



ASSOCIATION OF EUROPEAN BUSINESSES IN THE RUSSIAN FEDERATION

**The Voice of European Business
in Russia**



Managing risks in Russia: latest trends in environmental safety and security

December 9, 2008, Marriott Royal Aurora, Moscow

Protection of intellectual property in times of increased competition – information security is more than just IT.



William HOPKIRK

Consultant, Control Risks

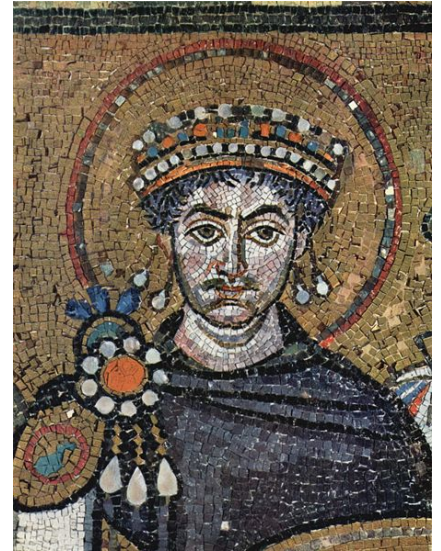
Q. Is commercial espionage really a problem in today's world?

- **Who** are the biggest 'players'?
- **Who** and **what** are they targeting?
- **What** are their motives?
- What is their 'Modus Operandi' – **how** is the information lost/gained?
- What can be done to **protect** yourselves?

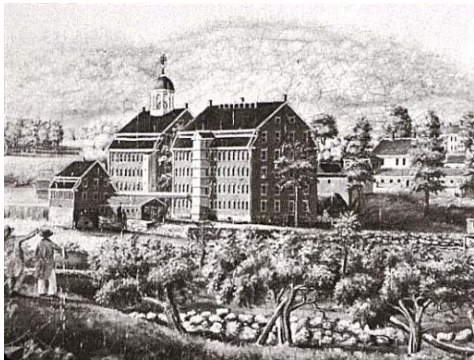


Commercial espionage ... it's nothing new.

6th Century AD - Justinian I sends Monks to China to obtain the secrets of the silk trade.



Justinian I



*Textile Mill
Boston, Massachusetts*



Francis Cabot Lowell

1811, American Francis Cabot Lowell travels to England to steal plans for *Cartwright power loom*.

Prominent examples of the 20th century ...



Soviet Tupolev-144



Aerospatiale BAC - Concorde



Spot the difference??



US 'Shuttle' (1981)



Soviet 'Buran' (1988)

State sponsored commercial espionage: most likely players?





Russia & the FSB

Статья 12. Обязанности органов
Федеральной службы
безопасности

Article 12. Duties of the Organs of the Federal
Security Service

Органы Федеральной службы
безопасности обязаны:

The organs of the Federal Security Service are
obliged to:

[...]

[...]

**в) добывать разведывательную
информацию в интересах
обеспечения безопасности
Российской Федерации,
повышения ее экономического,
научно-технического и
оборонного потенциала;**

**c) Collect information in order to guarantee the
safety of the Russian Federation, to increase
its economic, scientific and military
potential**

[...]

ФЕДЕРАЛЬНЫЙ ЗАКОН
"ОБ ОРГАНАХ ФЕДЕРАЛЬНОЙ СЛУЖБЫ БЕЗОПАСНОСТИ
В РОССИЙСКОЙ ФЕДЕРАЦИИ"
03.04.95 №40-ФЗ (СЗ №15-95 з. см. 1269)

[...]

Federal Law
„About the organs of the Federal Security Service
In the Russian Federation”
03.04.95 №40-ФЗ (СЗ №15-95 з. см. 1269)



Secret Intelligence Service – MI6

‘SIS is directed to obtain and provide information ...

... in the interests of the economic well-being of the UK’.



Who and what is targeted?



- Natural resources (oil, gas, mining) - *TNK/BP*
- Defence technology – *France v US*
- Pharmaceutical products – *P&G v Unilever*
- Tobacco & Alcohol
- Technology and Communications
 - Mobile phones – *02*
 - Computing
 - Emerging technologies
- Financials (banking, insurance etc.)
- Automotive / Fuels - *McClaren*
- Fashions / Brands



What is targeted?

Target Information

- High Value Bids & tenders (particularly for extraction licenses)
- Mergers and Acquisitions
- Product designs
- Manufacturing processes
- Research and development (\$\$\$)



Supporting services (used in facilitation of business)

- Legal services (particularly)
- Audit services
- Banking services
- IT services



China - what are the motives?

- Massive economic development
- Demand for global resources
- Culture
 - Copying
 - Pirating
 - Reverse Engineering
- Disregard for legal protection (not enforced)
- Recourse through the legal system is difficult with low probability win



Modus Operandi – how is it done?

- **People**

- ❖ Infiltration / Coercion (ex. NASA)
- ❖ Human error (UK Minister)
- ❖ Disclosure
- ❖ Theft



- **Technical / Cyber-espionage**

- ❖ Use of Crafted Trojans (2 x UK examples)
- ❖ Eavesdropping (legal/illegal)
- ❖ Social engineering (Facebook etc)



What can be done to protect yourself?

Need to take a HOLISTIC / ALL ENCOMPASSING approach!

How is information CREATED, USED, HANDLED, DISTRIBUTED, STORED, PROTECTED & DESTROYED?

Organisational:

- ☐ ID of what is the business sensitive/critical information
- ☐ Establishment of information security policies & procedures
- ☐ Strengthen physical security



Personnel:

- ☐ Awareness and staff training
- ☐ Pre-employment screening



Technical:

- ☐ Latest software protection & regular technical inspections
- ☐ Technical sweeps of sensitive areas



SUMMARY

- There is a real threat in today's competitive economic world.
- Greater threat posed in certain geographical areas of the world.
- Methods of obtaining this information are becoming ever more ingenious.
- Humans represent the weakest link.
- Develop a policy using Best Practice controls to improve your companies information security ...

Information Security : Self Assessment Tool

Control Risks developed a tool to assist in protection of information

- Performs an assessment of any organisation against the 133 best practice controls specified in the Internationally recognised InfoSec code of practice (ISO27002:2005)
- Takes approximately 2 days to complete (assuming the correct people participate)
- Provides overall score-value and breakdown of scores through score-cards
- Provides graphical reports
- Re-run to demonstrate improvements that have been made
- Offered free of charge to select clients
- Will operate for 3 months (fully functional)



QUESTIONS?



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SECURITY OUTSOURCING

Improving the efficiency of a company's security system, and optimizing its management system. The need for security outsourcing under the present conditions in Russia.

Mikhail Balev, Director for Strategic Development,
MIG Security Services

Necessary terms for any effective business process:

- **Combination of qualified performers with qualified management**
- **Such a combination can be attained with the use of own employees and managers, both with use of external resources, taken on outsourcing**

Basic security services to provide the corporate security



Variants of security outsourcing

- Today, security outsourcing is frequently limited to the renting of guarding firms of property protection and by background checks of job candidates (however often such checks are not done)
- Usually, for small businesses, such security outsourcing is enough because it is enough to have one responsible person, appointed by the general management, to control and manage the security.

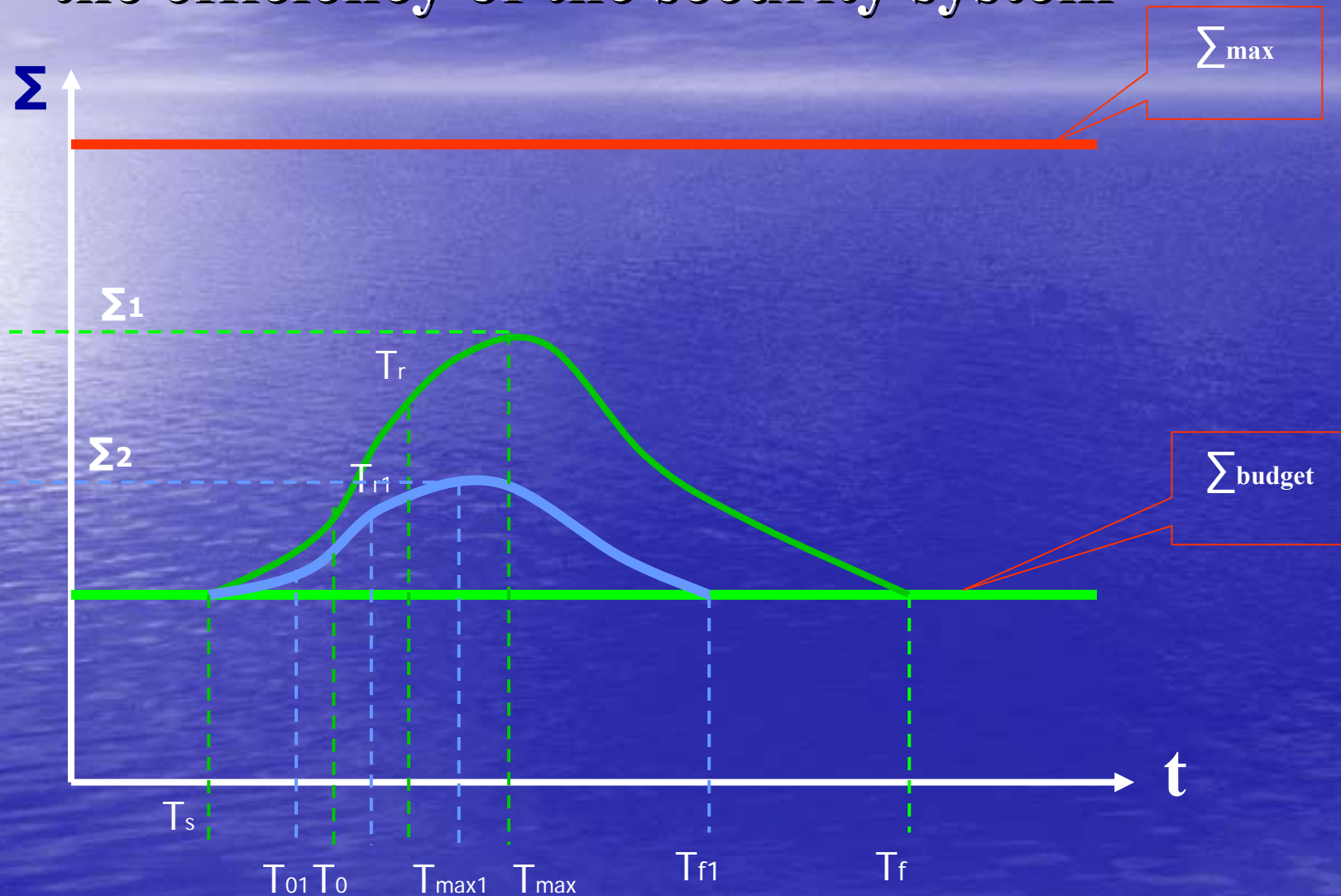
Variants of security outsourcing

- for large companies, especially for firms with networks among offices, shops, branches, the use of simple security outsourcing entails the increase of administrative resources, intended for:
 1. risks estimation
 2. determination of expedience of providing the various measures
 3. selection of security service providers
 4. managing and cooperating with the chosen suppliers and service providers
 5. quality control of these services

The main tasks of security services : warning and prevention

- **minimization of risks and harmful consequences**
- **decline of the degree of negative factors**
- **prevention of dangerous accidents**

The optimization of resources depending on the efficiency of the security system



Why is outsourcing convenient?

- **Easy to count costs that are hidden in the structure of the company**
- **Easy to cut down expenses at necessity (partly or fully through the absence of haltering contracts with external service providers)**
- **The use of the prepared and well-debugged financially-contractual charts on the principle of «general contractor – subcontractors» realtions.**
- **It is possible to concentrated on the core business, and not being distracted on the non-profile kinds of activity**

Some present conditions of the Russian market, additionally requiring security outsourcing

- **geographical features (huge territory, wide difference of time zones, climatic distinctions)**
- **features of the territorial division of the Russian Federation**
- **informational opacity of many Russian regions**
- **high level of corruption**
- **deficit of qualified managers and skilled security officers**

Conclusion:

Qualified security outsourcing is a necessary factor to consider, that may has a favorable impact on business success



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EHS Health Check / Due Diligence

Practical Issues



EHS Health Check / Due Diligence To Whom?



- Owners of business
- Potential Investors
- EHS Specialists
- Consultants

EHS Health Check / Due Diligence When?

- Acquisition of business
- Sale of business
- Financing / IPO
- Annual reports
- Risk Management
- ISO Certification



EHS Health Check / Due Diligence

Why?



- EHS is important
- New state approach
- Risk management
- Liability
- Cost saving
- Long-term investments
- Reputation

EHS Health Check / Due Diligence

Content

- Water pollution
- Air pollution
- Waste disposal
- Soil contamination
- Sanitary Protection Zones
- Dangerous Industrial Facilities
- Solutions



EHS Health Check / Due Diligence

Step-by-step



- Kick-off
- Drafting checklist
- Meeting with the target
- Collection of information
- Analysis
- Drafting report
- Bills ☹ and discounts ☺

EHS Health Check / Due Diligence

Water pollution – Indicators

Where exists:

- Water-consuming production
- Absence of Vodokanal utilities



EHS Health Check / Due Diligence

Water pollution – Boring legal stuff

- Federal Act No. 7-FZ dated 10 January 2002 “On environment protection”
- Russian Water Code
- Resolution of the RF Government No. 344 dated 12 June 2003
- Resolution of the RF Government No. 545 dated 3 August 1992
- Order of the Federal Service for Ecological. Technological and Atomic Supervision No. 675 dated 10 July 2006
- Order of the Federal Service for Ecological. Technological and Atomic Supervision No. 87 dated 20 February 2007
- etc.

EHS Health Check / Due Diligence

Water pollution – We are looking at

- Permit for the use of a water object issued by regional or local authorities
- Project standards of maximum permissible discharge
- Discharge permit
- Documents confirming discharge payments
- Environmental statistics reports in the form 2-TP (*‘vodhoz’*)
- etc.

EHS Health Check / Due Diligence

Air pollution – Indicators

Where exists:

- Boilers, melting stoves
- Painting workshops
- Dust-generating production
- Food industry
- etc.



EHS Health Check / Due Diligence

Air pollution – Boring legal stuff

- Federal Act No. 7-FZ dated 10 January 2002 “On environment protection”
- Federal Act No. 96-FZ dated 4 May 1999 “On protection of atmospheric air”
- Resolution of the RF Government No. 344 dated 12 June 2003
- Resolution of the RF Government No. 545 dated 3 August 1992
- Resolution of the RF Government No. 183 dated 2 March 2000
- Order of the Federal Service for Ecological. Technological and Atomic Supervision No. 87 dated 20 February 2007
- etc.

EHS Health Check / Due Diligence

Air pollution – We are looking at

- Project standards of maximum permissible emissions
- Emission permit
- Documents confirming emission payments
- Environmental statistics reports in the form 2-TP (*‘vozdukh’*)
- etc.

EHS Health Check / Due Diligence

Waste disposal – Some facts

- Non- waste activities do not exist (!)
- All types of waste are hazardous
- There are 5 classes of waste
- Waste collection, storage, use, deactivation, transportation and disposal are subject to licensing



EHS Health Check / Due Diligence

Waste disposal – Boring legal stuff

- Federal Act No. 7-FZ dated 10 January 2002 “On environment protection”
- Federal Act No. 89-FZ dated 24 June 1998 “On industrial and consumption wastes”
- Resolution of the RF Government No. 344 dated 12 June 2003
- Resolution of the RF Government No. 545 dated 3 August 1992
- Resolution of the RF Government No. 461 dated 16 June 2000
- etc.

EHS Health Check / Due Diligence

Waste disposal – We are looking at

- Passports of hazardous waste
- Waste generation and disposal limits project
- Waste disposal permit
- License (*if applicable*)
- Documents confirming waste disposal payments
- Environmental statistics reports in the form 2-TP (*‘otkhody’*)
- Waste transportation and disposal agreements with licensed service providers
- etc.

EHS Health Check / Due Diligence

Soil contamination – Indicators

- Extensive production history
- Discharge sources
- Petroleum, oil and lubricants storages
- Chemical production
- Non-organized local waste disposal sites
- etc.



EHS Health Check / Due Diligence

Soil contamination – Boring legal stuff

- Federal Act No. 7-FZ dated 10 January 2002 “On environment protection”
- Russian Land Code
- etc.

EHS Health Check / Due Diligence

Soil contamination – NB!

As a matter of Russian law, actual user of a land plot may be forced to clean-up the contaminated land plot at its own costs even though it has not caused such contamination (!)

EHS Health Check / Due Diligence

Sanitary protection zones – Some facts

- Varies from 50 meters to 1000 meters
- Aimed at reduction of negative impact of production facilities
- Location of residential buildings, hospitals, schools and other social facilities inside SPZ is prohibited
- Reduction of SPZ is possible but complicated



EHS Health Check / Due Diligence

Sanitary protection zone – Boring legal stuff

- Federal Act No. 52-FZ dated 30 March 1999 “On Sanitary-Epidemiological Wellbeing of Human Population”
- Resolution of the RF Government No. 554 dated 24 July 2000
- Resolution of the Chief sanitary officer of the Russian Federation No. 74 dated 25 September 2007
- etc.

EHS Health Check / Due Diligence

Sanitary protection zones – NB!

- Location of residential/social facilities inside SPZ may require (i) reduction of SPZ, (ii) relocation of such facilities (*remember South-Butovo case*), and (iii) suspension of activities (!)
- Location of social facilities close to borders of SPZ may hinder the proposed extension of the production facilities

EHS Health Check / Due Diligence

Dangerous Industrial Facilities – Indicators

- Working pressure of the equipment exceeds 0.7 MPa
- Equipment working temperature exceeds 115°C
- Heavy lifting equipment
- Aggressive chemical substances
- Inflammable and explosive substances
- etc.



EHS Health Check / Due Diligence

Dangerous Industrial Facilities – Boring legal stuff

- Federal Act No. 116-FZ dated 21 July 1997 “On industrial safety of dangerous industrial facilities”
- Resolution of the RF Government No. 1371 dated 24 November 1998
- Order of the Federal Service for Ecological, Technological and Atomic Supervision No. 112 dated 29 February 2008
- Order of the Federal Service for Ecological, Technological and Atomic Supervision No. 37 dated 29 January 2007
- etc.

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Dangerous Industrial Facilities – We are looking at

- Registration of DIF
- DIF operation permit
- Reports of technical examinations
- License (*if applicable*)
- Declaration of industrial safety (*if applicable*)
- Insurance policy
- Attestation of employees operating DIF
- etc.

EHS Health Check / Due Diligence

Risks & Liability

- Administrative suspension of activities
- Administrative fines
- Compensation of damages caused
- Disciplinary liability
- Criminal liability
- Bad publicity
- Failure of an investment project
- etc.



EHS Health Check / Due Diligence

Risks & Liability – NB!

- Damage caused to the environment shall be compensated in full (!)
(Article 77 of Federal Act No. 7-FS dated 10 January 2002)
- Russian legislation provides that if operation of a production site entails adverse ecological effect or may cause personal injury, a court may force the owner of the industrial site to suspend its production activities (!)
(Article 1065 of the Russian Civil Code)

EHS Health Check / Due Diligence Solutions

- Early risks identification
- EHS Health Check / Due Diligence
- Technical environmental investigation (Phase I & Phase II reports)
- Initiated state audits
- Contractual mechanisms

EHS Health Check / Due Diligence

Contractual mechanisms



- Statements of facts
- Representations & Warranties
- Regression
- Conditioned payments (*e.g., bonuses conditioned by CP*)
- Security (*e.g., parent company guarantee*)
- Extended employment (!)
- etc.

EHS Health Check / Due Diligence

Contact details

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Russian
Arabic**

**Safety training for risk prevention,
raising employee awareness
and improving safety culture**

Bob Salem

**AEB Safety, Health, Environment and Security Committee
Open Event “Managing Risk in Russia”**



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WHO WE ARE AND WHAT WE DO

- We specialize in HSE consulting and training.
- We provide support to HSE management.
- We bring to our clients international standards and courses, including those from the USA and the UK, such as OSHA, ISO, OHSAS, NEBOSH.



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WHAT ELSE WE DO

- Offer NEBOSH (National Examination Board in Occupational Safety and Health) -- globally recognized and prestigious certificate in Occupational Health and Safety.
- Organize recognition and awareness events.
- Produce training, instructional and “How to” videos.



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**Unsafe behavior is influenced by the perception of risk
and the level of training of an individual**

**Safety culture has a strong effect on the perception of
risk**



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What is safety culture ?

- Formal and informal safety rules
- Relationships
- Shared values, shared customs about safety, etc.
- Attitude of the organization towards employee safety
- Beliefs and procedures of how things should get done



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Case study

- Reactive approach doesn't anticipate incidents and accidents, just reacts to them
- Proactive approach anticipates, identifies possible hazards, assesses risks and acts before a problem occurs



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Case study

Background

- Skepticism of workplace safety
- Perception that safety is an HSE department business
- Lack of ownership for safety among employees
- Poor understanding of hazards and risks
- Stress at work
- Poor communication skills among employees



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Case study

Solution

- Design a safety campaign where all can participate in
- Reintroduce the company's safety rules and procedures
- Deliver training in Hazard Identification to prevent risks
- Improve interpersonal communication methods
- Increase staff's ownership for safety
- Empower the staff to make decisions about safety
- Acknowledge safety heroes



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Case study

Step by step

- We agreed with the top management (the president) on the need for change. (vision and goal)
- We asked the president and all department heads to lead the safety campaign.



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Case study

Step by step

- Each department made a safety pledge.
- Produced a safety video for BP Russia starring BP employees.



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Case study

Step by step

- Each department made a safety poster.





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Case study

Step by step

- All departments shared the responsibility to develop, translate, and circulate a "question of the day contest"

Safety Day

Question of the Day - 23

With regards to safety, the employee's responsibilities include:

- a) Identify hazards before the start of a job
- b) Respect all precautions - don't take chances
- c) Ask your supervisor when in doubt
- d) Know how and where to get help
- e) Know in advance what could go wrong and what to do about it
- f) All the above



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Case study

Step by step

- All departments cooperated to produce a safety newsletter.





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Case study

Step by step

- Held five Hazard Identification training courses during the safety campaign.



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Case study

Step by step

Got the employees to discuss safety





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Why Organize a Safety Event?

- Reinforce the safety message & raise employee awareness
- Increase buy in from staff including top level management
- Improve the status/profile of the safety team
- Compliment existing health and safety processes and procedures
- Enable employees to take more responsibility for their own health & safety
- Get employees talking to each other on issues of work and safety
- Enable learning through fun
- Most importantly -- reduce risk at the work place



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Conclusion

**Safety culture and safety training
are the key
to successful risk reduction in the
workplace**



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QUESTIONS?



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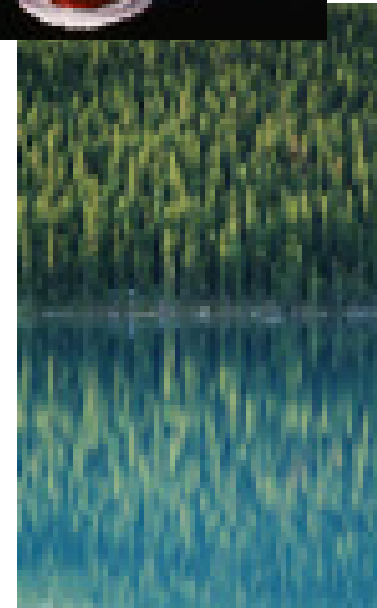
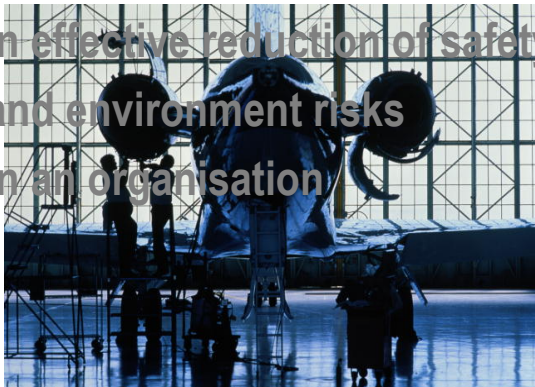
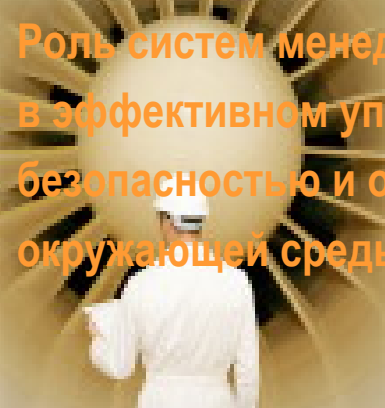


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Роль систем менеджмента
в эффективном управлении
безопасностью и охраной
окружающей среды в организации

Role of management systems
in effective reduction of safety
and environment risks
in an organisation



WHEN YOU NEED TO BE SURE

SGS

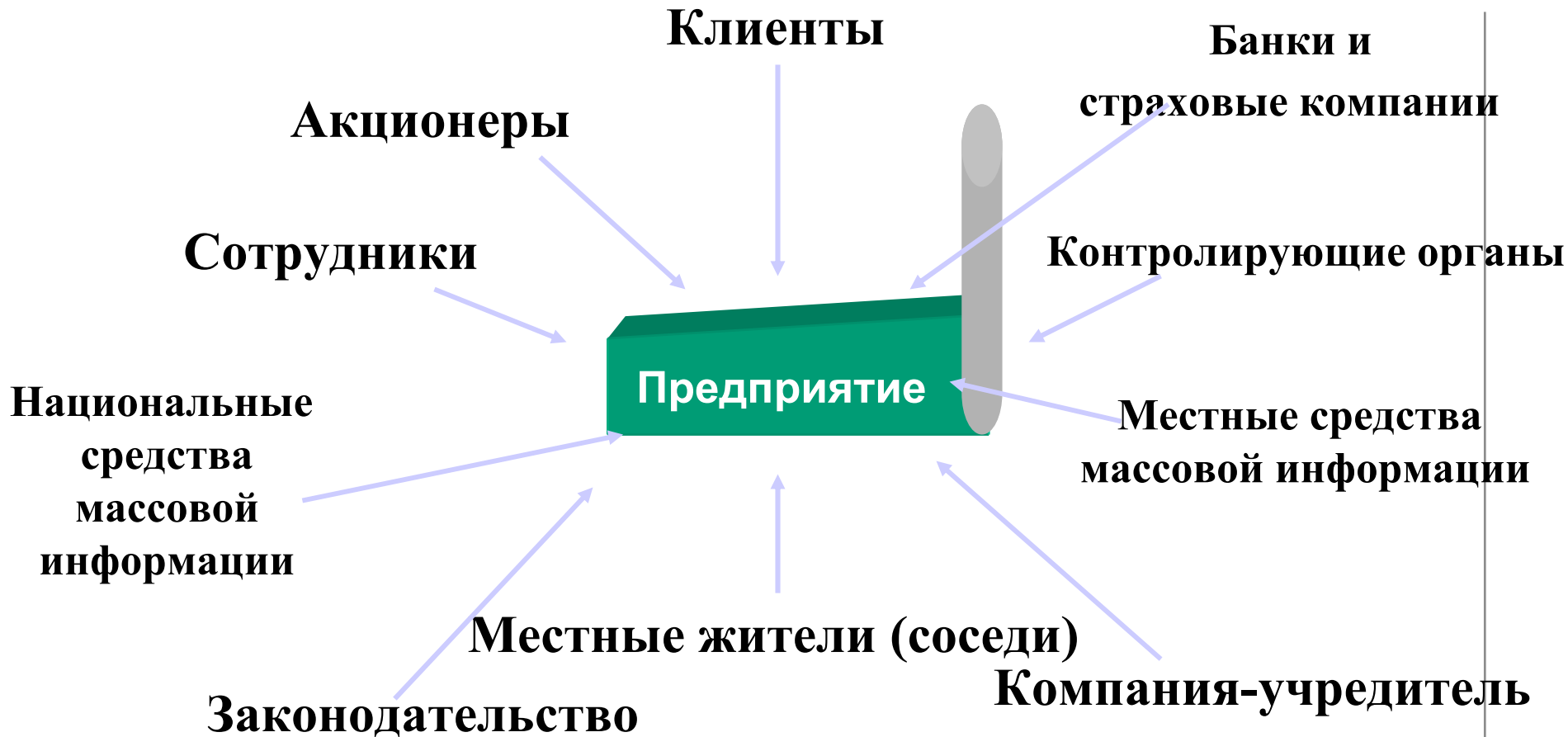
- **Алексей Перетолчин**, *технический менеджер департамента сертификации систем и услуг "СЖС Восток Лимитед"*
- **Alexey Peretolchin**, *Technical Manager of the Systems & Services Certification, **SGS Vostok Limited***

- **Принципы управления в области охраны окружающей среды, безопасности и здоровья персонала**

Преимущества для предприятия при внедрении систем управления:

- **Внутренние**
- **Внешние**
- **Требования и ожидания потребителей**
- **Требования заинтересованных сторон**
- **Международные стандарты ISO и OHSAS**





ВНУТРЕННИЕ ПРЕИМУЩЕСТВА систем управления

- Улучшение, оптимизация взаимосвязей внутри компании
- Систематизация всей деятельности
- Уменьшение количества, увеличение % переработки отходов
- Снижение значимых видов вредного воздействия на окружающую среду
- Сохранение здоровья работников, снижение травматизма
- Сокращение штрафов и судебных издержек
- Позитивные изменения в корпоративной культуре
- Улучшение понимания роли персонала при выполнении требований охраны окружающей среды и безопасности
- Создание единой документации
- Экономия энергии и ресурсов, в том числе затрат, за счет более эффективного управления ими
- Постоянное улучшение всех процессов в компании

ВНЕШНИЕ ПРЕИМУЩЕСТВА систем управления

- Признание на рынке, увеличение доли рынка
- Повышение конкурентоспособности
- Уменьшение количества проверок в области охраны окружающей среды и безопасности со стороны потребителей и заинтересованных сторон
- Декларация о соответствии национальным требованиям ГОСТ
- Ориентация на лучшие мировые стандарты
- Улучшение имиджа компании в части выполнения природоохранных требований, требований охраны труда, безопасной эксплуатации оборудования
- Уверенность в уменьшении вредного воздействия на окружающую среду
- Уверенность в сохранении здоровья работников предприятия

- **Процессный подход**
- **Постоянное улучшение**

**ПРИНЦИПЫ
СИСТЕМЫ
МЕНЕДЖМЕНТА
КАЧЕСТВА**

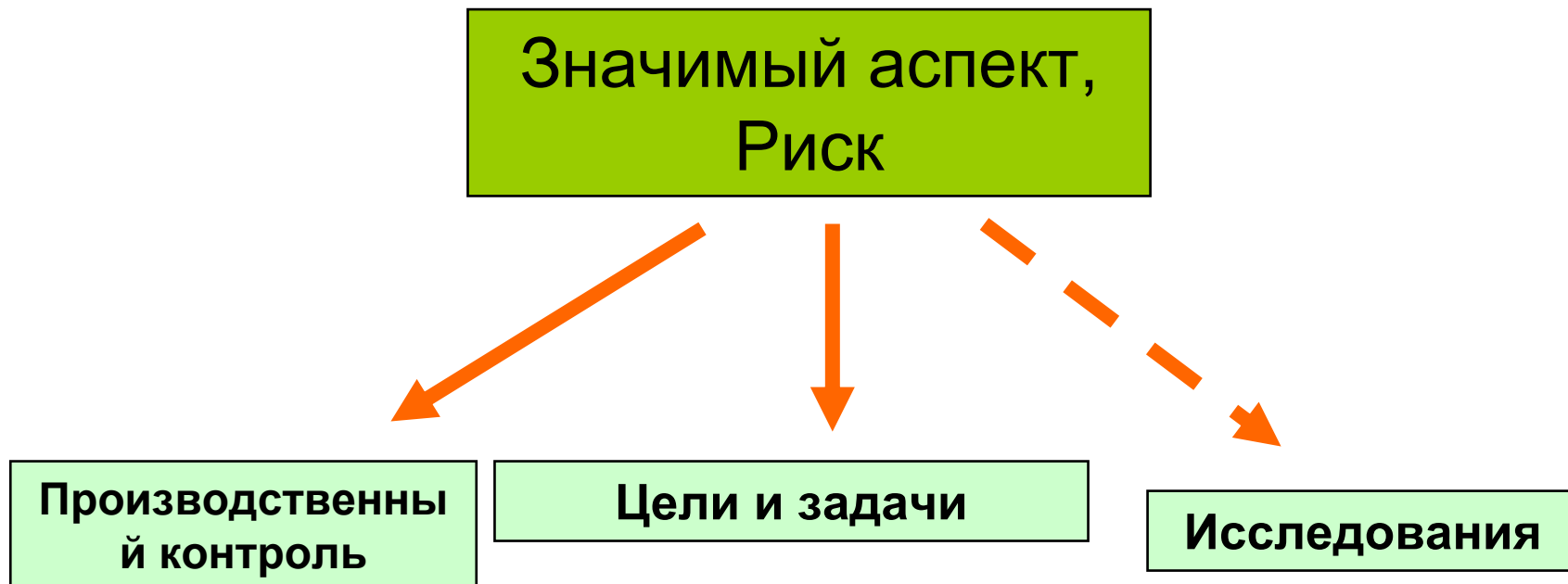
- Направленность на потребителя
- Лидерство
- Вовлечение людей
- Процессный подход
- Системный подход к управлению
- Постоянное улучшение
- Фактический подход к принятию решений
- Взаимовыгодные отношения с поставщиками

- Процессный подход, как инструмент создания и совершенствования интегрированных систем менеджмента на основе ИСО и ОHSAS, обладает высоким организационно-методическим потенциалом. Полноценное внедрение процессного подхода обеспечивает предприятию дополнительные возможности и преимущества.
- универсален, т.е. с помощью данного подхода можно отлаживать менеджмент не только качества, но и бизнеса в целом

- 1) идентификация тех областей хозяйственной деятельности организации, которые являются предметом рассмотрения выбранных стандартов,
- 2) идентификация экологических аспектов
- 3) идентификация опасностей и рисков
- 4) идентификация возможных аварийных ситуаций
- 5) сравнение текущей практики с выбранными стандартами,
- 6) разработка стратегии внедрения,
- 7) определение необходимых ресурсов,
- 8) подготовка доклада высшему руководству о результатах оценки текущего состояния.

Управление значимыми аспектами и рисками

Все значимые аспекты и риски управляются при помощи хотя бы одного из следующих методов:



- Природа риска
- Вероятность возникновения
- Последствия воздействий

Мониторинг, измерения, и анализ должны использоваться

- удовлетворенность заказчика
- выполнение требований заинтересованных сторон,
- соответствие законодательству
- самооценка,
- внутренние аудиты
- финансовые оценки

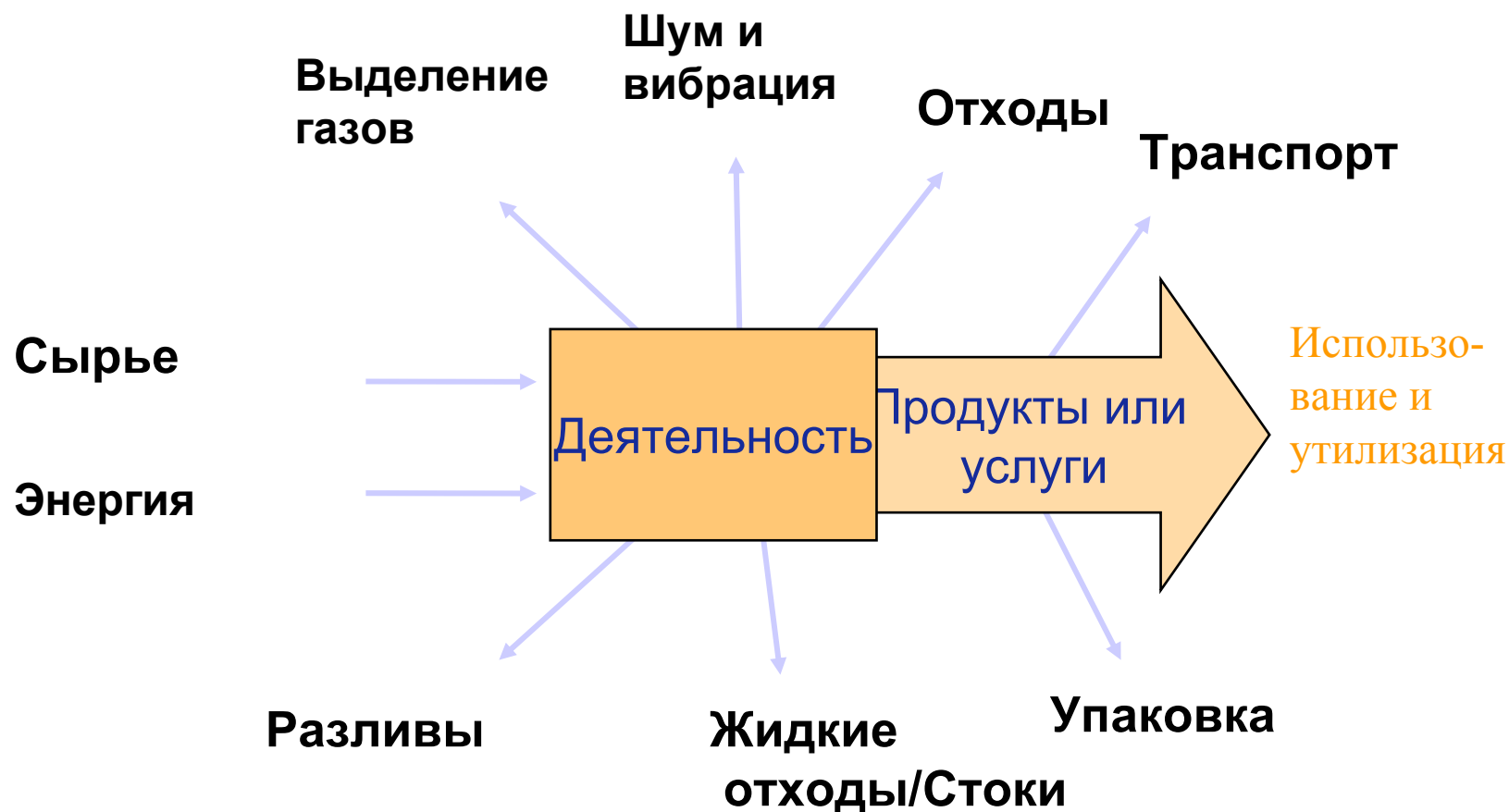
чтобы

- - установить приоритеты,
- - подвергать процессы анализу

как инструмент улучшения процессы должны:

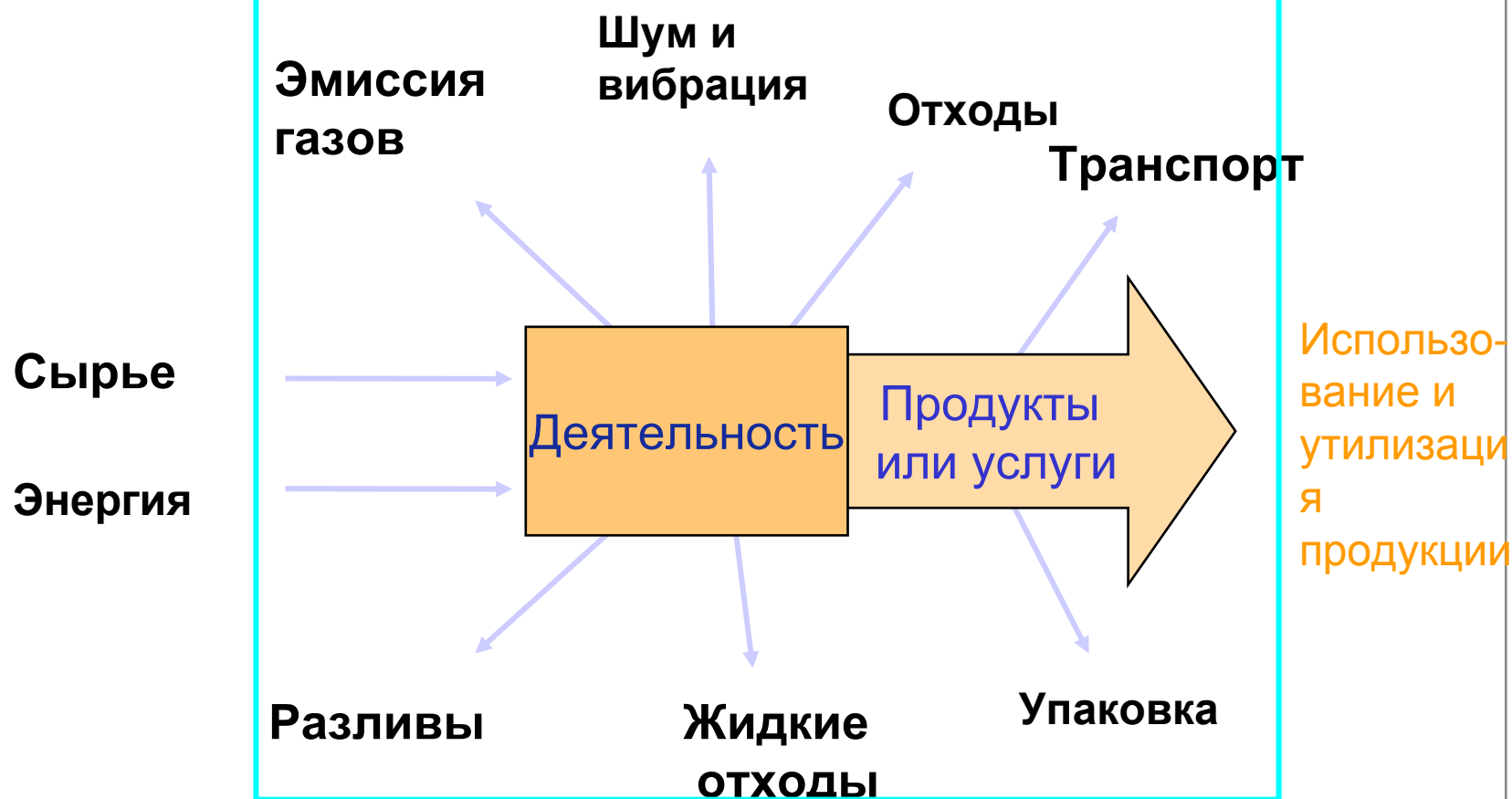
- - периодически анализироваться
- - результаты анализа доводиться до сотрудников

Подход основанный на аспектах и диаграмме процесса



Граница воздействия

Граница контроля



Постоянное улучшение обеспечивается на основе:

- выполнения политики
- выполнения целей, задач, программ
- результатов аудитов
- анализа данных
- корректирующих и предупреждающих действий
- анализа со стороны руководства.

Какие могут быть инструменты для управления

- Осведомленность персонала
- Наличие документации (инструкции, процедуры)
- Информация о поведении процесса и продукта (статистика, проведение испытаний, проверки)
- Разработка и внедрение программ мониторинга и измерений процессов, продукта
- Использование соответствующего оборудования
- Соответствующая инфраструктура и производственная среда
- Использование соответствующих материалов

- **Предприятие Куйбышев Азот** добилось снижения расходного коэффициента по бензолу, способствующее снижению выбросов/стоков вредных веществ.
- **РНПК**. Проводятся работы по проектированию рекультивации участков предприятия, которые снижают воздействие предприятия на ОС. Значительный акцент при планировании ставится на улучшение состояния окружающей среды. Мастер-план развития 2008-2017 содержит программы для ликвидации исторического наследия, HSE стратегию, мероприятия по улучшению очистки сточных вод.
- **ОАО «Щёкиноазот»**. Произошло снижение расходных норм на 30-40%. Проведена большая работа по паспортизации всех отходов предприятия. Присоединение к программе «Ответственная забота» профсоюза химической промышленности Финляндии.
- **ОАО «ТНК - Нижневартовск»**. Налаженная работа по мониторингу и измерениям ключевых характеристик оказывающих экологическое воздействие на окружающую среду. Использование АСУП, баз данных и специального программного обеспечения для осуществления мониторинга и измерений и результативность применимых мер управления операций (АСУТП разработаны для каждой площадки отдельно, система телемеханики кустов скважин АДКУ – 2000+). Четко поставленная работа по мониторингу выполнения требований СЭМ подрядными организациями.
- **ООО «Нижневартовское нефтеперерабатывающее объединение»**. Проведение поведенческих аудитов по безопасности, мероприятий «СТОП ЧАС» и системы проведения соревнований «5 звезд» в области соблюдения норм и правил в области охраны труда ПБ и ООС, как дополнительных элементов контроля требований безопасности.

ПРИМЕРЫ ПОЛОЖИТЕЛЬНЫХ ИЗМЕНЕНИЙ В «РЕНО»

- **100% промышленных предприятий и филиалов Renault, находящихся в различных странах мира, имеют сертификаты ISO 14 001.**
- **За последние десять лет применение системы экологического менеджмента на промышленных предприятиях Renault позволило в частности, сократить:**
 - 1. на 25% потребление электроэнергии (кВт/авт),**
 - 2. на 61% потребление воды (м3/авт), что соответствует 10 миллионам м3 воды**
 - 3. на 64% объем отходов (кг/авт), — на 34% количество летучих органических веществ (кг/авт),**
 - 4. на 47% выбросы вредных веществ в водную среду.**
- **Среди плановых экологических показателей ОАО «Автофрамос» было достигнуто сокращение потребления воды с 2006 по 2007 гг. на 7%, сокращение потребления электроэнергии с 2006 по 2007 гг. на 17%, а с 2007 г. по май 2008 г. на 6%. Также, на 4% сократились выбросы органических паров с 2007 г. по май 2008 г., и на 60% уменьшились загрязнения сточных вод за этот же период. Одно из важных достижений - внедрение в 2007 г. системы сортировки отходов на рабочих постах.**