



Accord-cadre mondial sur la  
responsabilité sociale et le  
développement durable  
entre

Le Groupe Solvay  
et  
IndustriALL Global Union

**ACCORD SUR LA RESPONSABILITE SOCIALE ET LE DÉVELOPPEMENT DURABLE DU GROUPE SOLVAY ,**

*Entre:*

Le Groupe Solvay, représenté par son Président du Comité Exécutif, Monsieur Jean-Pierre Clamadieu,

*Et :*

IndustriALL Global Union, représenté par son Secrétaire Général, Valter Sanches

## PREAMBULE

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Les métiers de la chimie ne peuvent s'exercer qu'avec un sens élevé des responsabilités. Solvay fait une exigence de cet esprit de responsabilité vis-à-vis de ses salariés, de ses clients et fournisseurs, de ses actionnaires, des populations riveraines de ses sites, de l'environnement et des ressources naturelles.

La démarche « Solvay Way », dont cet accord fait partie intégrante, alimente ce modèle de développement qui allie la performance opérationnelle et la qualité comportementale pour une responsabilité toujours plus grande vis-à-vis de l'ensemble des parties prenantes.

Cette responsabilité suppose une large implication des salariés. En conséquence, Solvay a la volonté, essentielle à ses valeurs et à son identité, d'assurer un dialogue social riche et équilibré entre la direction d'une part et les représentants des salariés d'autre part.

Cette responsabilité concerne l'ensemble des activités de Solvay, dans le monde entier, et requiert l'existence d'un dialogue avec une organisation opérant à un niveau international.

C'est le sens de cet accord par lequel Solvay et IndustriALL Global Union, qui organise les salariés du secteur au plan international, créent une structure d'information et de dialogue et affirment leur engagement commun envers de bonnes pratiques industrielles et professionnelles partout dans le monde où le Groupe a des activités.

Cet engagement est souscrit volontairement par Solvay. Il est complémentaire au respect des obligations légales et réglementaires des pays où le Groupe intervient. Les normes universelles rappelées ci-après seront respectées par toutes les entités de Solvay dans le monde.

Les filiales du Groupe, tout en tenant compte des réalités économiques, sociales et culturelles spécifiques à leur pays, s'attacheront à assurer l'application de cet accord dans un esprit de progrès continu sur la base des dispositions qui y sont énoncées.

Les deux parties signataires s'engagent à ce que les normes et principes reconnus au plan international et contenus dans cet Accord, que ceux-ci soient requis ou non par des lois ou réglementations nationales, soient appliqués dans tous les sites d'activité de Solvay de par le monde.

Solvay et IndustriALL Global Union affirment leur volonté de développer des relations confiantes et constructives pour assurer la meilleure application de cet accord.

## **I - CHAMP D'APPLICATION DE L'ACCORD**

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Le présent accord s'applique aux sociétés dans lesquelles le groupe Solvay exerce directement un contrôle majoritaire.

Les dispositions du présent accord de même que les Normes fondamentales du travail et la jurisprudence concernée de l'OIT priment sur les lois nationales et locales au cas où ces dernières seraient moins favorables.

En cas de fusion, d'acquisition, de toute autre restructuration qui se traduirait par la création de nouvelles entités contrôlées par Solvay ou d'évolutions de même nature concernant IndustriALL Global Union, ces nouvelles entités seraient automatiquement considérées comme parties couvertes par l'accord mondial et tenues au respect de ses dispositions jusqu'à sa renégociation.

Solvay attend de ses fournisseurs, prestataires et sous-traitants qu'ils respectent les principes du présent accord.

## **II - NORMES UNIVERSELLES**

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### **Article 1**

Solvay et IndustriALL Global Union affirment leur adhésion aux textes régissant les droits sociaux fondamentaux et les droits syndicaux dans la société et l'entreprise.

#### **1.1 Conventions de l'OIT**

Solvay affirme son respect des conventions de l'Organisation Internationale du Travail concernant les droits humains fondamentaux.

- **Conventions 87, 98 et 135**

Dans le cadre des droits fondamentaux sur la liberté d'association, comprenant le droit à engager des négociations collectives, les salariés ont le droit d'être représentés par des délégués librement élus, de constituer les organisations de leur choix et de s'y affilier.



- **Conventions 29 et 105**

Engagement à ne pas recourir au travail forcé ou obligatoire.

- **Conventions 138 et 182**

Engagement à ne pas recourir au travail des enfants.

- **Conventions 100 et 111**

Engagement à assurer l'égalité des chances et de traitement en matière d'emploi, notamment l'égalité de salaires entre hommes et femmes pour un travail égal et la prévention de la discrimination en matière d'emploi et de profession.

- **Convention 156**

Engagement à assurer les droits et l'égalité des chances pour les salariés des deux sexes ayant des responsabilités familiales et pour les femmes enceintes ou allaitant un enfant.

## 1.2 Pacte Mondial de l'ONU

Signataire du pacte mondial des Nations Unies, Solvay s'engage à en respecter les 10 principes.

### DROITS DE L'HOMME

- **Principe n° 1**

Les entreprises sont invitées à promouvoir et à respecter la protection du droit international du travail relatif aux droits de l'homme dans leur sphère d'influence.

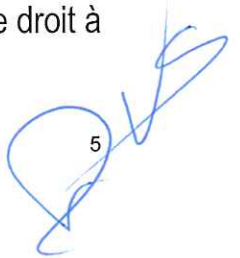
- **Principe n° 2**

À veiller à ce qu'elles ne se rendent pas complices de violation des droits de l'homme.

### NORMES DE TRAVAIL

- **Principe n° 3**

Les entreprises sont invitées à respecter la liberté d'association et à reconnaître le droit à la négociation collective.

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- **Principe n° 4**

Élimination de toutes les formes de travail forcé ou obligatoire.

- **Principe n° 5**

Abolition effective du travail des enfants.

- **Principe n° 6**

Élimination de la discrimination en matière d'emploi et de profession.

### ENVIRONNEMENT

- **Principe n° 7**

Les entreprises sont invitées à appliquer l'approche de précaution face aux problèmes touchant à l'environnement.

- **Principe n° 8**

À entreprendre des initiatives tendant à promouvoir une plus grande responsabilité en matière d'environnement.

- **Principe n° 9**

À favoriser la mise au point et la diffusion de technologies respectueuses de l'environnement.

### LUTTE CONTRE LA CORRUPTION

- **Principe n° 10**

Les entreprises sont invitées à agir contre la corruption sous toutes ses formes, y compris l'extorsion de fonds et les pots de vin.

## **1.3 Déclaration universelle des Droits de l'homme**

## **1.4 Principes directeurs de l'OCDE à l'intention des entreprises multinationales (révision de 2011)**

## 1.5 Déclaration tripartite de l'OIT sur les principes relatifs aux Entreprises multinationales et à la Politique sociale

## 1.6 Principes directeurs des Nations Unies sur les Entreprises et les Droits de l'homme

## 1.7 Objectifs de développement durable des Nations Unies (révision de 2015)

### III – ENGAGEMENTS PROPRES AU GROUPE SOLVAY

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#### 1. LA SANTE ET LA SECURITE

- La santé et la sécurité physique et mentale de tous ses salariés est la principale valeur de Solvay et une priorité du Groupe. Assurer de bonnes conditions de travail et maîtriser les risques sont des préoccupations quotidiennes du Groupe. Solvay a élaboré des politiques internes exigeantes, comprenant l'équilibre entre vie professionnelle et personnelle, et fait de leur application une obligation première. Son objectif est d'améliorer de manière constante ses résultats en matière de sécurité et d'assurer un suivi régulier des indicateurs qui les mesurent tant pour ses propres salariés que pour ceux de ses sous-traitants, de ses prestataires et de ses fournisseurs.
- Solvay s'engage à créer un cadre de travail respectueux de la santé des divers personnels, quels que soient leurs fonctions et les types de risques qui y sont associés.
- Solvay s'engage dès le début de ses projets d'investissements à assurer qu'ils ne compromettent pas la santé et la sécurité de ses salariés ou des populations environnantes. Solvay soutient en outre des solutions susceptibles d'améliorer des situations existantes.

#### 2. MOBILITE ET EMPLOYABILITE

- Solvay privilégie l'emploi direct de salariés bénéficiant d'un contrat de travail à durée indéterminée.
- Solvay s'engage à appliquer une politique salariale équitable comparable aux standards de la profession dans le pays concerné.



- En cas de restructuration de ses activités ou de toute autre décision managériale ayant des conséquences collectives majeures pour les salariés, Solvay s'engage, dans le respect des dispositions légales et des pratiques locales, à informer les salariés et leurs représentants le plus tôt possible et à privilégier des démarches susceptibles d'en limiter l'impact sur l'emploi et les conditions de travail, la priorité étant donnée aux opportunités d'emploi internes au Groupe.
- Solvay considère que l'autonomie et la responsabilité de l'ensemble des personnels jouent un rôle clé dans la réalisation de ses performances. Pour cette raison, le Groupe favorise la mobilité interne, géographique et professionnelle, pour développer l'employabilité de ses salariés.
- Solvay s'efforce de fournir à ses salariés les services repris ci-dessous, pendant toute leur carrière au sein de la compagnie :
  - information sur les emplois disponibles, notamment au travers de bourses emploi (lorsqu'elles existent)
  - formation pour les préparer aux nouveaux métiers et aux nouvelles technologies;
  - développement des savoirs et compétences.
- Solvay favorise la mobilité volontaire de ses salariés par une gestion coordonnée de ses familles professionnelles, aux niveaux international pour les cadres et national pour les autres salariés. Solvay attend de ses salariés qu'ils soient ouverts à de telles offres de mobilité.
- Solvay veille à l'équilibre de la pyramide des âges de ses effectifs et accorde dans ce cadre une attention aux conditions d'activité et de performance des seniors.

### **3. PROTECTION SOCIALE DES SALARIES**

En cas de maladie, de handicap, de maternité, de paternité, de décès ou après leur retraite, Solvay veille à ce que ses salariés bénéficient d'un régime de protection sociale, qui leur soit le plus favorable, dans le cadre des lois, règlements et pratiques locales et développe en tant que de besoin des formules complémentaires qui lui sont propres. Solvay s'engage à établir le programme « Solvay Care » visant à offrir des normes de santé minimales identiques pour tous ses salariés dans le monde.

### **4. LUTTE CONTRE LES DISCRIMINATIONS**

- Solvay refuse toute forme de discrimination et affirme sa volonté de respecter la diversité et de promouvoir l'égalité des chances. Solvay fait siennes les dispositions de la Convention 111 de l'OIT qui rejette toute altération de l'égalité des chances ou



de traitement en matière d'emploi basée sur la race, le sexe, la couleur de peau, la religion, l'opinion politique ou syndicale, l'ascendance nationale ou l'origine sociale. Solvay accorde une attention particulière à ses collaborateurs ayant des responsabilités familiales et se réfère en la matière aux dispositions de la Convention 156 de l'OIT.

- Cette approche inclut des efforts spécifiques pour promouvoir la diversité au sein du personnel. Solvay fait de la Diversité et de l'Inclusion au sein de son Groupe le fer de lance assurant son succès, et prend en compte plus particulièrement l'aspect du genre à tous les niveaux de son organisation de même que la diversité interculturelle.

## 5. RELATIONS RESPONSABLES AVEC LES FOURNISSEURS, LES PRESTATAIRES ET SOUS-TRAITANTS

- Solvay attend de ses fournisseurs, prestataires et sous-traitants qu'ils respectent les lois et règlements, ainsi que les droits humains fondamentaux tels que les expriment les conventions et normes internationales et qu'ils contribuent ainsi au respect par Solvay des dispositions de cet accord. Solvay les encouragera en ce sens et les fera bénéficier en tant que de besoin de son expertise en ces domaines. Le contenu du présent accord est dès lors communiqué à tout fournisseur, prestataire ou sous-traitant.
- Tout manquement grave et non corrigé après observation à la législation concernant la santé-sécurité des salariés, au respect de l'environnement ou des droits humains fondamentaux, entraînera l'arrêt des relations avec l'entreprise concernée dans le respect des obligations contractuelles.

## 6. MAITRISE DES RISQUES ET RESPECT DE L'ENVIRONNEMENT

### • Les risques des procédés et des produits

Solvay fait de la maîtrise des risques de ses métiers une priorité et l'application des meilleurs standards constitue sa ligne de conduite.

Solvay s'engage, dans le cadre de ses politiques et procédures, à développer :

- une **démarche de prévention** vis-à-vis des risques connus et identifiés
- une **démarche de précaution** caractérisée par une attitude volontaire d'anticipation et de veille dans les domaines scientifiques et technologiques vis-à-vis des problématiques de risques qui concernent l'activité de ses métiers.



Solvay assure, dans le cadre de sa politique de « product stewardship », l'accompagnement de ses produits tout au long de leur vie, y compris chez ses clients.

Solvay développe une approche spécifique pour les produits classés « very high concern » (SVHC) dont les CMR (produits cancérigènes, mutagènes et toxiques pour la reproduction). Pour ces derniers, Solvay a édicté des recommandations spécifiques visant à promouvoir leur substitution et la maîtrise de leur utilisation quand la substitution n'est pas possible.

- **L'environnement**

Solvay respecte les obligations légales réglementaires internationales et nationales applicables à ce domaine et adhère à « l'engagement de progrès de l'industrie chimique pour la protection de l'environnement ». Solvay en applique les principes avec le souci permanent d'améliorer la sécurité, la protection de la santé et de l'environnement et de préserver les ressources naturelles.

Dans ce cadre, Solvay s'attache chaque fois que possible à recourir aux meilleures technologies existantes permettant de réduire les émissions de gaz à effet de serre dans ses processus de production.

La sensibilisation des salariés aux normes environnementales applicables et aux politiques du Groupe fait partie de la démarche de Solvay, aussi bien au niveau local qu'international. Solvay et IndustriALL Global Union feront converger leurs efforts pour développer la conscience et la compétence des salariés du Groupe vis-à-vis de ces enjeux.

## 7. DIALOGUE SOCIAL

- Solvay et IndustriALL Global Union partagent le même engagement en faveur d'un dialogue social riche et équilibré. Ce dialogue, qui fait partie de la culture de Solvay, s'exprime au travers de démarches participatives impliquant les salariés ainsi que de négociations régulières avec les représentants du personnel. IndustriALL Global Union et ses organisations membres cherchent à assurer la participation active des représentants syndicaux / des salariés représentatifs aux structures de dialogue existant au sein du Groupe et l'adoption d'une attitude de respect mutuel de leur part.
- Solvay et IndustriALL Global Union œuvreront de concert pour que ce dialogue implique toujours plus les salariés du Groupe et leurs représentants et pour qu'il se développe sur le plan international.



En ce sens, Solvay, communiquera aux représentants du personnel, dans le respect des lois du pays et pratiques locales du Groupe, les informations nécessaires à leur connaissance et compréhension des dossiers. Les délégués syndicaux / les représentants du personnel s'engagent au respect de la confidentialité des informations dont ils auraient ainsi connaissance.

- Solvay respecte le droit de ses salariés de former ou de s'affilier à un syndicat de leur choix. Dans le cadre de la culture de libre choix de ses salariés et conformément au « Solvay people model », Solvay restera strictement neutre concernant le choix de ses employés de s'affilier, poursuivre, modifier ou renoncer à leur appartenance à un syndicat de leur choix.

Solvay s'abstiendra de toute communication déloyale destinée au personnel et visant à l'influencer dans ses décisions à l'égard des représentants des salariés et s'assurera que ses communications aux employés sont factuelles et non-hostiles à l'égard des syndicats.

- Solvay s'engage à ne pratiquer aucune discrimination pour fait d'engagement syndical tant lors des processus de recrutement que dans le cadre de la gestion des carrières des salariés.
- Solvay s'interdit toute discrimination vis-à-vis des délégués représentant le personnel ou de salariés qui revendiqueraient des droits figurant dans le présent accord ou agiraient en conformité avec les dispositions de ce dernier.
- Solvay et IndustriALL Global Union suivront conjointement les indicateurs concernant les structures de dialogue social existant dans le Groupe.
- Le Forum Mondial Solvay (Solvay Global Forum - SGF) est créé afin de mettre en place un dialogue social interne entre les représentants syndicaux / les représentants du personnel et la direction générale de Solvay sur le plan mondial, en particulier sur la stratégie du Groupe. L'objectif du Forum Mondial est, entre autres, de contribuer à la mise en œuvre du présent accord, d'adopter des initiatives assurant l'existence et l'élargissement du dialogue social au sein de Groupe, d'analyser les principaux aspects du fonctionnement du Groupe et de proposer des initiatives d'amélioration.
- La composition exacte et les dispositions relatives au SGF seront déterminées par le biais d'un accord spécifique en 2017, après une période d'évaluation de deux ans.



## 8. DIALOGUE AVEC LA SOCIETE CIVILE

- Solvay accorde une grande importance à l'existence d'un dialogue régulier et confiant avec les communautés riveraines de ses sites. Solvay développe pour cela une politique de dialogue tenant compte du contexte légal et réglementaire ainsi que des pratiques locales en la matière.
- Solvay affirme sa volonté de développer autant que de besoin un dialogue constructif et responsable avec les organisations non gouvernementales actives dans son secteur d'activité.
- Solvay a pour objectif de doubler l'engagement sociétal existant de ses salariés sur le plan mondial et local, sur une base volontaire.

## 9. DROIT D'INTERPELLATION

- Tout salarié est responsable à son niveau du respect des lois ainsi que des engagements et règles de comportement du Groupe. Il dispose de la possibilité d'alerter ses supérieurs, directeurs et représentants syndicaux / des employés représentatifs au sujet d'éventuels manquements en la matière. Il peut aussi saisir le représentant local de la fonction Ressources Humaines ou de la fonction juridique. Solvay a mis en place un dispositif spécifique permettant au salarié de se faire entendre lorsque les voies habituelles de dialogue ne fonctionnent pas correctement.

## IV – INDICATEURS DE SUIVI

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Solvay et IndustriALL Global Union assurent le suivi annuel de cet accord sur la base des indicateurs mis en place par le Groupe pour le suivi des engagements prévus par l'accord :

### Santé, sécurité, environnement

- Taux de site audités en matière d'hygiène, sécurité et environnement depuis moins de trois ans selon le référentiel du Groupe (Solvay Care Management System)
- **MTAR** : taux de fréquence de tous les accidents mesuré par million d'heures de travail

- **LTAR:** taux de fréquence des accidents du travail occasionnant à un arrêt de travail, mesuré en nombre d'accidents survenus par million d'heures de travail.
- Protection des salariés face à l'exposition professionnelle (produits chimiques, bruit,...)
- Protection des salariés par le biais d'une surveillance médicale.
- Identification des sites devant accorder une attention particulière au bien-être au travail (essentiellement suite à l'enquête Solvay sur les salariés) et soutien apportés à ceux-ci.
- Impact sur l'environnement et les ressources naturelles :
  - l'eau
  - l'air (émissions de CO2)
  - la consommation d'énergie
  - le traitement des déchets

### **Salariés, dialogue social et sociétal**

- Nombre de salariés (total des effectifs, par zone et par site)
- Structure de l'emploi (emploi direct, intérim)
- Politique du Groupe en matière de sous-traitance
- Systèmes de protection sociale existants et nombre ou catégories de salariés couverts
- Mobilité : nombre de poste pourvus par des candidats internes comparé au nombre de postes pourvus par des candidats externes
- Formation professionnelle
- Structures de dialogue social existantes
- Actions sociétales

Solvay et IndustriALL Global Union assurent en commun une veille pour optimiser les indicateurs sociaux actuellement en place et repérer les besoins nouveaux en la matière.

### **Relations avec les fournisseurs, prestataires et sous-traitants**

- Bilan du respect des standards Solvay et des éventuelles mesures correctives
- Bilan des réclamations émanant de fournisseurs et de leur traitement par Solvay

## Solvay Way

La démarche Solvay Way vise à un progrès continu en matière de responsabilité sociale et environnementale dans le cadre d'un dialogue renforcé avec les salariés et leurs représentants.

Le référentiel Solvay Way permet une évaluation annuelle des pratiques et des objectifs de progrès des entités du Groupe vis-à-vis de six parties prenantes : les clients, les fournisseurs, les employés, les investisseurs, les communautés et l'environnement

Le référentiel doit permettre aux entités de se situer quant au niveau actuel de mise en œuvre de ces pratiques, puis de définir des objectifs et les plans d'amélioration associés, dans une démarche de progrès continu.

Les engagements de Solvay sont susceptibles d'être modifiés; tout changement de ce genre sera inclus dans le présent article lors des négociations ultérieures de l'accord.

Les profils de responsabilité ainsi tracés font partie des indicateurs de suivi de cet accord. IndustriALL sera associé au bilan annuel de mise en œuvre de la démarche Solvay Way.

Solvay et IndustriALL Global Union considèrent que la démarche Solvay Way participe de façon très importante à la dynamique de cet accord et sont convenus d'unir leurs efforts pour en assurer le plein succès.



## V – MODALITES D'APPLICATION DE L'ACCORD

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Cet accord, applicable internationalement à l'ensemble des activités de Solvay, renforce et élargit les pratiques sociales du Groupe. Il n'a pas vocation à se substituer aux processus locaux de dialogue ou de négociation ni d'interférer avec ceux-ci.

Solvay s'engage à communiquer cet accord à sa direction et à informer les salariés de son existence et des engagements qu'il prévoit. Afin d'assurer la plus grande sensibilisation et diffusion, des versions électroniques simplifiées peuvent également être utilisées. Cet accord sera traduit dans les langues des différents pays concernés retenues en accord avec IndustriALL Global Union et sera consultable sur le site web du Groupe sous les rubriques « Développement durable », « Ressources humaines » (RH) et « Achat ».

Une attention particulière sera accordée dans ce cadre aux nouveaux salariés embauchés qui reçoivent une copie de l'accord.

Solvay et IndustriALL Global Union coopéreront pour assurer la meilleure diffusion et compréhension de cet accord par les représentants des salariés des sites. Solvay facilitera dans ce cadre la participation de ces délégués aux réunions qu'IndustriALL pourrait organiser localement pour contribuer à développer le dialogue social auquel appelle cet accord.

Solvay et IndustriALL Global Union conviennent d'une disponibilité respective permanente pour s'informer mutuellement des éventuelles difficultés rencontrées et pour leur apporter la meilleure solution.

Solvay et IndustriALL Global Union considèrent conjointement que la résolution des problèmes gagne à être réalisée au plus près de l'endroit où ils se posent.

Cependant, Solvay et IndustriALL Global Union conviennent qu'en cas de difficulté persistante ou de manquement concernant l'application de cet accord, une procédure de règlement des différends sera mise en œuvre de la façon suivante :

À défaut de trouver une solution satisfaisante, la question sera directement abordée avec la direction nationale et les syndicats concernés, en liaison avec les signataires de l'accord.

En l'absence de solution trouvée à ce niveau, les signataires auront la possibilité de saisir la direction générale de Solvay, indépendamment du lieu où l'accord est mis en œuvre et/ou de l'intervention de tiers.

Tous les problèmes rencontrés et toutes les solutions identifiées seront présentés lors de la réunion annuelle entre les signataires.

## **VI – SUIVI ET BILAN DE L'ACCORD**

Solvay et IndustriALL Global Union assurent en continu le suivi de la bonne application de l'accord et réalisent chaque année dans ce cadre, par le biais d'un Groupe mondial spécifique (Global Panel), une mission d'évaluation dans un pays ou une zone sur la base d'une définition conjointe.

### **COMPOSITION DU PANEL**

- 3 représentants du groupe Solvay nommés par la Direction Générale du Groupe.
- 2 représentants de l'organe central d'IndustriALL Global Union
- 1 représentant par zone géographique choisi par IndustriALL Global Union parmi les membres du Forum Mondial Solvay
- Les régions géographiques concernées sont : l'Amérique du Nord, l'Amérique du Sud, l'Europe et l'Asie

### **DISPOSITIONS RELATIVES À L'ORGANISATION**

Le Global Panel convoque une réunion au moins une fois par an. Les parties peuvent décider d'organiser des réunions supplémentaires si nécessaire.

La réunion annuelle du Panel sera organisée pendant le premier trimestre de l'année sur l'un des sites du Groupe choisi par les parties au présent accord.

Solvay couvrira les frais de voyage et de séjour encourus par les membres du Panel en plus de ceux liés à l'organisation des réunions.

Le projet de rapport rédigé par IndustriALL sera envoyé à Solvay dans le mois suivant la tenue de la réunion. Solvay transmettra ses commentaires au sujet de ce projet dans le mois suivant sa réception. Les parties produiront un rapport conjoint. En cas de divergence d'opinion, ces points d'écart seront mentionnés à la fin du rapport conjoint.

Les éventuelles difficultés rencontrées dans l'application de l'accord font l'objet d'un rapport les décrivant ainsi que les solutions qui leur auront été apportées. Dans le cas où ces difficultés seraient constatées au niveau local, ce rapport sera établi conjointement par la direction et les représentants des salariés du site concerné et sera intégré au document-bilan.



IndustriALL Global Union procèdera à une présentation sur l'application du présent accord chaque année lors de la réunion du Forum Mondial Solvay convoquée pendant le premier trimestre.

Solvay présentera à cette occasion un document-bilan basé sur les indicateurs de suivi de l'accord ainsi que les résultats des missions d'évaluation conjointe menées par Solvay et IndustriALL Global Union dans les pays telles que prévues par le présent accord.

Solvay et IndustriALL Global Union conviennent de dresser un bilan d'ensemble avant l'arrivée à échéance de l'accord pour en préparer la reconduction éventuelle. Ce bilan, réalisé à une date proche de l'échéance de l'accord, peut être confié à un expert externe choisi par les deux parties, les coûts étant couverts par Solvay

### Missions Santé-Sécurité

Une visite conjointe annuelle sera organisée pour assurer le suivi de la situation en matière de santé et de sécurité au sein du Groupe.

À cette fin, l'accès aux indicateurs régulièrement observés par le Groupe sera offert à IndustriALL. Les parties au présent accord peuvent convenir le cas échéant de compléter ces indicateurs par une information spécifique.

Le travail réalisé se fonde sur une démarche de progrès constant. À ce titre, le rapport reprend des observations et des recommandations visant à l'amélioration. Le projet de rapport rédigé par IndustriALL est envoyé à Solvay dans le mois suivant la visite. Solvay transmettra ses commentaires au sujet du projet dans le mois suivant sa réception. Les parties produiront un rapport conjoint. En cas de divergence d'opinion, ces points seront mentionnés à la fin du rapport conjoint.

### **AUTRES DISPOSITIONS**

Solvay et IndustriALL Global Union sont seuls compétents pour toutes les questions soulevées par l'application de l'accord.

Solvay et IndustriALL Global Union conviennent de l'intérêt du développement d'un dialogue social mondial au sein du Groupe et poursuivront leur réflexion sur ce point. Une fois déterminés, les modalités et moyens de ce dialogue feront l'objet d'un avenant au présent accord.



## VII – VALIDITE DE L'ACCORD

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Le présent accord est renouvelé pour une durée de 5 ans.

A tout moment, l'accord pourra être révisé par voie d'avenant, en vue de l'adapter.

Dans l'année précédant la date d'échéance de l'accord, et au plus tard 3 mois avant celle-ci, les parties signataires se réuniront afin d'effectuer ensemble un bilan global de l'application de l'accord, en vue de son renouvellement éventuel.

Chaque partie signataire pourra se retirer du présent accord par un préavis de six mois.

Le présent accord sera traduit, selon une liste définie conjointement avec IndustriALL Global Union, dans les langues des pays qui accueillent des sites de production de Solvay. Seule la version rédigée en anglais fait foi entre les parties signataires.

Bruxelles, le 3 février 2017



Groupe Solvay, représenté par **Jean-Pierre Clamadieu**, Président du Comité Exécutif

Et



IndustriALL Global Union, représenté par **Valter Sanches**, Secrétaire Général

*Annexes :*

- 1. Référentiel Solvay Way*
- 2. Solvay People and Management Model*



# Annexe 1

# Référentiel Solvay Way



**SOLVAY**




asking more from chemistry®

# SOLVAY way

**Reference framework 2016**  
Sustainable Development








# Practices for GBU

| STAKEHOLDER  | ENTITY CONCERNED | SW PRACTICES ADDRESSED  | FUNCTIONS ASSOCIATED  |
|--|------------------|---|---|
|  <b>CUSTOMERS</b>     | Business teams   | 1.1.1<br>1.1.2 / 1.2.1 / 1.2.2<br>1.3.1 / 1.3.2<br>1.4.2                                | Industrial - HSE<br>R&I / Industrial<br>Marketing & Sales                             |
|  <b>EMPLOYEES</b>     | Industrial Sites | 2.1.1 / 2.1.2 / 2.1.3<br>2.2.1 / 2.2.3 / 2.3.1 / 2.4.1 / 2.4.2<br>2.5.1 / 2.5.2 / 2.5.3 | Industrial - HSE<br>HR<br>HR  |
|  <b>PLANET</b>        | Industrial Sites | 3.1.1 / 3.1.2 / 3.1.3 / 3.1.4<br>3.2.1 / 3.2.2 / 3.2.3<br>3.3.1 / 3.3.2 / 3.3.3         | Industrial - HSE<br>Industrial-HSE/Energy Services<br>Industrial-HSE /Energy Services |
|  <b>SUPPLIERS</b>    | Purchasing team  | 5.1.1<br>5.2.1<br>5.3.1 / 5.3.2 / 5.3.3   | Purchasing<br>Purchasing<br>Purchasing  |
|  <b>COMMUNITIES</b> | Industrial Sites | 6.1.1 / 6.1.2<br>6.2.1 / 6.2.2 / 6.2.3<br>6.3.1   | Industrial-HSE<br>Industrial-HSE  |

# Practices for R&I

| STAKEHOLDER  | ENTITY CONCERNED   | SW PRACTICES ADDRESSED  | FUNCTIONS ASSOCIATED  |
|--|--------------------|---|---|
|  <b>CUSTOMERS</b>   | R&I Corporate team | 1.2.2<br>1.3.1  | Industrial HSE  |
|  <b>EMPLOYEES</b>   | R&I Sites          | 2.1.1 / 2.1.2 / 2.1.3<br>2.2.1 / 2.2.3 / 2.3.1 / 2.4.1 / 2.4.2<br>2.5.1 / 2.5.2 / 2.5.3 | Industrial - HSE<br>HR<br>HR  |
|  <b>PLANET</b>      | R&I Sites          | 3.1.1 / 3.1.2 / 3.1.3 / 3.1.4<br>3.2.1 / 3.2.2 / 3.2.3<br>3.3.1 / 3.3.2 / 3.3.3         | Industrial - HSE<br>Industrial-HSE/Energy Services<br>Industrial-HSE /Energy Services |
|  <b>COMMUNITIES</b> | R&I Sites          | 6.1.1 / 6.1.2<br>6.2.1 / 6.2.2 / 6.2.3<br>6.3.1   | Industrial-HSE<br>Industrial-HSE  |

# Practices for Corporate Functions

| STAKEHOLDER  | CORPORATE FUNCTIONS CONCERNED  | SW PRACTICES ADDRESSED                          | FUNCTIONS ASSOCIATED                 |
|--|--|---|--------------------------------------|
|  <b>CUSTOMERS</b>   | Marketing & Sales  | 1.4.1   |                                      |
|  <b>EMPLOYEES</b>   | HR<br>Industrial   | 2.2.2 / 2.5.4<br>All practices (2.1.1 to 2.5.3) | HR of GBU                            |
|  <b>PLANET</b>      | Public Affairs<br><b>SBS - IS</b>  | 3.4.1<br><b>3.3.4</b>                           |                                      |
|  <b>INVESTORS</b>  | Finance/ strategy<br>Strategy<br>Risk management<br>Legal<br>General Secretariat | 4.1.1<br>4.1.2<br>4.2.1<br>4.3.1<br>4.3.2       | R&I<br>M&A<br>Finance<br>HR<br>Legal |
|  <b>SUPPLIERS</b> | Purchasing zones &<br>Corporate Purchasing                                       | 5.1.1<br>5.2.1<br>5.3.1 / 5.3.2 / 5.3.3         |                                      |



# Our 22 commitments towards our stakeholders

## Customers

- Integrating our CSR commitments into our customer relationships
- Controlling product-related risks
- CSR-integrating innovation & investment
- Analyzing and developing our markets, while integrating CSR

## Employees

- Ensuring employees health and safety
- Respecting employees' fundamental human rights and guaranteeing their social rights
- Ensuring quality social dialogue
- Developing employability
- Motivating employees

## Planet

- Promoting environmental management
- Preserving natural resources
- Limiting environmental impact, preserving biodiversity
- Exercising responsible influence

## Investors

- Creating value responsibly
- Ensuring risk management
- Ensuring dissemination of and compliance with good management and governance practices

## Suppliers

- Defining prerequisites and integrating them into the supplier qualification and selection process
- Evaluating buyers' CSR performance.
- Managing and assessing suppliers' CSR performance , optimizing relationships

## Communities

- Ensuring the integration of entities within their territories
- Controlling industrial risks related to entities' presence in their territories
- Controlling supply chain risks and preventing accidents



## 1. Customers

### 1.1 Integrating our CSR commitments into our customer relationships

1.1.1 Developing a collaborative CSR **differentiation**

1.1.2 Informing customers of product-related risks

### 1.2 Controlling product-related risks

1.2.1 Deploying the Product Stewardship management system

1.2.2 Managing the risks attached to substances of very high concern (SVHCs)

### 1.3 CSR-integrating innovation & investment

1.3.1 Steering innovation projects while integrating CSR

1.3.2 Steering investment projects by new units or capacity expansions while integrating CSR

### 1.4 Analyzing and developing our markets, while integrating CSR

1.4.1 Detecting mega-trends, selecting target orientations

1.4.2 Orienting GBUs' action plans to integrate CSR



# 1.1. Integrating our CSR commitments into our customer relationships



Business Unit

|  | 1<br>Launch  | 2<br>Deployment   | 3<br>Maturity  | 4<br>Performance   |
|--|--|---|--|--|
| <b>1.1.1. Developing a collaborative CSR differentiation</b> | <p>Identify customers expectations, from a CSR standpoint, interacting with them.</p> <p>Identify levers to generate CSR-differentiated business with key accounts.</p>  | <p>Define action plans to generate CSR-differentiated business with key accounts.</p> <p>Identify possible projects with key accounts to develop CSR-differentiated business..</p>  | <p>Generate additional business with CSR-differentiation.</p> <p>Projects are set up.</p>  | <p>CSR-differentiated partnerships with key accounts generate significant business results.</p>  |
| <b>Detailed requirements</b>                                 | <p>BU records in a systematic and structured way the CSR expectations of more than 80% of <b>key accounts</b> (through meetings, surveys and <b>desk-research</b>).</p> <p>Customer expectations are documented in a CRM* system or equivalent.</p> <p>Customers satisfaction is measured (NPS).</p> <p>Entity identifies levers to generate CSR-differentiated business with key accounts (on the basis of their CSR objectives, e.g.).</p> | <p>BU has analyzed the CSR needs and expectations of more than 80% of its <b>key accounts</b>. They are discussed in business reviews.</p> <p>Action plans to generate CSR-differentiated business with key accounts, are set up.</p> <p>Projects with key accounts aiming at increasing the revenue in SPM Solutions are identified.</p> | <p>Over 80% of <b>key accounts</b> has been CSR-surveyed in the last <b>two</b> years and the <b>Net Promoter Score</b> exceeds 30%.</p> <p>Additional sales resulting from action plans defined at level 2 are generated in SPM Solutions category.</p> <p>Partnerships identified at level 2 are set up.</p> | <p>The revenue in SPM Solutions category has been increased by at least 20% as a direct consequence of the partnerships identified at level 2 and set up at level 3.</p> |

**Associated metrics**

- % of **key accounts** whose expectations have been recorded
- % of **key accounts** that have been CSR-surveyed over the last **two** years
- Net Promoter Score

**Associated tools**

- Customer interactions: visits, meetings, satisfaction surveys, workshops, ...
- CRM\* and other tools developed by the entities
- Electronic surveys (e Survey)
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.

**Glossary**

- ★ CSR: Corporate Social Responsibility
- ★ CRM: Customer Relationship Management
- ★ Key account is defined at GBU level on the basis of turnover, growth potential, market knowledge, strategic fit, etc.
- ★ Net Promoter Score, or NPS®, is an indicator based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors. (<http://www.netpromoter.com/why-net-promoter/know>)





## 1.1. Integrating our CSR commitments into our customers relations

Business Unit  
Entity Product  
Stewardship  
PSST

Launch

2  
Deployment3  
Maturity4  
Performance1.1.2. Informing  
customers of product-  
related risks

Ensuring that Solvay SDSs and labels are available for commercial products

Initiating a system **to monitor SDS distribution** for commercial products. **Ensuring that Solvay SDSs are available for all R&I samples shipped.** The entity has established a list of high priority substances for which it plans to publish a GPS Safety Summary.Deploying worldwide the system to monitor **distribution** of SDS for commercial products. GPS Safety Summaries **are compiled and published on ICCA and Solvay websites, according to applicable guidelines.**

Establishing a systematic and worldwide harmonized approach for compiling, publishing and updating GPS Safety Summaries.

## Detailed requirements

A process is in place to ensure that SDSs are **created and kept up to date** in line with the regulatory **requirements** and the new scientific information.The Solvay SDSs for commercial products are **communicated to customers.**A verification process to ensure the correct labelling is in place for commercial products **and an action plan is defined if gaps are identified**A system is in place to ensure SDSs **update at least every 3 years for commercial and R&I products.**The entity has established a process to **monitor** the distribution of SDSs to its customers in at least one geographic zone.A verification process to ensure the correct labelling is in place for R&I products **and an action plan is defined if gaps are identified.**The entity has initiated the process for **compiling** GPS Safety Summaries, taking into account zone specific requirements/recommendations.The entity has **established a process to monitor** the distribution and reception of SDSs **worldwide** together with Customer **Services (or Sales services).**The entity publishes GPS Safety Summaries on **ICCA and Solvay websites, in line with applicable guidelines. The entity annually reviews & updates the list of substances for which it plans to publish a GPS Safety Summary.**The entity proactively manages its SDSs and GPSs Safety Summaries on Internet, taking into account regulatory differences between countries and is able to anticipate future developments, including civil society **and market alerts.**The entity monitors the SDS distribution process. Solvay Customer Service monitors that the SDSs have been **well received by the customers.**

## Associated metrics

- Number of SDS revised within the last 3 years as % of the entity's total number of SDS
- Number of products in %tage having an SDS as required by national legislation
- % of GPS **safety summaries** published on ICCA and Solvay websites

## Associated tools

- SAP HSE database
- **Regulatory Watch & Intelligence process**
- **Ariel Webinsight for regulation monitoring**
- **IND-HSE-PRAS-19-PRO – Safety Data Sheet authoring and revision Procedure**

## Glossary

- ★ SDS: Safety Data Sheet or Material Safety Data Sheet
- ★ GPS: Global Product Strategy (voluntary ICCA commitment)
- ★ ICCA: International Council of Chemical Associations
- ★ GHS: Global Harmonization System and Labelling of Chemicals
- ★ High priority **substances**: high hazard or high volume substances



## 1.2. Controlling product-related risks



**Business Unit  
Entity Product  
Stewardship**

**1**  
**Launch**

**2**  
**Deployment**

**3**  
**Maturity**

**4**  
**Performance**

**1.2.1. Deploying the  
Product Stewardship  
management system**  
**Linked with PSMS**

Assessing and implementing basic level of Product Stewardship Management System (PSMS).

Deploying intermediate requirements of PSMS  
  
Implementing applicable technical standards\* for sensitive markets.

Deploying maturity requirements of PSMS.

Implementing all PSMS requirements.

**Detailed requirements**

The GBU has carried out the self assessment of the PSMS in all zones where it is located.

100 % of basic requirements (level 1 of PSMS) are implemented in accordance with PSMS timelines and rules.

For GBU having sales in sensitive markets\*, the GBU has defined resources and timelines to deploy the HCRM\* procedure.

50 % of PSMS intermediate requirements (level 2) are implemented.

For GBU having sales in sensitive markets\*, applicable technical standards\* are in place and risk assessments are performed according to HCRM\* procedure .

100 % of PSMS intermediate requirements (level 2) and 50% maturity requirements (level 3) are implemented.

100 % of PSMS performance requirements (level 4) are implemented.



**Associated metrics**

- PSMS self-assessment
- HCRM document

**Associated tools**

- PSMS management system
- HCRM (HealthCare Risk Management) process : IND-HSE-PRAS-07-PRO procedure

**Glossary**

- ★ PSMS: Product Stewardship Management System
- ★ HCRM: HealthCare Risk Management
- ★ Sensitive markets : as defined in HCRM procedure
- ★ Applicable technical standards : as defined in HCRM procedure



## 1.2. Controlling product-related risks



**Business Unit  
Entity Product  
Stewardship  
and R&I**

**Launch**

**2  
Deployment**

**3  
Maturity**

**4  
Performance**

### 1.2.2. Managing the risks attached to substances of very high concern (SVHCs)

Identifying products containing SVHCs and providing hazard information

Implementing a strategy to reduce the risks for SVHCs and launching the analysis for substitution.

Deploying the substitution programs where feasible.

Substituting or terminating the commercialization of all SVHCs.

#### Detailed requirements

GBUs and R&I corporate have carried out systematic inventories of substances produced, handled and used to identify SVHCs\* or products requiring specific attention (SRA), as defined in the framework procedure IND-HSE-12-PRO.

Hazard information (e.g. its classification) of products containing SVHCs and marketed or handled by the GBU and R&I, listed on the black or red lists of the group procedure is disseminated and kept up to date by Product Stewards in liaison with the Group's Toxicology and Environmental experts.

Inventories are updated periodically according to the IND-HSE-12-PRO procedure.

The entity has developed a strategy of risk management and mitigation for all products listed in the black and red lists of the group procedure.

The entity has identified products listed in the yellow list of the procedure and hazard information are kept up to date.

The entity has initiated a substitution process for all products containing SVHCs listed in the black and red lists of the group procedure.

The entity has completed over 80% of substitution plans for products containing SVHCs\* listed in the Group's black and red lists of the group procedure.

Specific risk management programs are implemented for SVHCs\* that can not be substituted.

The entity has identified the substances in the yellow list that require risk assessment and an action plan because of their criticality.

The entity has implemented a multi annual program for substitution of products containing SVHCs\*.

The entity has ceased the commercialization of products containing SVHCs\* for which no substitutes exist.

Products containing SVHCs\* that can not be substituted and for which have demonstrated their benefits for humanity must be used under strictly controlled conditions (SCC\*).

The entity has implemented action plans for 100% of identified critical substances in the yellow list.

#### Associated metrics

- % of SVHCs covered by the inventory per zone
- % of substitution studies for the substances concerned
- % of substances for which a partnership with all customers has been established or where work on a substitution file has begun

#### Associated tools

- IND-HSE-12-PRO
- IND-HSE-PRAS-12-PRO
- SAP-EHS
- IND-HSE-PRAS-14-PRO
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.

#### Glossary

- ★ SVHC: Substances of very high concern (as defined in IND-HSE-12-PRO)
- ★ SCC - Strictly Controlled Conditions as described in IND-HSE-IH-12-PRO.
- ★ SPM : Sustainable Portfolio Management (version 2.1); the Group's environmental assessment method maintained by the SD function and applied to the businesses, R&I and CapEx projects and M&A targets.





# 1.3. Innovating and investing while integrating CSR



**Business Unit + R&I (platform)**

|  | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance   |
|--|--|--|---|--|
| <b>1.3.1. Steering innovation projects while integrating CSR</b> | Mapping the innovation projects and assessing their CSR alignment.   | Integrating the CSR issues when selecting innovation projects and steering them.   | Managing the innovation projects portfolio with priority to CSR issues.   | Developing the Group's strategy and innovation policy in accordance with CSR issues.   |
| <b>Detailed requirements</b>                                     | <p>Each Opportunity and each Innovation Project of the entity, which match the criteria for inclusion in the WEGO* process are recorded in the WEGO* database.</p> <p>Each Innovation Project managed in the WEGO* process has been assessed with the SPM* methodology. Innovation Project has been assessed prior to its kick-off (in the prepare kick-off phase) and has been reviewed at each phase change.</p> | <p>Each Opportunity has been assessed in the light of the sustainability criteria embedded in the Opportunity Scorecard, at each phase.</p> <p>Sustainability evaluations of the Innovation Projects are discussed:</p> <ul style="list-style-type: none"> <li>in Innovation Committee* and serve as a basis for decisions on resource allocation;</li> <li>in project Steering Committee* to favor the most sustainable solutions in the project management.</li> </ul> | <p>At least 50% of the consolidated budget of the Innovation Projects of the entity that are managed under the WEGO* process is allocated to projects in SPM Improved* or in SPM Solutions* categories.</p> <p>No budget is allocated to Innovation Projects in SPM Deteriorated* or in SPM Challenges* categories.</p> | <p>80% of the consolidated budget of the Innovation Projects of the entity that are managed under the WEGO* process is allocated to projects in SPM Solutions* category.</p> |

**Associated metrics**

- Part of the R&I budget of the entity that is allocated to projects recorded in WEGO\* database.
- Part of the R&I budget analyzed by the SPM methodology.

**Associated tools**

- Solvay Innovation Process WEGO
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.
- Innovation Excellence
- Manufacturing Excellence

**Glossary**

- ★ **SPM:** Sustainable Portfolio Management, Group's environmental assessment method maintained by the SD function and applied to the businesses, R&I and CapEx projects and M&A targets. *Improved and Deteriorated categories refer to SPM assessments of R&I projects ; Solutions and Challenges refer to zones of the SPM Heat Map.*
- ★ WEGO is the development and the management process of innovation projects and their associated portfolios; it encompasses the development of new products, processes and/or applications while involving R&I resources.
- ★ The Innovation Committee is composed at least of the President of the entity (GBU or R&I Function) and the R&I, Strategic Marketing and Industrial Directors of the entity. For large GBUs, President may formally delegate his role to Business Units VPs.
- ★ The Steering Committee is composed at least of the Project Leader and decision takers for R&I, Marketing and Industrial deliverables of the project.



# 1.3. Innovating and investing while integrating CSR



**Industrial Management BU**

**1 Launch**

**2 Deployment**

**3 Maturity**

**4 Performance**

## 1.3.2. Steering investment projects, while integrating CSR

Assessing the CSR challenges of investment projects.

Integrating the CSR issues when selecting CAPEX projects and steering them.

Selecting the majority of investment projects according to CSR criteria.

Developing the Group's strategy and investment policy in accordance with CSR challenges.

### Detailed requirements

Any CAPEX project > 100 kEUR is recorded in a comprehensive database.

Any **MAJOR CAPEX\*** project (> 10 MEUR) is evaluated by the SPM\* methodology, according to the CAPEX 01 and IND-HSE-06-PRO procedures.

The Investment Committee\* ensures that its SPM profile is available before approval (on x & y axis).

Any **MEDIUM CAPEX\*** project (> 2 MEUR) is evaluated by the SPM\* methodology.

GBU President ensures its SPM profile is formally taken into account before approval (on x & y axis).

Any **CAPEX** project >100 kEUR is evaluated with the Ultra-simplified SPM\* criteria.

At least 50% of the consolidated CAPEX spending of the entity aiming at development (D & E categories) and environment (A2 category) is allocated to projects that:

- either increase the revenue in SPM Solutions category
- or reduce by more than 10% the Operations Vulnerability.

No CAPEX aiming at development (D & E categories) and environment (A2 category) is allocated to project that:

- either increase the revenue in SPM Challenged category
- or increase by more than 10% the Operations Vulnerability.

At least 80% of the consolidated CAPEX spending of the entity aiming at development (D & E categories) and environment (A2 category) is allocated to projects that:

- either increase the revenue in SPM Solutions category
- or reduce by more than 10% the Operations Vulnerability.

### Associated metrics

→ % of CAPEX investments analyzed by the SPM method

### Associated tools

- CAPEX 01 procedure and 06 PRO IND HSE (Industrial Challenge)
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.

### Glossary

- ★ **SPM:** Sustainable Portfolio Management, Group's environmental assessment method maintained by the SD function and applied to the businesses, R&I and CapEx projects and M&A targets. *Improved* and *Deteriorated* categories refer to SPM assessments of R&I projects ; *Solutions* and *Challenges* refer to zones of the SPM Heat Map.
- ★ Values in practice prevail on MAJOR and MEDIUM CAPEX thresholds defined in CAPEX 01 procedure (2016 Jan. version).
- ★ Ultra-simplified SPM is the SPM scorecard that is typically applied to large number of items (projects, Ideas, ...) to compare them on anticipated SPM profile, with the involvement of Corporate SPM Team
- ★ The Investment Committee is composed at least of the President, the Industrial, R&I and Strategic Marketing Directors of the entity. For large GBUs, President may formally delegate his role to Business Units VPs.



# 1.4. Analyzing and developing our markets while integrating CSR

**Corporate Marketing and Sales & Strategy**

|   | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity  | 4<br>Performance  |
|---|--|--|--|---|
| <b>1.4.1. Detecting megatrends, selecting target orientations</b> | Analyzing market developments, and noting trends reflecting CSR issues.  | Presenting target orientations to Group senior management for validation, and to GBUs for inclusion in their strategic plans.  | Ensuring that the orientations included in the GBUs' roadmaps are relevant.  | Integrating CSR into the market - product segments positioning strategy of the entire Group portfolio.  |
| <b>Detailed requirements</b>                                      | <p>Ongoing monitoring of market developments exists to understand the major changes (customers, government, civil society ...) on world markets.</p> <p>Breakthrough trends and developments responding to CSR issues, according to CSR criteria, are identified.</p> <p>This analysis is part of the Business Review process, with results communicated through the annual prospective market analysis.</p> | <p>The quarterly Economic Outlook analysis presents the selected target markets and the potential business analyzed to General Management and GBUs.</p> <p>GBUs identify the opportunities and risks of their current business, and integrate the environmental and social impacts in defining their strategic plans and business reviews.</p> | <p>Senior management checks annually with the GBUs that the action plans will make possible to reach, at group level, in <b>2025</b>:</p> <ul style="list-style-type: none"> <li>• 50% of the turnover in the SPM <b>Solutions</b> category;</li> <li>• A reduction of the share in turnover in the <b>Challenges</b> SPM categories.</li> </ul> | <p>Corporate Strategic Marketing and Sustainability Department Management verify that all business developments meet the CSR challenges, based on the GBUs' strategic plans and business reviews.</p> <p>They evaluate the entire Group portfolio according to the CSR criteria (SPM <b>Solutions</b> categories) which need to reach two-thirds of the turnover.</p> |

**Associated metrics**

- Portion of the product portfolio incorporating CSR, presented in the Business Review
- SPM: "Star" portion growing and "obstructed" portion reducing, improvement of "operational resilience"

**Associated tools**

- Roadmap, Business Review, Strategic Planning Process
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.

**Glossary**

- ★ The CSR criteria are intended to help assess the potential impacts of a particular business based on three interrelated dimensions: economic (generating sustainable value); environmental (reducing environmental footprint across sourcing, production, distribution ...); and social (knowledge of good practices and risk anticipation – general employment and working conditions, safety, non-discrimination, human rights – by our employees and acceptance of these conditions by our suppliers and clients).
- ★ Vigilance with regard to high environmental impact sectors (emissions to air, water, soil, consumption of non-renewable resources)
- ★ Vigilance with regard to sectors using sensitive chemicals
- ★ Vigilance with regard to the "Ethics" dimension of purchasing policies (including payment of suppliers) / supplier relationships / supply chain
- ★ Particular sensitivity to certain sectors: drugs, weapons, sex, tobacco, games, GMOs





# 1.4. Analyzing and developing our markets while integrating CSR

**Strategic Marketing Management in the GBUs**

|   | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity  | 4<br>Performance  |
|---|--|--|--|---|
| <b>1.4.2. Orienting GBUs' action plans to integrate CSR</b> | Analyzing the market along the entire value chain, including CSR.<br>Estimating the likely evolution of customer demand within this framework.   | Defining the strategic plan of the entity while integrating CSR  | Checking the effectiveness of the application of the strategic plan for generating CSR-correlated growth.  | Each GBU makes the greater part of its EBITDA from product/service offerings that integrate CSR.            |
| <b>Detailed requirements</b>                                | Each year, the operating entity analyses major developments (customers, government, civil society, regulators) in the relevant markets across the value chain in the Strategic Plan and the Business Review, integrating CSR into the process.<br><br>80% turnover of the GBU has been assessed with the SPM tool. | The entity integrates the results of the SPM analysis of its portfolio, the analysis from Corporate Strategic Marketing and Business Intelligence, and information resulting from benchmarks, to define the main orientations of its strategic plan. | Senior management checks annually with the GBUs that the action plans will make possible to reach, at group level, in 2025: <ul style="list-style-type: none"> <li>50% of the turnover in the SPM Solutions category;</li> <li>A reduction of the share in turnover in the Challenges SPM categories.</li> </ul> | Each GBU achieves a minimum of 2/3 EBITDA in CSR correlated products and services (SPM Solutions category). |

**Associated metrics**

- Portion of EBITDA by GBU correlated with CSR challenges
- SPM: "Star" portion growing and "Challenged" portion reducing, improvement of "Operations Vulnerability"

**Associated tools**

- Roadmap, Business Review
- Innovation Stage Gate (marketing section)
- External Growth Process
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.

**Glossary**

- ★ The CSR criteria are intended to help assess the potential impacts of a particular business based on three interrelated dimensions: economic (generating sustainable value); environmental (reducing environmental footprint across sourcing, production, distribution ...); and social (knowledge of good practices and risk anticipation – general employment and working conditions, safety, non-discrimination, human rights – by our employees and acceptance of these conditions by our suppliers and clients).
- ★ Vigilance with regard to high environmental impact sectors (emissions to air, water, soil, consumption of non renewable resources)
- ★ Vigilance with regard to sectors using sensitive chemicals
- ★ Vigilance with regard to the "Ethics" dimension of purchasing policies (including payment of suppliers) / supplier relationships / supply chain
- ★ Particular sensitivity to certain sectors: drugs, weapons, sex, tobacco, games, GMOs



## 2. Employees

### 2.1 Ensuring employees health and safety

- 2.1.1 Controlling the risks associated with occupational exposures
- 2.1.2 Promote health and wellbeing at work
- 2.1.3 Preventing occupational accidents

### 2.2 Respecting employees' fundamental human rights and guaranteeing their social rights

- 2.2.1 Deploying the global CSR agreement
- 2.2.2 Developing a culture of diversity as a performance driver
- 2.2.3 Making diversity a local performance lever

### 2.3 Ensuring quality social dialogue

- 2.3.1 Respecting employees' rights of representation

### 2.4 Developing employability

- 2.4.1 Developing employees skills
- 2.4.2 Forward management of employees and skills needs

### 2.5 Motivating employees

- 2.5.1 Motivating employees to attain objectives
- 2.5.2 Promoting improvement projects and suggestions systems
- 2.5.3 Compensating employees fairly
- 2.5.4 Integrating CSR commitments into remuneration policy



## 2.1. Ensuring employees health and safety

Sites



### 2.1.1. Controlling the risks associated with occupational exposures

Linked with SCMS

|                              | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance   |
|------------------------------|--|--|---|--|
|                              | <p>Collecting elements for identifying chemical, physical, biological, ergonomic hazards on the site, in order to perform the risk assessment.</p> <p>Identifying exposed employees.</p> <p>Providing information on health risks to contractors working on our sites.</p>   | <p>Conducting health risk assessments of the exposed employees</p> <p>Defining risk reduction targets and introducing actions to reduce health risks.</p>  | <p>Ensuring the efficiency of risk prevention actions, i.e. with a surveillance plan.</p>   | <p>Demonstrating that risk prevention actions allow to limit wearing personal protective equipments to exceptional circumstances or legal obligations.</p>   |
| <b>Detailed requirements</b> | <p><b>SCMS 4.3.1 L1:</b></p> <p>The industrial hygiene responsibilities are defined within the site organization</p> <p>An exposure screening is scheduled for Chemicals, including exposure to SVHC</p> <p>The site has a plan for monitoring the effectiveness of its ventilation in line with the group recommendations (IND-HSE-IH – 03- GUI)</p> <p><b>SCMS 12.3.3 L1 :</b> Housekeeping standards are defined for at least production areas, labs, maintenance workshops and warehouses</p> <p><b>SCMS 4.6.1 L1 :</b> The site has access to the last available version of safety data sheets associated with hazardous products or substances used or produced within the site</p> <p><b>SCMS 6.2.1 L1:</b> The contractors working on site are compliant with plant rules including their equipment and the general HSE conditions</p> | <p><b>SCMS 4.3.1 L2 :</b></p> <p>Industrial Hygiene data are recorded according to Socrates standards and individual risks profiles are updated with SEG accordingly</p> <p>Detailed risk assessment is carried out for health hazards whenever the exposure screening is not sufficient to conclude that the residual risk is acceptable</p> <p><b>SCMS 4.4.1 L2 :</b> The site has implemented a strategy to reduce and control the risks for all items incurred by the products classified Health SVHC</p> <p><b>SCMS 2.3.3 L2:</b> A site PPE matrix (or equivalent), established by a skilled person, indicates the specific PPE to apply for the different types of works or products personnel can be exposed</p> | <p><b>SCMS 4.3.1 L3 :</b></p> <p>The site has set an annual monitoring plan.</p> <p>The indicators in particular those of Socrates are analyzed by the management team of the site as part of the HSE review. This review feeds a continuous progress dynamic.</p> <p>The risk of occupational exposure to SVHC are controlled in accordance with Group procedures.</p> | <p><b>SCMS 4.3.1 L4:</b></p> <p>The entity is aligned with the highest world wide standards of IH risks prevention : Exposure limit values according to the procedure IND-HSE-PRAS-05-STA</p> <p>The necessary control measures are defined with minimal or no dependence on specific personal protective equipment (PPE)</p> <p>Products containing SVHC are not in use at the site</p> |

Level 1 not required in 2016 (to ensure consistency with SVHC procedure)

#### Associated metrics

- % of working units evaluated by an appropriate risk assessment study , 2015-2020 period
- % of Solvay employees whose occupational exposure profile are recorded in Solvay IH standard tools (Socrates)
- Number of risk level 1 and 2 – Number of risk level 1 older than 1 year)

#### Associated tools

Socrates - Industrial Hygiene / IND-HSE-12-PRO / IND-HSE-IH-12-PRO : SVHC Industrial Hygiene standard  
 IND-HSE-PRAS-05-STA : SAEL standard / IND-HSE-IH-03-GUI : Local ventilation awareness

#### Glossary

SEG : Similar Exposure Group  
 "Socrates" 'Solvay Occupational Risk Assessment for Employees.



## 2.1. Ensuring employees health and safety

Sites



### 2.1.2. Promote health and wellbeing at work

Linked with SCMS

#### 1 Launch

Introducing periodic medical monitoring of all employees, adapted to the health risks identified in their particular work environments, Introducing management of health data.

#### 2 Deployment

Having individual health risk exposure profiles for all employees and providing medical monitoring using group tool standards , procedures and guidelines.  
Introducing biological monitoring of exposure to chemical agents for the employees concerned.  
Implementing the recommendations from the medical monitoring of all employees in the work environment. Developing a program to promote well-being and prevention of stress at work

#### 3 Maturity

Undertaking corrective actions following a collective analysis of health data.  
Developing stress prevention and management to improve the quality of life at work.

#### 4 Performance

The entity also runs prevention and health promotion campaigns in its local geographic context, taking into account at work and outside work lifestyles.

#### Detailed requirements

##### SCMS 4.4.1 L1 :

Needs for pre-employment and periodic medical surveillance of personnel are identified and completed based on local regulations and group recommendations.  
The Site takes into account the exposure assessment in order to apply the adapted medical surveillance protocols, as defined in Solvay occupational health available documents. Medical fit for work certificates, and advices if necessary, for individuals requiring a medical surveillance are delivered  
Medical files are archived respecting the confidentiality during at least 30 years and, when possible, it is strongly recommended during at least 50 years, according with local regulation

##### SCMS 4.4.1 L2 :

An exposure risk profile at individual level (or SEG = Similar Exposure Group), including the results of the Industrial Hygiene risk assessments, is transmitted to the medical team.  
Where there are restrictions for a worker, the site confers with the occupational physician/external clinic on making appropriate accommodations.  
A biomonitoring plan to measure chemical substances in blood or urine is established for concerned workers.  
A well being at work and stress prevention program is set up and implemented.  
The Group health indicators are reported to Corporate HSE Management once a year.

##### SCMS 4.4.1 L3 :

Based on the annual report on health and on the management of occupational health risks, the entity revises its health-hygiene action plan annually as part of its management review. It does this based on collective health data and individual alerts.  
  
The entity defines an action plan to prevent and manage workplace stress and enhance the quality of workplace life.

##### SCMS 4.4.1 L4 :

The site implements non-occupational health-specific prevention and health promotion actions, adapted to local contexts and issues

#### Associated metrics

##### Associated tools

→IND-HSE-OH-02-GUI: Prevention and management of stress at work / →IND-HSE-OH-12-PRO: SVHC Occupational Health Procedure / →IND-HSE-OH-01.01-PRO: Procedure for reporting on minimal health indicators / →IND-HSE-OH-01.02.DOC: Reporting of occupational diseases as an indicator in the Group SD report / →IND-HSE-OH-09.00.PRO : Procedure of conducting human biomonitoring (To be published) / Medexis OH2 /→SCMS

##### Glossary

- Medexis: information tool and management of health data adapted to legal local requirements
- Human Biomonitoring : biological monitoring of exposure to chemical agents





## 2.1. Ensuring employees health and safety



Sites

### 2.1.3. Preventing occupational accidents

Linked with SCMS

|                              | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity  | 4<br>Performance   |
|------------------------------|--|--|--|--|
|                              | Reporting accidents involving personal injury and incidents (employees, subcontractors and temporary workers).<br>Deploying the Solvay safety excellence program   | Conducting thorough investigations to identify the root causes of accidents and incidents, based on the participation of the workers concerned and their representatives, if they exist.<br>Checking the good implementation of the Solvay safety excellence program   | Undertaking corrective actions and communicating the results of the health surveys.<br>Implementing a risk assessment program<br>Has the site set up a behavior-related safety program?  | Using hazard identification & risk assessments methodology at shop floor level<br>Reporting and analyzing all accidents, incidents and movements involving a high physical risk, and publishing the results.<br>The behavioral program has demonstrated its effectiveness.   |
| <b>Detailed requirements</b> | <p><b>SCMS 12.2.1 L1 :</b> The injuries and events are reported according to Solvay Group procedure</p> <p><b>SCMS 4.2.1 L1 :</b></p> <p>The occupational safety responsibilities are defined within the site organization</p> <p>The Solvay Safety Excellence program is implemented through:</p> <ul style="list-style-type: none"> <li>-a site HSE roadmap</li> <li>-a yearly safety day</li> <li>-the life saving rules</li> </ul> | <p><b>SCMS 12.2.1 L2 :</b></p> <p>A severity/potential severity grading scale is defined to determine the cause analysis methodology to be used, and who should participate and who is responsible for monitoring any corrective measures,</p> <p>Root cause analysis are systematically carried out for accidental events having consequences classified as a 'M' (Medium) and above (H- High and C- Catastrophic)</p> <p><b>SCMS 4.2.1 L2 :</b></p> <p>Internal audits on life saving rules (site level) are performed and recorded in order to check the good implementation of practices.</p> <p>An action plan is set up to eliminate the findings coming from the internal audits.</p> | <p><b>SCMS 12.2.1 L3 :</b></p> <p>Corrective actions are completed in due time.</p> <p>A review of the effectiveness of corrective action taken is completed</p> <p>Final reports on lesson learnt on severe/potentially or severe accidents are communicated to employees</p> <p><b>SCMS 4.2.1 L3 :</b> A methodology for the semi quantitative risk assessment is performed by screening every tasks of the operation, step by step, with the participation of operators having more experience in the job, in order to determine critical tasks</p> <p><b>SCMS 4.2.2 L3 :</b> As part of the preventive program, a behavioral program is deployed at the site with observations done and registered</p> | <p><b>SCMS 4.2.1 L4 :</b></p> <p>The hazard identification &amp; risk assessments are reviewed over a period of 3 years</p> <p>A simplified methodology to be used by the 1st line managers with their team is established and implemented for day to day purpose</p> <p><b>SCMS 4.2.2 L4:</b></p> <p>A Peer to peer observation tasks are carried out on a daily basis</p> <p>The behavioral program practices are permanent and have been deployed at the site for 3 years</p> <p>Employees opinion surveys are conducted on a yearly basis to measure the effectiveness of behavior program practices</p> |

#### Associated metrics

- Cat 1 & 2 accident survey implementation rate LTA / MTA
- Rate of corrective actions completed to schedule

#### Associated tools

- Classification, Analysis, and Reporting for occupational accidents : IND-HSE-OS-01-PRO-EN
- Solvay Safety Excellence Plan / Solvay life saving rules / SCMS / causal tree methodology / Behavioral program (BBS, STOP, Vigilance SAFESTAR ...)

#### Glossary

- ★ At-risk movements observation program: Methodology used to identify and eliminate at-risk movements
- ★ LTA = Lost Time Accident /MTA = Medical Treatment Accident



## 2.2. Respecting employees' fundamental human rights and guaranteeing their social rights

Sites



|  | 1<br>Launch   | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance   |
|--|---|--|---|--|
| <b>2.2.1. Deploying the Global CSR agreement</b> | Disseminating the IndustriALL Global Union agreement and explaining it to management and employee representative bodies   | Presenting the IndustriALL Global Union agreement to all employees and new hires.  | Measuring the implementation of the IndustriALL Global Union agreement together with employees and/or their representatives.  | Producing an annual assessment of the application of the IndustriALL Global Union agreement, together with employees and/or their representatives, and defining a progress plan. |
| <b>Detailed requirements</b>                     | <p>The IndustriALL Global Union agreement is made available, in a suitable form, to employees in the language of the entity.</p> <p>100% of managers and employee representative bodies (where they exist) have had this agreement presented and explained to them.</p> <p>The entity's management team is directly involved in the presentation.</p> | <p>The IndustriALL Global Union agreement has been presented and explained to at least 80% of the entity's employees.</p> <p>This presentation has been made by a member of the site's management team.</p> <p>The entity's integration process for new hires includes the presentation, explanation and handing over of a copy of this agreement.</p> | <p>An <b>annual status</b> exists to ensure the respect of the <b>requirements</b> covered by the IndustriALL Global Union agreement at entity level.</p> <p>This meeting allows for the participation of employees of the entity and/or their representatives if they exist.</p> | <p>The annual assessment of the IndustriALL Global Union agreement leads to action plans.</p> <p>These plans are formally communicated and explained to employees.</p>           |

**Associated metrics**

→ Level of knowledge of the IndustriALL agreement by employees (can be measured by the social climate survey cf. practice 2.3.1)

**Associated tools**

- IndustriALL Global Union Agreement: <http://www.solvay.com/en/sustainability/index.html>

**Glossary**

- ★ IndustriALL Global Union Agreement: Agreement on Social and Environmental Responsibility signed in 2005 with ICEM (international chemical industry trade union confederation) and renewed in 2011. This agreement covers the respect of fundamental human rights and fundamental social rights as defined by the Global Compact and ILO Conventions. It also contains a series of Solvay-specific commitments on HSE, employment and social protection, combating discrimination, supplier relations, social dialogue and civil protection.



## 2.2. Respecting employees' fundamental human rights and guaranteeing their social rights

HR Corporate and HR Industrial Relations Officers



|   | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance  |
|---|--|--|---|---|
| <b>2.2.2. Developing a culture of diversity as a performance driver</b> | Defining a policy that makes diversity a performance driver  | The policy is disseminated in the Group and implemented by GBUs and functions.   | The Group's diversity profile is improving.   | The group is among the best in the industry in terms of diversity and equal opportunities.            |
| <b>Detailed requirements</b>  | For formalizing the Group's "Diversity" policy, corporate Human Resources Department takes as its basis the commitments of the people model, the management model, the Code of Conduct, and the Global CSR Agreement between IndustriALL and Solvay. This policy reflects local contexts and existing good practices. It sets non-discrimination* as a primary obligation, and the pursuit of diversity profiles (gender, age, disability, culture/nationality) as a performance driver. | Human Resources Management disseminates the policy in the appropriate languages to all entities.<br><br>The new employee integration process includes presenting this policy.<br><br>The GBUs and Functions produce Diversity maps of all their entities and define their diversity objectives and action plans, in line with Group policy. These objectives are integrated into the HR plans of the GBUs and Functions, and enable corporate HR Department to map Diversity at Group level. | The diversity indicators monitored by corporate Human Resources Department reflect an improvement in diversity in the Group's component entities.<br><br>A satisfaction survey serves to measure a change in employees' perception of the diversity topics worked on by the entities. | The benchmarks place us among the best in the industry in terms of diversity and equal opportunities. |

**Associated metrics**

- M/F distribution by profession, hierarchical level, remuneration.
- Number of young people hired into first jobs, no of young people being tutored.
- Number of employees with disabilities, number of entities concerned
- Diversity agreement signed with unions.

**Associated tools**

- Solvay Code of Conduct: [http://welink.solvay.com/en/corporate\\_communications/group\\_fundamentals/Code\\_of\\_Conduct/](http://welink.solvay.com/en/corporate_communications/group_fundamentals/Code_of_Conduct/)
- Compensation policy: [http://welink.solvay.com/en/functions/Human\\_Resources/Policies/Processes/CompensationPolicy.tcm](http://welink.solvay.com/en/functions/Human_Resources/Policies/Processes/CompensationPolicy.tcm)
- IndustriAll Agreement: <http://www.solvay.com/en/sustainability/index.html>
- Mission Handicap France Agreement
- Speak up

**Glossary**

- ★ Diversity Mapping: maps the current state of employment, identifies agreements, partnerships, best practices, national legal obligations. This work is done in compliance with legal applicable provisions
- ★ Discrimination as defined in the IndustriALL Agreement: Solvay endorses the provisions of ILO Convention 111, which rejects any impairment of equality of opportunity or treatment in employment based on race, sex, colour, religion, political or trade union opinion, national extraction or social origin.
- ★ Possible references for defining objectives: the entity's recruitment base and job applications, industry benchmarks.



## 2.2. Respecting employees' fundamental human rights and guaranteeing their social rights

Sites



### 2.2.3. Making diversity a local performance lever

|                              | 1<br>Launch   | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance  |
|------------------------------|---|--|---|---|
|                              | Preparing a status report on the diversity of the entity's workforce.   | Defining an action plan.<br>Informing and involving employees  | Implementing the defined action plan  | Analyzing evolutions of the diversity profile and measure its effects on the performance of the site.   |
| <b>Detailed requirements</b> | The entity's management produces an employment map to establish diversity* (gender, age, nationality/ culture, disability). Based on this mapping, the Management of the site identifies diversity factors which can improve the entity's performance and discussed on it with the employees representatives when they exist. | Based on the employment map and the diversity objectives decided by the entity, an action plan is defined.<br>Information on the Group's commitments and its diversity policy is conducted among employees.<br>The action plan, the diversity objectives and employment map are presented and explained to all the site's employees. | The action plan is implemented.<br><br>A summary of actions deployed is carried out with representatives of site personnel when they exist, and employees are informed of the results obtained. | Each year entity's management updates progress of its action plan, which is part of a continuous improvement process, and established the effect on the site performance. The entity is in Diversity among the top local employers. |

#### Associated metrics

- Distribution of employees following thematic diversity per professions and hierarchical levels, wage gap
- Number of young people experience first hired, young tutored ..
- Number of employees with disabilities
- Actions taken in the context of union agreements for diversity or integration of people in disadvantaged situations.

#### Associated tools

- Solvay Code of Conduct
- Hiring/Compensation Policies  
[http://teamsites.solvay.com/sites/GlobalHR/HR\\_Management\\_Public/Hiring%20Policy.pdf](http://teamsites.solvay.com/sites/GlobalHR/HR_Management_Public/Hiring%20Policy.pdf)
- IndustriALL/ Solvay Agreement:  
<http://www.solvay.com/en/sustainability/index.html>
- Mission Handicap France agreement
- Speak up

#### Glossary

- ★ Diversity thematic: gender, age, ethnicity, religion, nationality, disability, health
- ★ Mapping employment to establish its diversity: describes the current state of employment, identifies agreements, partnerships, best practices, national legal obligations. This work is done in compliance with the legal applicable provisions





## 2.3. Ensuring quality social dialogue

Sites



|   | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance  |
|---|--|--|---|---|
| <b>2.3.1 Respecting employees' rights of representation</b> | Allowing employees to be assisted by a mediator of their choice during discussions of their personal situations. | Respecting the freedom of collective representation and recognizing, where they exist, employee representatives as stakeholders. | Developing social dialogue beyond the legal minimum by involving employees or their representatives in defining major policy lines. | Continuously improving social dialogue by means of an annual assessment and by action plans prepared in consultation. |

**Detailed requirements**

Where representative bodies exist, the entity's management provides, within the local legal framework, the necessary resources for the proper functioning of the employee representative bodies.

Where no legal provisions exist in this area, the entity establishes a system whereby, in the event of an individual problem, each employee can be assisted by another employee of the entity, who in this case plays a mediating role. This possibility of recourse is brought to the attention of all employees of the entity.

Where representative bodies exist, the entity's management establishes a process for providing information sufficiently in advance to the employee representative bodies on major policy directions, especially in the areas of HSE and working conditions.

Where no such bodies exist, the site's management defines and implements appropriate measures to canvas the collective opinion of the workforce on major topics relating to the context of the particular site, working conditions and HSE.

Where representative bodies exist, the entity's management consults formally and sufficiently in advance with the employee representative bodies on major policy directions, especially in the areas of HSE and working conditions.

When employee representative bodies do not exist and the entity has introduced a form of collective expression of employees, a consultation process is introduced for defining major policy directions: context of the site, HSE and working conditions.

A culture of consultation and social dialogue exists with employee representative bodies (or where they do not exist, with other forms of collective expression of employees that have been set up).

This takes the form in particular of developing concerted action plans, including jointly made annual assessments.

**Associated metrics**

- Number of agreements signed
- % of employees covered by collective agreement

**Associated tools**

- IndustriAll Global Union Agreement : <http://www.solvay.com/en/sustainability/index.html>
- Solvay European Charter - Sustainable Development
- <http://teamsites.solvay.com/sites/cccom/Sustainable%20Development%20Communication/SD%20Charter%20EN.pdf>

**Glossary**

- ★ Mediator: an individual who intervenes to facilitate communication, restore a relationship, pass on a complaint, or transfer a skill or knowledge.
- ★ ERB (in French: IRP) Employee Representative Body



## 2.4. Developing employability



Sites

|  | 1<br>Launch   | 2<br>Deployment   | 3<br>Maturity  | 4<br>Performance   |
|--|---|---|--|--|
| <b>2.4.1. Developing employees' skills</b> | Assigning each employee to one of the defined professional families.<br>Providing each employee with a description of his/her function.   | Identifying available skills, defining an action plan to meet the needs of the entity and informing employee representatives.<br>Holding formal annual personal development interviews with all employees.  | Implementing the action plan through personalized development approaches to maximize employees' skills.  | Encouraging employees to take personal development steps and supporting them at managerial level.<br>Using feedback in defining personalized development plans.  |
| <b>Detailed requirements</b>               | At least 90% of employees have a function definition which is related to the guidelines of their professional family and this has been communicated to them.<br><br>100% of managerial functions are covered. | A review should be undertaken annually of the entity's skills needs and skills pool, taking into account any expected movements (retirement, internal mobility).<br><br>An action plan (development, training, recruitment) must be documented.<br><br>At least 90% of employees have had a formal performance and development interview during the past 12 months. | Has at least 70% of the training action plan has been undertaken?<br><br>The average training per employee reached by the entity meets Group requirements. | At least 90% of the training plan is completed, a report is prepared and submitted to the ERBs.<br><br>There is a formal procedure in place to collect feedback from the employee's 'customers'.<br><br>Employees are encouraged to identify their training needs in relation to the position held or desired changes.<br><br>They are assisted in this by their hierarchical superiors. |

**Associated metrics**

- Hours of training per employee
- Hours of training by categories
- Performance and Development Assessments implementation rate (all employees)
- Age pyramid

**Associated tools**

- Training policy and HR tools
- PDCR: Form and associated training materials  
<http://humanresources.solvay.com/performanceappraisal/toolsdoc/Performanceappraisal.htm>
- PSP for executives
- Professional families tools
- Leadership training program <http://humanresources.solvay.com/learning/toolsdoc/solvaycorporateuniversity.htm>
- Global standardized document for identifying available skills, defining an action plan for the needs of the entity
- ISO documentation
- Group training indicators

**Glossary**

- ★ ERB (French:IRP): Employee Representative Body



## 2.4. Developing employability



|   | 1<br>Launch   | 2<br>Deployment   | 3<br>Maturity   | 4<br>Performance   |
|---|---|---|---|--|
| <b>2.4.2. Forward management of employee and skills needs</b> | Mapping the entity's current workforce  | Mapping existing skills and projected needs of the entity.  | Defining an action plan to meet the entity's projected employment and skills needs.   | Permanently integrating forward employment and skills management into the site's management processes.   |
| <b>Detailed requirements</b>                                  | A list of all employees is available indicating their position, trade/profession, and expected contract termination date. | The projected employee and skills needs with a 5-year horizon are established by taking into account the Age pyramid, the global turnover and in correlation with the GBU Roadmap | <p>An action plan has been defined to handle the gaps between the existing provision and forecast needs over the next 5 years:</p> <ul style="list-style-type: none"> <li>• internal potential candidates have been identified</li> <li>• external recruitment needs have been determined</li> <li>• critical roles are identified</li> </ul> <p>The observed gaps have been linked in to the entity's training plan.</p> | A formalized management of jobs and skills, aligned with the GBU's 5-year strategy, permits flexible management, combining employees' interests and the performance of the entity. |

**Associated metrics**

- Global employee Turnover
- Fluctuation rate
- Age pyramid
- Costs of redundancies and hirings
- Engagement Index (Solvay People Survey)

**Associated tools**

- BI "Workforce Planning" report
- Job Catalog, Skills and Competency Dictionary:
- Descriptions of reference jobs/Jobfamilies:<http://humanresources.solvay.com/jobfamilies/toolsdocumentation/>
- Training program Leadership<http://humanresources.solvay.com/learning/toolsdoc/solvaycorporateuniversity.htm>
- Workforce Planning Policy
- Periodical "Headcount Report"

**Glossary**

- ★ Critical roles = functions that are essential for maintaining the activity along with difficult-to-recruit profiles
- ★ Roadmap : Strategy of the GBU (e.g., changes in capacity, tools)



## 2.5. Motivating Employees



Sites

|   | 1<br>Launch   | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance  |
|---|---|--|---|---|
| <b>2.5.1. Motivating employees to attain objectives</b> | Setting objectives for employees, and communicating these to them. Presenting to them the entity's Solvay Way action plan.  | Promoting understanding of individual and/or team objectives by each member. Developing employee involvement in the Solvay Way action plan.  | Ensuring good understanding between individual and/or group objectives and the entity's action plan, which will include Solvay Way. Establishing consistency between this action plan, the GBU roadmap and Group strategy.  | Good understanding of the consistency between entity, GBU and Group objectives is measured by strong employee mobilization and improved performance.  |
| <b>Detailed requirements</b>                            | <p>The objectives indicators of the roadmap of the particular GBU/function exist and are developed, at the entity level, into action plans. The Solvay Way action plan is defined and presented.</p> <p>Individual and/or team objectives are defined based on and consistent with these plans.</p> <p>Collective objectives are shared, for example by workshop postering.</p> | <p>A meeting exists at each department or team in which employees communicate and exchange on their respective individual objectives. Progress towards individual objectives is assessed during the course of the year (at least once per half-year). For sharing collective goals there exist, for each team, regular meetings (daily, weekly, or monthly depending on the context) for discussing objectives and results.</p> <p>Progress on the Solvay Way action plan is shared in this context, and in meetings with employee representatives, where these exist.</p> | <p>An information meeting on the objectives of other levels (GBU/function and group) is organized every year, and serves to establish the consistency between these and the entity's action plan.</p> <p>This meeting is led by a member of the entity's CODIR.</p> <p>The main objectives of the other levels are communicated (via announcement boards, mails ..)</p> | <p>A survey (Solvay People Survey) is carried out <b>every 2 years</b> by the entity or GBU to measure the level of employee contribution to attaining the entity's objectives and improving its performance.</p> |

**Associated metrics**

- Annual self-assessment results
- Monitoring of the action plan
- Number of meetings of employee representative bodies on the Solvay Way
- Number of employees involved in improvement actions

**Associated tools**

- PDCR: <http://humanresources.solvay.com/performanceappraisal/toolsdoc/Performanceappraisal.htm>
- GBU roadmap
- Group strategy
- Solvay Way action plan.

**Glossary**

- ★ Roadmap: 5-year forward roadmap of the entity (GBU, DF etc.)
- ★ Roadmap targets and indicators: key levers of competitiveness. These are the priority objectives identified by each GBU and Function in order to achieve the predefined strategic directions.
- ★ CODIR = Steering Committee





## 2.5. Motivating employees

Sites



### 2.5.2. Promoting improvement projects and suggestions systems

#### Launch

Establishing and managing an employee suggestions process, including CSR suggestions. Identifying improvement projects in the framework of management reviews.

#### Deployment

Maintaining the suggestion-making momentum, including CSR, by providing feedback to suggestion-givers. Rewarding the latter and improvement project participants by a system of individual or collective recognition.

#### 3 Maturity

Establishing a transparent ideas portfolio management process and allocating the necessary resources for implementation..

#### 4 Performance

The process has reached a level of excellence. At least 90% of employees are involved in the entire process. The site is recognized in the Group as a reference in the field.

#### Detailed requirements

A process exists, at entity level, for collecting and managing suggestions. This defines, in particular:

What is covered by this process (type, areas that suggestions can cover).

Practical arrangements: who can make suggestions, and how they are processed (response time, information to the suggestion-maker ...).

The major improvement projects are decided on and monitored during management reviews. This is the subject of a formal report, circulated to CODIR members.

The suggestions management process provides for regular information to suggestion-makers on the implementation of their suggestions: decisions on whether to start implementation should be made within a month.

This includes recognition and honoring of the best individual and collective suggestions at least annually.

This can take the form of a team meeting, a display, an internal newsletter ...

The suggestions dynamic is driven by the identification of challenges (sites, group, country, business ..)

The management process specifies the different selection criteria, priorities (the context of the site, the CSR challenges of the entity, alignment to the strategy of the GBU, etc. ) and resource allocation.

The team/department leaders concerned have specific financial resources for implementing the selected ideas.

A system exists to track the implementation of suggestions and disseminate best practices (e-Room, monthly newsletter, intranet, progress review).

The Solvay People Survey and the employee participation rate (e.g. Innoplace data) show the site to be among the best performing.

#### Associated metrics

- Number of improvement groups; Percentage of employees involved in improvement groups; Number of suggestions per person; Innoplace data
- Number of 6 Sigma projects
- Savings achieved
- Existence of local Trophies

#### Associated tools

- Got it tool
- WCM tools
- Analysis tools: FMEA (=AMDEC)... / Training plan
- Improvement actions following the Solvay People Survey results

#### Glossary

- ★ Continuous improvement projects: collective action to solve a problem, led by a leader using a tool from the WCM tool in four phases: preparation, search for solutions, establishment of the standard, improvement of the standard, example 5S site, SMED site
- ★ Collaborators: employees and other personnel, internal and external to the site



## 2.5. Motivating employees



Sites

|   | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance  |
|---|--|--|---|---|
| <b>2.5.3. Compensating employees fairly</b> | Communicating the remuneration principles and their conformity with the Group's management principles. Explaining how they are based on internal and external benchmarks.  | Explaining to each employee the remuneration policy and how it applies to individual employees.  | Having each employee's remuneration reviewed and proposed by the immediate superior to ensure the most accurate possible assessment of the employee.  | Measuring the level of understanding and perception of the remuneration policy and its individual applications.   |
| <b>Detailed requirements</b>                | The remuneration policy as defined by the Group is known to the entity's CODIR. This policy is communicated regularly to the entity's employees and their representatives (if any) by Corporate HR Management or its relay in the zone. Local internal and/or external benchmarks are produced by the HR of the entity or zone. They are taken into account in determining the entity's compensation budget. | A formal process exists (on a individual or collective basis depending on the context) for communicating each year and explaining to the entity's employees the entity's compensation policy and how it is implemented on an individual basis. | As part of a consolidated decision-making process at the entity level, 100% of individual compensation development proposals are made by the employee's N+1 superior on the basis of the evaluation of the employee (as a function of local legislation). | The objective is to measure the level of understanding and perception of Solvay compensation policy and its application to individual employees from satisfaction surveys and/or synthesis of perceptions reported by N+1 levels. |

**Associated metrics**

- % of variable remuneration correlated with the entity's CSR objectives
- Share of profit-sharing (France) dependent on achievement of CSR objectives
- Standard deviations of the remuneration of each entity in relation to the median wage of the countries or regions
- Social survey results / Solvay People Survey

**Associated tools**

- Solvay remuneration policy
- Salary survey/benchmarks
- Social Survey / Solvay People Survey
- Individual Compensation/(Remuneration) Statement

**Glossary**

- ★ Salary benchmark: a comparative study of salary policy for peer members of the employee's profession (by zone, country, region ...)
- ★ CODIR = Steering Committee



## 2.5. Motivating employees

Corporate HR



### 2.5.4. Integrating CSR commitments into remuneration policy

#### Launch

Manager's annual variable remuneration is the first step in a Group remuneration policy that integrates its CSR commitments.

#### Deployment

A Group remuneration policy integrating its CSR commitments has been defined.

#### 3 Maturity

The Group's remuneration policy makes it possible, with due respect for local rules, to extend to all employees the financial recognition of their contribution to improving the Group's CSR profile.

#### 4 Performance

The Group's remuneration policy (short and long term) for all employees integrates CSR criteria, placing it at 'best practices' level in this area.

#### Detailed requirements

Based on the analysis of the Group's CSR profile, COMEX fixes each year how CSR performance will be recognized in managers' variable remuneration.

Based on a benchmark of existing policies and practices for recognizing CSR performance in employee remuneration, HR Management and SD Management together propose to COMEX a suitable remuneration policy and ways of deploying it internationally.

The Group remuneration policy on recognizing CSR performance as validated by COMEX is deployed.

The Group's remuneration policy sets it apart in the profession and is recognized by the rating agencies.

#### Associated metrics

→ % of the employees category covered having a CSR-correlated remuneration element

#### Associated tools

#### Glossary

- ★ CSR profil: measured through the Solvay Way results, external recognition (rating agencies), the sustainable development indicators monitored by COMEX



## 3. Planet

### 3.1 Promoting environmental management

- 3.1.1 Deploying an environmental management system
- 3.1.2 Informing and involving employees
- 3.1.3 Respecting and anticipating regulations
- 3.1.4 Listing and handling incidents

### 3.2 Preserving natural resources

- 3.2.1 Improving energy efficiency
- 3.2.2 Optimizing raw materials consumption and reducing waste
- 3.2.3 Reducing water consumption

### 3.3 Limiting environmental impact, preserving biodiversity

- 3.3.1 Reducing greenhouse gas emissions
- 3.3.2 Reducing the impact of processes on air, water and soil quality
- 3.3.3 Preserving biodiversity on and around sites
- 3.3.4 Reducing IT impact

### 3.4 Exercising responsible influence

- 3.4.1 Dialoguing and communicating transparently





### 3.1. Promoting environmental management

Sites



|  | 1<br>Launch  | 2<br>Deployment   | 3<br>Maturity  | 4<br>Performance   |
|--|--|---|--|--|
| <p><b>3.1.1. Deploying an environmental management system</b><br/>Linked with SCMS</p> | <p>Defining and communicating an environmental policy, setting improvement targets.</p>  | <p>Establishing the basic processes of environmental management: management reviews, action plans.</p>  | <p>Obtaining ISO 14001 equivalence through an SCMS audit or being ISO 14001 certified.</p>   | <p>Deploying all the environmental management processes demanded by the SCMS reference framework.</p>  |
| <p><b>Detailed requirements</b></p>  | <p><b>SCMS 1.1.1 L1 :</b><br/>An Environmental policy in line with Group policy is defined and communicated.<br/><br/>The Environmental policy is signed by the current Site manager .<br/><br/>The policies are posted such a way employees can see it in various locations<br/><br/><b>SCMS 1.6.1 L1 :</b> The Site objectives are established in written. The objectives and targets are reviewed annually, consistently with the principle of continual improvement<br/><br/><b>SCMS 4.1.1 L1:</b> The environment responsibilities are defined within the site organization</p> | <p><b>SCMS 2.2.2 L2 :</b> The SCMS implementation is on going to establish an environmental management system<br/><br/><b>SCMS 1.10.1 L2 :</b> Management reviews are conducted with contribution of all the members of the Site management team.<br/><br/><b>SCMS 1.10.1 L2 :</b> Results from the data analysis are presented during the management review for decisions to be taken on the improvement of the system effectiveness</p> | <p>The site is certified ISO 14001 or EMAS or RCMS US<br/><br/>Or<br/><b>SCMS 2.2.2 L3:</b><br/>The site has deployed all SCMS elements without any score below level 1 (for ISO14001 elements) or the site has deployed all the elements of the US Responsible Care Management system<br/><br/>Audits by independent auditors (internal or external) have revealed no major non-compliances(for ISO14001 elements).</p> | <p><b>SCMS : 2.2.2 L4</b><br/><br/>The site has been ISO 14001 or EMAS or RCMS US certified for more than 3 years<br/><br/>Or<br/>The site has deployed all SCMS elements without any score below 1 for more than 3 years.<br/><br/>The SCMS score has been checked by the corporate HSE team through a comprehensive SCMS audit</p> |

**Associated metrics**

SCMS Scoring  
Number of major non-compliances (ISO 14001 audit)

**Associated tools**

- SCMS / ISO 14001 Equivalence Guide
- ISO 14000
- Responsible Care Management System for the USA (US RCMS)

**Glossary**

★ Major non-compliance: Non-compliance requiring a corrective action validated by the certification body



## 3.1. Promoting environmental management

Sites



Launch

2  
Deployment3  
Maturity4  
Performance

### 3.1.2. Informing and involving employees

Regularly organizing environmental protection awareness sessions.

Involving the employees concerned. Establishing progress goals and action plans by activity or team.

Deploying action plans and monitoring results. Annual progress goals have been achieved.

The site is recognized as a reference in the group in terms of personnel involvement.

#### Detailed requirements

Does the entity regularly organize environmental protection awareness sessions? 80% of employees must be informed at least once a year for 1h.  
NB: These sessions can be incorporated into technical meetings.

Does the entity identify its significant aspects and impacts?  
Has the entity listed the employees/teams or departments affected by these impacts?  
80% of the teams affected by these impacts have at least one progress goal.

The annual status report is reviewed by management.  
Annual action plans have been at least 90% implemented.  
All teams affected by significant impacts have achieved their annual targets

At least 90% of all employees are involved in the action plans.  
Progress can be measured over a period of at least 3 years.  
The Innovation Score Card (**Got it** data) distinguishes the site as being among the most efficient

#### Associated metrics

- Participation rate in sensitization activities / Suggestions implementation rate
- Examples of monitoring indicators, depending on the entity: % waste sorted, emissions (VOC, GHG ...) to air, to water, in soil, energy consumption, water samples, ...
- Indicators related to operational control: amount of wash water during a shutdown, number of environmental incidents related to manual operations
- Energy consumption of offices / Selective sorting

#### Associated tools

- Method of determining significant aspects/impacts : guide to be defined
- Suggestion system
- Environment players training kit ( for French)
- HSE behavior program
- ACE project (All Committed to Excellence)

#### Glossary

- ★ Suggestion collection system: ideas box, dedicated meetings, dedicated intranet site
- ★ Systems for disseminating and sharing of best practices: information meetings, good behavior guide, good practices available on a dedicated intranet and consultable by everyone, etc ...
- ★ Environmental aspects: elements (waste, pollution, consumption) that could potentially interact with the environment
- ★ Environmental impact: any change to the environment (adverse or positive) resulting from environmental aspects



## 3.1. Promoting environmental management

Sites



Launch

2  
Deployment3  
Maturity4  
Performance

### 3.1.3. Respecting and anticipating regulations Linked with SCMS

Undertaking a compliance review.  
Regularly updating the entity's compliance status as a function of the regulatory changes.  
The site must not have a Risk level 1 findings for more than 1 year.

Monitoring the proper execution of the action plan.  
The site must not have a Risk level 2 findings beyond the agreed timeframe

The site has an action plan to eliminate all findings

The site mobilizes resources to anticipate regulatory changes  
The site has no more findings

#### Detailed requirements

**SCMS 2.1.1 L1** : A site procedure exists requiring to list all applicable legal requirements and to continuously maintained up-to-date the list through an organized regulatory watch system

#### SCMS 2.1.2 L1 :

A review to applicable laws, regulations and permits is planned by the Site and performed every 5 years as per IND-HSE-04-PRO.

The review is performed by a recognized external body or by a Solvay team (external to the site) formally qualified

Following the review, an action plan with defined responsibilities and timeframe is established and followed up, based on a risk prioritization methodology proposed in IND-HSE-50-PRO.

Risk level 1 findings are communicated to the GBU industrial department and the Zone HSE manager.

Any finding associated with a level 1 risk are solved as soon as possible and not later than one year after its identification

**SCMS 1.10.1 L2** : The site manager and members of the management team analyze at least once a year the strengths and weaknesses of the HSE system regarding the regulations compliance

**SCMS 2.1.1 L2** : The regulatory watch system is organized and supported with outsourced tools

**SCMS 2.1.2 L2** : Risk level 2 findings are solved within the agreed timeframe

#### SCMS 2.1.2 L3 :

The site has an action plan to solve all findings

The site has no risk level 2 findings

**SCMS 2.1.1 L4** : The assessment of the impact of future new regulations in preparation is carried out at least annually

**SCMS 2.1.2 L4** : The site has an action plan to deal with future regulations

**SCMS 2.1.2 L4** : The site has no unsolved findings

#### Associated metrics

SCMS scoring

Number of RL1 / RL2 - Number of RL1 older than 1 year

#### Associated tools

- See methodological supports / SCMS
- Procedure IND-HSE-04-PRO / IND-HSE-50-PRO / HSE regulatory watch

#### Glossary

HSE Compliance review: detailed analysis of the deviations between the entity's performance/characteristics and HSE regulatory requirements.

Compliance action plan: list of actions to address the findings that have been classified by risk level



## 3.1. Promoting environmental management

Sites



Launch

2  
Deployment3  
Maturity4  
Performance

### 3.1.4. Listing and handling incidents

Reporting accidents, incidents, and overruns regulatory limits

Analysing and processing accidents, incidents

Monitoring the implementation and effectiveness of corrective action plans.

Implementing failure analysis methods to prevent the occurrence of incidents.

#### Detailed requirements

Does the entity apply the reporting requirements, in line with the IND-HSE-01.01-PRO procedure?

Does the entity analyze systematically the incidents and deviations as defined in Level 1?  
Does it systematically define corrective action plans?

Does the entity implement the action plans and does it control the attainment of the objectives during management reviews?  
Is the monitoring documented?

Does the entity prevent the occurrence of the incident by implementing failure analysis methods\*?

#### Associated metrics

Completion rate of corrective actions with one-month deadlines

#### Associated tools

- Procedures : IND-HSE-01.01-PRO (HSE accidents & incidents : principle of classification, investigation and reporting)
- Tree analysis of causes
- FMECA

#### Glossary

- Failure analysis method: method of the FMECA type (Failure Modes, Effects and Criticality Analysis - French: AMDEC). This is a risk analysis method which can be applied to product quality, process control, equipment performance, process functioning, etc. ...





## 3.2. Preserving natural resources

Sites



### 3.2.1. Improving energy efficiency

Launch

Determining the entity's consumption profile by primary energy type and by production unit.

Deployment

Undertaking energy efficiency improvement studies, and defining an action plan to achieve the group's objectives

3  
Maturity

Deploying the action plan and monitoring results. The entity has achieved the annual target.

4  
Performance

Implementing the best available technologies in energy efficiency.

#### Detailed requirements

Has the entity modeled its energy structure using the Group EPSCoach software and determined its energy consumption profile following the Group methodology described in notice TRP 2011.111?

N.B.: The profile must cover at least **90%** of the entity's overall energy consumption.

Are studies undertaken:

- of the optimization of existing processes using the Solwatt methodology or similar methodology if approved by the group?
  - of potential technology changes to improve energy efficiency?
- Has an action plan been defined?

Are at least quarterly reviews organized to monitor the progress of action plans to improve energy efficiency?  
Are resources mobilized?

The entity has implemented an Energy Management System according to ISO 50001 or equivalent approved by the group.

Are best available technologies in energy efficiency implemented for at least 50% of the identified consumption volumes?

The entity is ISO 50001 certified.

#### Associated metrics

Primary energy consumption, overall and by production unit.  
Specific primary energy consumption of each product (GJ p NCV/t)  
List of energy efficiency improvement projects.

#### Associated tools

- Notice 2011.111 TRP on the methodologies applied for the reporting of energy consumptions
- EPS Coach
- Solwatt methodology
- Reference Document on Energy Efficiency Techniques (BAT, BREF...)
- ISO 50001

#### Glossary

- 
- ★ Improving energy efficiency: Reducing the consumption of energy and utilities in the energy and utilities production processes, in the distribution of energy and utilities and the manufacturing of finished products.
- ★ Primary energy: energy available in nature prior to any processing



## 3.2. Preserving natural resources

Sites



### 3.2.2. Optimizing raw materials consumption and reducing waste

Launch

Mapping the use of raw materials, the generation of waste and where it ends up.

2  
Deployment

Undertaking studies to reduce both raw materials consumption and landfill waste.  
Defining an action plan.

3  
Maturity

Deploying the action plan and monitoring results.

4  
Performance

Implementing the best available technologies in terms of consumption of raw materials and reuse of waste.  
Examining switching to renewable raw materials in certain processes.

#### Detailed requirements

Has the entity undertaking a mapping exercise on the use of raw materials (materials report) and does it monitor their consumption?

Does the entity track the production of its waste (hazard level, origin and quantity) and its future course (reuse, recycling, disposal).

Have studies been undertaken to improve raw materials yields and/or reduce landfill waste, with priority to hazardous industrial waste and respecting the hierarchy of mitigation actions (see glossary and policy)?

Has an action plan been defined?

Is an action plan deployed and controlled for reducing consumption and/or reducing landfill waste, targeting primarily hazardous industrial waste?

Have resources/budgets been mobilized?

Has the entity implemented the best technologies available for 80% of its processes?

Has the entity examined shifting to renewable raw materials?

#### Associated metrics

- Consumption of main RMs in t/t
- Waste production by hazard and origin (t)
- Raw material and waste recovery rate in t/t
- Energy recovery rate for waste in t/t
- Losses to water and air (t/t)
- Analysis of process life cycles

#### Associated tools

- Solvay Group waste reduction objectives
- Process materials status reports
- Waste Policy
- Process improvement team / Process technology improvements
- Reporting procedure IND-HSE-ENV-01

#### Glossary

- ★ Improving raw materials efficiency ratios: analysis of current efficiency ration against the theoretical ratio, based on the results, suggestions for improvement of processes (e.g. re-use of by-products)
- ★ Origin of waste: waste from industrial, mining or quarrying activities, from demolition or domestic activities
- ★ Hierarchy of reduction actions 1) reduction at source (efficiency ratio) 2) reuse or internal recycling 3) recycling of material 4) incineration with energy recovery 5) incineration without energy recovery
- ★ **Best available technologies have to be defined by the industrial department of the GBU**



## 3.2. Preserving natural resources

Sites



Launch

2  
Deployment3  
Maturity4  
Performance

### 3.2.3. Reducing water consumption

Determining the water consumption profile of the entity and its water footprint.

Defining an action plan to achieve the group's objectives and undertaking an environmental impact study of water intake.

Deploying the action plan and monitoring results. The entity has achieved the annual target set by the group.

Implementing the best available technologies in water consumption.

#### Detailed requirements

The site has developed a detailed water report covering 80% of its consumption of groundwater, surface, and fresh water, and their uses.  
The site knows the water stress situation of its particular area.

Is an action plan available to reduce water consumption?  
Has an impact study been conducted of the site's water withdrawals in the uptake environment (river or groundwater)? *NB: Requirement is not relevant if the site's consumption is low compared to the resource or if the site is not in an area of stress according to the group's classification methodology.*

The progress of the action plan to reduce water consumption is reviewed on a regular basis (at least quarterly).

The best available technology to minimize water consumption has been implemented for 50% of the water consumption.  
An impact study has been carried out for sites that are not in water stress areas.  
The site has taken into account the effects of climate change on water resources.

#### Associated metrics

- Water uptake (amounts by type: groundwater / river / drinking / sea / estuary)
- Specific withdrawals for the main production lines (t/t)

#### Associated tools

- Water reports
- Process improvement team / Process technology improvements
- Best process guide from GEC
- Water reporting procedure IND-HSE-ENV-01
- Water Policy
- Global tools from HSE department to evaluate Hydric stress
- Questionnaire « water stress » from HSE department
- <http://teamsites.solvay.com/sites/CC-HSE/zWebPartPages/Environment.aspx>

#### Glossary

- ★ Geographical and/or seasonal water stress zone: area where a problem of drought or water reserve deficit has been reported, requiring the implementation of solutions to improve the use of water according to the World Resource Institute.
- ★ The water footprint is the total volume of water used to produce a product or service.
- ★ **The site has to set its own targets, in cooperation with the GBU, based on targets set by the Solvay group**
- ★ **Best available technologies have to be defined by the industrial department of the GBU**



### 3.3. Limiting environmental impacts, preserving biodiversity

Sites



|  | 1<br>Launch   | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance   |
|--|---|--|---|--|
| <b>3.3.1.Reducing greenhouse gas emissions</b> | Producing an inventory of direct and indirect greenhouse gas emissions.   | Conducting studies to reduce greenhouse gas emissions and defining an action plan to contribute to achieving the Group's objectives.   | Deploying the plan to reduce GHG emissions and monitoring results. The entity has achieved the annual target. | Implementing the best available technologies in GHG emissions. The site, with the assistance of the GBU, measures the overall impact of the entity's activities in terms of greenhouse gases emissions (scopes 1, 2 and 3).  |
| <b>Detailed requirements</b>                   | <p>Has the entity identified and quantified its sources of direct emissions of greenhouse gases? (Scope 1)</p> <p>Has the entity identified and quantified the source of its indirect emissions associated with purchased energy? (Scope 2)</p> | <p>Are studies undertaken:</p> <ul style="list-style-type: none"> <li>•on the optimization of existing processes?</li> <li>•on the use of less GHG emitting energy sources?</li> <li>•on potential technology changes to reduce GHG emissions?</li> <li>•Has an action plan been defined for energy efficiency?</li> </ul> | <p>Are at least quarterly reviews organized to monitor the progress of GHG emission reduction plans?</p>      | <p><b>GHG emissions reduction targets are in line with a "Science based targets" approach.</b></p> <p>Are the best available technologies in terms of GHG emissions implemented for at least 50% of the identified emissions?</p> <p>Have evaluations been conducted to estimate the GHG emissions of the 15 categories of Scope 3?</p> <p>N.B.: These evaluations should cover at least 90% of GHG emissions associated with the entity's activities.</p> |

**Associated metrics**

- Global GHG emissions (scopes 1 & 2) by GHG category.
- Specific GHG emissions per production unit (t CO<sub>2</sub> eq/t).
- Number of GHG emission sources
- Completion percentage of the reduction plan

**Associated tools**

- Notice TRP 2011,111 on the methodologies applied for the reporting of CO<sub>2</sub> emissions /
- EPS Coach / IND-HSE-ENV-01 : SERF Environmental Reporting Procedure
- / 6 sigma / Solwatt
- GHG protocol (methodologie reconnue mondialement de quantification et des segmentation des emissions de GES)
- WBCSD guidelines for Measuring and Reporting GHG emissions within the Chemicals Industry
- IND / HSE / PRO

**Glossary**

- ★ GHG All greenhouse gas emissions
- ★ Scope 1: emissions (direct) produced at the entity under examination
- ★ Scope 2 : emissions (indirect) from the production of purchased energy
- ★ Scope 3 emissions (indirect) related to upstream activities (mainly raw materials) and downstream activities (transportation, use and disposal of manufactured products) □
- ★ **Best available technologies have to be defined by the industrial department of the GBU**
- ★ "Science based targets": see <http://sciencebasedtargets.org/>





### 3.3. Limiting environmental impacts, preserving biodiversity

#### Sites



#### 3.3.2. Reducing the impact of processes on air, water and soil quality

Linked with SCMS

#### Detailed requirements

Level 1 not required in 2016 (to ensure consistency with SVHC procedure)

|  | 1<br>Launch  | 2<br>Deployment   | 3<br>Maturity  | 4<br>Performance   |
|--|--|---|--|--|
|  | Assessing the impact of manufacturing processes on the environment<br>Managing the risks linked to the release of SVHC   | Identifying levers of progress, undertaking technological benchmark studies, and defining an action plan in conjunction with the Group's environmental plan.  | Implementing the improvement action plan and achieving the Group's objectives.   | Having reached the performance of the best available technologies.   |
|  | <p><b>SCMS 4.1.1 L1 :</b><br/>A comprehensive baseline study is launched.<br/>A list of all environmental aspects is maintained up to date<br/>A semi quantitative environmental risk assessment (ERA) as proposed in the <b>IND-HSE-ENV-03-GUI guide</b> is <b>scheduled</b> for all environmental aspects <b>excluding S-SVHC releases</b> considering normal, abnormal and accidental conditions<br/>Environmental significant aspects are identified from the ERA, and are captured into a list.<br/>SVHC releases risks into the environment are <b>assessed</b> according to <b>IND-HSE-ENV-12-PRO and its implementation schedule and associated documents: IND-HSE-ENV-50 PRO and IND-HSE-ENV-02 GUI</b></p> <p><b>SCMS 4.1.2 L1 :</b> A document with all monitoring results of environmental significant aspects (ESA) is maintained and updated.<br/><br/>The Site's environmental plan tackles in priority risk level 1 aspect linked to SVHC's releases.<br/>There is no Risk Level 1 aspects linked to SVHC's releases lasting more than 1 year after their assessment</p> | <p><b>SCMS 4.1.1 L2 :</b><br/>The baseline study is completed.<br/><b>The site has completed its environmental risk assessment for all its environmental aspects.</b></p> <p><b>SCMS 4.1.2 L2 :</b><br/>The Site compares its performances against Best Available Technologies (BAT)<br/>The Site's environmental plan defined on a yearly basis actions is aiming at :<br/>- Reducing ESA and Level 1, 2 <b>S-SVHC related risks</b> as defined in IND-HSE 50 PRO<br/>- Meeting Group's environmental objectives.<br/>There is no Risk Level 2 aspects linked to SVHC's that have lasted more than the agreed timeframe for mitigation</p> | <p><b>SCMS 4.1.1 L3 :</b><br/>The review of the environmental risk assessment, including the baseline study is carried out with the participation of operating managers.<br/>The baseline study is finalized with a full inventory of fauna and flora present on site &amp; surrounding areas.<br/><b>SCMS 4.1.2 L3 :</b><br/>The Site's environmental improvement plan is completed and achieved at 80% of the set targets.<br/>The Site's environmental improvement plan includes actions:<br/>- to eliminate level 3 risks <b>linked to S-SVHC's</b><br/>- to meet BAT<br/>- to take into account the stakeholders and local communities expectations.<br/>There is no Risk Level 2 <b>linked to S-SVHC's</b></p> | <p><b>SCMS 4.1.1 L4 :</b> The Site's environmental improvement plan takes into account foreseen evolution of the local context (climate change, availability of resources, urbanization,...)<br/><b>SCMS 4.1.2 L4 :</b><br/>The Site's environmental improvement plan is completed and achieved at 100% of the set targets.<br/>The Site's environmental improvement plan strives to restore the initial environmental status if relevant.<br/>The Site is compliant with the Best Available Technologies (BAT).<br/>The site doesn't reject any effluent containing SVHC.</p> |

#### Associated metrics

Number of risk level 1 and 2 – Number of risk level 1 older than 1 year →AIR : atmospheric acidification (SOx/NOx), tropospheric ozone, local air quality(dust/VOC), greenhouse gases (GHG) →WATER: eutrophication, degradation of the aquatic environment (COD) →BAT Gap Analysis / Group environmental targets

#### Associated tools

- Group's objectives Methodology in determining aspect and significant impact : IND-HSE-50-PRO
- Procedure IND-HSE-ENV-12-PRO : Risk control for use of SVHC / Reporting procedure IND-HSE-ENV-01
- Technology watch and/or collection of BATs

38

#### Glossary

Technological benchmarks: comparison with processes used by competitors (competitive intelligence conducted by TDM - Technology Development Manager) ≠BAT: Best Available Technologies



### 3.3. Limiting environmental impacts, preserving biodiversity

Sites



Launch

2  
Deployment3  
Maturity4  
Performance

#### 3.3.3. Preserving biodiversity on and around sites

Assessing the impact of activities on aquatic biodiversity.

Introducing an impact reduction plan.

Communicating on the action plan with stakeholders.

Introducing a biodiversity restoration plan.

#### Detailed requirements

The site has conducted an impact study by assessing discharges in relation to the EQS of the receptor environment, and by direct measurement on the flora and fauna of aquatic receptor environments using recognized methods.

The entity has identified actions to reduce impacts and is implementing them.  
The entity regularly monitors the evolution of the ecotoxicity of its discharges.

The entity has initiated a proactive approach vis-à-vis its stakeholders on the impact of its activities on aquatic biodiversity.

The entity has implemented an action plan to restore aquatic biodiversity in liaison with the stakeholders concerned

#### Associated metrics

Biotic index of the receptor aquatic environment

#### Associated tools

- For France: IBGN and IBD fauna and flora biotic indices
- Methodology in determining aspect and significant impact : To be written

#### Glossary

- ★ Biodiversity: a term used to describe the diversity of the living world, environments (ecosystems), species
- ★ Biotic index: a measure of the state of biodiversity (fauna and flora) of the aquatic environment.
- ★ Ecotoxicity: property of a substance to cause adverse effects on living organisms or their physiology (biochemical effect level) and their functional organization (ecosystem)
- ★ EQS: Environmental Quality Standard

**Important:** Given the impact assessment methodologies available and recognized globally, this practice for the moment concerns only the conservation of aquatic biodiversity: the only sites concerned are those discharging treated or untreated effluent into the environment (stream, river or sea). This practice will evolve as scientific advances make it possible to take account of biodiversity as a whole.



### 3.3. Limiting environmental impacts, preserving biodiversity



SBS - IS

**Lancement**

**Déploiement**

**3  
Maturité**

**4  
Performance**

#### 3.3.4 Reducing IT impact

Determining electrical consumption for IT devices.

Carrying out a waste balance for IT devices.

Setting targets for energy reduction and wastes reduction.

Defining an action plan allowing to reach 5 years targets, in identifying the relevant Green IT Labels, standards & referentials to be used as drivers

Implementing the action plan and monitoring the results. SBS-IS has reached the annual target, according to the 5 years targets.

Embarking on Green IT initiatives either at National or International levels

The entity has implemented the best Green IS practices with reference to national / international Green IT standards

Achieving Green IT related certifications

#### Detailed requirements

SBS-IS has identified and quantified its IT electrical consumptions, used in the entire Solvay group

SBS-IS has identified and quantified its sources of e-waste

5 years targets have been set up in order to reduce IT electrical consumptions and e-wastes valorisation/réduction (including IT donations).

An action plan has been defined based on :

- The optimization of existing IS process
- Benchmarks in order to be inspired by the most current techniques recognized
- technologies changes to come
- "Green IT" standards

The progress of the action plan to reduce IT electrical consumptions and e-wastes is reviewed on a quarterly basis during SBS - IT management committee. Actions taken allow to reach the annual target..

Solvay and its Service providers have the objective to be certified on any Green IT certification programs.

The best available technologies in terms of energy consumptions / e-waste reduction are implemented in the different IS processes

Solvay and its Service providers have obtained Green IT certification.



#### Associated metrics

- Energy balance for IT devices
- Annual waste report (reduction at source, reuse or recycling, landfill)

#### Associated tools

- WEEE directive

#### Glossary

- ★ IS : Information Services provides by SBS corporate function
- ★ IT : Information Technology



## 3.4. Exercising a responsible influence

### Public Affairs



#### Launch

#### 2 Deployment

#### 3 Maturity

#### 4 Performance

### 3.4.1. Dialoguing and communicating transparently

Formalizing the Group's influence-exerting policy in a way that integrates its CSR and SD commitments. Defining the implementation modalities.

Undertaking an influence-exerting exercise focused on dialogue, with due respect for existing legal obligations, GPA policy and the Group Code of Conduct.

Developing regular dialogue with stakeholders and annual reporting on influence-exerting activities.

The Group's approach to dialogue and influence are level with the best practices in the industry worldwide.

#### Detailed requirements

The vision, mission and objectives are formalized in a Group GPA policy in line with the Group CSR and SD commitments. This policy defines the GPA rules of behavior in conformity with the Group Code of Conduct.

Those in charge of activities exerting influence on different geographical areas know the relevant regulations and respect the Group Code of Conduct and the Group's GPA policy.  
The GPA has deployed the appropriate tools and processes on a worldwide basis and publishes, internally (intranet) positions on sensitive issues impacting the Group's activities.

The GPA function sees to it that its tools and processes ensure that its network is coordinated and well informed in order to exercise influence in an effective and responsible manner.  
The GPA function publishes an annual statement\* as part of the Group's periodic reporting.  
The GPA function makes an independent assessment of its activity by a representative stakeholder panel.

In public affairs, the Group has identified best industry practices and is in the top 10% on the reference scales of benchmarks.

#### Associated metrics

→ Biennial assessment by the Panel stakeholder

#### Associated tools

- Code of good conduct in influence-exerting
- Management book

#### Glossary

- ★ SD : Sustainable Development
- ★ CSR : Corporate Social Responsibility
- ★ GPA: Group's Government and Public Affairs
- ★ Sensitive issue: a subject that impacts the Group's activities and on which there is public debate
- ★ Annual statement : organization, missions, priority topics, list of sensitive issues on which the Group has taken a position, resources





## 4. Investors

### 4.1 Creating value responsibly

4.1.1 Measuring responsible value creation

4.1.2 Integrating CSR into our **portfolio management**

### 4.2 Ensuring risk management

4.2.1 Managing risk globally and risk management being part of decision taking

### 4.3 Ensuring dissemination of and compliance with good management and governance practices

4.3.1 Developing responsible practices and behaviors

4.3.2 Promoting good governance at Solvay



# 4.1. Creating value responsibly

Corporate Finance



1 Launch

2 Deployment

3 Maturity

4 Performance

## 4.1.1. Measuring responsible value creation

Identifying material indicators of responsible value creation

Defining a methodology for analyzing responsible value creation, and applying it to pilot entities.

Applying the methodology for analyzing responsible value creation

The company is recognized as one of the most advanced players in measuring responsible value creation.

### Detailed requirements

Identifying the most advanced organizations in thinking about responsible value creation, and partnering with at least one of them to define and / or implement a methodology.

Identify and select indicators (financial and non-financial) according to a materiality analysis process, involving GBUs and Functions.

The different stakeholders of the group are identified

Indicators are consistent, the definitions are precise, and the process of updating the indicators is defined.

The Group continues its partnerships leading to a methodology for analyzing responsible value creation in line with the expectations of its stakeholders, and enabling benchmarking with comparable companies.

Material financial and non-financial indicators are reviewed and published together annually, based on the same perimeter.

The different stakeholders groups needs are identified, and used as input to update the materiality analysis

Indicators and the methodology used allow to assess the Group's responsible value creation.

The materiality of indicators is reviewed annually.

Dashboards followed by Comex present the financial and non-financial indicators on a comparable perimeter.

Stakeholders are engaged, their feedback is used to update the materiality analysis, partnerships are going on

The Group uses the results of the analysis to increase its capacity to create responsible value and define its strategic options.

The Group is recognized as a reference in the field.

Stakeholders engagement contributes to value creation in a measurable way

### Associated metrics

→ "materiality map"

### Associated tools

- GRI: Global Reporting Initiative
- IIRC : international integrated reporting committee: <http://theiirc.org>
- SASB: Sustainability Accounting Standards Board: <http://www.sasb.org/>

### Glossary

- ★ "Materiality": GRI définition: Information that "may reasonably be considered important for reflecting the organization's economic, environmental and social impacts, or influencing the decisions of stakeholders"



## 4.1. Creating value responsibly

Strategy Corporate



|   | 1<br>Launch   | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance   |
|---|---|--|---|--|
| <b>4.1.2. Integrating CSR into our portfolio management</b> | Defining CSR criteria for evaluating portfolio transformation projects at Solvay group level.   | Apply CSR criteria for decision making regarding portfolio transformation projects at Solvay group level and BSRs*.  | Differentiate on CSR criteria for more robust strategies, better aligned with Group SD targets.   | Create superior value by integration of CSR criteria in portfolio management and BSRs*.  |
| <b>Detailed requirements</b>                                | Qualitative CSR analysis criteria (risks and opportunities) and quantitative ones (impact on value) are defined for acquisition and divestment projects, in co-operation with SD.<br><br>Sustainability profile is available before decision making about acquisition/divestment. | Sustainability profile and impact on the group sustainability profile is taken into consideration in decision making process.<br><br>Material CSR criteria (SPM profile e.g.), serve as an input for building the BSR* of GBUs to deliver on Group SD targets. | Material CSR criteria (SPM profile e.g.), serve as an input for building the BSR* of GBUs to drive to more robust strategies.<br><br>Corporate Strategy ensures that sustainability profiles are taken into account in all strategic decisions (with an investment impact above 10 MEUR). | 80% of strategic spendings (> 10 MEUR) aims at increasing the revenue in SPM Solutions category or significantly contribute to Group CO2 target.<br><br>(Working group starts to develop financial metrics by end 2016, SD to lead). |

**Associated metrics**

- Revenue in SPM Solutions category
- Action plans from Solvay Way self-assessments
- SD targets

**Associated tools**

- Portfolio assessment matrix
- Sustainable Portfolio Management (SPM) assessments and analysis are carried out with the Corporate SPM experts.
- Solvay Way

**Glossary**

- ★ Entity is defined as BU, Corporate Strategy and Venture Capital
- ★ BSR: Business Strategic Roadmap



## 4.2. Ensuring Risk Management



### Corporate Risk Management & Internal audit

#### 1 Launch

#### 2 Deployment

#### 3 Maturity

#### 4 Performance

### 4.2.1. Managing risks globally and risk management being part of decision taking

Developing and implementing an Enterprise Risk Management methodology and tools

Rolling out the ERM and internal control at all relevant levels (GBUs, Functions, Projects).

All critical risks mitigation actions are followed-up. Analysis of audit feedbacks, incident reports and project reviews feeds in risk management improvements, including improvements in internal control design.

The ERM is benchmarked and assessed against peers best practises.

### Detailed requirements

The objectives and actors of Enterprise Risk Management have been defined in the Governance section of the Management Book. A methodology has been set up to identify, assess and follow-up the risks at three levels : Group risks (top-down Leadership Council risk assessment), GBUs/Functions and major projects . It includes common risk categories, assessment criteria and scales. This process has been implemented for Group risks and on several pilots for GBUs/Functions and projects.

Internal control is a system to manage risks on processes. An annual internal control plan is defined and validated by the Internal Control Steering Committee, chaired by the Group CFO.

The Comex receives twice a year a Group risk dashboard, also communicated to the Audit Committee

Risk assessments are performed on all GBU, Functions and major projects, with a standard but scalable approach adapted to each case. The outputs of these assessments are a risk matrix allowing to identify critical risks, and mitigating actions.

Using both these bottom-up information and the top-down Leadership Council risk assessment, a Group risk matrix is maintained each year, and a follow-up of critical risks mitigation is performed by the IA/RM Dept.

Internal control roll-out is done according to the plan validated by the IC Steerco.

Critical risks mitigation actions are followed up regularly in all GBUs and Functions owning major risks.

GBU/Functions update their risk assessment on a regular basis.

Key controls are effectively performed and assessed across the Group. Corrective actions are taken in case of deficiencies.

An external assessment of the ERM is performed, and concludes that the Group methodology as implemented is aligned with market best practices.

In particular, the coordination of risk assurance functions is structured to optimize risk coverage.

### Associated metrics

#### Associated tools

- Methodology for identifying, assessing, prioritizing risks: Enterprise Risk Management
- 10 Risk Categories and the Risk List

#### Glossary

- ★ ERM= Enterprise Risk Management





## 4.3. Ensuring the dissemination of and compliance with good management and governance practices

HR corporate  
+ Legal Corporate



|  | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity  | 4<br>Performance  |
|--|--|--|--|---|
| <b>4.3.1. Developing responsible practices and behaviors</b> | Defining and disseminating the Group's internal governance principles.   | Ensuring knowledge of the Group's internal governance principles. Checking that these principles are properly understood.                | Checking that the Group's internal governance principles are being respected. Introducing corrective action plans.   | Updating the Group's internal governance principles.  |
| <b>Detailed requirements</b>                                 | <p>Documents exist defining the rules of the Group's organization and internal operations.</p> <p>These documents give the principles of behavior to be observed to prevent certain risks which Group employees may face.</p> <p>These documents exist in the Group's main languages and are distributed in the organization (including being given to all new employees).</p> | <p>Explanation and evaluation criteria are implemented.</p> <p>Control of this cascading is included in the internal audit missions.</p> | <p>Proper application of the prior approval matrix* is included in all internal audit missions.</p> <p>Failures to respect the Group's internal governance principles can be analyzed from annual audit reports or reported, including under the Speak up process.</p> <p>Any non-compliances are identified and preventive action taken to prevent their recurrence</p> | <p>The Group's internal governance principles are revised with a frequency consistent with the context and with the Group's objectives.</p> |

**Associated metrics**

- % of employees informed (census of information and training deployment acts)
- Number of audits undertaken
- Accessibility of documentation (paper and computer, number of languages in which materials are available)

**Associated tools**

- Code of conduct
- Management book
- Speak up

**Glossary**

- ★ Prior approval matrix: as presented in §5.3.4 of the Management Book.



## 4.3. Ensuring the dissemination of and compliance with good management and governance practices

General Secretariat & Legal Corporate



### Launch

### Deployment

### 3 Maturity

### 4 Performance

#### 4.3.2. Promoting good governance at Solvay

The Group adopts a governance reference framework that is recognized by the market.

The Group integrates CSR in its governance principles.

The Group continuously improves the integration of CSR into its principles of governance.

The company is recognized for the quality of its governance and its CSR performance.

#### Detailed requirements

The Group decides to refer to the Belgian Corporate Governance Code 2009.

The Group informs the market annually of the governance principles it applies, the governance framework which it uses as its reference, and identifies the principles of governance that it departs from according to the 'comply or explain' method.

The Group's management bodies take the improvement of entities' CSR profiles into account in their strategic decisions, based on the GBU/function roadmaps (including their SPM profiles) and the Solvay Way progress report.

The Group's management bodies set up an ad hoc committee in charge of improving the Group's CSR profile.

Recognized organizations attest to the quality of the Group's governance by means of quality audits.

A benchmark situates the Group among CSR leaders in the chemical industry.

#### Associated metrics

- Number of meetings of the Committees and Board in one year
- Internal and/or external assessments
- Participation rate at these meetings

#### Associated tools

- Belgian Corporate Governance Code ([www.guberna.be](http://www.guberna.be))
- Entity/GBU/function roadmap
- SPM Profil
- Solvay Way

#### Glossary

- ★ Governance within the meaning of ISO 26000 (see § 6.2): "Organizational governance is the system by which an organization makes and implements decisions in pursuit of its objectives". To define the scope of its social responsibility, identify relevant issues and set its priorities, an organization should address the following core subjects:
  - organizational governance;
  - human rights;
  - labour practices;
  - the environment;
  - fair operating practices;
  - consumer issues; and
  - community involvement and development.



## 5. Suppliers

### 5.1 Defining prerequisites and integrating them into the supplier selection **and qualification process**

5.1.1 Defining prerequisites **and** selecting suppliers accordingly

### 5.2 Evaluating buyers' CSR performance.

5.2.1 Training and assessing buyers

### 5.3 Managing and assessing suppliers' CSR performance , optimizing relationships

5.3.1 Managing and evaluating supplier performance

5.3.2 Developing partnerships for innovation

5.3.3 Ensuring balanced relationships with suppliers



## 5.1. Defining prerequisites and integrating them into the supplier selection process



Purchasing Zone  
Corporate function + GBU  
purchasing Department

## 5.1.1. Defining prerequisites and selecting suppliers accordingly

1  
Launch

Defining and formalizing the critical CSR prerequisites and integrating them into the overall supplier selection and qualification process.

2  
Deployment

Applying these CSR requirements in the process of **qualifying and** selecting suppliers, **giving priority** to key suppliers.

3  
Maturity

**Requesting** corrective action plans from relevant suppliers and ensuring their **systematic** implementation **in the performance evaluation process for the year N+1**.

4  
Performance

Measuring the effectiveness of the selection process.  
Establishing an annual status report by purchasing area (**Global, zones and GBU purchasing**).

## Detailed requirements

A formal **supplier code of conduct** exists, validated and regularly updated with Sustainable Development function, according to best market practice

This **code** is available in the main languages used with suppliers, defining the prerequisites of the **Solvay-Supplier** relationship, integrating CSR

A **group procedure** exists covering the **supply** of SVHC products and the **buyers concerned are aware of it**. There is an updated list of buyers concerned which is updated annually.

The supplier qualification and selection process **incorporating** the CSR requirements **has been implemented for key suppliers**. There is an annually updated list of key suppliers.

The CSR assessment is carried out by **TfS/Ecovadis or another third-party organisation** (recognized by PSCE Function) for all key suppliers on the basis of specified annual planning, which is validated without exception by the Purchasing Function's CSR Committee (PSCE).

The proper **execution of the process is checked at least once a year**.  
There is a **guidance step** validated by Solvay and the supplier for the purpose of correcting anomalies.

The entity **carries out** an annual status report, by purchasing area, of the **degree of CSR maturity of key suppliers, with a view to reducing the risk to the Group** (e.g. during management reviews).

The entity **implements correctives and/or improvement actions** or even purchasing policies with the aim of reducing exposure to risks.

## Associated metrics

Number of suppliers assessed on CSR following third-party process (Ecovadis or other)

Number of suppliers assessed on CSR following process using the Group's CSR questionnaire

## Associated tools

- Level 1 => Solvay Suppliers Code of Conduct – PU-3230-F-WW
- Level 1 => Proc. IND-HSE-12-PRO: Controlling risks when using SVHCs or substances that require careful handling
- Level 1 => List of buyers concerned for SVHCs who are familiar with procedure IND-HSE-12-PRO
- Level 2 => Proc. PU-4301-P-WW: Identification of key suppliers + update list at least once a year
- Level 2 => Proc. PU-2001-P-WW: Qualification and selection of suppliers
- Level 2 => Ecovadis database & CSR questionnaires completed by suppliers following procedure PU-4302-P-WW
- Level 3 => Corrective action plan in Ecovadis database
- Level 3 => Purchasing process checking reports (internal and/or external)
- Level 3 => List of suppliers assessed in the year (process 4.2) and link with process 1&2
- Level 4 => Annual report of key suppliers' CSR status (see list)
- Level 4 => Review of process and/or Management with associated action plan

## Glossary

- ★ SPP = Solvay Purchasing Process
- ★ SD/CSR = Sustainable Development / Corporate Social Responsibility
- ★ SVHC : substances of very high concerns
- ★ CSR Committee = Purchasing / SD Committee responsible for investigating CSR problems relating to our suppliers.
- ★ SDG: Selection Decision Grid
- ★ TfS : Together for Sustainability



## 5.2. Evaluating buyers' Corporate Social Responsibility performance



Purchasing Zone  
Corporate function+ GBU  
purchasing Department

|   | 1<br>Launch   | 2<br>Deployment   | 3<br>Maturity  | 4<br>Performance  |
|---|---|---|--|---|
| <b>5.2.1. Training and assessing buyers</b> | Buyers are trained in CSR prerequisites, with this mission included in their job descriptions.  | Buyers <b>comply</b> with the CSR criteria in their operating activities  | Buyers' performance assessments include the extent to which CSR prerequisites have been taken into account by buyers and complied with by suppliers in their area of responsibility.   | The buyer-supplier relationship is characterized by continuous efforts at improvement.  |
| <b>Detailed requirements</b>                | <p>The <b>standard</b> job description <b>contains</b> elements <b>relating to compliance with</b> CSR requirements.</p> <p><b>At least</b> 90% of buyers have formally <b>acknowledged that they have</b> received and understood the explanations <b>on Solvay Way</b> assessment of the purchasing processes <b>SPP</b>.</p> | <p>A recent <b>check (within one year)</b> shows that 90% of buyers have implemented the purchasing management tools in accordance with the CSR prerequisites of the customer-supplier relationship.- <b>This check can be carried out by means of the Supplier Decision Grid during selection or of the database of assessments carried out using a representative sample of buyers.</b></p> | <p>Respecting the CSR prerequisites is an integral part of the <b>overall</b> performance evaluation of buyers according to the following <b>metrics which are</b> validated in their PDCR:</p> <ul style="list-style-type: none"> <li>- All contracts <b>entered</b> by the buyer incorporate the CSR prerequisites.</li> <li>- <b>The correct</b> application of practice 5.3.1 for suppliers managed by the buyer.</li> </ul> | <p>The CSR criteria are an integral part of buyers' performance evaluation.</p> <p>There is a validated buyer performance assessment methodology designed to foster the development of a <b>sustainable and balanced relationship with our suppliers.</b></p> |

### Associated metrics

- % of Purchasing population trained in SPP and Solvay Way modules => staff trained / registered workforce at start of year
- % of Purchasing population trained **which have met its CSR targets (PDCR and EBVE)**

### Associated tools

- Level 1 => standard buyer job description + Suppliers' CSR scoring procedure PU-4302-P-WW
- Level 1 => list of buyers trained with date and signature or proof of participation
- Level 2 => Check carried out on a sample of representative buyers
- Level 3 => Annual PDCR check carried out in the past year incorporating the CSR dimension
- Level 4 => Annual check of the number of EBVE reports addressing CSR

### Glossary

- ★ PDCR = Performance, Development and career review
- ★ EBVE : Every Buyer - Every Visit
- ★ SPP = Solvay Purchasing Process
- ★ SD/CSR = Sustainable Development / Social and Environmental Responsibility





## 5.3. Managing and assessing suppliers' CSR performance, optimizing relationships



Purchasing Zone  
Corporate function+ GBU  
purchasing Department

## 5.3.1. Managing and evaluating supplier performance

|                              | 1<br>Launch   | 2<br>Deployment  | 3<br>Maturity   | 4<br>Performance  |
|------------------------------|---|--|---|---|
|                              | Formalizing the process for evaluating supplier performance.  | Applying this process to assess the performance of key suppliers.  | Requesting and collecting corrective action plans from under-performing suppliers and honouring performing suppliers in the CSR areas.  | Ensuring the effectiveness of the evaluation process, in particular via a preventive approach.<br>Establishing a linking with the supplier selection process  |
| <b>Detailed requirements</b> | A formal process exists for evaluating supplier performance, incorporating CSR performance criteria and in line with the qualification and selection process. | Applying the process makes it possible to identify under-performing and performing suppliers as well as performing suppliers in general and specifically in CSR. | Corrective action plans exist for under-performing suppliers.<br>A list exists of non-performing and non-reactive suppliers who are liable to exclusion.<br>A process exists for recognizing best performing suppliers.<br>The proper application of the process is checked annually (check or internal/external audit) | There are risk analyses enabling preventive progress plans in all cases where we can anticipate significant CSR and financial risks.<br><br>Supplier evaluation and implementation of improvement plans feeds into the selection and qualification process. |

**Associated metrics**

Annual number of supplier CSR assessments carried out in the year => BSC Solvay Way  
Annual number of supplier CSR assessments with a result of < or = 2 => BSC Solvay Way

**Associated tools**

- Level 1 => SPP Procedure: PU-4201-P-WW (supplier performance assessment)
- Level 2 => List of suppliers assessed in the year including suppliers selected despite an unsatisfactory CSR score
- Level 2 => CSR assessment of suppliers following procedure PU-4202-P-WW
- Level 3 => List of underperforming suppliers and associated supplier action plans => on the Ecovadis database or other internal storage databases
- Level 3 => Check and/or audit process report, within one year (internal and/or external)
- Level 4 => Examples of supplier improvement plans and/or supplier-Solvay joint improvement plans
- Level 4 => Examples of events and/or ceremonies to recognize the best-performing suppliers

**Glossary**

- ★ SPP = Solvay Purchasing Process



## 5.3. Managing and assessing suppliers' CSR performance, optimizing relationships



Purchasing Zone  
Corporate function + GBU  
purchasing Department

## 5.3.2. Developing partnerships for innovation

|                              | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity  | 4<br>Performance   |
|------------------------------|--|--|--|--|
|                              | Identifying innovation partnerships integrating CSR among key suppliers.                               | Selecting innovation projects based on their CSR impacts   | Developing, in partnership, value-added CSR solutions (high environmental and/or social impacts).  | Devising and defining future partnership topics, based on likely CSR developments  |
| <b>Detailed requirements</b> | A list exists identifying key suppliers with whom we have or we wish to carry out innovation projects. | There is a list of innovation projects incorporating a CSR dimension.<br>The entity selects innovation projects (materials, technologies, applications, logistics) which reduce impacts in the areas of health and environmental.<br>A status report on the estimated CSR impact of the chosen projects is available | The entity generates and implements CSR-innovative projects in partnership or co-development with suppliers or other partners.<br>Innovation projects have a positive, measurable CSR impact. A report is available. | The entity reviews its innovation strategy annually taking into account prospective studies on the evolution of social, societal, environmental and regulatory features. |

**Associated metrics**

→ Number of innovation projects undertaken with external partnerships

**Associated tools**

- Level 1 => Proc. PU-4301-P-WW: Identification of key suppliers
- Level 1 => List of strategic suppliers for innovation, updated within one year
- Level 2 => List of ongoing and/or potential innovation projects engaged in with partner suppliers incorporating a CSR dimension (environmental and/or social)
- Level 3 => Table of documents showing measurable positive CSR impacts (e.g. reduction of CO<sub>2</sub> emissions or employment rates in relevant sectors)
- Level 4 => Examples of innovative projects planned within the framework of future projects

**Glossary**

- ★ SPP : Solvay Purchasing Process
- ★ CSR: Social and Environmental Responsibility



## 5.3. Managing and assessing suppliers' CSR performance, optimizing relationships



Purchasing Zone  
Corporate function+ GBU  
purchasing Department

### 5.3.3. Ensuring balanced relationships with suppliers

#### 1 Launch

Continuous relationships of trust are established with suppliers from the phase of entry into contact, fostering a mutually positive environment which facilitates the identification of failings as quickly as possible.

#### 2 Deployment

Our suppliers' satisfaction levels are measured regularly through a survey and a questionnaire.

#### 3 Maturity

A process for gathering Solvay failings observed by our suppliers is in place, making it possible to rectify such failings.

#### 4 Performance

An annual report is drawn up to measure the efficiency of the process as part of a continuous progress approach.

#### Detailed requirements

Buyers must meet at least 90% of their key suppliers at least once a year

These meetings may take place at Solvay's premises, at the supplier's premises or on neutral ground.

These meetings are formalized with a view to keeping a record through the Every Buyer, Every Visit process. They are used to raise discussion topics such as safety and CSR.

This supplier survey is used to assess suppliers' satisfaction with Solvay.

An analysis of the results is carried out by the GBUs and the purchasing function.

A corresponding action plan is implemented.

There is a process for providing suppliers with a means of voicing the difficulties they face.

Buyers are trained in how to use this process.

Suppliers are informed of the existence of this process. They are able to use it without fear of reprisal.

This annual report is carried out in tandem with the GBU Purchasing managers, the Corporate Purchasing function and the Group mediator(s).

#### Associated metrics

Overall supplier satisfaction index for year n-1 => Solvay Way BSC

Number of Solvay failings recorded by our suppliers => Solvay Way BSC

Number of Solvay-supplier disputes recorded by the Group's internal mediation service => Solvay Way BSC

#### Associated tools

- Level 1 => Solvay-supplier contracts
- Level 1 => Every Buyer, Every Visit process and associated record database => Proc. 4304-P-WW
- Level 2 => Supplier satisfaction survey => results and associated action plans
- Level 3 => Supplier complaint gathering process
- Level 3 => List of buyers trained in the process of taking into account and processing supplier complaints
- Level 4 => Annual report of complaints raised and formalized by our suppliers

#### Glossary

- ★SPP: Solvay Purchasing Process
- ★CSR: Corporate Social Responsibility
- ★EBEV: Every Buyer, Every Visit



## 6. Communities

### 6.1 Ensuring the integration of entities within their territories

6.1.1 Developing and steering relationships with local stakeholders

6.1.2 Be a player committed to contributing to local societal stakes

### 6.2 Controlling industrial risks related to entities' presence in their territories

6.2.1 Identifying hazards and assessing industrial risks

6.2.2 Managing industrial risks for the community

6.2.3 Preparing for emergency situations

### 6.3 Controlling supply chain risks and preventing accidents

6.3.1 Preventing accidents



## 6.1. Ensuring the integration of entities within their territories

Sites



### 6.1.1. Developing and steering relationships with local stakeholders Linked with SCMS

#### 1 Launch

Mapping the site's stakeholders and identifying interest networks that are active in the territory.  
Regularly updating the mapping.

#### 2 Deployment

Developing regular contacts with significant stakeholders

#### 3 Maturity

Developing collaborative approaches with significant stakeholders and playing a significant role in networks within the territory.

#### 4 Performance

Assessing the importance of the site's activity within its territory and measuring the satisfaction level of stakeholders.

#### Detailed requirements

##### SCMS 1.5.1 L1 :

A mapping of stakeholders has been established and active networks on its territory identified

A defined communication process with stakeholders addresses at least the following:

- a) Mandatory information to be sent to the local authorities
- b) Treatment of inquiries or request of information
- c) Emergency response affecting the neighborhood

Relevant external interested parties are consulted as necessary about pertinent OH&S matters.

##### SCMS 1.5.1 L2 :

The representatives of the Site are meeting external stakeholders to identify their concerns.

80% of the significant stakeholders are met at least once per year.

Issues for external parties are formally identified and means decided and implemented to deal with.

##### SCMS 1.5.1 L3 :

The external communication program is established based on the following:

- Identification of stakeholders to be targeted and their corresponding concerns
  - Priority setting on the issues to deal with
  - Identification of the most effective communication network
  - Designation of functions responsible for communicating with external parties
  - Frequencies of the communication
  - Education/promotion initiatives
- Stakeholders are consulted on a regularly basis on improvement plans.

##### SCMS 1.5.1 L4 :

A report of stakeholders' activities is released on an annual basis, and measurement of the stakeholders' satisfaction level is completed.

Personnel contributes to external communication actions, such as lectures at schools, meeting with groups of stakeholders, speeches during seminar on management systems or continual improvement.

Visits of the site by external stakeholders are scheduled, organized and carried out.

#### Associated metrics

- SCMS scoring
- Mapping of stakeholders and number of stakeholders
- Stakeholder satisfaction level: results of satisfaction surveys

#### Associated tools

- SCMS
- Stakeholder Action Plan, which is an integral part of the "External Relations Guide" methodology.
- Perception survey

#### Glossary

- ★ Interest networks: networks grouping several stakeholders around particular themes or causes
- ★ Significant stakeholder: has real local weight, its activity involves a key issue of the site, represents a pool of expertise and professional resources, is involved in developing employment





## 6.1. Ensuring the integration of entities within their territories

Sites



|  | 1<br>Launch  | 2<br>Deployment   | 3<br>Maturity  | 4<br>Performance  |
|--|--|---|--|---|
| <b>6.1.2. Be a player committed to contributing to local societal stakes</b> | Participating in local initiatives on a case-by-case basis.  | Defining a societal actions approach encouraging the employees involvement and adapted to local priorities.   | Implementing the societal actions approach.  | Be a player committed on its territory, contributing to local societal issues, and strengthen the employees' pride of belonging to the Solvay group.  |
| <b>Detailed requirements</b>   | Does the site respond, on a case-by-case basis, to requests for local support, such as financial donations, material donations or time spent by Solvay employees ? | <p>The site is aware of Group policy.</p> <p>A working group, composed by the site manager, HR manager and employees representatives defines the major territorial stakes and the relevant societal actions for the site.</p> <p>The working group defines associated resources such as financial donations and material donations.</p> <p>The working group defines also associated guidelines for the employees' involvement, in line with the societal actions group policy.</p> | The working group implements a monitoring process* and an information process from employees and their representatives, with the objective to recognize their actions. | <p>The site prepares an annual report and performs a measurement of the societal action plan impact in consultation with relevant stakeholders.</p> <p>The Employees' pride of belonging towards Solvay group is measured through the Solvay People Survey.</p> |

This practice is not considered as "new" but site has to assess it beginning of 2016 in order to have the right baseline.

**Associated metrics**

- Financial donation (€ ..)
- Material donation
- Time spent by Solvay employees (h) - Working time or not

**Associated tools**

- Integrated Stakeholder Action Plan in the "External Relations Guide" methodology.
- Local communities questionnaire
- Solvay people survey
- Societal actions group policy

**Glossary**

- ★ Requests for local support: specific support to existing initiatives by one or more local stakeholders (solidarity initiatives supporting children, education, culture, recreation ...)
- ★ Local development: participation in longer-term programs (schools, hospitals, education, employability, support for economic development, improving quality of life, etc ...)
- ★ Monitoring process : benefits for the community or for involved employees



## 6.2. Controlling industrial risks related to entities' présence in their territories

Sites



### 6.2.1. Identifying hazards and assessing industrial risks [Linked with SCMS](#)

|                              | 1<br>Launch   | 2<br>Deployment   | 3<br>Maturity   | 4<br>Performance   |
|------------------------------|---|---|---|--|
|                              | Collecting risk identification and assessment information.  | Undertaking simplified risk identifications and assessments for the community.  | Complete risk analysis by examining detailed situations   | Meeting all requirements of the reference guide in terms of identifying risks.   |
| <b>Detailed requirements</b> | <p><b>SCMS 3.4.1 L1</b> :A Management of change (MOC) process is defined</p> <p><b>SCMS 4.5.1 L1</b> :The process <b>hazard analysis</b> responsibilities are defined within the site organization.</p> <p>Existing process hazard analysis are revised on a 5 years basis.</p> <p>The process hazard analysis are done by an authorized leader (a trained person on Process Risk Analysis Methods), as described by Solvay corporate Procedure IND-HSE –PTS-08.</p> <p>Process Hazard Analysis allow the site to identify unacceptable scenarios 'risk level 1' according to IND-HSE-PTS-10</p> <p>Identified scenarios at risk level 1 (unacceptable risks) are written in an appropriate format (risk sheet), validated by a IND-HSE Process Safety Expert, recorded in the corporate reporting tool as described by Solvay Corporate procedure IND-HSE –PTS-07.</p> <p>When the reviews are done by the "revalidation" process, the MOC and the lesson learnt from the process safety incidents must be taken into account.</p> | <p><b>SCMS 3.4.1 L2</b> : A list is maintained indicating the on-going modifications, the closed ones, and the ones with the modification completed but the MOC not yet closed.</p> <p><b>SCMS 4.5.1 L2</b> :</p> <p>A schedule is established to ensure that all process hazard analysis are completed before 2020.</p> <p>The methodology used for the process hazard analysis includes the identification of accident scenarios with the assessment of the severity level and the probability of occurrence.</p> <p>The severity level is considering the effect on people by taking into account the thresholds for lethal and for irreversible effects.</p> <p>The severity level is also considering the effect on the environment.</p> <p>The assessment of the probability of occurrence is taking into account the frequency of the causes and the reliability of the safeguards.</p> <p>The method <b>determines</b> a risk level for each scenario.</p> <p>The Site senior management team is following up the level of completion of the schedule including the mitigation of Process hazard analysis with unacceptable risk level.</p> | <p><b>SCMS 3.4.1 L3</b> :The statutory and regulatory requirements for the products are clearly identified during the MOC reviews, as necessary.</p> <p><b>SCMS 4.5.1 L3</b> :</p> <p>100% of the process hazard analysis have been completed and revised as necessary on a 5 years period.</p> <p>Process safety audits are organized.</p> <p>Findings and corrective actions are reviewed during the site management reviews and treated within the authorized deadlines.</p> | <p><b>SCMS 3.4.1 L4</b> :The management of change process is part of the internal audit program and findings are analyzed with necessary actions decided and implemented for improvement.</p> <p><b>SCMS 4.5.1 L4</b> : No gaps identified during the Process Safety Audits.</p> |

### Associated metrics

#### Associated tools

- SCMS / Process safety management : IND-HSE-PTS-03-PRO / Process safety - Risk Analysis : IND-HSE-PTS-10-PRO
- All guides from HSE-PTS

#### Glossary

IDER : hazard identification and risk assessment method



## 6.2. Controlling industrial risks related to entities' présence in their territories

Sites



### 6.2.2. Managing industrial risks for the community Linked with SCMS

#### Detailed requirements

|  | 1<br>Launch  | 2<br>Deployment  | 3<br>Maturity  | 4<br>Performance   |
|--|--|--|--|--|
|  | Managing the key risks (elimination of risk 1 sheets, environmental monitoring plan)   | Applying the SCMS-recommended method to all risk typologies.   | Monitoring the compliance of risk management-related operating activities  | Verifying the effectiveness of the SCMS management system in all operating situations.   |
|  | <p><b>SCMS 3.3.1 L1</b> : Pre start-up safety reviews are conducted by a multi-disciplinary team.</p> <p><b>SCMS 4.5.1 L1</b> : Identified scenarios at risk level 1 (Unacceptable risks) are mitigated within 1 year after registration.</p> <p><b>SCMS 8.1.1 L1</b> : Operating instructions are established, addressing at least the following : - critical manufacturing steps related to product quality and HSE aspects- operating parameters and actions to apply- list of suitable equipment to use- monitoring activities and required measurement- cleaning operations for relevant equipment- actions to take in case of deviations, including the emergency shutdown steps</p> <p><b>SCMS 8.1.2 L1:</b><br/>A planning is established for implementing the safety and environmental barriers as determined by the <b>process hazard analysis and the environment risk assessment</b>.</p> <p>Standard Operating Procedures (SOP) critical for HSE aspects are identified.</p> <p><b>SCMS 8.1.3 L1:</b><br/>A documented procedure allowing temporary dispensation in the application of the control measures defines the responsibilities and level of authority for approving the by-pass and for setting compensatory measures and is applied if necessary.</p> <p>The by-pass procedure is applied in each area of the Site having safety critical elements</p> | <p><b>SCMS 3.3.1 L2</b> : A planning for controlling the critical parameters devices is established.</p> <p><b>SCMS 8.1.1 L2</b> :<br/>Standard operating procedures (SOP) are reviewed on a regular basis together with the Solvay operators in charge of production to ensure their understanding.</p> <p><b>SCMS 8.1.2 L2</b> :<br/>Preventive &amp; protective measures determined by the risk assessments are included into the SOP (or associated documents used by the production teams).<br/>Procedures and checklists for transitory operations are made known to persons in charge.</p> <p><b>SCMS 8.1.3 L2:</b> A specific indicator on repetitive request of by-pass is established, implemented and maintained by the site.</p> | <p><b>SCMS 4.5.1 L3</b> : Findings and corrective actions are reviewed during the site management reviews and treated within the authorized deadlines.</p> <p><b>SCMS 8.1.1 L3</b> : The deviations of the critical parameters of the process are registered and analyzed periodically</p> <p><b>SCMS 8.1.2 L3</b> :<br/>An assessment of the effectiveness of the standard operating procedures (SOP), associated risk control measures, and procedures for transitory operations is performed and necessary improvement implemented.<br/>When lessons are learnt from incidents, SOP are revised accordingly.</p> <p><b>SCMS 8.1.3 L3:</b> Trend analysis of repetitive by-pass are completed and necessary actions taken to deal with the conclusions</p> | <p><b>SCMS 4.5.1 L4</b> : No gaps were identified during the process safety audits</p> <p><b>SCMS 8.1.1 L4</b> : Key information issued from the analysis of repetitive deviations of the critical parameters of the process is fed back to concerned employees for reinforcing the importance of complying with the defined production processes.</p> <p><b>SCMS 8.1.2 L4</b> :<br/>Based on the result of the assessment of effectiveness, trend analysis are established on a regular basis, in order to highlight critical issues and repetitive concerns.<br/>Critical issues and repetitive concerns are included into the QHSE improvement plan of the production unit.</p> <p><b>SCMS 8.1.3 L4:</b><br/>Internal audits are performed to assess the effectiveness of the by-pass procedure and treat any non conformities.<br/>The audit findings are reviewed during the management reviews and decision taken accordingly to improve the effectiveness of the by-pass procedure.</p> |

#### Associated metrics

**Associated tools** : SCMS / All guides from HSE-PTS / Process safety management : IND-HSE-PTS-03-PRO - Process safety - Risk Analysis : IND-HSE-PTS-10-PRO - All guides from HSE-PTS

#### Glossary



## 6.2. Controlling industrial risks related to entities' présence in their territories



Sites

**1  
Launch**

**2  
Deployment**

**3  
Maturity**

**4  
Performance**

**6.2.3. Preparing for emergency situations**  
Linked with SCMS

Ensuring a minimum level of practice in preparing for emergencies.

Assessing in depth the most likely emergency situations.

Having a reference procedure for organizing the emergency plan. Ensuring optimal training of the various players.

Demonstrating best practices in "emergency preparedness". Bringing in local stakeholders involved in the process

**Detailed requirements**

**SCMS 11.1.1 L1 :**  
Group Crisis Management policy and Crisis Alert procedure are known by managers.  
An assessment of the most likely emergency situations is completed.  
**SCMS 11.2.1 L1 :**  
An emergency response plan is defined.  
The Group Crisis Alert procedure is implemented.  
Each identified major risks are addressed in the emergency response plan and needs of relevant interested parties, e.g. emergency services and neighbors, are taken into account.  
The list of emergency services is displayed and maintained up-to-date.  
The emergency preparedness and response plan and associated means are reviewed and, where necessary, revised, in particular after testing and after the occurrence of emergency situations.  
**SCMS 11.2.2 L1 :**  
An updated list of the first-aiders is maintained, mentioning the status of their first aid training.  
Procedures and medical first aid protocols are established on Site's specific hazards on basis of Solvay medical recommendations, good practices and local regulations.  
Appropriate first aid kits decided by the site are available. There is an up-dated inventory.  
First aid interventions are kept recorded.  
The medical facilities are appropriate (hygiene conditions, confidentiality allowed, conditions to perform the tests) and comply at least with the local regulations.  
**SCMS 11.3.1 L1**  
A schedule is established to ensure drills are organized by the site  
The Group Crisis Alert procedure is tested.  
Each unit manager participates in drills at the site level at least once a year

**SCMS 11.1.1 L2 : Local communities** are made aware of the **emergency situations** and their potential impacts.  
**SCMS 11.2.1 L2 :**  
The emergency response plan details the procedures for :- contacting and organizing the emergency services,- evacuating premises with pre-determined assembly points,- informing staff and course of action to be followed,- re-entering (end-of-alert )- monitoring of the presence of visitors and contractors,- reducing the consequences, containing pollution & cleaning up.  
Operational managers and responsible of rescue team or fire brigade have copy of the emergency response plan (latest version).  
Solvay employees, contractors and visitors are aware of the emergency plan.  
Personnel know their specific role in an emergency situation.  
The rescue teams are in place and trained to respond to the emergencies.  
**SCMS 11.2.2 L2 :** Local external emergency services (hospital) have been informed about specific medical measures in relation with site's specific hazards  
**SCMS 11.3.1 L2 :**  
The site carries out the drills to assess the suitability and effectiveness of the emergency plan, in compliance with the annual schedule.  
The emergency response team is trained on an annual basis in fighting fires most likely to break out on the site.

**SCMS 11.1.1 L3 :** A review of existing fire fighting systems and other emergency systems, including the ones protecting against leaks and spillage is completed and updated every 3 years, by an authorized organization or recognized by Solvay.  
**SCMS 11.2.1 L3 :** Immediate access to the latest version of the emergency response plan by every single operational managers and responsible of rescue team or fire brigade has to be checked on an annual basis.  
External emergency response teams are informed.  
Quantity and places of hazardous products in storage or in use are communicated to any external service units likely to be involved in the event of an emergency.  
The emergency response plan is reviewed and updated whenever a change is made in the organization, or if new potential emergency situations are identified.  
**SCMS 11.2.2 L3 :** First aid training is regularly up-dated.  
First aid kits and medical facilities, when they exist, are regularly checked by a person in charge clearly defined. The material is replaced as necessary.  
**SCMS 11.3.1 L3 :** Large scale exercise with GBU & Zone involvement are carried out at least every 3 years, and lesson learnt incorporated in the emergency plan

**SCMS 11.2.1 L4 :** The site supports local mutual aid assistance through training needs or financial support.  
**SCMS 11.2.2 L4 :** Trend analysis on repetitive substandard conditions detected through the check program is established and decisions taken for sustainable improvement.  
**SCMS 11.3.1 L4 :**  
Drills are conducted during day shift, and also at night and during week ends.  
Lesson learnt from drills is recorded and shared outside the site within Solvay organization



## 6.3. Controlling supply chain risks and preventing accidents

Sites



### 6.3.1. Preventing accidents

#### 1 Launch

Identifying and analyzing supply chain-related incidents/ accidents.

#### 2 Deployment

Defining corrective action plans with relevant stakeholders and mainly suppliers.

#### 3 Maturity

Achieving the results of the action plans and investigating the safest modes of transportation.

#### 4 Performance

Defining and implementing preventive actions with the relevant stakeholders. Using the forms of transport modes recognized as safest

#### Detailed requirements

The entity reports in accordance with group's procedure all supply chain-related accidents.  
It reports on incidents/accidents from level L upwards.

The entity has set up a system to ensure the exhaustive and pertinent investigation of all accidents/incidents related to the supply chain falling under its responsibility (unloading, loading, internal transportation or external transportation if chartered directly).

The introduction of corrective actions that have been decided upon is controlled by audits conducted directly by the entity or in liaison with the purchasing logistics function.  
The site relies on internal competences (Purchasing, HSE, Engineering).

An action plan exists to develop a preventive approach with the suppliers of product handling services.  
(Meetings held with suppliers, analysis of events, establishing preventive action plans).

#### Associated metrics

Number and severity of accidents/incidents during transportation

#### Associated tools

- Transportation accident reporting system : IND-HSE-01.01-PRO
- causal tree (root cause) analysis method
- Emergency response system in the event of distribution accident (Carechem)

#### Glossary

- ★ Severity: 4-point scale (C H M L ) to classify accidents according to the observed consequences (people, environment, image, equipment, operations).
- ★ Supply chain-related accident: accident occurring inside a Solvay site during loading or unloading or during transportation on site, or outside a Solvay establishment during transportation of products, including unloading at the customer premises.





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# Annexe 2

# Solvay People & Management Model

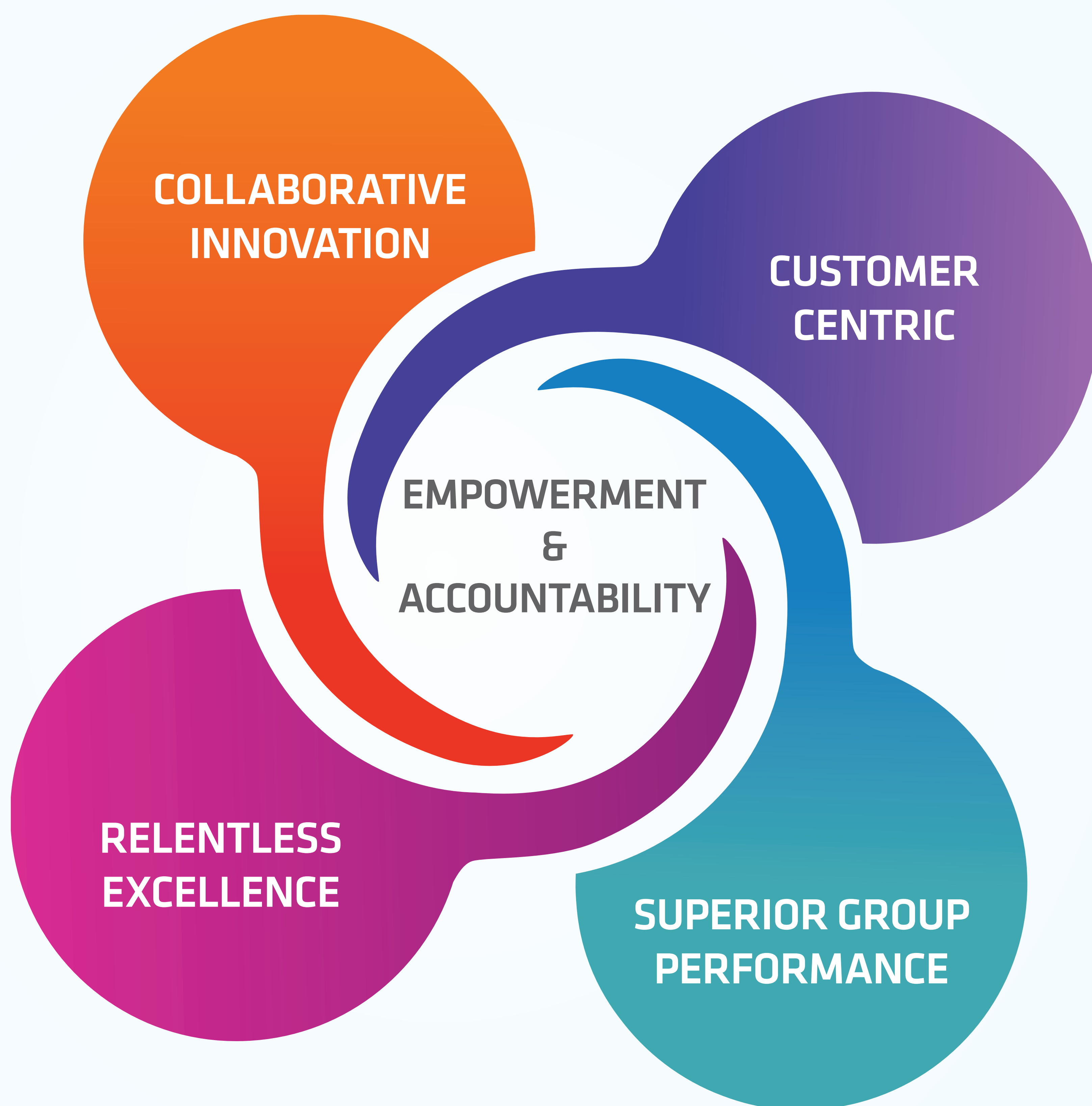


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# Our Management Model

## How we achieve results



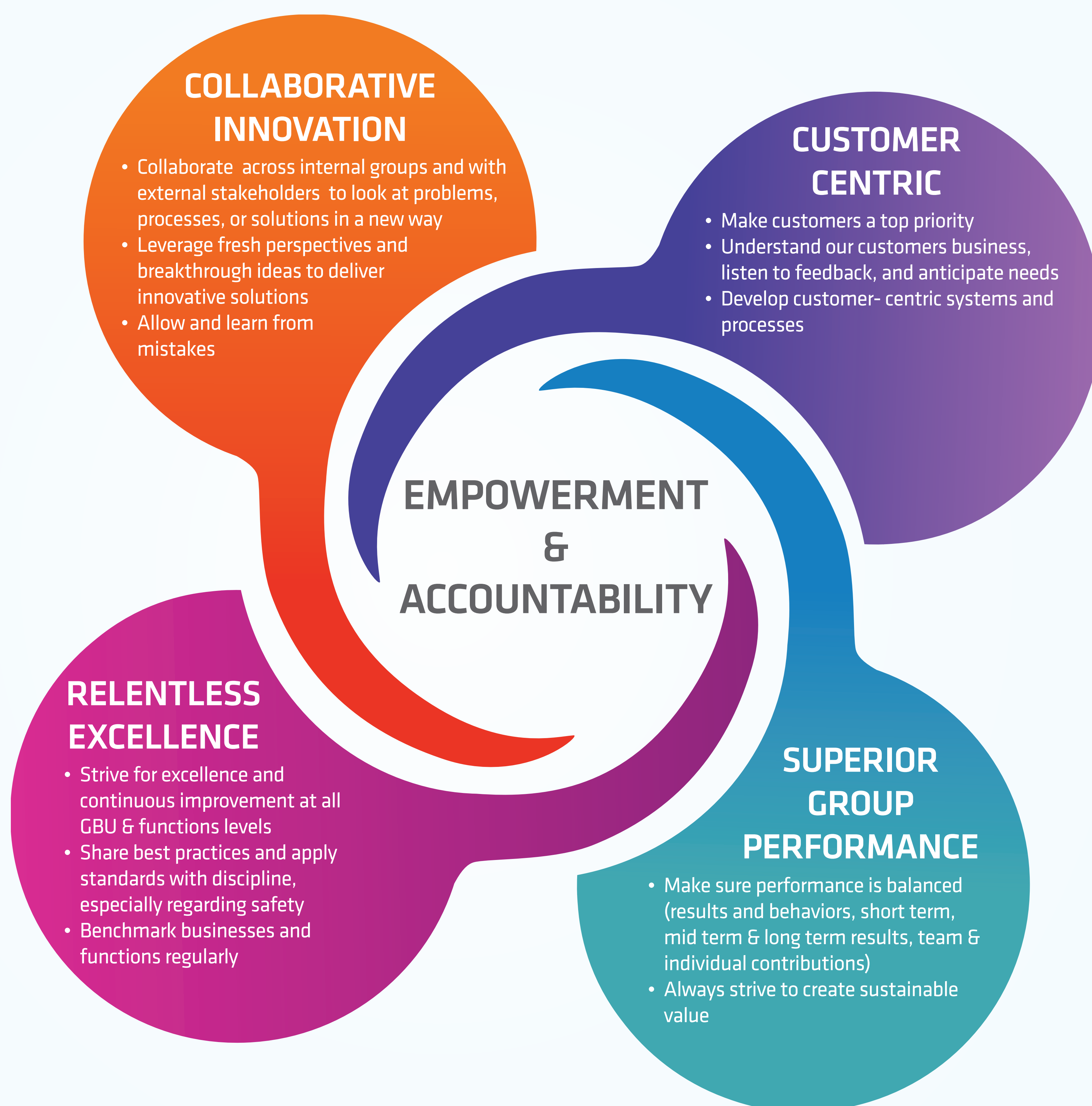


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# Our Management Model

## How we achieve results



### EMPOWERMENT & ACCOUNTABILITY

- Empower people at all levels in the organization, allowing them to make decisions in their areas of responsibility, within a clear framework.
- Empowerment for all goes together with full accountability: the people empowered are required to demonstrate full commitment and will be held accountable for the results.



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# Our People Model

## How we work together







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# Our People Model

## How we work together





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# Priorities moving forward

