reached a level of implementation where the plans and actions are not only done, but also assessed to drive continuous improvement; full management system approach.

Level 4: Promote and Sustain Excellence: The organisation has achieved an improved performance, improved effectiveness. It is going further by either reviewing the effectiveness of its processes or sharing best practices with peers, partners etc to foster resource building in the business and accelerate change.

Self-assessment

As outlined in chapter 2, companies practising Responsible Care should self-assess the level of Responsible Care implementation on an annual basis. This will enable companies to understand their level of implementation. As continuous improvement over time is the main mindset of Responsible Care, the self-assessment will also allow companies to develop improvement plans. Cefic provides companies with a self-assessment tool guiding them on this journey towards continuous improvement *(see appendix 6 for the practical guidance)*.

3.2.   IMPLEMENTING RESPONSIBLE CARE®

By signing the Responsible Care Global Charter supported by National Associations' Guiding Principles, Companies commit to implement Responsible Care. This chapter explains in general terms how to implement the six elements of the Responsible Care Global Charter. Detailed guidance on the implementation can be found in the self-assessment tool.

3.2.1.   A CORPORATE LEADERSHIP CULTURE

RESPONSIBLE CARE® IN THE LEADERSHIP'S ETHOS

In the age of corporate social responsibility, the world is expecting senior leaders to take the responsibility and leadership to drive improvement in corporate culture. Through numerous cases, it has been proven that next to all procedures and equipment, it is the behaviour which is the final control to prevent accidents and drive improvement. Therefore, as strong leadership is the backbone of the culture, it is the boardroom that must provide strong and dedicated leadership as well as resources to achieve the effective implementation of the culture. As senior leaders have the authority to influence the direction and culture of the organisation, their commitment to drive improvement within the organisation is essential. Moreover, the entire organisation should demonstrate its commitment to its culture, supported by management processes and raised awareness, but in the end, it is up to the board to set the vision and culture. Effective governance and consequent management decisions are needed to ensure that culture is adopted by everyone in the organisation.

CULTURE OF RESPONSIBLE CARE® EMBEDS SAFE CHEMICALS MANAGEMENT

Companies practising Responsible Care establish a corporate leadership culture that proactively supports safe chemical management through the global Responsible Care initiative. Practising Responsible Care requires senior leaders' engagement to continuously improve the company's risk management and making use of opportunities to protect the employees, communities and assets. It is through a clear leadership, allocation of resources, role definition, evaluation of the performance through management reviews, awareness raising, documentation and change management that Responsible Care will be embedded into one's organisation and that one will achieve systematic improvement.

BUILDING BLOCKS OF CORPORATE LEADERSHIP SUPPORTING THE IMPLEMENTATION OF RESPONSIBLE CARE®

Different topics have been identified which are considered essential to embed Responsible Care into an organisation's **corporate leadership culture**. Implementing the building blocks outlined below will guide the organisation towards performance excellence and create a corporate leadership culture:

- **Scope and Commitment:** Organisations demonstrate their commitment to Responsible Care and manage relevant risks and opportunities.

- **Compliance:** Organisations control their legal obligations.

- **Management structure:** Organisations define roles, involve the board, integrate Health, Safety, Environment, Energy & Sustainability Issues in job descriptions and objectives, and apply good governance on Health, Safety, Environment, Energy & Sustainability Issues processes.

- **Ensure improvement:** Organisations apply management reviews, internal audits and incident response investigations.

- **Resources, training & employee involvement:** Organisations allocate resources on Health, Safety, Environment, Energy & Sustainability issues, raising awareness, training and involving employees.

- **Document management:** Organisations manage Health, Safety, Environment, Energy & Sustainability documents and information well.

- **Management of change:** Change not only occurs but is well managed by the organisations. The organisations prepare changes to limit the impacts on the Responsible Care performance.

EXAMPLE OF MATURITY LEVELS

As described above, implementing a corporate leadership culture requires a clear **management structure**. To establish it, a few key processes are to be implemented, such as **defining roles, board involvement, integration of responsibilities into job descriptions or objectives and governance of core processes**. A Responsible Care company will assess its implementation maturity for each of these processes. Taking the involvement of the board as an example *(Question 1.5 in the self-assessment tool)*:

- *Level 1 (commit to Responsible Care):* The company is starting to acknowledge Responsible Care, and the management board might not yet be directly involved in managing Health, Safety, Environment, Energy & Sustainability issues.

- *Level 2 (initiate & plan):* The management board is involved for advice when there are important Health, Safety, Environment, Energy & Sustainability issues, in a corrective approach.

- *Level 3 (improve continuously):* The management board is involved and the potential impacts of the management system for Health, Safety, Environment, Energy & Sustainability issues on the organisation's business (brand image, social acceptability of activities, differentiation from competition, operational efficiency…) are communicated.

- *Level 4 (promote & sustain excellence):* A company has a management board involved and acting as an ambassador for sustainability matters. An organisation reaching this level for this topic, has a top management which is leading by example.

3.2.2.   SAFEGUARDING PEOPLE AND THE ENVIRONMENT

FOCUS ON HEALTH & SAFETY, PROCESS SAFETY, SECURITY, DISTRIBUTION AND ENVIRONMENT

The chemical industry strives for zero accidents to people and environment. This is key to keeping our licence to operate. Implementing the processes **that safeguard people and the environment** will lead to more efficient use of resources, a reduction of risks and negative impacts such as waste, emissions or accidents. This brings a competitive advantage for the organisations and a gain in confidence of the stakeholders. Through implementation of this second element of the Responsible Care Global Charter *(see page 5)*, every Responsible Care organisation implements and continuously improves processes in the areas of health & safety, process safety, security, distribution and environment (including energy). This is the core of the Responsible Care management framework, which translates into 45 questions in the self-assessment tool.

KEY MANAGEMENT PROCESSES DRIVING PERFORMANCE EXCELLENCE

For each of these topics (health & safety, process safety, environmental performance-incl. energy performance-, distribution and security), Responsible Care companies implement key management processes to drive performance excellence. They include **commitment to improve performance, risk assessment, maintenance, equipment control, incident investigation, emergency preparedness, competence and training.** In addition to those management processes that the Responsible Care organisations implement, additional focus aspects are to be managed. For environment, they cover for example: preventing and managing **soil pollution, air emissions, water discharges**. For security, they cover for example: **cybersecurity, access control for security,** etc.

EXAMPLE OF MATURITY LEVELS

Environment

Responsible Care companies are committed to manage their environmental performance (question 2.34 in the self-assessment tool). Through the maturity levels below, companies are guided to reach this goal.

- *Level 1 (commit to Responsible Care):* At the basic level no specific focus is put on environmental performance. The organisation only manages environmental matters to ensure compliance but does not go beyond that.

- *Level 2 (initiate & plan):* The organisation has defined strategic objectives and supports actions to control and reduce the organisation's environmental footprint.

- *Level 3 (improve continuously):* The organisation analyses the evolution of environmental performance (through appropriate indicators) periodically. The implementation of the action plan is analysed, and effectiveness is being improved. The plan considers community concerns and potential risks and opportunities from the organisation's context.

- *Level 4 (promote & sustain excellence):* Top management of the organisation regularly reviews the performance, accounts for achievement of these objectives and ensures that appropriate resources are made available.

Occupational health and safety

Another example of implementation practice to safeguard people and the environment, is how the organisation is performing audits and inspections regarding **process safety** (question 2.14 in the self-assessment tool).

- *Level 1 (commit to Responsible Care):* A Responsible Care company will have an audit programme in place, which includes process safety installations and documentation.

- *Level 2 (initiate & plan):* The company has established criteria, system and periodicity for these audits to assess the process safety and realisation of objectives. Management review integrates revision of the audit results and evaluation towards the objectives for every department or company sector. Indicators are identified in order to verify the system is working.

- *Level 3 (improve continuously):* Corrections resulting from the audits and inspections are prioritised and audit results are used for defining future objectives.

- *Level 4 (promote & sustain excellence):* A company can consider itself best in class when it has implemented all the above and when all process safety related documentation is regularly reviewed in order to ensure that it is up to date (e.g. all changes are considered and evaluated).

3.2.3. STRENGTHENING CHEMICALS MANAGEMENT SYSTEMS

PRODUCT STEWARDSHIP GUIDES THE SAFE MANAGEMENT OF CHEMICALS

Responsible Care companies place workers health and safety, and environmental protection at the core of their business by ensuring safe management of chemicals throughout their life cycle. They achieve it through product stewardship, which provides them with the platform to identify risks at an early stage and manage those risks along the value chain, thereby enabling adequate protection of human health and the environment. Product stewardship requires the development of close, sustained dialogue and working relationships with suppliers, customers, and others in relevant value chains.

These parties should share information up and down the value chain to ensure that chemicals are used and managed safely throughout their life-cycle. In doing so, they will also help companies and their partners meet the increasing demand for safe and environmentally-sustainable uses of chemicals. **Strengthening chemicals management systems** will result in increased customer loyalty as well as expand the positive impact of product stewardship down the value chain. In addition, evaluation and avoidance of risk reduces the potential for harm and potential liabilities.

KEY MANAGEMENT PROCESSES DRIVING PERFORMANCE EXCELLENCE

A Responsible Care organisation strengthens chemicals management systems through managing **product design and improvement, prioritisation of products, product information, risk characterisation and product risk management & communication along the value chain.**

EXAMPLE OF MATURITY LEVELS

One of the processes to implement to strengthen chemicals management systems is to manage the existing hazard information on the organisation's products (question 3.4 in the self-assessment tool).

- *Level 1 (commit to Responsible Care):* A Responsible Care organisation at starting level has a process in place to gather available information on product safety, health and environmental hazard information.

- *Level 2 (initiate & plan):* The organisation has structured existing information in a documented system which is regularly updated and readily available.

- *Level 3 (improve continuously):* The existing information is assessed for reliability and summarised in a tracking system developed to trace any information source and revision (including an indicator on reliability).

- *Level 4 (promote & sustain excellence):* The organisation makes available to third parties as much as possible of its internal information to promote data sharing, contributing for instance to limitation of animal testing and the enrichment of databases for predictive models.

3.2.4.   INFLUENCING BUSINESS PARTNERS

COOPERATION ACCELERATES CHANGE

Responsible Care practice goes beyond the production site limits. Business partners are also encouraged to promote the safe management of chemicals within their own operations. Partnerships will create and share efficiencies and accelerate change. However, when partners do not share the same leadership culture in taking their responsibility to safeguard people and the environment, they become a risk to the reputation of the entire chain. Responsible Care organisations therefore encourage better performance of suppliers by integrating them into the organisation's business system and **influence business partners** to improve their performance on Health, Safety, Environment, Energy & Sustainability to trigger improvement throughout the value chain.

KEY MANAGEMENT PROCESSES DRIVING PERFORMANCE EXCELLENCE

To influence business partners, processes for improving control of responsible sourcing, value chain collaboration, business integrity, labour rights, logistic partners assessment, downstream user's data and property protection are implemented. The four maturity levels provide a stepwise approach to improve the control of each of these topics.

EXAMPLE OF MATURITY LEVELS

A Responsible Care company is committed to responsible sourcing (question 4.1 in the self-assessment tool).

- *Level 1 (commit to Responsible Care):* At the basic level, the organisation is acknowledging the steps. Therefore, the organisation complies with its regulatory obligations, but has a formal process regarding responsible sourcing in place.

- *Level 2 (initiate & plan):* A policy specifies the organisation's approach regarding responsible sourcing, and the organisation requires their suppliers to acknowledge their policy and support the Corporate Social Responsibility approach through their collaboration.

- *Level 3 (improve continuously):* The organisation has mapped the procurement risks and takes the impact on the environment into account through environmental criteria in the selection process for purchased goods, equipment and services. When procuring energy using products, equipment or services, the organisation takes energy performance of the expected lifetime as one of the criteria.

- *Level 4 (promote & sustain excellence):* Finally, an organisation that has reached the fourth maturity level will invest in purchasing equipment, goods and services that are more respectful of the environment, and set priorities based on impact assessments.

3.2.5.   ENGAGING STAKEHOLDERS

Businesses do not exist in isolation. They rely on relationships with customers, employees, communities, suppliers, investors, authorities and many more. **Engaging stakeholders**, knowing what they expect and responding to their concerns is a pillar in corporate social responsibility. With an appropriate stakeholder engagement, organisations can build trust and target their improvements on those topics that really matter for their stakeholders and their business. Enhancing understanding with stakeholder groups will reduce potential conflicts and promote effective cooperation : a win-win for stakeholders and the organisations engaging with them.

KEY MANAGEMENT PROCESSES DRIVING PERFORMANCE EXCELLENCE

Responsible Care companies are seeking to engage with society, and to respond to concerns and expectations of the stakeholders. **Stakeholders assessment, external dialogue** and transparency through **information disclosure** and **support to local communities** and **stimulation of local employment and education** are the key processes for a Responsible Care company to engage stakeholders.

EXAMPLE OF MATURITY LEVELS

Responsible Care companies aim at being transparent and disclose information (Question 5.3 in the self-assessment tool) with their stakeholders.

- *Level 1 (commit to Responsible Care):* The organisation only discloses information regarding Health, Safety, Environment, Energy & Sustainability on specific demands.

- *Level 2 (initiate & plan):* Performance evaluation results of the organisation are disclosed publicly.

- *Level 3 (improve continuously):* The organisation discloses Health, Safety, Environment, Energy & Sustainability performance results annually after review by a third party.

- *Level 4 (promote & sustain excellence):* The organisation is proactive in sharing their performance evaluation results with relevant stakeholders, e.g. the organisation's management notifies civil administration and other state authorities or the local community about the results achieved.

3.2.6.   CONTRIBUTING TO SUSTAINABILITY

The world we live in is in transition. With the adoption of the United Nations 2030 agenda for Sustainable Development and the signing of the Paris Agreement, the world has taken a pathway in action on climate change and the environment. Across industries – from health, hygiene, construction and mobility to agriculture and energy supply, the chemical industry has a crucial role to play in this transition, as it enables the transformation required. Cefic and its members have developed a Sustainability Charter and agreed on a roadmap to foster innovation. They focus resources in the four critical areas to progress sustainable development:

- Enabling transition to a low carbon economy;

- Driving resource efficiency across global value chains and our operations;

- Promoting the adoption of circular economy principles to prevent waste, achieve low-carbon economy and enhance resource efficiency;

- Preventing harm to humans and the environment throughout the entire life cycle.

KEY MANAGEMENT PROCESSES THROUGH WHICH RESPONSIBLE CARE CONTRIBUTES TO SUSTAINABILITY

- Responsible Care **contributes to sustainability** and the four critical areas, through the following processes:

- **Materiality assessment:** organisations define relevant issues and materialities, taking into account what matters most to their external stakeholders and the organisation.

- **Sustainable development:** organisations plan their contribution to the Sustainable Development Goals (SDGs).

- **Communication on sustainability:** organisations engage their stakeholders on sustainability and report on sustainability.

- **Sustainable product portfolio:** the design of products considers improved sustainability outcomes; the organisation assesses the sustainability of their portfolio.

- **Resource efficiency & circular economy:** organisations manage and improve their resource efficiency, stimulate circular economy by improving recyclability and durability of their products, drive innovation based on sustainability criteria, stimulate panels and collaborations and promote sustainable consumption modes.

- **Water use:** organisations control and optimise their water consumption.

- **Land use & biodiversity:** organisations have identified and manage their impacts on biodiversity.

- **Climate & energy performance:** energy performance is being improved, greenhouse gas emissions are being reduced and organisations prepare for climate change by implementing adaptation measures.

- **Diversity:** organisations ensure equal opportunities for recruitment and throughout careers, regarding all types of diversity.

EXAMPLE OF MATURITY LEVELS

Responsible Care companies put in place a process to design products with improved sustainability outcomes (Question 6.4 in the self-assessment tool).

- *Level 1 (commit to Responsible Care):* A starting Responsible Care organisation has sustainability considerations not taken on board systematically when designing products.

- *Level 2 (initiate & plan):* The organisation has defined a common understanding of what "sustainability" means within product portfolios and identified critical stakeholder concerns and key decision points in the elaboration of the product.

- *Level 3 (improve continuously):* The organisation has set up a process to assess the sustainability of their portfolio: objectives, scope, processes and assessment segments are defined. Market signals are captured.

- *Level 4 (promote & sustain excellence):* The organisation implements, monitors and reports on the Sustainability Performance Assessment system to the public, customers and other relevant stakeholders.

3.3.   SELF-ASSESSMENT TOOL

FACILITATING THE RESPONSIBLE CARE® IMPLEMENTATION

To facilitate the verification of Responsible Care implementation, Cefic provides companies with an accompanying self-assessment tool. The tool aims at helping the companies to get a clear view on their own performance, to frame their commitment and to learn which steps could be taken to improve, with tailor-made hints. The tool is based on a questionnaire with a simple multiple-choice format implemented in Excel and is structured along the six elements of the Responsible Care Global Charter. The tool was designed to facilitate the assessment for companies that are already certified for one of the selected ISO standards, but also to give a first gap analysis towards international standards for companies that are not certified. The tool indicates if an international standard is still far away or would already be within reach. However, not all aspects of each standard are covered. For an organisation intending to set some steps towards certification against one of the selected standards, we advise to screen the mapping in the *appendix 3 (Tables 2, 3)*. In this way they can comprehensively evaluate how they stand towards all requirements, even those not included in the present Responsible Care management framework.

PERFORMANCE EXCELLENCE REPORTING DRIVES CONTINUOUS IMPROVEMENT

To drive continuous improvement in Responsible Care, the key is to know one's status and to have a clear vision on where you are heading. In the journey to improve Responsible Care Performance Excellence, the self-assessment tool is the first step. It creates insight into where an organisation stands right now. By filling in the questionnaire conscientiously and meticulously, an organisation can generate a true and reliable assessment of its status or progress. It helps prioritise those topics on which progress is most desired. It supports in implementing the processes to drive change by generating an action plan. It will identify which changes are needed for each separate chapter to reach self-defined targets, among other things through quantification of outcomes, or to approach compliance with selected standards. And, finally, it will get buy-in from senior leadership. The Responsible Care management framework and implementation tips provided in the self-assessment tool are there to support on maturing the management processes.

APPENDIX

1. RESPONSIBLE CARE KEY PERFORMANCE INDICATORS (KPIS)

Topic	KPI	Units
Health & Safety performance	**Number of fatalities for employees**	Persons
	Number of employees in survey	Thousand of persons
	Lost time injury rate for employees	Lost time incidents for million working hours
	Number of employees in survey	Thousand of persons
	Number of fatalities for contractors	Persons
	Number of contractors in survey	Thousand of persons
	Lost time injury rate for contractors	Lost time incidents for million working hours
	Number of contractors in survey	Thousand of persons
	Number of process safety incidents	Events
	No of hours worked per year (employees + contractors)	Million hours per year
Environmental performance	Hazardous wastes to land	Metric tons per year
	Non-hazardous wastes to land	Metric tons per year
	Sulphur dioxide	Metric tons of SO_2 per year
	Nitrogen oxides	Metric tons of NO_2 per year
	Volatile Organic Compounds	Metric tons of VOC per year
	Carbon Dioxide - Direct CO_2 emissions	Million metric tons of CO_2 per year
	Carbon Dioxide - Indirect CO_2 emissions	Million metric tons of CO_2 per year
	Carbon Dioxide - Total CO_2 emissions	Million metric tons of CO_2 per year
	GHG - Nitrous Oxide	Metric tons per year
	GHG - Nitrous Oxide in CO_2 Equivs	Metric tons of CO_2 equivalents
	GHG - Hydrofluorocarbons	Metric tons per year
	GHG - Hydrofluorocarbons in CO_2 Equivs	Metric tons of CO_2 equivalents
	GHG - Total other GHG in CO_2 Equivs	Metric tons of CO_2 equivalents
	Chemical Oxygen Demand	Metric tons of oxygen per year
	Phosphorus Compounds	Metric tons of phosphorus per year
	Nitrogen Compounds	Metric tons of nitrogen per year
Use of resources	**Use of energy**	Metric tons of fuel oil equivalent per year
	Specific energy consumption	Metric tons of fuel oil equivalent per ton of production
	a. Water consumption - Public supply water	Million cubic meters per year
	b. Water consumption - Ground water	Million cubic meters per year
	c. Water consumption - Surface water (river, lake)	Million cubic meters per year
	d. Water consumption - Total continental water (a+b+c)	Million cubic meters per year
	e. Water consumption - Sea water	Million cubic meters per year
	f. Water consumption - Others	Million cubic meters per year
	g. Water consumption - Total (a+b+c+e+f)	Million cubic meters per year
Transport incidents	Road - Total number of incidents	Incidents
	Road - Total volume transported	Million metric tons per year
	Rail - Total number of incidents	Incidents
	Rail - Total volume transported	Million metric tons per year
	Total - Total number of incidents	Incidents
	Total - Total volume transported	Million metric tons per year

* In green the KPIs that are mandatory to report. The other KPIs are recommended.

2. THE EIGHT FUNDAMENTAL FEATURES

The ICCA Responsible Care Fundamental Features describe the foundational elements of any national/regional Responsible Care initiative. National Associations must comply with them.

1. Establish and implement a set of Guiding Principles that member companies sign. The Guiding Principles of an association's Responsible Care Initiative describe in general terms the ethic, policies and objectives relating to a commitment to continuous improvement of environmental, health and safety performance by members of the association.

2. Adopt a title and a logo that are consistent with Responsible Care. The association license participating member companies the right to use the logo. Furthermore, each association should develop rules for use of the logo and name to prevent its misuse according to national laws and regulations, according to the ICCA Responsible Care Guidelines.

3. Implement management practices through a series of systems, codes, policies or guidance documents to assist companies in achieving better performance.

4. Develop a set of performance indicators against which improvements can be measured. Each Responsible Care association must develop a system to collect KPIs from its members, and report progress against these indicators. The RCLG (Responsible Care Leadership Group) has developed a baseline set of indicators that all associations should consider as a starting point for performance data collection *(see Table 1 in the appendix).*

5. Communicate with interested parties inside and outside the membership. Commitment to Responsible Care signals a commitment to openness and responsiveness to the concerns of external parties about the management of chemicals (i.e. environmental organisations, government entities, plant communities, national public interest groups, trade unions, other trade organisations, consumers, commercial partners and other advocacy groups).

6. Share best practices through information networks.

7. Encourage all association member companies to commit to and participate in Responsible Care.

8. Introduce and apply systematic procedures to verify the implementation of the measurable elements of Responsible Care by member companies. Verification processes typically evolve over time and methodologies can be tailored to national/regional needs. Historically in Europe there are different systems of verification, ranging from self-assessment to third party verification.

3. MAPPING MATRIX: RESPONSIBLE CARE MANAGEMENT FRAMEWORK WITH INTERNATIONAL STANDARDS AND SUSTAINABLE PRINCIPLES.

Table 2 Cross references between the chapters of the Responsible Care management framework (including the self-assessment tool) and international standards and sustainability principles. For more detailed cross references, please see Table 3.

CHAPTERS	ISO9001	ISO14001	ISO45001	ISO26000	ISO50001	RC 14001	EMAS	GHS	RCMS	SDG'S
1. A corporate Leadership Culture										
2. Safeguarding People and the environment										8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 CONSUMPTION AND PRODUCTION
3. Strengthening Chemicals Management Systems										3 GOOD HEALTH AND WELL-BEING, 7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 CONSUMPTION AND PRODUCTION
4. Infuencing Business Partners										8 DECENT WORK AND ECONOMIC GROWTH
5. Engaging Stakeholders										4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 CONSUMPTION AND PRODUCTION
6. Contributing to Sustainability										6 CLEAN WATER AND SANITATION, 7 AFFORDABLE AND CLEAN ENERGY, 5 LIFE ON LAND, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION

Table 3 Detailed cross references of the Responsible Care self-assessment tool with international standards and chemical industry driven standards.

LEGEND:

- Requirement included in the standard and covered by the Responsible Care self-assessment tool
- Requirement included in the standard but not covered by the Responsible Care self-assessment tool
- No requirement in that specific standard

Table 3.1 Requirements of ISO9001, ISO14001, ISO 50001, ISO50001 and RC14001 as from chapter four because the first three chapters are not applicable to the self-assessment questionnaire.

Requirements of the standards	ISO9001: 2015	ISO14001: 2015	EMAS IV	RC14001: 2015	ISO45001: 2018*	ISO50001: 2018		
4 Context of the organisation								
4.1 Understanding the organisation and its context	■	■	■	■	■	■		
4.2 Understanding the needs and expectations of interested parties	■	■	■	■	■	■		
4.3 Determining the scope of the management system	■	■	■	■	■	■		
4.4 Management system	■	■	■	■	■	■		

* Previous OHSAS 18001

Requirements of the standards	ISO9001: 2015	ISO14001: 2015	EMAS IV	RC14001: 2015	ISO45001: 2018*	ISO50001: 2018		
5 Leadership								
5.1 Leadership and commitment	teal	teal	teal	teal	teal	teal		
5.1.1 General	teal	blue	blue	blue	blue	blue		
5.1.2 Customer focus	blue							
5.2 Policy	teal	teal	teal	teal	teal	teal		
5.2.1 Establishing the policy	teal							
5.2.2 Communicating the policy	teal							
5.2.3. Policy relevance	teal							
B.1. Continual improvement of environmental performance			blue					
5.3 Organisational roles, responsibilities and authorities	teal	teal	teal	teal	teal	teal		
5.4 Consultation and participation of workers					teal			
B.2. Management representative(s)			teal					
6 Planning								
6.1 Actions to address risks and opportunities	blue	teal	teal	teal	teal	blue		
B.3 Environmental review			blue					
6.1.1 General	blue	blue	blue	blue	blue	blue		
6.1.2 Environmental aspects / Hazard identification and assessment of risks and opportunities	blue	teal	teal	teal	teal	blue		
6.1.3 Compliance obligations / Determination of legal requirements and other requirements	blue	teal	teal	teal	teal	blue		
B.4. Legal compliance			blue					
6.1.4 Planning action	blue	blue	blue	blue	blue	blue		
6.2 Objectives and planning to achieve them	teal	teal	teal	teal	teal	teal		
6.2.1 Objectives	blue	blue	blue	blue	teal	blue		
B.5. Environmental objectives			blue					
6.2.2 Planning actions to achieve objectives	blue	blue	blue	blue	blue	blue		
6.3 Planning of changes / Energy review	blue					teal		
6.4 Energy performance indicators						teal		
6.5 Energy baseline						teal		
6.6 Planning for collection of energy data						teal		
7 Support								
7.1 Resources	teal	teal	teal	teal	teal	teal		
7.1.1 General	teal							
7.1.2 People	blue							
7.1.3 Infrastructure	blue							
7.1.4 Environment for the operation of process	blue							
7.1.5 Monitoring and measuring resources	blue							

Requirements of the standards	ISO9001: 2015	ISO14001: 2015	EMAS IV	RC14001: 2015	ISO45001: 2018*	ISO50001: 2018		
7.1.6 Organisation knowledge	blue							
7.2 Competence	teal	teal	teal	teal	teal	teal		
B.6 Employee involvement			teal					
7.3 Awareness	teal	teal	teal	teal	teal	teal		
7.4 Communication	blue	teal	blue	blue	blue	blue		
7.4.1 General	blue	blue	blue	blue	blue	blue		
7.4.2 Internal communication	blue	teal	teal	teal	teal	teal		
7.4.3 External communication	blue	blue	blue	teal	blue	blue		
B.7 Communication			teal					
7.5 Documented information	teal	teal	teal	teal	teal	teal		
7.5.1 General	teal	teal	teal	teal	teal	teal		
7.5.2 Creating and updating	teal	teal	teal	teal	teal	teal		
7.5.3 Control of documented information	teal	teal	teal	teal	teal	teal		
8 Operation								
8.1 Operational planning and control	teal	teal	teal	teal	teal	teal		
8.1.1 General	teal	blue	blue	blue	blue	blue		
8.1.2 Eliminating hazards and reducing risks	teal				teal			
8.1.3 Management of change	teal				blue			
8.1.4 Procurement	teal				teal			
8.2 Requirements for products and service / Emergency preparedness & response	teal	teal	teal	teal	teal	teal		
8.2.1 Customer communication	teal							
8.2.2 Determining the requirements for products and services	teal							
8.2.3 Review of the requirements for products and services	teal							
8.2.4 Changes to requirements for products and services	blue							
8.3 Design and development of products and services	teal					teal		
8.3.1 General	teal							
8.3.2 Design and development planning	teal							
8.3.3 Design and development inputs	teal							
8.3.4 Design and development controls	teal							
8.3.5 Design and development outputs	teal							
8.3.6 Design and development changes	teal							
8.4 Control of externally provided processes, products and services	blue							
8.4.1 General	blue							
8.4.2 Type and extent of control	blue							
8.4.3 Informations for external providers	blue							

Requirements of the standards	ISO9001: 2015	ISO14001: 2015	EMAS IV	RC14001: 2015	ISO45001: 2018*	ISO50001: 2018		
8.5 Production and service provision	teal							
8.5.1 Control of production and service provision	teal							
8.5.2 Identification and traceability	teal							
8.5.3 Property belonging to customers or external providers	teal							
8.5.4 Preservation	teal							
8.5.5 Post-delivery activities	teal							
8.5.6 Control of changes	teal							
8.6 Release of products and services	teal							
8.7 Control of nonconforming outputs	teal							
9 Performance evaluation								
9.1 Monitoring, measurement, analysis and evaluation of performance and management system	blue	teal	teal	teal	blue	teal		
9.1.1 General	blue	blue	blue	blue	blue	blue		
9.1.2 Evaluation of compliance	blue	blue	blue	blue	blue	teal		
9.1.3 Analysis and evaluation	blue							
9.2 Internal audit	teal	teal	teal	teal	teal	teal		
9.2.1 General	blue	blue	blue	blue	blue	blue		
9.2.2 Internal audit programme	blue	blue	blue	blue	blue	blue		
9.3 Management review	teal	teal	teal	teal	teal	teal		
9.3.1 General	blue	blue	blue	blue	blue	blue		
9.3.2 Management review inputs	blue	blue	blue	blue	blue	blue		
9.3.3 Management review inputs	blue	blue	blue	blue	blue	blue		
10 Improvement								
10.1 General	blue	blue	blue	blue	blue	blue		
10.2 Nonconformity and corrective action	teal	teal	teal	teal	teal	blue		
10.3 Continual improvement	blue	blue	blue	blue	blue	blue		

Table 3.2 Requirements of RCMS

Requirements of RCMS							RCMS: 2013	
0.0 Management System Components								
Policy and Leadership							blue	
Planning							blue	
Implementation, Operation, and Accountability							blue	
Performance Measurement, Corrective and Preventive Action							blue	
Management Review							blue	
1 Policy and leadership								
1.1 Senior management shall develop, document and implement a policy for the organisation that recognizes Responsible Care, and shall communicate it to employees and other stakeholders as appropriate, and make it available to the public.							teal	

Requirements of RCMS							RCMS: 2013	
1.2 The policy shall be relevant to the nature, scale and impact of the organisation's operations, products and processes.							■	
1.3 The policy shall set a framework for establishing and reviewing Responsible Care goals, objectives and targets and shall include a commitment to continual improvement.							■	
1.4 The policy shall include a commitment to comply with legal and Responsible Care related requirements to which the organisation is subject or subscribes.							■	
1.5 The policy shall promote openness with stakeholders.							■	
1.6 The policy shall reflect a commitment to the Responsible Care Guiding Principles.							■	
1.7 The policy shall be supported by a demonstration of visible leadership, commitment and involvement from senior management and other levels of the organisation with respect to Responsible Care.							■	

2.0 Planning

2.1 The organisation shall have a system to identify and evaluate health, safety, security and environmental hazards and assess and prioritize the risk associated with : a) New and existing products; b) New and existing processes; and c) Changes to existing products and processes **Including:** i. Distribution, transportation and use of raw materials and products; ii. Activities associated with its operations including operational energy efficiency and waste minimization, reuse and recycling.							■	
2.2 The organisation shall monitor emerging health, safety, security and environmental concerns relevant to its business and maintain current information related to hazards and risks for: a) Products b) Processes c) Activities associated with its operations							■	
2.3 The organisation shall have a system in place to review and determine the applicability of regulations, legislation and other Responsible Care related requirements to which the organisation is subject or subscribes.							■	
2.4 The organisation shall have a process in place to assess stakeholder perspectives.							■	
2.5 The organisation shall establish Responsible Care goals, objectives and targets as applicable for: a) Products b) Processes c) Activities associated with its operations These goals, objectives and targets shall be based upon the organisation's prioritized risks, stakeholders' input and regulatory, legal and other Responsible Care-related requirements to which it subscribes. The goals, objectives and targets shall be: • established for each relevant function; • reflect the organisation's commitment to continual improvement; and • include timeframes and responsibilities for accomplishment. The organisation shall have a process to identify and assess program and organisational needs and to allocate resources to meet Responsible Care goals, objectives and targets.							■	

Requirements of RCMS							RCMS: 2013	
3.0 Implementation, operation and accountability								
3.1 The organisation shall document its Responsible Care Management System as necessary to ensure its effective implementation, maintenance and control. Documentation shall be legible, dated, readily identifiable and available.							■	
3.2 Consistent with the Responsible Care Guiding Principles, the organisation shall establish and maintain systems to: • manage its prioritized risks; • ensure safe operations and maintenance activities sufficient to achieve its policy, goals, objectives and targets; • protect the environment, conserve resources, protect worker health and create a safe and secure work environment; and • manage change for products, processes and activities associated with its operations, commensurate with risk.							■	
3.3 The organisation shall establish, document and communicate responsibilities and accountabilities to meet the Responsible Care requirements it has set.							■	
3.4 The organisation shall have a process in place to: a) identify training needs; b) establish and maintain effective training programs; and c) verify competency for persons performing those tasks directly related to the organisation's prioritized EHSS risks.							■	
3.5 The organisation shall establish and maintain dialogue with employees and other stakeholders about its impact on human health, safety, security and the environment, its Responsible Care Management System performance, plans for improving the organisation's performance and management of relevant risks for: a) Products; b) Processes; and c) Activities associated with its operations.							■	
3.5.1 The organisation shall have processes: a) to facilitate the flow of hazard and safe handling information along the value chain to support risk evaluate and risk management of its products; b) to facilitate the flow of appropriate guidance, information and/or training requirements along the value chain to support knowledge of the relevant risks and hazards associated with the organisation's products, processes and activities; and c) for receiving such information from suppliers on goods and services used by the organisation.							■	
3.5.2 The organisation shall have a process to make product safety and product stewardship information publicly available.							■	
3.5.3 The organisation shall participate in mutual assistance programs and sharing activities as embodied in Responsible Care.							■	
3.6 The organisation shall involve employees in the development, communication and implementation of Responsible Care programs. The organisation shall have a system to recognize the Responsible Care performance of employees.							■	

Requirements of RCMS							RCMS: 2013	
3.7 The organisation shall establish and maintain procedures to respond to accidents and emergency situations, and for preventing and/or mitigating the impacts that may be associated with them. These procedures shall include: a) appropriate consideration of communications and community recovery needs; b) appropriate participation in the development, implementation and maintenance of community emergency preparedness plans; and, c) an appropriate process for responding to raw material, product, process, waste material and transportation incidents. The organisation shall periodically test these procedures where practical.							████	
4.1 The organisation shall regularly monitor and measure key characteristics of its operations, products and activities that can have a significant effect on health, safety, security and the environment. This shall include the recording of information to track performance, relevant operational controls and conformance with the organisation's Responsible Care goals, objectives, metrics and targets. The organisation shall use relevant measures and records to analyze health, safety, security and environmental and other Responsible Care performance and trends.							████	
4.2 The organisation shall periodically evaluate its compliance with relevant health, safety, security and environmental legislation and regulations as well as conformance with other Responsible Care-related requirements to which it subscribes.							████	
4.3 The organisation shall have a process to conduct internal audits on the effectiveness of its Responsible Care Management System to determine whether or not it has been properly established, implemented and maintained. Audits shall occur at planned intervals and their frequency shall be determined commensurate with risks associated with the operations; results of previous audits; and changes to the management system.							████	
4.4 Commensurate with risk, the organisation shall have a process to work with as appropriate, review and assess customers, suppliers, contract manufacturers, carriers, distributors, contractors, and third-party logistics providers based on Responsible Care or other health, safety, security and environmental performance criteria that have been established by the organisation.							████	
4.5 The organisation shall periodically evaluate the effectiveness of its communications programs with its stakeholders.							████	
4.6 Non-conformity, corrective and preventive action							████	
4.6.1 The organisation shall have a process to identify, investigate and assign significance to: • Incidents and accidents relating to its products, processes and activities associated with its operations; • Instances of non-conformance with the Responsible Care Management System.							████	

Requirements of RCMS							RCMS: 2013	
4.6.2 Based on the determined level of significance, the organisation shall: a) Identify root causes; b) Address and mitigate any adverse impacts; c) Initiate and complete corrective and preventive actions; d) Share key findings and associated corrective and preventive actions with relevant internal and external stakeholders; and e) Review efficacy of corrective and preventive actions taken.							■	
4.7 The organisation shall establish and maintain procedures for the identification, maintenance and disposition of relevant Responsible Care records, including training records, and results of audits and reviews.							■	
5.0 Management review								
5.1 Senior management shall periodically review its Responsible Care Management System and take action to ensure its continuing suitability, adequacy and effectiveness. This review shall address the possible need for changes to policy, goals, objectives and other elements of the Responsible Care Management System, changing circumstances and the commitment to continual improvement. Outputs from the management review shall include any decisions and actions related to possible changes to the policy, goals, objectives and targets and other elements of the Responsible Care management system.								

Table 3.3 Requirements of ISO26000 as from chapter 3 because the first two chapters are not applicable to the self-assessment questionnaire.

Requirements of ISO26000							ISO 26000
3 Understanding social responsibility							
3.1 The social responsibility of organisations: Historical background							■
3.2 Recent trends in social responsibility							■
3.3 Characteristics of social responsibility							■
3.3.1 General							■
3.3.2 The expectations of society							■
3.3.3 The role of stakeholders in social responsibility							■
3.3.4 Integrating social responsibility							■
3.3.5 Relationship between social responsibility and sustainable development							■
3.4 The state and social responsibility							■
4 Principles of social responsibility							
4.1 General							■
4.2 Accountability							■
4.3 Transparency							■
4.4 Ethical behaviour							■
4.5 Respect for stakeholder interests							■
4.6 Respect for the rule of law							■

Requirements of ISO26000									ISO 26000
4.7 Respect for international norms of behaviour									
4.8 Respect for human rights									
5 Recognizing social responsibility and engaging stakeholders									
5.1 General									
5.2 Recognizing social responsibility									
5.2.1 Impacts, interests and expectations									
5.2.2 Recognizing the core subjects and relevant issues of social responsibility									
5.2.3 Social responsibility and an organisation's sphere of influence									
5.3 Stakeholder identification and engagement									
5.3.1 General									
5.3.2 Stakeholder identification									
5.3.3 Stakeholder engagement									
6 Guidance on social responsibility core subjects									
6.1 General									
6.2 Organisation governance									
6.2.1 Overview of organisational governance									
6.2.2 Principles and considerations									
6.2.3 Decision-making processes and structures									
6.3 Human rights									
6.3.1 Overview of human rights									
6.3.2 Principles and considerations									
6.3.3 Human rights issue 1 : Due diligence									
6.3.4 Human rights issue 2 : Human rights risk situations									
6.3.5 Human rights issue 3 : Avoidance of complicity									
6.3.6 Human rights issue 4 : Resolving grievances									
6.3.7 Human rights issue 5 : Discrimination and vulnerable groups									
6.3.8 Human rights issue 6 : Civil and political rights									
6.3.9 Human rights issue 7 : Economic, social and cultural rights									
6.3.10 Human rights issue 8 : Fundamental principles and rights at work									
6.4 Labour practices									
6.4.1 Overview of labour practices									
6.4.2 Principles and considerations									
6.4.3 labour practices issue 1 : Employment and employment relationships									
6.4.4 labour practices issue 2 : Conditions of work and social protection									
6.4.5 labour practices issue 3 : Social dialogue									

Requirements of ISO26000								ISO 26000
6.4.6 labour practices issue 4 : Health and safety at work								
6.4.7 labour practices issue 5 : Human development and training in the workplace								
6.5 The environment								
6.5.1 Overview of the environment								
6.5.2 Principles and considerations								
6.5.3 Environmental issue 1 : Prevention of pollution								
6.5.4 Environmental issue 2 : Sustainable resource use								
6.5.5 Environmental issue 3 : Climate change mitigation and adaptation								
6.5.6 Environmental issue 4 : Protection of the environment, biodiversity and restoration of natural habitats								
6.6 Fair operating practices								
6.7 Consumer issues								
6.7.1 Overview of consumer issues								
6.7.2 Principles and considerations								
6.7.3 Consumer issue 1 : Fair marketing, factual and unbiased information and fair contractual practices								
6.7.4 Consumer issue 2 : Protecting consumer's health and safety								
6.7.5 Consumer issue 3 : Sustainable consumption								
6.7.6 Consumer issue 4 : Consumer service, support, and complaint and dispute resolution								
6.7.7 Consumer issue 5 : Consumer data protection and privacy								
6.7.8 Consumer issue 6 : Acess to essential services								
6.7.9 Consumer issue 7 : Education and awareness								
6.8 Community involvment and development								

7 Guidance on integrating social responsibility throughout an organisation

7.1 General								
7.2 The relationship of an organisation's characteristics to social responsibility								
7.3 Understanding the social responsibility of an organisation								
7.4 Practices for integrating social responsibility throughout an organiaztion								
7.5 Communicating on social responsibility								
7.5.1 The role of communication in social responsibility								
7.5.2 Characteristics of information relating to social responsibility								
7.5.3 Types of communication on social responsibility								
7.5.4 Stakeholder dialogue on communication about social responsibility								
7.6 Enhancing credibility regarding social responsibility								
7.7 Reviewing and improving an organisation's actions and practices related to social responsibility								
7.8 Voluntary initiatives for social responsibility								ISO 26000

4. GLOSSARY

4.1. ABBREVIATIONS

ABBREVIATION	EXPLANATION
ACC	American Chemistry Council
BAT	Best Available Technique
CSR	Corporate Social Responsibility
EnB	Energy Baseline
EnPI	Energy Performance Indicator
EWS	European Water Stewardship
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
H&S	Health and Safety
ICCA	International Council of Chemical Associations
ICE	Intervention in Chemical Transport Emergencies

ABBREVIATION	EXPLANATION
KPI	Key Performance Indicator
LoPC	Loss of Primary Containment
MoC	Management of Change
PDCA	Planning Doing Checking and Acting
PPE	Personal protective equipment
R&D	Research and Development
REACH	Registration, Evaluation, Authorisation and restriction of CHemicals
SDG	Sustainable Development Goal
SDS	Safety Data Sheet
SEU	Significant Energy Use
SQAS	Safety & Quality Assessment System
WBCSD	World Business Council for Sustainable Development

4.2. ALPHABETICAL INDEX OF TERMS

TERM	DEFINITION	BASED ON
Audit	Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled Note 1 to entry: An internal audit is conducted by the organisation itself, or by an external party on its behalf. Note 2 to entry: An audit can be a combined audit (combining two or more disciplines). Note 3 to entry: Independence can be demonstrated by the freedom from responsibility for the activity being audited or freedom from bias and conflict of interest. Note 4 to entry: "Audit evidence" consists of records, statements of fact or other information which are relevant to the audit criteria and are verifiable; and "audit criteria" are the set of policies, procedures or requirements used as a reference against which audit evidence is compared, as defined in ISO 19011:2011, 3.3 and 3.2 respectively.	RC14001
Carbon footprint	Net amount of Greenhouse Gas (GHG) emissions and removals, expressed in CO2 equivalents.	ISO16759

TERM	DEFINITION	BASED ON
Circular economy	In a circular economy, the value of products and materials is maintained for as long as possible. Waste and resource use are minimised, and when a product reaches the end of its life, it is used again to create further value. This can bring major economic benefits, contributing to innovation, growth and job creation. At EU level no definition of circular economy is presented. This is a serious gap. The way the EU describes CE contains some elements as included in the definition proposed above but lacks the holistic view on the basket concept of CE. The circular economy is an emerging economic model that covers both techniques and business models to keep materials and resources as long as possible, and ideally, forever in a closed cycle of extended use, reuse and recycling. Critical components of the circular economy are industrial symbiosis, shared economy, 'product as a service', a close relationship between producer and consumer, proximity economics, reuse and recycling, urban mining, detoxification of material cycles and sustainable consumption and production. Opposite to the circular economy are programmed obsolescence, downcycling, legacy substances or loss of added value.	https://ec.europa.eu/growth/industry/sustainability/circular-economy_en
Competence	Ability to apply knowledge and skills to achieve intended results.	ISO14001/RC14001
Compliance obligations or legal requirements	(preferred term) legal requirements and other requirements (admitted term) legal requirements that an organisation has to comply with and other requirements that an organisation has to or chooses to comply with. Note 1 to entry: Compliance obligations are related to the environmental management system. Note 2 to entry: Compliance obligations can arise from mandatory requirements, such as applicable laws and regulations, or voluntary commitments, such as organisational and industry standards, contractual relationships, codes of practice and agreements with community groups or non-governmental organisations.	ISO14001/RC14001
Conformity	Fulfilment of a requirement.	ISO14001/RC14001
Consumer	Individual member of the general public purchasing or using property, products or services for commercial, private or public purposes.	ISO26000
Continual improvement	Recurring activity to enhance performance. Note 1 to entry: Enhancing performance relates to the use of the environmental management system to enhance environmental performance consistent with the organisation's environmental policy. Note 2 to entry: The activity need not take place in all areas simultaneously, or without interruption.	ISO14001/RC14001
Contractors	External organisation providing services to the organisation in accordance with agreed specifications, terms and conditions. Contractors may include maintenance, construction, operations, security, landscaping, facility upkeep, janitorial, and a number of other functions.	ISO14001/RC14001/ISO45001
Corrective action	Action to eliminate the cause of a nonconformity or an incident and to prevent recurrence. Note 1 to entry: There can be more than one cause for a nonconformity.	ISO14001/RC14001/ISO45001
Customers	Organisation or individual member of the general public purchasing property, products or services for commercial, private or public purposes.	ISO26000
Distributors	These companies are used by the organisation to sell (often after re-packaging) its products to multiple downstream users. Distributors are different than "resellers" who purchase a material and resell it under their own brand name.	RC14001

TERM	DEFINITION	BASED ON
Documented information	Information required to be controlled and maintained by an organisation and the medium on which it is contained. Note 1 to entry: Documented information can be in any format and media, and from any source. Note 2 to entry: Documented information can refer to: • the environmental management system, including related processes; • information created in order for the organisation to operate (can be referred to as documentation); • evidence of results achieved (can be referred to as records).	ISO14001/RC14001
Downstream users	Any natural or legal person established within the Community, other than the manufacturer or the importer, who uses a substance, either on its own or in a preparation, in the course of his industrial or professional activities. A distributor or a consumer is not a downstream user.	Article 3(13) of REACH
Ecodesign	Integration of environmental aspects into product design and development, with the aim of reducing adverse environmental impacts throughout a product's life cycle.	ISO14006
Ecosystem services	The benefits people receive from ecosystems. Ecosystem services can be divided into four broad areas: provisioning services (e.g. freshwater, timber), regulating services (e.g. climate regulation, pollination), cultural services (e.g. recreation, spiritual values) and supporting services (e.g. nutrient cycling, soil formation).	Cefic - Biodiversity and Ecosystem services What are they all about?
Effectiveness	Extent to which planned activities are realised and planned results achieved.	ISO14001/RC14001
EMAS IV (2017)	EMAS Regulation refers to Regulation (EC) No 1221/2009 of the European Parliament and of the Council of 25 November 2009 on the voluntary participation by an organisation in a Community eco-management and audit scheme (EMAS), repealing Regulation (EC) 761/2001 and Commission Decisions 2001/681/EC and 2006/193/EC, and known as EMAS III (Official Journal of the European Communities L 342 of 22 December 2009). Annexes I, II and III of the EMAS Regulation were amended by Commission Regulation (EU) 2017/1505, which came into force on 18 September 2017.	*http://ec.europa.eu/ environment/emas/emas_ publications/policy_en.htm*
Employee	Individual in a relationship recognised as an "employment relationship" in national law or practice	ISO26000
Energy baseline (EnB)	Quantitative reference(s) providing a basis for comparison of energy performance. Note 1 to entry: An energy baseline is based on data from a specified period of time and/or conditions, as defined by the organisation.	ISO50001
Energy efficiency	Ratio or other quantitative relationship between an output of performance, service, goods, commodities, or energy, and an input of energy. Example: Conversion efficiency; energy required/energy consumed. Note 1 to entry: Both input and output should be clearly specified in terms of quantity and quality and be measurable.	ISO50001
Energy performance indicator value (EnPI)	Quantification of the EnPI at a point in or over a specified period of time.	ISO50001
Energy use	Application of energy. Example: Ventilation; lighting; heating; cooling; transportation; data storage; production process.	ISO50001

TERM	DEFINITION	BASED ON
Environment	Natural surroundings in which an organisation operates, including air, water, land, natural resources, flora, fauna, humans and their interrelationships. Note 1 to entry: Surroundings can extend from within an organisation to the local, regional and global system. Note 2 to entry: Surroundings can be described in terms of biodiversity, ecosystems, climate or other characteristics.	ISO14001/RC14001
Environmental aspect	Element of an organisation's activities or products or services that interacts or can interact with the environment. Note 1 to entry: An environmental aspect can cause (an) environmental impact(s). A significant environmental aspect is one that has or can have one or more significant environmental impact(s). Note 2 to entry: Significant environmental aspects are determined by the organisation applying one or more criteria.	ISO14001/RC14001
Environmental condition	State or characteristic of the environment as determined at a certain point in time.	ISO14001/RC14001
Environmental performance criteria	Environmental objective, target, or other intended level of environmental performance set by the management of the organisation and used for the purpose of environmental performance evaluation.	ISO14050
Environmental impact	Change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's environmental aspects.	ISO14001/RC14001
Environmental management system	Part of the management system used to manage environmental aspects, fulfil compliance obligations, and address risks and opportunities.	ISO14001/RC14001
Environmental objective	Objective set by the organisation consistent with its environmental policy.	ISO14001/RC14001
Environmental performance	Performance related to the management of environmental aspects. Note 1 to entry: For an environmental management system, results can be measured against the organisation's environmental policy, environmental objectives or other criteria, using indicators.	ISO14001/RC14001
Ethical behaviour	Behaviour that is in accordance with accepted principles of right or good conduct in the context of a particular situation and is consistent with international norms of behaviour. International norms of behaviour are the expectations of socially responsible organisational behaviour derived from customary international law, generally accepted principles of international law, or intergovernmental agreements (including treaties and conventions) that are universally or nearly universally recognised.	ISO26000
GHG scope 1, 2 & 3 emissions	The GHG Protocol Corporate Standard classifies a company's GHG emissions into three 'scopes'. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.	GHG protocol
GHS	The Globally Harmonised System of Classification and Labelling of Chemicals is an internationally agreedupon standard managed by the United Nations for classifying and labelling chemicals which can be regarded as the basis for a sound chemical management.	GHS
Hazard	An actual or potential situation that poses a threat to life, health, property, the environment or the workplace or a combination of these.	ISO14001/RC14001

TERM	DEFINITION	BASED ON
Incident	Occurrence arising out of, or in the course of, work that could or does result in injury and ill health. Note 1 to entry: An incident where injury and ill health occurs is sometimes referred to as an "accident". Note 2 to entry: An incident where no injury and ill health occurs but has the potential to do so may be referred to as a "near-miss", "near-hit" or "close call". Note 3 to entry: Although there can be one or more nonconformities related to an incident, an incident can also occur where there is no nonconformity.	ISO45001
Indicator	Measurable representation of the condition or status of operations, management or conditions.	RC14001
ISO 9001:2015 Quality management	ISO 9001:2015 sets out the criteria for a quality management system. This standard is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. Using ISO 9001:2015 helps ensure that customers get consistent, good quality products and services, which in turn brings many business benefits.	www.iso.org
ISO14001:2015: Environmental management systems -- Requirements with guidance for use	ISO 14001:2015 specifies the requirements for an environmental management system that an organisation can use to enhance its environmental performance. ISO 14001:2015 is intended for use by an organisation seeking to manage its environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability. ISO 14001:2015 helps an organisation achieve the intended outcomes of its environmental management system, which provide value for the environment, the organisation itself and interested parties. Consistent with the organisation's environmental policy, the intended outcomes of an environmental management system include: • enhancement of environmental performance; • fulfilment of compliance obligations; • achievement of environmental objectives. ISO 14001:2015 is applicable to any organisation, regardless of size, type and nature, and applies to the environmental aspects of its activities, products and services that the organisation determines it can either control or influence considering a life cycle perspective.	www.iso.org

TERM	DEFINITION	BASED ON
ISO45001:2018: Occupational health and safety management systems -- Requirements with guidance for use	ISO 45001:2018 specifies requirements for an occupational health and safety (OH&S) management system, and gives guidance for its use, to enable organisations to provide safe and healthy workplaces by preventing work-related injury and ill health, as well as by proactively improving their OH&S performance. ISO 45001:2018 is applicable to any organisation that wishes to establish, implement and maintain an OH&S management system to improve occupational health and safety, eliminate hazards and minimise OH&S risks (including system deficiencies), take advantage of OH&S opportunities, and address OH&S management system nonconformities associated with its activities. ISO 45001:2018 helps an organisation to achieve the intended outcomes of its OH&S management system. Consistent with the organisation's OH&S policy, the intended outcomes of an OH&S management system include: a) continual improvement of OH&S performance; b) fulfilment of legal requirements and other requirements; c) achievement of OH&S objectives. This standard replaces the previous OHSAS 18001 (transition possible till 2021).	*www.iso.org*
ISO50001:2018: Energy management systems -- Requirements with guidance for use	This standard specifies requirements for establishing, implementing, maintaining and improving an energy management system (EnMS). The intended outcome is to enable an organisation to follow a systematic approach in achieving continual improvement of energy performance and the EnMS.	*www.iso.org*
ISO26000:2010: Guidance on social responsibility	ISO 26000 provides guidance on how businesses and organisations can operate in a socially responsible way. This means acting in an ethical and transparent way that contributes to the health and welfare of society. This standard provides guidance but no requirements as it is not certifiable.	*www.iso.org*
Lagging indicators	Lagging indicators measure a company's incidents in the form of past accident statistics. Lagging indicators are the traditional safety metrics used to indicate progress towards compliance with safety rules. These are the bottom-line numbers that evaluate the overall effectiveness of safety at your facility.	Ergonomics Plus (ergo-plus.com)
Leading indicators	A leading indicator is a measure preceding or indicating a future event used to drive and measure activities carried out to prevent and control injury. Leading indicators are focused on future safety performance and continuous improvement. These measures are proactive in nature and report what employees are doing on a regular basis to prevent injuries.	Ergonomics Plus (ergo-plus.com)
Life cycle	Consecutive and interlinked stages of a product (or service) system, from raw material acquisition or generation from natural resources to final disposal. Note 1 to entry: The life cycle stages include acquisition of raw materials, design, production, transportation/delivery, use, end-of-life treatment and final disposal.	ISO14001/RC14001
Logistics providers	A category of companies which may include, but is not limited to, providers of transportation services other services related to the movement of products and/or supplies.	RC14001
Management of Change (MoC)	Procedure used when making a change to the process equipment or operating procedures to detail changes made and to document steps taken to inform and train operating personnel and relevant stakeholders on process changes.	ISO27914

TERM	DEFINITION	BASED ON
Management system	Set of interrelated or interacting elements of an organisation to establish policies and objectives and processes to achieve those objectives. Note 1 to entry: A management system can address a single discipline or several disciplines (e.g. quality, environment, occupational health and safety, energy, financial management). Note 2 to entry: The system elements include the organisation's structure, roles and responsibilities, planning and operation, performance evaluation and improvement. Note 3 to entry: The scope of a management system can include the whole of the organisation, specific and identified functions of the organisation, specific and identified sections of the organisation, or one or more functions across a group of organisations.	ISO14001/RC14001
Materiality	Materiality assessment is a principle to help define and determine the business, social and environmental topics that matter most to a business and its stakeholders. A material topic is a topic that reflects a reporting organisation's significant economic, environmental and social impacts; or that substantively influences the assessments and decisions of stakeholders	GRI Standards 2018
Measurement	Process to determine a value.	ISO14001/RC14001
Monitoring	Determining the status of a system, a process or an activity. Note 1 to entry: To determine the status, there might be a need to check, supervise or critically observe.	ISO14001/RC14001
Nonconformity	Non-fulfilment of a requirement. Any deviation from planned activities within the management system requirements that an organisation establishes for itself. For example, if the plant's incident tracking system requires health and safety incidents to be recorded in a database within 48 hours of the occurrence, any incident that was not recorded or recorded after 48 hours would be considered a Nonconformance.	ISO14001/RC14001/ RCMS
Objective	Result to be achieved. Note 1 to entry: An objective can be strategic, tactical, or operational. Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product, service and process). Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as an environmental objective, or by the use of other words with similar meaning (e.g. aim, goal, or target).	ISO14001/RC14001
Occupational health and safety management system (OH&S MS)	Management system or part of a management system used to achieve the OH&S policy. Note 1 to entry: The intended outcomes of the OH&S management system are to prevent injury and ill health to workers and to provide safe and healthy workplaces.	ISO45001
Organisation	Entity or group of people with an arrangement of responsibilities, authorities and relationships to achieve its objectives. Note 1 to entry: The concept of organisation includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.	ISO14001/RC14001/ ISO26000

TERM	DEFINITION	BASED ON
Performance	Measurable result. Note 1 to entry: Performance can relate either to quantitative or qualitative findings. Note 2 to entry: Performance can relate to the management of activities, processes, products (including services), systems or organisations.	ISO14001/RC14001
Performance indicator	Measure or unit of performance, as defined by the organisation.	ISO50001
Policy	Intentions and direction of an organisation related to (environmental) performance, as formally expressed by its top management.	ISO14001/RC14001
Portfolio Sustainability Assessment	A methodology for companies or whole sectors in developing high quality approaches to assess the sustainability of their activities, or segments of them.	WBCSD
Prevention of pollution	Use of processes, practices, techniques, materials, products, services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts. Note 1 to entry: Prevention of pollution can include source reduction or elimination; process, product or service changes; efficient use of resources; material and energy substitution; reuse; recovery; recycling, reclamation; or treatment.	ISO14001/RC14001
Procedure	Specified way to carry out an activity or a process. Note 1 to entry: Procedures may be documented or not.	ISO45001
Process	Set of interrelated or interacting activities which transforms inputs into outputs. Note 1 to entry: A process can be documented or not. Note 2 to entry: A process related to an organisation's activities can be: • physical (e.g. energy-using processes, such as combustion), or • business or service (e.g. order fulfilment).	ISO14001/RC14001/ ISO50001
Process safety	Process Safety is a disciplined framework for managing the integrity of operating systems and processes handling hazardous substances by applying good design principles, engineering, and operating practices. It deals with the prevention and control of incidents that have the potential to release hazardous materials or energy. Such incidents can cause toxic effects, fire, or explosion and could ultimately result in serious injuries, property damage, lost production, and environmental impact.	*www.aiche.org*
Product Safety	Product safety management requires an understanding of intended product uses, a science-based assessment of potential risks from products, and consideration of the opportunities to manage product safety along the value chain. A key component of managing product safety by parties in the value chain is exchanging information regarding product hazards, intended uses, handling practices, exposures and risks.	RC14001
Product Stewardship	Product stewardship directs participants involved in the life cycle of a product to take shared responsibility for understanding, managing and communicating the impacts on human health and the environment that result from the development, production, use, distribution and end-of-life management of the product. This helps companies and their partners to promote safe and environmentally sustainable use of products.	RCMS

TERM	DEFINITION	BASED ON
Product stewardship information	Information elements that may be made publicly available include, but are not limited to: • Chemical identity (or category description) • Uses - applications, functions • Physical/chemical properties • Health effects • Environmental effects • Exposure - exposure potential • Risk management - recommended measures Other elements that might strengthen a company's stewardship message, may also be included.	RC14001
Recycling	Recycling means any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes. It includes the reprocessing of organic material but does not include energy recovery and the reprocessing into materials that are to be used as fuels or for backfilling operations	Waste Framework Directive
Renewable raw materials	Renewable raw materials are raw materials not originating from a fossil or finite mineral source. They can be generated endlessly based on natural processes or renewable energy.	Management for a Small Planet'' by Jean Garner Stead and W. Edward Stead, M.E. Sharpe 2009
Requirement	Need or expectation that is stated, generally implied or obligatory. Note 1 to entry: ''Generally implied'' means that it is customary or common practice for the organisation and interested parties that the need or expectation under consideration is implied. Note 2 to entry: A specified requirement is one that is stated, for example in documented information. Note 3 to entry: Requirements other than legal requirements become obligatory when the organisation decides to comply with them.	ISO14001/RC14001
Responsible Care	An international environment, health and safety (in some cases also includes security) performance improvement initiative of the chemical industry. Responsible Care is based on the concepts of continual improvement and openness in responding to the concerns of stakeholders about the industry's operations and products.	RC14001
RC14001 (2015 edition)	It is a technical specification which combines elements of the American Chemistry Council's (ACC) Responsible Care® initiative with those of the ISO Environmental Management Systems Standard, ISO 14001:2015. Formally adopted by the Responsible Care Programmes in USA and Canada and individual companies (some ACC members, some independent of ACC) have elected to seek certification against it in other parts of the world (e.g. Europe, Brazil, China, India, Australia and Middle East).	ACC website
RCMS:2013	Responsible Care Management System (RCMS) is a Technical Specification from ACC. In USA and Canada Responsible Care companies can choose either to certificate to RC14001 or to RCMS.	ACC website
Re-use	're-use' means any operation by which products or components that are not waste are used again for the same purpose for which they were conceived	Waste Framework Directive

TERM	DEFINITION	BASED ON
Risk	Effect of uncertainty. Note 1 to entry: An effect is a deviation from the expected — positive or negative. Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood. Note 3 to entry: Risk is often characterised by reference to potential "events" (as defined in ISO Guide 73:2009, 3.5.1.3) and "consequences" (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these. Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated "likelihood" (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.	RC14001
Risk assessment	Overall process comprising a risk analysis and a risk evaluation.	ISO14971
Risks and opportunities	Potential adverse effects (threats) and potential beneficial effects (opportunities).	ISO14001/RC14001
Root cause analysis (RCA)	Process of identifying all root causes that have or may have resulted in an undesirable condition, situation, nonconformity or failure.	ISO18238
Secondary raw materials	Secondary raw materials are end-of-waste materials that have left the waste status and are ready for introduction into a new lifecycle as a raw material.	http://www.europarl.europa.eu/legislative-train/theme-new-boost-for-jobs-growth-and-investment/file-strategy-for-secondary-raw-materials
Significant energy use (SEU)	Energy use accounting for substantial energy consumption and/or offering considerable potential for energy performance improvement. Note 1 to entry: Significance criteria are determined by the organisation. Note 2 to entry: SEUs can be facilities, systems, processes, or equipment.	ISO50001
Social Responsibility	Responsibility of an organisation for the impacts of its decisions and activities (incl. products, services and processes) on society and the environment, through transparent and ethical behaviour that: • Contributes to sustainable development, including health and the welfare of society; • Takes into account the expectations of stakeholders; • Is in compliance with applicable law and consistent with international norms of behaviour; and • Is integrated throughout the organisation and practised in its relationships.	ISO26000
Stakeholders or interested parties	Person or group that can affect, be affected by, or perceive itself to be affected by a decision or activity of an organisation. Stakeholders can be governments, customers, communities, suppliers, non-governmental organisations, investors, neighbours, employees, and anyone else with a personal stake in the organisation's operations. Note 1 to entry: To "perceive itself to be affected" means the perception has been made known to the organisation.	ISO14001/RC14001/ISO26000/RCMS
Stop Work Authority	Stop Work Authority is a programme that provides all operator and contractor/service personnel, directly or indirectly involved with the operation, with the responsibility and authority to cease work until a review of the activity can be concluded, and it has been found safe to resume such activity.	API Bulletin 97, Well Construction Interface Document Guidelines, First Edition, December 2013

TERM	DEFINITION	BASED ON
Suppliers	Most typically defined as providers of raw materials needed for the company's production operations. This can also be defined as providers of maintenance chemicals, equipment, and, in some cases, services. For this reason, some companies define contractors as a sub-category of suppliers.	RC14001
Supply chain	Sequence of activities or parties that provides products or services to the organisation.	ISO26000
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.	ISO26000
Sustainable development goals (SDGs)	The Sustainable Development Goals are a collection of 17 global goals set by the United Nations General Assembly in 2015. The SDGs cover social and economic development issues including poverty, hunger, health, education, global warming, gender equality, water, sanitation, energy, urbanisation, environment and social justice. More information can be found here: https://sustainabledevelopment.un.org/?menu=1300	UN
Third-Party Providers	Any company associated with an organisation's activities that does not clearly fall into the categories previously identified in the clause. These may include warehouses, terminals, agents, waste disposal contractors, etc.	RC14001
Top management or senior management	Person or group of people who directs and controls an organisation at the highest level. Note 1 to entry: Top management has the power to delegate authority and provide resources within the organisation. Note 2 to entry: If the scope of the management system covers only part of an organisation, then top management refers to those who direct and control that part of the organisation.	ISO14001/RC14001
Transparency	Openness about decisions and activities that affect society, the economy and the environment, and willingness to communicate these in a clear, accurate, timely, honest and complete manner.	ISO26000
Value Chain	The chemistry value chain includes the entire sequence of activities that are required to bring a chemistry-related output from its conception to its end use (e.g. design, procurement, production, and distribution). Value chain activities can be contained within a single organisation or divided among different organisations and can be contained within a single geographical location or spread over wider areas.	RC14001
Workplace	Place under the control of the organisation where a person needs to be or to go for work purposes.	ISO45001

5. METHODOLOGY

After three decades of implementation, a need was identified to rejuvenate Responsible Care. The establishment of internationally recognised ISO standards covering Responsible Care topics, together with the shifted interest of companies and society towards Corporate Social Responsibility and sustainable development strategies, has jeopardised the relevance of Responsible Care. Furthermore, diversity based on management of RC on a national level has led to a lack of harmonisation across Europe and with the rest of the world. In 2017 the Board of Cefic endorsed the "Responsible Care Rejuvenation Project" to pave the way for a global harmonisation of Responsible Care elements in a framework of international approved norms, to enhance industry's reputation and trust, to reposition the Responsible Care brand on societal challenges raised by the industry stakeholders and to include more Small and Medium Enterprises (SMEs).

6. PRACTICAL GUIDANCE ON THE USE OF THE SELF-ASSESSMENT TOOL

The **self-assessment tool** presented in this manual aims to attract more chemical companies in the **Responsible Care** initative.

The **first client** of the outcome of the tool is the **organisation itself.** It has full responsibility to fill in the tool and answer the questions as conscientiously and meticulously as possible, because the quality of the outcome will largely depend upon the quality of the input. Because it is an exercise performed by a "learning organisation" aiming to gain insights, the tool is ideally fit for a system of self-assessment. Third parties may also want to use the outcome of the tool to appreciate or benchmark the performance of the organisation, and may request verification, but the system is based on trust. The interests of the first client (the organisation) and all secondary clients are equal and based on the need to have an outcome as reliable as possible.

6.1. WHAT IS THE CONCEPT OF THE TOOL?

A series of questions covering the six elements described in the Responsible Care Global Charter *(see page 5),* were developed and integrated in the self-assessment tool:

Chapter 1: A Corporate Leadership Culture

Chapter 2: Safeguarding People and the Environment

Chapter 3: Strengthening Chemicals Management Systems

Chapter 4: Influencing Business Partners

Chapter 5: Engaging Stakeholders

Chapter 6: Contributing to Sustainability

The Responsible Care Manager of a site or the managers of the key processes are invited to fill in the self-assessment tool by responding to all these multiple-choice questions. Specific managers may be appointed to fill in specific parts of the tool:

- Health & Safety: Chapter 2 - Safeguarding people
- Product Stewardship: Chapter 3 - Strengthening chemicals management systems
- Environment: Chapter 2 - Safeguarding the environment
- Sustainability: Chapter 6 - Contribute to sustainability
- Energy: Chapter 6 - Contribute to sustainability
- Procurement: Chapter 4 - Influencing business partners

The self-assessment exercise sketches a complete picture of the maturity status of the organisation towards all six topics. It is a starting point for the organisations to define on which topics they would like to assign priorities. Based on the outcome of the self-assessment exercise, the organisation can decide on which topics it wants to improve. The self-assessment tool does not dictate what an organisation should do, but it provides an overview of the management maturity.

The implementation tips support companies in developing an improvement plan on their selected priorities. We advise to make use of the self-assessment tool at least on a yearly basis to drive continuous improvement and to visualise progress.

Page 43 and onwards will provide you with some technical, step-by-step guidance.

6.2.   SCORE AND BENCHMARK: WHAT IS CALCULATED?

The tool provides a score, overall and per Responsible Care principle. The philosophy behind the scoring is to provide a single figure position that gives each organisation a chance to evaluate where they stand and improve where they feel the need. The scoring makes it possible to track progress through time and to identify on which topics management processes could be improved and where they are already performing well.
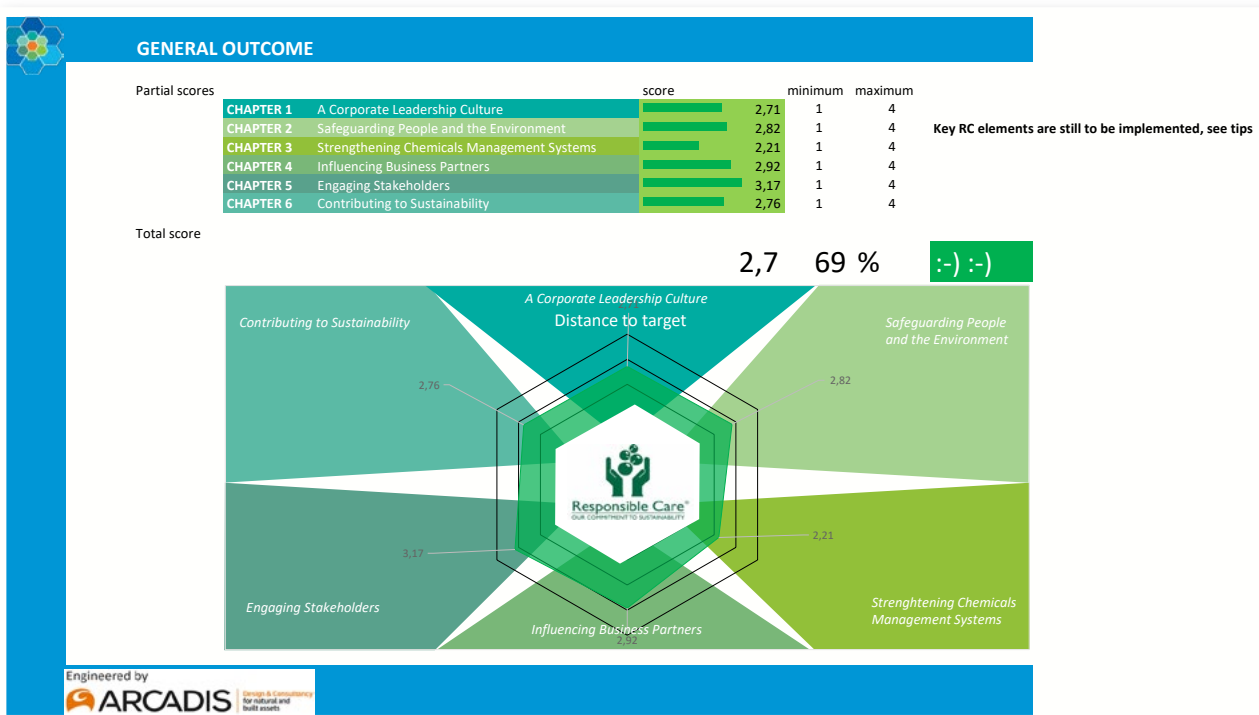
Scores are confidential to every organisation. However, because the methodology is harmonised for all using the same tool, scores can be shared with peers or can be published for benchmarking purposes. But this is fully up to the reporting organisations that hold complete possession of their data.

The score per chapter is calculated based on the individual scores assigned to your answers. The total score is calculated using a weighted score of the six Global Responsible Care elements or chapters. The weights have been decided through consultation and co-creation with the industry participants in the tool creation process and can be consulted on the tab 'start and pre-fill page'. You will find more information on the weighing factors in our Q&A section.

FILL IN QUESTIONNAIRE	Weights of the chapters
1 A Corporate Leadership Culture	18,7 %
2 Safeguarding People and the Environment	23,2 %
3 Strengthening Chemicals Management Systems	16,1 %
4 Influencing Business Partners	12,3 %
5 Engaging Stakeholders	12,3 %
6 Contributing to Sustainability	17,4 %

The success of the Responsible Care management framework and the quality of the outcome of the self-assessment tool rely on the honesty of the respondents using it.

6.3.   TECHNICAL STEP-BY-STEP GUIDANCE

The Responsible Care self-assessment tool consists of an Excel file, divided into tabs as follows:
1.   Front page
2.   Start and pre-fill
3.   Glossary
4.   Identification
5.   Six sets of questions, one for each Responsible Care chapter
6.   General outcome page scoring your Responsible Care performance
7.   Tips and best practices
8.   Two tabs with specific reports on reaching external standards and on reaching Sustainable Development Goals (SDGs)
9.   Action plan
10.   Two technical pages

The following pages will guide you through the different sections.

When you are ready to begin with the self-assessment, you can open the tool while allowing macros, as they are necessary for the pre-fill buttons.

1. FRONT PAGE

Start from the first tab. Take some time to read the introduction and to familiarise yourself with the four different maturity levels. (i.e. different levels of implementation of Responsible Care) your company can reach when answering a question.

A good understanding of the context of the development of this tool will help to assimilate the questions from the self-assessment tool.

2. START AND PRE-FILL

For those users who are certified according to some of the international standards (ISO9001, ISO14001, ISO45001, ISO50001, EMAS, RC 14001 & RCMS as known on the American continent), a "handy button" function on the start page of the tool can pre-fill a fair number of questions. Answers matching with the requirements of those standards are automatically pre-filled, but the user can always overwrite the pre-filled answer manually. The pre-filled answer reflects what is at least required by that standard, but perhaps your organisation does even better than that. Therefore, we strongly recommend that you review the pre-filled answers to see whether the assigned score can be adjusted to your actual situation. These pre-fill buttons are a handy time saver.

The pre-fill buttons never overwrite what has already been filled in in the chapter tabs. Therefore, start with empty tabs e.g. by pressing the clear tab first. To benefit the most from the pre-fill buttons, and not overwrite better performances under one standard by lesser performances under another: start with the EMAS button, next the RCMS button, next ISO 45001, next the other buttons.

3. GLOSSARY

The abbreviations used within the tool (in the questions, answers and/or tips) as well as the definitions of the technical terms are included in this tab. The source of the definition is indicated in the last column.

4. IDENTIFICATION PAGE

This is an optional page where you can indicate your company details and year of completion for recording and comparison purposes. In fact, the self-assessment tool can be used for one or multiple sites assessments *(see Q&A section)* and can be used on a yearly basis to track progress.

5. QUESTIONS PER CHAPTER

For each question, four possible answers are displayed, with increasing levels of maturity. You will have to select for each question the most relevant answer for your company.

If you pre-select certain standards on the tab "start and pre-fill page", answers corresponding to the highest level of compliance with one or more of these standards will be ticked by default.

You can always choose another answer if of greater relevance for your organisation and situation:

But you should not leave a question with no answer:

Or with more than one answer:
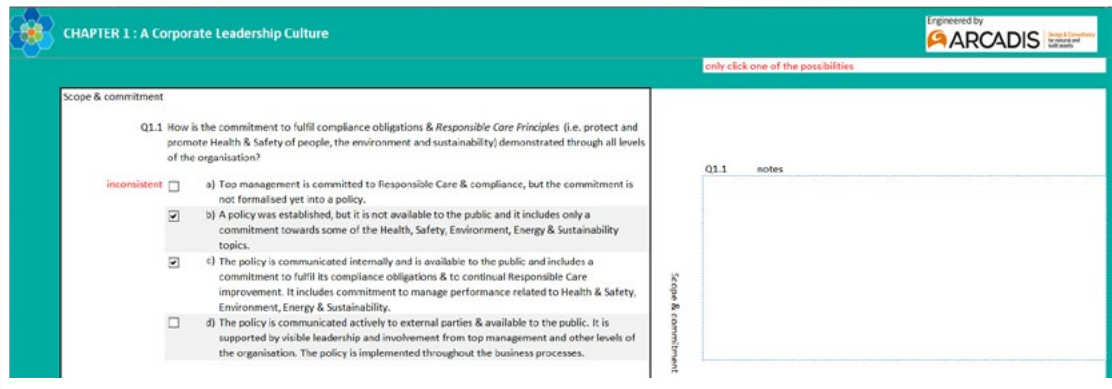
Note: If you miss a question, or one question is indicated as inconsistent, the final score for the corresponding chapter will not be calculated, and an error message will appear instead of the score. Make sure all questions are filled in before starting with a new chapter: if an error message appears, it will not indicate the missing/failing question, and you will have to find it manually. But in the sets of questions you will easily find the missing or inconsistent answer, as it is flagged with a red text "incomplete" or "inconsistent".

6. GENERAL OUTCOME
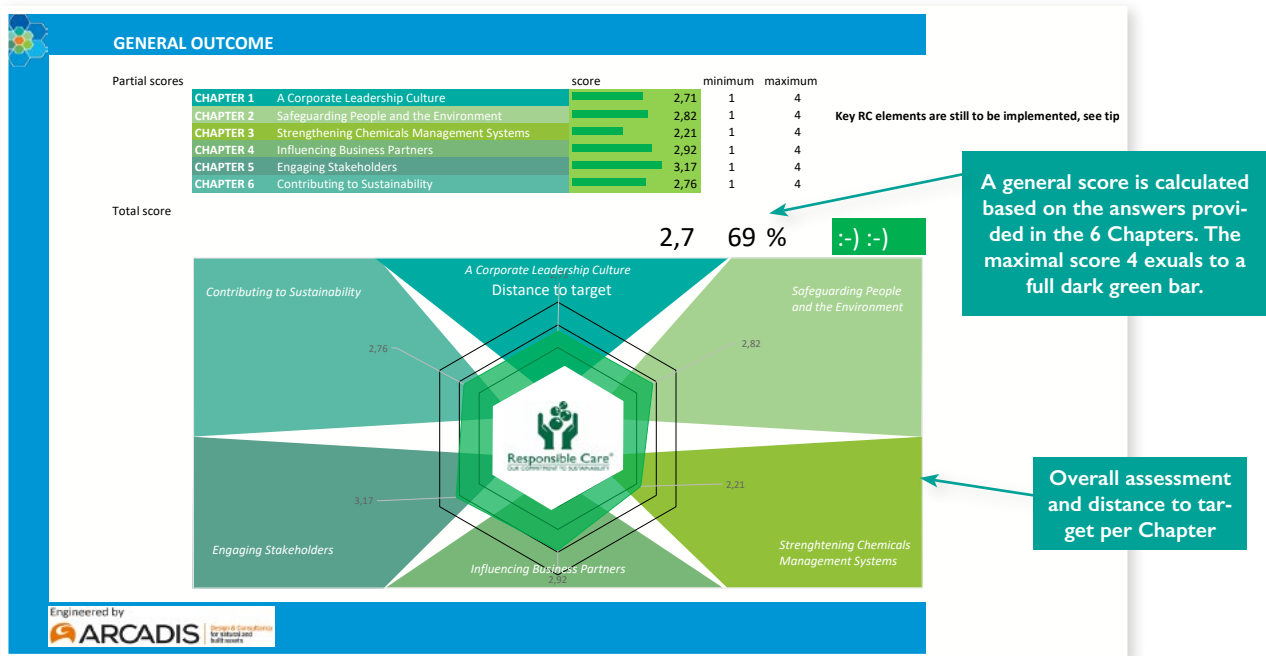
This tab will indicate your score per chapter on a scale from 1 to 4. The total score is calculated as the weighed mean of all scores obtained per chapter using multi criteria analysis and gives an overall appreciation.

The figure offers a visual highlight of the chapters your organisation performs in and the ways of improvement.

If an error message appears instead of one of the scores per subchapter, it means that at least one question is flagged as **incomplete** or **inconsistent**. You will need to go back to this specific chapter to answer the corresponding question.

To easily find the incomplete answers, proceed as follows:
- CTRL + F
- Find: "incomplete"
- Within "Workbook"
- Look in: "Values"

7. IMPLEMENTATION TIPS

Once your total score is calculated, the tool suggests some ideas to improve your score. Based on your answers, some practical implementation tips are provided to reach a higher level of maturity (procedures to implement, communication to stakeholders and commitment).

For each question, the score you obtained and the implementation tip provided to help you reach the next level of maturity for this question are indicated. On the left part of this tab, the answer you ticked is shown, as well as the international standards linked to the next level of maturity of this question.

Some levels have been identified as key for the implementation of the Responsible Care programme. These levels need to be reached to be associated with a minimum level of commitment to Responsible Care. When this is not the case, this will be indicated in red as "**major issue**". This provides you with some high-level indication of the level of priority for the questions to focus on. The levels are systematically set at level 1, unless level 1 does not include any action, then level 2 is indicated as the threshold.

By ticking the box next to a question, you will select the tips you wish to see in a summarised list of points for improvement. These will appear in the tab "Action plan" *(see paragraph 10)*.

8. SPECIFIC REPORTS

This tab lists all the questions linked to a specific standard through the six chapters. If your answer to a question reaches a score that is equivalent to or higher than the compliance level with one or more requirement(s) from this standard, this question will be indicated as "compliant". If your score is lower, "increase score" will appear for this question. By using the implementation tip related to this question, you can work to improve your score for this question and reach a level of maturity equivalent to compliance with the standard. Only the relevant questions for a standard are reported in this tab.

 Note: If all the questions related to a particular standard are marked as "compliant", this does not mean that your company is compliant with this standard. The questions cover many points of the standards, but not all. Therefore, it provides an **indication** of your situation in terms of implementation but does not guarantee your compliance or that all the requirements are met.

9. SDG REPORT

The tab "SDG report" lists the questions linked to one or more of the 17 **Sustainable Development Goals**. The table offers a visual overview of your contributions to these goals, as reflected by your answers.

This separate tab helps you to identify relevant SDGs you already contribute to, or an SDG you can further focus on by implementing identified actions. A green box with a smiley indicates that SDG compliance is reached. A yellow box indicates to which level you might consider increasing your score to reach SDG compliance. If data is lacking the message 'please complete' will appear.

10. ACTION PLAN

All the implementation tips ticked in the tab "Tips" will be listed in this tab.

Important: Click on "renew" to update this page with the latest implementation tips you ticked to see them appear in this tab.

You have the possibility to add some information related to a particular tip in order to efficiently implement actions for improvement.

11. TECHNICAL PAGE

12. TECHNICAL SDG

These tabs should not be modified as they are crucial for the good functioning of the tool.

6.4.   Q&A

1. SHOULD THE SELF-ASSESSMENT BE CONDUCTED AT SITE OR AT COMPANY LEVEL?

This tool aims at helping companies to improve at site level. It is then up to the organisation to decide how to conduct the self-assessment to reach this goal. Some organisations may choose to fill in at site level. By doing so, multiple-site companies can also use the self-assessment as a tool to compare sites. In sharing this information within an organisation, the framework can serve as a catalyst to start sharing knowledge and learning from each other's practices. Other organisations may choose to do an analysis at company level, especially when management approaches are deeply harmonised between sites.

2. HOW WERE THE WEIGHING FACTORS DEFINED?

The contributions of the various chapters to the overall scoring are as follows:
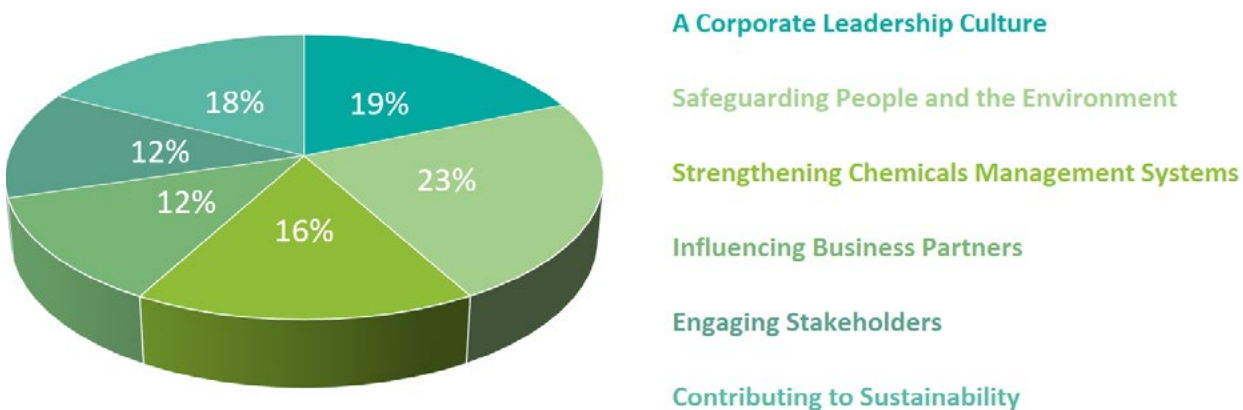
Chapter 2 on "safeguarding people and the environment", the chapter with the largest set of questions, is also the chapter with the highest weight for the final score calculation. "Corporate leadership culture" and "contribution to sustainability" are also relatively important, although the differences in weight between the six chapters are rather low.

In the self-assessment tool, all the subchapters and all the questions within one chapter are of equal weight.

3. WHAT LEVEL OF MATURITY IS ASSIGNED TO A QUESTION, WHERE FOR THE INTERNATIONAL STANDARDS I CHOSE TO PRE-FILL, DIFFERENT LEVELS OF MATURITY ARE ASSIGNED FOR THIS QUESTION?

The pre-fill buttons never overwrite what has already been filled in in the chapter tabs. Therefore, start with empty tabs e.g. by pressing the clear tab first. To benefit the most from the pre-fill buttons, and not overwrite better performances under one standard by lesser performances under another; start with the EMAS button, next the RCMS button, next ISO 45001, next the other buttons.

4. WHAT IS THE DIFFERENCE BETWEEN OHSAS 18001 VS ISO 45001?

Since its first publication in 1999, OHSAS 18001 has been a recognised occupational health and safety management system (OH & SMS) standard against which management systems can be assessed and certified. 19 years later, a new ISO standard has been released to replace OHSAS 18001; this standard is ISO 45001. ISO 45001 is an OH SMS standard developed by an ISO Project Committee, which was published on March 12th 2018.

5. WHAT IF A QUESTION IS NOT APPLICABLE TO MY COMPANY?

There is no specific answer you can pick to indicate that a question is not relevant or not applicable. We advise you to select Level 2 and to indicate in the box for notes next to the question the reason why it is not applicable.

6. HOW MANY QUESTIONS ARE TO BE FILLED IN MANUALLY IF I CHOSE TO AUTOMATICALLY FILL IN THE FOLLOWING INTERNATIONAL STANDARDS?

The self-assessment tool is made up of 101 questions in total. If you chose to automatically fill in the following international standards you will have fewer questions to fill in manually. Please see below the exact number of questions left to fill in manually, depending on the standard:

- ISO9001: 79 questions to be filled in manually.
- ISO14001: 70 questions
- ISO45001: 74 questions
- ISO50001: 81 questions
- ISO 9001 + ISO 14001: 63 questions
- ISO 9001+ISO 45001: 66 questions
- ISO 9001+ISO 14001+ISO 45001: 54 questions
- ISO 9001+ISO 14001+ISO 45001 + ISO 50001: 53 questions
- EMAS: 67 questions
- RC14001: 55 questions
- RCMS: 63 questions
- Further the ISO26000 principles are present within 26 questions and the SDGs are linked with 43 questions.

7. WHAT SCORE DOES MY COMPANY GET WHEN WE HAVE RC14001/ EMAS / ISO14001 OR ANY OTHER OF THE STANDARDS?

For an organisation certified for one of the linked standards, the number of questions is reduced, but a Responsible Care score cannot be obtained solely by clicking the pre-fill button. Addressing the requirements from the management systems will on average lead to a level 3 score. The overall score of a company with certification for a certain standard will vary on its implementation level of the other questions which are not pre-filled. This simplified scoring is not available, as the Responsible Care management framework represents the integration of all those topics into one framework. Therefore, a company should assess its implementation maturity for all the topics, not only those related to one specific standard, to get a complete view and score.

8. HOW TO USE THE MACROS WHEN YOU OPEN THE EXCEL FILE?

Macros can be enabled by saving and opening the file as an xlsm file, and by allowing macros on the local computer.

9. WHAT ANSWER SHOULD BE SELECTED IF A COMPANY IMPLEMENTS MEASURES BELONGING TO DIFFERENT ANSWERS (MATURITY LEVELS)?

The maturity level that should be selected is the one with full completion of the measures. Your company might implement a few measures of a higher level, but not all. As long as you haven't completed all the suggested implementation measures, the higher level shouldn't be selected. With this approach, you will be able to demonstrate improvement from one year to another and use the action plan to ensure the next level can be reached in the future.

10. HOW LONG DOES IT TAKE TO FILL IN THE QUESTIONNAIRE ON AVERAGE?

Filling in the questionnaire takes between 2 and 5 hours, with an average of 3,5 hours (average over 60 testers). Using the pre-filled buttons will also save you some time (see Q&A 6). The time spent depends on the notes you want to make to facilitate filling in next year. Also, if you make use of the action plan functionality, using the tool might take you longer, but it will serve you more, as it will help you for definition and follow-up of actions and tracking improvement.

7. ACKNOWLEDGEMENT

Chemistry
can

European Chemical Industry Council - Cefic aisbl
www.cefic.org
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