ENVIRONMENT DIRECTORATE
JOINT MEETING OF THE CHEMICALS COMMITTEE AND
THE WORKING PARTY ON CHEMICALS, PESTICIDES AND BIOTECHNOLOGY

REPORT OF THE CONFERENCE ON CORPORATE GOVERNANCE FOR PROCESS SAFETY (14-15 June 2012, OECD, Paris)

Series on Chemical Accidents
No. 23

JT03332832

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Other OECD publications related to Chemical Accident Prevention, Preparedness and Response:


Health Aspects of Chemical Accidents: Guidance on Chemical Accident Awareness, Preparedness and Response for Health Professionals and Emergency Responders (1994) [prepared as a joint publication with IPCS, UNEP-IE and WHO-ECEH]


OECD Series on Chemical Accidents:


No. 3, International Assistance Activities Related to Chemical Accident Prevention, Preparedness and Response: Follow-up to the Joint OECD and UN/ECE Workshop to Promote Assistance for the Implementation of Chemical Accident Programmes (1997)


No. 8, Report of the OECD Workshop on Audits and Inspections Related to Chemical Accident, Prevention, Preparedness and Response (2002)


No. 17, Report of Survey on the Use of Safety Documents in the Control of Major Accident Hazards (2008)


No. 22, *Addendum to the OECD Guiding Principles for Chemical Accident Prevention, Preparedness and Response (2nd ed.),* (2011)

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The Inter-Organisation Programme for the Sound Management of Chemicals (IOMC) was established in 1995 following recommendations made by the 1992 UN Conference on Environment and Development to strengthen co-operation and increase international co-ordination in the field of chemical safety. The Participating Organisations are FAO, ILO, UNDP, UNEP, UNIDO, UNITAR, WHO, World Bank and OECD. The purpose of the IOMC is to promote co-ordination of the policies and activities pursued by the Participating Organisations, jointly or separately, to achieve the sound management of chemicals in relation to human health and the environment.
This publication is available electronically, at no charge.

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or contact:

OECD Environment Directorate, Environment, Health and Safety Division
2 rue André-Pascal
75775 Paris Cedex 16
France

Fax: (33-1) 44 30 61 80

E-mail: ehscont@oecd.org
INTRODUCTION

1. The OECD Programme on Chemical Accidents works to develop guidance on prevention of, preparedness for, and response to chemical accidents. It facilitates the sharing of information and experiences of OECD members, and non-member economies and other stakeholders. The Programme is managed by the Working Group on Chemical Accidents (WGCA).

2. A project on the role of leadership in preventing chemical accidents has been part of the 2009-2012 Programme of Work for the OECD Chemical Accidents Programme. The overall aim of the project is to raise the profile and importance of leadership in preventing major accidents, and in particular to:

   - enable OECD and non-member countries to share knowledge and experience in the area concerned;
   - identify the benefits of good leadership versus the cost of poor leadership;
   - discuss lessons learned from recent major accident investigations where leadership failing were implicated in the causes;
   - explore how the OECD Guidance on Developing Safety Performance Indicators can assist industry to draw up indicators to develop and implement a culture of effective safety leadership; and
   - consider whether specific guidance on corporate leadership should be produced and/or a second addendum is needed for the OECD Guiding Principles for Chemical Accident Prevention, Preparedness and Response (2003, first Addendum published in 2011).

3. The work started late in 2010 under the auspices of the Working Group on Chemical Accidents (WGCA) with the establishment of a Steering Group on Corporate Leadership (SG-CL). The United Kingdom led the Steering Group and the Netherlands sponsored this project; Mark Hailwood (LUBW, Germany), Chair of the WGCA also chaired the steering group. The SG-CL was composed of representatives of: Germany, Korea, the Netherlands, Sweden, the United Kingdom, the European Commission, The Business and Industry Advisory Committee to OECD (BIAC), the International Council of Chemical Associations (ICCA), and the OECD Secretariat.

4. A sub-group of the SG-CL, including additional experts from industry, developed Guidance on Corporate Governance for Process Safety (CGPS) intended for senior leaders in high hazard industries. The CGPS Guidance was launched at a Conference held on 14-15 June, 2012 at the OECD in Paris, organised by the SG-CL under the auspices of the Working Group on Chemical Accidents (WGCA). The event was sponsored by the Ministry of Social Affairs and Employment of the Netherlands.

CONFERENCE ON CORPORATE GOVERNANCE FOR PROCESS SAFETY

Objective and Programme

5. The goals of the Conference were not only to launch a set of principles for Corporate Governance for Process Safety, but also to affirm the need for commitment from the very highest level
within organisations in order to fulfil those principles. This conference presented an opportunity to exchange views on best practices and make a contribution to a more sustainable and safer industry. The Programme for the Conference on Corporate Governance for Process Safety is presented in Annex 1.

**Participation**

6. The Conference brought together leading representatives from government and industry to explore how good leadership can drive improvements in process safety. There were 67 participants from chemical, petro-chemical, petroleum and energy companies, industry associations and governments of Australia, Canada, Finland, France, Germany, Korea, Netherlands, Norway, Sweden, United Kingdom, and from organisations: the European Commission, UNEP and the OECD. The list of participants is provided in Annex 2.

**Guidance on Corporate Governance for Process Safety**

7. The document "Corporate Governance for Process Safety – Guidance for Senior Leaders in High Hazard Industries", dated June 2012, developed under the support of the WGCA, was available at the Conference in English and French: "La Gouvernance d'entreprise en matière de sécurité des procédés – Document d’orientation à l’intention des cadres dirigeants des industries à hauts risques".

8. The aim of the Guidance on CGPS is to: (i) raise the profile of process safety governance; (ii) set out the essential elements of corporate governance for process safety; (iii) provide a common framework; (iv) take some of the guesswork out of establishing Corporate Governance Programmes; (v) provide a self-assessment toolkit; and (vi) provide a demonstration of commitment.

9. The Guidance on CGPS is intended for: senior leaders; key decision makers; all staff within major hazard organisations so that the policy on corporate governance is clear to everyone; and trade associations and professional bodies to educate and encourage high standards of process safety leadership and corporate governance. The CGPS Guidance contains three main chapters: (1) Business case for effective process safety management; (2) Essential elements of corporate governance for process safety; and (3) Self-assessment questions for senior leaders.

10. The essential elements of corporate governance for process safety are five: (i) leadership and culture; (ii) risk awareness; (iii) information; (iv) competence; and (v) action.

11. The self-assessment questions apply at different levels within the organisation, allow to benchmark against others, help identify gaps and develop programmes to address shortfall.

**Conclusions and Recommendations from the Conference**

12. The Conference discussed the definition of "corporate leadership" and agreed on the following: it is the way in which: (i) major hazards are given the right degree of attention and focus; (ii) there is a systematic approach to risk management; (iii) process safety considerations feature in key business decisions; and (iv) understanding of the major hazard risk and the importance of critical control measures is communicated and championed by senior managers.

13. A top-down approach to corporate governance implies that the leadership starts at the top; it sets the vision and the culture, and influences and directs behaviours and priorities.

14. Several past accidents were reviewed at the Conference and the lessons learned discussed:

• Union Carbide India Limited, Bhopal, India, 1984: Poor maintenance and inadequate process safety competence.
• Esso Australia Ltd., Longford, Victoria, Australia, 1998: Reduced engineering costs and depleted engineering competence during cold start up.
• Hertfordshire Oil Storage Ltd., Buncefield, UK, 2005: Lack of management oversight, poor maintenance and fatigued staff.
• BP Texas City, Texas, USA, 2005: Reduced engineering costs, poor maintenance, fatigued staff and lack of management oversight.

15. Based on these case-studies, the complexity in process safety management was addressed and the following remarks were made:

• Risk control and understanding of control measures are consigned to experts;
• There is a limited knowledge amongst CEOs and senior executives;
• It is difficult to communicate on process safety between the safety experts and senior executives; and
• The budgets are constrained and there is a need to cut costs to stay competitive.

16. It was recognised that guidance in process safety corporate governance is necessary because management decisions and culture set from the top play an essential role in major hazard outcomes. People understand the concept but are not certain on the ingredients or components.

17. The Guidance on CGPS allows stakeholders to act now, demonstrates commitment, and engrains process safety management in all business decisions. It also embeds into global Responsible Care Programmes.

18. Major accidents have raised concerns by the public, stakeholders and regulators. The underlying causes are: (i) failure to recognise when things are out of control; (ii) inadequate information on which to base business decisions; (iii) failure to understand the consequences of change; and (iv) failure to manage process safety effectively.

19. A "high reliability organisation" is one that produces its product relatively error free over a long and sustained period of time. The two main attributes of a high reliability organisation are: they have a chronic sense of unease – they lack any sense of complacency; and make strong responses to weak signals – they set their threshold for intervening very long.

20. With respect to process safety integrated roadmap in ScottishPower, the pathway to a high reliability organisation includes the following seven steps:

1. Create a vision strategy: Establish integrated approach and develop business case;
2. Establish leadership: Ensure business buy-in at CEOs and senior leadership level, and establish common level of awareness and understanding;
3. Design operational integrity and process safety management system: Use a structured approach to deliver comprehensive and rigorous analysis of hazards, and risk control systems;
4. **Implement foundation for PSMS** (Process Safety Management System): Provide initial assessment of process safety performance and kick off cultural change;

5. **Integration and automation of PSMS**: Move to daily tracking of key performance indicators based on automated feeds, and exploit drill down and trending to drive performance to next level;

6. **Review and governance**: Establish framework for delivery of sustained performance and improvements, and embed core decision making tool; and

7. **Benchmarking and continuous improvement**: Maintain sense of vulnerability through learning from others and challenging business as usual.

21. The Conference made the following recommendations with respect to effective process safety management:

   - Maintain high visibility on process safety risks and controls;
   - Use intelligence to provide assurance that risks are being controlled;
   - Focus on vulnerability; and
   - Provide resource to the management and control of risks.

22. Safety culture – as shown in the Korean process industry – is composed of four key elements:

   (i) safety leadership; (ii) mindset and behaviour; (iii) safety organisation; and (iv) safety audits and performance management.

23. In terms of safety culture and leadership improvement, the action oriented safety management involves:

   (i) ensuring that safety is the first priority of the management; (ii) addressing the safety issues at the beginning of every business meeting; and (iii) publishing the CEOs safety bulletin board frequently.

   The site specific safety management consists of the following:

   (i) implementing PSM in all process sites and get feedback;
   (ii) strengthening supervisor’s responsibility – direct report to site manager; and
   (iii) performing continuous education and certification programme.

24. With respect to safety culture and behaviour and mindset change, safety golden rules must be simple but critical; there will be harsh consequences in case of no-compliance. Mindset implies establishing positive feedback culture, awareness and effective sharing of experience and lessons learned from incident reports. It is important to:

   (i) implement safety training courses at all levels of hierarchy; and
   (ii) train experts on incident investigation, and internal safety audit and training.

25. Leaders need to understand risks:

   (i) major accidents as credible business risks;
   (ii) the integrated nature of major hazard business/supply chain; and
   (iii) process safety having equal focus to other business processes.

26. Leaders need to understand the consequences of failure, and actively engage with all levels within the organisation.

**Recommendations for further work**

27. The Conference made the following recommendations for further work:

   1. The implementation of the *Guidance on CGPS* in high hazard industries (chemical, petrochemical, petroleum and energy industries);
2. Initial assessment of the value of the *CGPS Guidance* and appropriate implementation within industries and industry associations. Attendees at the Conference agreed to report back to the OECD Secretariat within one year on experience and implementation of the Guidance.

3. Development of indicators to measure the progress / success of the implementation.
ANNEX 1

PROGRAMME

Conference on Corporate Governance for Process Safety
14 – 15 June 2012, OECD Headquarters, Paris, France

Thursday, 14 June 2012

19:00 Buffet Reception

Opening Remarks:
Ambassador Edmond H. Wellenstein
Permanent Representative of The Netherlands to the OECD

Keynote Speaker:
Andrew Hopkins
Emeritus Professor of Sociology, Australian National University
Corporate Leadership “Thinking the Unthinkable”

Friday, 15 June 2012

09:00 Welcome

Deputy Secretary-General Rintaro Tamaki
OECD Secretariat

09:15 Introduction: Why Corporate Governance and Why Now

Judith Hackitt
Chair Health and Safety Executive (HSE), United Kingdom
President-elect of the Institution of Chemical Engineers (IChemE) for 2013-2014

drs Roel Gans
Director of Health and Safety at Work,
Ministry of Social Affairs and Employment, The Netherlands
### Ben van Beurden
Executive Vice President Chemicals  
Royal Dutch Shell, United Kingdom

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<tr>
<th>Time</th>
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<td>10:30 – 11:00</td>
<td><strong>Coffee Break</strong></td>
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| 11:00 | **Presentation of the Guidance: Corporate Governance for Process Safety**  
Questions & Answers |
|       | **Ian Travers**, Head of Chemical Industries Strategy Unit  
Hazardous Installations Directorate, Health & Safety Executive, United Kingdom |
|       | **Peter Cartwright**, Vice President, Environment, Health and Safety  
Dow Corning, United Kingdom |
|       | **William Garcia**, Executive Director – Energy, HSE and Logistics  
CEFIC (European Chemical Industry Council), Belgium |
| 12:30 – 14:00 | **Lunch** |
| 14:00 | **Sharing Experience – Governance, Performance, Culture** |
|       | **Ron Hunter**, Technical Services Director, ScottishPower, United Kingdom |
|       | **Martin Sedgwick**, Head of Engineering, ScottishPower, United Kingdom  
*Process Safety Governance at ScottishPower* |
|       | **Jean-Marc Jaubert**, Directeur de la Sécurité industrielle Groupe, Total SA, France  
*HSE Performance Recognition Policy* |
|       | **Dong Sub Kim**, President, Global Technology, SK Innovation, Korea  
*Safety Culture and Reliability of Korean Process Industry* |
| 15:30 - 16:00 | **Coffee Break** |
| 16:00 | **Podium Discussion: Moving On**  
Issues:  
- Industry-wide Commitment  
- Sustainable Corporate Governance  
- Industrialising and Developing Countries  
- SMEs |
| 17:00 | **Closing Statements**  
OECD Secretariat  
**Peter Cartwright**, ICCA (International Council of Chemistry Associations) |
ANNEX 2

LIST OF PARTICIPANTS

**Australia/Australie**

Professor Andrew HOPKINS  
Emeritus Professor of Sociology  
Australian National University (ANU)  
ACT 0200 Canberra  
Australia  

Tel: +61 2 62488531

**Canada**

Ms. Dana CORNEA  
Technical Specialist, Regulatory Development  
National Energy Board  
444 Seventh Avenue Southwest  
T2P 0X8 Calgary  
Canada  

Tel: +1 (403) 292 8630  
Fax: +1 (403) 292 5503

M. Jean-Paul LACOURSIÈRE  
Professeur associé  
Département de génie chimique et génie biotechnologique  
Université de Sherbrooke  
Ingénierie chimique  
Université de Sherbrooke,  
C1 - Pavillon J. Armand Bombardier,  
2500 boul. Université  
J1K 2R1 Sherbrooke  
Canada  

Tel: +1 (450) 581-2315  
Fax: +1 (450) 581-4539
Canada
Mr. Ziad SAAD
Vice-President, Safety and Sustainability
Canadian Energy Pipeline Association (CEPA)
200, 505 Third Street SW
T2P 3E6 Calgary
Canada
Tel: +1 (403) 221 8766
Fax: +1 (403) 221-8760

Finland/Finlande
Mrs. Mirja PALMÉN
Senior Safety Engineer
Finnish Safety and Chemicals Agency (TUKES)
Kalevantie 2
FI-33100 Tampere
Finland
Tel: + 358 10 6052 345

France
Mrs. Maud CASIER
Policy Officer
Risk Prevention
Ministry of Ecology, Sustainable Development and Energy
Bureau des risques technologiques et des industrie
Grande Arche Paroi Nord 92055 La Défense Cedex
France
Tel: +33 1 40 81 90 21

Germany/Allemagne
Mr. Mark HAILWOOD
Scientific Employee, Chair of the OECD Working Group on Chemical Accidents
Technical Environmental Protection
LUBW Landesanstalt für Umwelt, Messungen und Naturschutz Baden-Württemberg
Griesbachstr. 1
76185 Karlsruhe
Germany
Tel: +49-721-5600-3181
Fax: +49-721-5600-3200
Germany/Allemagne
Ms. Traute FIEDLER
Section III 2.3 - Safety of Installations
Federal Environment Agency
Wörlitzer Platz 1
06844 Dessau-Roßlau
Germany
Tel: +49 340 2103 3836
Fax: +49 340 2104 3836

Korea, Republic of/Corée, République de
Mr. Young Woo CHON
Manager
Process Safety Team
Korea Occupational Safety and Health Agency (KOSHA)
478 Munemi-ro, Bupyeong-gu,
Incheon
- Incheon
Korea, Republic of
Tel: +82 32 510 0643
Fax: +82 32 512 8315

Professor IL MOON
Professor
Deptartment of Chemical and Biomolecular Engineering
Yonsei University
50 Yonsei-Ro Seodaemun-Gu
120-749 Seoul
Korea, Republic of
Tel: +82 10 2791 2761
Fax: +82 2 312 6401

Netherlands/Pays-Bas
Mr. Edmond WELLENSTEIN
Ambassador, Permanent Representative
Permanent Delegation
12-14, rue Octave Feuillet
75016 Paris
France
Tel: +33 1 45 24 99 31
Fax: +33 1 45 24 99 38
Netherlands/Pays-Bas

Mr. Jacco BROUWER
Policy Officer
Ministry of Social Affairs and Employment
ANNA VAN HANNOVERLAAN 4 P O BOX 90801
2509 LV The Hague
Netherlands

Tel: +31 70 333 4463

Mr. Roel GANS
Director of Health and Safety at Work
Ministry of Social Affairs and Employment
P O Box 90801
2509 LV The Hague
Netherlands

Tel: +31-70 333 5245
Fax: +31-70 333 4062

Miss Jennyfer IMPERATOR
Second Secretary
Permanent Delegation
14, rue Octave Feuillet
75116 Paris
France

Tel: +33 1 45 24 99 41
Fax: +33 1 45 24 99 38

Norway/Norvège

Ms. TORILL F. TANDBERG
Director of Department
Industry, Products and Hazardous Substances
Directorate for Civil Protection and Emergency Planning
Ramberg veien 9
P.O.Box 2014
N-3103 Tønsberg
Norway

Tel: +47 33412750
Sweden/Suède
Mr. Per BRÄNNSTRÖM
Manager HSE, Managing Director SMC AB
Swedish Petroleum and Bio Fuels Institute
Nybrogatan 11
SE-114 39 Stockholm
Sweden
Tel: +46 8 667 09 47

Mr. Tommy ERIKSSON WIKEN
Senior Administrative Officer
Swedish Work Environment Authority
Lindhagensgatan 133
SE-112 79 Stockholm
Sweden
Tel: +468 730 94 63

Ms. Carina FREDSTRÖM
Desk Officer
Evaluation and Monitoring Department
MSB – Swedish Civil Contingencies Agency
Norra Klaragatan 18
Karlstad
Sweden
Tel: +46 10 240 50 65

Ms. Helena LINDBERG
Director General
MSB – Swedish Civil Contingencies Agency
Tel: +46 10 240 41 45

United Kingdom/Royaume-Uni
Ms. Amanda COCKTON
HM Inspector of Health & Safety
Strategy Unit
Health and Safety Executive
Health & Safety Executive, Lateral
8 City Walk
LS11 9AT Leeds
Tel: +44 113 283 4238
United Kingdom/Royaume-Uni

Ms. Judith HACKITT
Chair, Health & Safety Executive
Health & Safety Executive
Westminster Office
Caxton House
Tothill Street
SW1H 9NA London
United Kingdom

Mr. Nick SHAW
Senior Process Safety Advisor
Atomic Weapons Establishment
Tel: +44 118 982 7086

Mr. Ian TRAVERS
Head of Chemical Industries Strategy Unit
Hazardous Installations Directorate
Health and Safety Executive
2.2 Redgrave Court
Merton Road
L20 7HS Bootle
United Kingdom
Tel: +441519513834

Mr. John TURNER
HM Inspector - Nuclear Safety ONR
Office for Nuclear Regulation
Health and Safety Executive
Desk 38, 4N.2
Redgrave Court
L20 7HS Bootle
United Kingdom
Tel: + 44 151 951 4351
EU/UE
Dr. Zsuzsanna GYENES
Post Doctoral Scientific Researcher
IPSC – Security Technology Assessment Unit
JRC - Institute for the Protection and Security of the Citizen (IPSC)
Major Accident Hazards Bureau
Via E. Fermi 2749
21027 Ispra
Italy
Tel: +39 0 332 78 6732
Fax: +39 0 332 78 6280

UN Environment Programme (UNEP)/ Programme des Nations Unies pour l'environnement (PNUE)
Mr. Thomás MARQUES
Programme Officer, Cleaner and Safer Production Business and Industry Unit, Sustainable Consumption and Production Branch
United Nations Environment Programme (UNEP)
Division of Technology, Industry and Economics
15 Rue de Milan
75441 Paris Cedex 09
France
Tel: +33 1 44 37 14 60
Fax: +33 1 44 37 14 74

OECD/OCDE
M. Didier HOUSSIN
Director
IEA/EMS
IEA
Annexe IEA 335
9, rue de la Fédération
75015 Paris
France
Tel: +(33-1) 40 57 66 00

Mr. Alejandro HUERTA
Nuclear Safety Analyst
NEA/SURN
OECD
Annexe Issy 828
2 rue André-Pascal
75016 Paris
France
Tel: +(33-1) 45 24 10 57
OECD/OCDE

Mme Marie-Chantal HUET
Administrator, Chemical Accidents
ENV/EHS
OECD
Marshall Building 0283
2 rue André-Pascal
75016 Paris
France

Tel: +(33-1) 45 24 79 03
Fax: +33 1 44 30 61 80

Mr. Mats ISAKSSON
Head of Division
DAF/CA
OECD
Marshall Building 3005
2 rue André-Pascal
75016 Paris
France

Tel: +(33-1) 45 24 76 20
Fax: 01 44 30 63 91

Mr. Peter KEARNS
Principal Administrator
ENV/EHS
OECD
Marshall Building 0285
2 rue André-Pascal
75016 Paris
France

Tel: +(33-1) 45 24 16 77
Fax: +33 1 44 30 61 80
OECD/OCDE

Mr. Grant KIRKPATRICK
Deputy Head of Division
DAF/CA
OECD
Marshall Building 3006
2 rue André-Pascal
75016 Paris
France

Tel: +(33-1) 45 24 75 24
Fax: +(33-1)44 30 63 91

Mr. Halil Burcin OKYAR
Radiation Protection Specialist
NEA/PR
OECD
Annexe Issy 330
2 rue André-Pascal
75016 Paris
France

Tel: +(33-1) 45 24 10 45

Miss Christiana OLADINI-JAMES
Assistant, Nanosafety, Biosafety, Food Safety and Harmonised Templates
ENV/EHS
OECD
Marshall Building 0263
2 rue André-Pascal
75016 Paris
France

Tel: +(33-1) 45 24 17 08

ABIQUIM

Mr. Obdulio FANTI
Environmental and Regulatory Advisor
Technical and Regulatory Affairs
ABIQUIM
Rua Prof. Oswaldo Teixeira 481
São Paulo
Brazil

Tel: +55 11 2148 4720
Amor Group
Ms. Angela WANDS
Process Safety Sales Manager
Business Development
Amor Group
Tel: +44 141 814 3781
Fax: +44 141 814 3701

BASF SE
Dr. Hans SCHWARZ
Vice President, Process Safety
BASF SE
Tel: +49 621 609 2376

BP International PLC
Mr. Steve FLYNN
Group Head of Risk, Learning and HSSE
Safety Operations & Risk (S&OR)
BP International PLC
Tel: +44 1932 774040

Mr. Robert RILEY
Group Head, Culture, Competency and Capability
S & OR
BP International PLC
1 St James's Square
SW1Y 4PD London
United Kingdom
Tel: +44 207 496 4464

CEFIC aisbl - European Chemical Industry Council
Mr. William GARCIA
Executive Director
Energy, HSE & Logistics Program
CEFIC aisbl - European Chemical Industry Council
Ave E. Van Nieuwenhuyse
4 – B-1160 Brussels
Belgium
Tel: +32 2 676 7303
Center for Chemical Process Safety (CCPS)

Mr. Scott BERGER
Executive Director
Center for Chemical Process Safety (CCPS)
AIChE
3 Park Avenue
10016 New York
United States

Tel: +1 646 495 1370

Mr. Charles COWLEY
Staff Consultant
Center for Chemical Process Safety (CCPS)
American Institute of Chemical Engineers
3 Park Avenue
10016-5991 New York
United States

Tel: +44 7771 650308

Centrica Energy Upstream

Mr. David HOLLAND
Process Safety and Integrity Manager
Centrica Energy Upstream
IQ Building
15 Justice Mill Lane
AB11 6EQ Aberdeen
United Kingdom

Tel: +44 1224 415175

Chemical Industries Association (CIA), UK

Mr. Phil SCOTT
Safety & Risk Policy Manager
Chemical Industries Association (CIA), UK
Chemical Industries Association
Kings Buildings
Smith Square
SW1P 3JJ London
United Kingdom

Tel: +44 795 138 9939
CONCAWE
Dr. Klaas DEN HAAN
Technical Coordinator
Water, Soil, Safety & Pipelines
CONCAWE
Vorstlaan 165
1160 Brussels
Belgium
Tel: +32(2)5669183
Fax: +32(2)5669181

Dow Corning Ltd
Mr. Peter CARTWRIGHT
Vice President
Environmental Health, Safety & Security
Dow Corning Ltd
United Kingdom
Tel: +44 1446 723165

Dynea AS
Mr. Trond JORANGER
HSEQ Manager
Europe and South America
Dynea AS
Tel: +47 63 89 71 00

Mr. Jo MINKEN
HSE Manager
Dynea AS
Svelleveien 33
2001 Lillestrøm
Norway
Tel: +47 63897100

E.ON UK
Mr. John ARMSTRONG
Corporate Safety & Asset Risk Manager
E.ON UK
Westwood Way
Westwood Business Park
CV4 8LG Coventry
United Kingdom
Tel: +44 2476 182981
Institution of Chemical Engineers (IChemE)  
Mr. Justin BLADES  
Director  
Regional Networks and Membership Support  
Institution of Chemical Engineers (IChemE)  
Davis Building  
Railway Terrace  
Rugby  
United Kingdom

Mr. Andrew FURLONG  
Director  
Policy & Communications  
Institution of Chemical Engineers (IChemE)  
Davis Building  
TerraceRailway  
CV21 3HQ Rugby  
United Kingdom

Tel: +44 1788 534 460  
Fax: +44 1788 560 833

National Skills Academy Process Industries  
Mr. Neil SMITH  
Skills Development Director  
National Skills Academy Process Industries  
5 Pioneer Court  
DL1 4WD Darlington  
United Kingdom

Tel: +44 1325 740 900  
Fax: +44 1325 740 901

Ms. Maria Cristina D. REIS  
Process Safety Coordinator  
SMES - Safety, Health, Environment and Energy Efficiency Corporative  
PETROBRAS - Petróleo Brasileiro S.A.  
Av. Almirante Barroso, 81 - 23o. andar - Centro  
20031-004 Rio de Janeiro  
Brazil

Tel: +55 21 3229 1356  
Fax: +55 21 3229 1258
Petroliam Nasional Berhad (PETRONAS)

Ms. Mastura JARANI
Manager, Governance & Risk
Group HSE Strategy & Governance
Petroliam Nasional Berhad (PETRONAS)

Tel: +601 98840045

Ms. Maureen SONG
Head, HSE Strategy & Governance
Group HSE Division
Petroliam Nasional Berhad (PETRONAS)
Level 45, Tower 1, Petronas Twin Towers, KLCC
Kuala Lumpur
Malaysia

Tel: +6012 3029001
Fax: +60323313194

Pöyry Finland Oy

Mr. Juha SIPILÄ
Team Leader, Doctoral Student
Business Area Chemicals
Pöyry Finland Oy
Finland

Tel: +358 40 50 35504

ScottishPower/Iberdrola

Mr. Euan FENELON
Global Operational Integrity Manager
ScottishPower/Iberdrola
Longannet Power Station
FK10 4AA Kincardine-on-Forth
United Kingdom

Tel: + 44 7725410330

Mr. Ron HUNTER
Technical Services Director
ScottishPower/Iberdrola
Cathcart Business Park
Spean Street
G44 4BE Glasgow
United Kingdom

Tel: +44 141 568 2864
ScottishPower/Iberdrola
Mr. Martin SEDGWICK
Head of Engineering
ScottishPower/Iberdrola
Cathcart Business Park
Spean Street
G44 4BE Glasgow
United Kingdom
Tel: +44 7753 621750

Shell Chemicals Ltd
Mr. Ben VAN BEURDEN
Executive Vice President
Shell Chemicals Ltd

SK Innovation
Dr. Dong Sub KIM
President, Global Technology
SK Innovation
325 Exporo, Yuseong-gu
305-712 Daejeon
Korea, Republic of
Tel: +82 42 609 8300

Solvay/Rhodia
Mr. Michel TRIOLLIER
Process Safety Europe Zone
Process Safety
Solvay/Rhodia
Tel: +33 04 72 89 66 92

Spanish Chemical Industry Federation (FEIQUE)
Mr. Jesus SORIANO
Responsible Care® Director
Technical Affairs
Spanish Chemical Industry Federation (FEIQUE)
Hermosilla 31
28001 Madrid
Spain
Tel: +34 914 317 964
Sumitomo Chemical Europe S.A./N.V.

Dr. Tokuo SUKATA
Senior Manager, Planning & Development
PLANNING & DEVELOPMENT
Sumitomo Chemical Europe S.A./N.V.
Woluwealaan 57
1830 Machelen
Belgium

Tel: +32 2 254 87 87

Swedish Association for Process Safety

Dr. Owe FREDHOLM
Chairman of the Board
Swedish Association for Process Safety
Hankvagen 2
756 47 Uppsala
Sweden

Tel: +46 70 5938141
Fax: +4618302547

Total SA

Mr. Jean-Marc JAUBERT
Senior Vice President, Industrial Safety
Industrial Safety
Total SA

Tel: +33 1 47 44 84 83

UK Petroleum Industry Association

Mr. Peter DAVIDSON
Director
Safety, Commercial and Projects
UK Petroleum Industry Association
4th Floor, Quality House, Quality Court, Chancery Lane
WC2A 1HP London
United Kingdom

Tel: +44 7899 893 800
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<th>Person</th>
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<tr>
<td>Union des Industries Chimiques</td>
<td>Ms. Gaëlle Dussin</td>
<td>Safety Expert</td>
<td>UIC / Technical Department</td>
<td>+33 01 46 53 12 42</td>
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<td>URENCO UK Limited</td>
<td>Mr. Paul Stenhoff</td>
<td>Chief Nuclear Officer</td>
<td>URENCO UK Limited</td>
<td>+44 151 473 4170</td>
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<tr>
<td>Vattenfall AB</td>
<td>Mr. Anders Boeryd</td>
<td>Asset Manager</td>
<td>Group Asset Management</td>
<td>+46 8 739 70 28</td>
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<td>Yara International ASA</td>
<td>Mr. Jan-Petter Fossum</td>
<td>Head, Yara HESQ</td>
<td>Yara HESQ</td>
<td>+47 9117 9915</td>
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