Communication and *Stakeholder Involvement*
Guidebook for *Cement Facilities*

Acknowledgements

Table of Contents

Table of Contents (continued)

List of Appendices

List of Figures

Table of Contents (continued)

List of Boxes

List of Tables

Executive Summary

People worldwide are becoming more interested in industrial operations conducted in their communities. Their interests range from wanting jobs to trying to understand what environmental and potential health effects could be associated with these industries. As the cement industry is part of this trend, this guidebook is intended to assist cement facility staff in successfully communicating with and involving stakeholders.

Communication can take many forms, from non-participatory to fully participatory (see Figure 1). In another example, the International Association for Public Participation has developed the following spectrum of increasing levels of public involvement: Inform, Consult, Involve, Collaborate, Empower. The level of public participation should increase with the level of a decision's public impact.

This guidebook emphasizes the importance of stakeholder involvement as a critical component of communication. It is important to know the types of communication and how they can be used. At the lower, left-hand corner of Figure 1, is **ad hoc communication**, which occurs when an opportunity presents itself (e.g., a plant manager attends a community function and coincidentally meets community leaders who ask him or her a question about the plant). In such cases, some information is transferred but the exchange is informal, and the information not comprehensive.
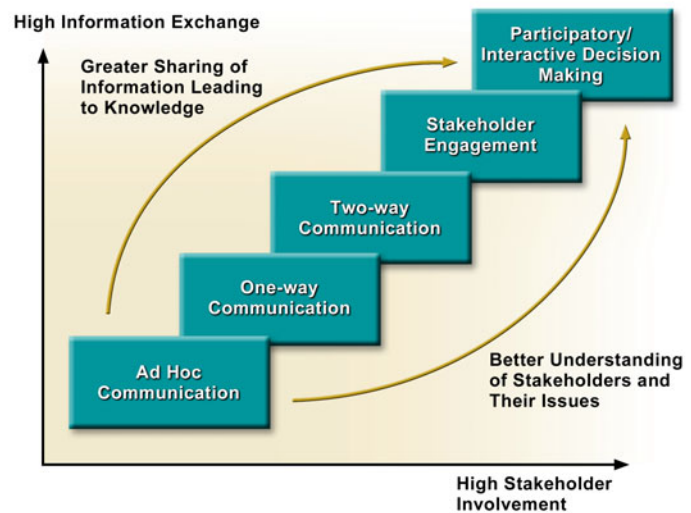
Figure 1. Types of Communication

One-way communication involves a company distributing information via brochures, letters, or presentations with no opportunity for questions or discussion. **Two-way communication** comes with an exchange of information and ideas among stakeholders and the company. Information is usually exchanged (if each party is a good listener).

The next type of communication is **stakeholder engagement or stakeholder dialogue**. The intent of stakeholder engagement is learning stakeholders' issues and concerns. If well designed, dialogue leads to knowledge being gained by both the company and stakeholders. The company commits itself to considering stakeholder input in making its decisions.

Finally, with **participatory/interactive decision making**, a company collaborates with stakeholders in making decisions. Shared decision making is not appropriate in all situations, but can be effective in helping a company design a plan that, when implemented, will be acceptable to its stakeholders.

In choosing and designing an approach to communication and involvement, you should answer each of the following critical questions:

Whom Should You Involve?

Internal	*Local*	*National*	*International*
Employees	Local Government	National Government	Global Media
Trade Unions	Local Media	National Media	Global NGOs
Contractors	Suppliers and Customers	Industrial Customers	Multinational Investors
	Local NGOs	Academics/Research Institutes	
	Local Interest Groups	National Cement Associations	
	Neighbors/Local Community Investors		

Why Should You Communicate with and Involve Stakeholders?

To be a good corporate citizen, your company should be communicating with and involving its stakeholders to determine their issues concerning a particular facility. There are costs associated with conducting these activities; however, costs to the company can be even greater if stakeholders take action against the company (e.g., hurting the company's image through a media campaign, holding up permits, suing the company). Being aware of issues and concerns and working to resolve them early before they turn into negative action is time and money well spent. On a positive note, ideas and suggestions from stakeholders can often be insightful and useful in improving a facility's planning and operation. In this light, stakeholders can be seen as consultants to a company.

What is the Sustainable Development Message?

Corporate Sustainable Development is the capability to **anticipate and meet the needs of both present and future generations** of customers and stakeholders. The three primary dimensions of sustainable development are environmental, social, and economic. From an environmental perspective, you should operate your cement facilities in a way that eliminates or minimizes damage to air and water quality. Improved local environmental quality ultimately improves the health of employees and neighbors. Implementing environmental programs that reduce waste and pollution at the source improves plant efficiency and reduces costs. Choosing raw materials and fuels that minimize impacts on the land often saves money and benefits the "industrial ecology." Community service and external environmental activities conducted by a facility improve local good will and allow you to focus on operations and positive communications.

The industry can also encourage innovations to maximize the environmental benefits of cement and concrete as products, such as making them more recyclable and durable. A better product often means increased market share and profit margin. Ultimately, the environmental, social, and economic benefits of sustainable development intertwine. Communication of this positive message encourages positive feedback—improving operations, improving the environment, and improving your community.

What Feedback Do You Want From Stakeholders and What Feedback Do They Want to Give to You?

Determine in advance what information you are trying to gain or provide with your communication and stakeholder involvement activities. Be prepared to **honestly consider stakeholders' issues and concerns in your planning and decision-making**. One difference between conducting a public relations campaign and conducting stakeholder involvement is your **commitment to considering and incorporating feedback before asking for it**. This does not mean that you have to accept all stakeholder suggestions, but that stakeholders need to know that their suggestions were thoughtfully heard and considered.

When Do You Communicate and Conduct Stakeholder Involvement?

Communication and stakeholder involvement **should be a continuous activity** conducted at a facility level and then augmented during periods of change or crisis when major decisions are being considered. This guidebook describes the overall process, which **can be tailored to fit the circumstances at your site** – resources, history of community interaction, the role of the facility in the community, and decisions being contemplated. This is a new venture for many if not most cement companies so don't be discouraged if your communications plan is basic and lacks the involvement of stakeholders.

Changes or enhancements to a communications plan are needed when facility changes occur, such as: establishing a new facility; acquiring an existing facility or merging with another company; introducing new management; expanding your facility; making a major process change; changing quarry operation; decommissioning your plant; or responding to an unplanned event or accident.

Where Should You Communicate with and Involve Stakeholders?

This guidebook focuses on conducting communications and stakeholder involvement at the facility level. Therefore the region surrounding the facility is of critical importance. Nonetheless, stakeholders you need to involve may be based in the regional government area (e.g., county or state) or in the national capital associated with a particular facility (e.g., regulators) or from other countries (e.g., global NGOs). So **the "where" depends on the location of the stakeholders and the corresponding facility**.

How Do You Do Communications and Stakeholder Involvement?

Process

Tools

Written	Verbal	Agreements
Corporate & Site Reports	Surveys	Sustainable Development Agreements
Website	Presentations	Voluntary Agreements
Pamphlets/Brochures/Newsletter	Personal Contact	
Displays/Posters	Site Visits/Open Days	
Advertising	Citizen Advisory Group Meetings	
Press Releases	Public Meetings	
Letters	Stakeholder Interviews	
Announcement Signs on Site	Focus Groups	
Community Responsible Plan	Briefings	
Incident Report	Community Walk	
Immediate Response Statement	Community Panels	
Response Case Study/Working Paper	Media Interviews	
Education and Training Materials		
Surveys		

Do's and Don'ts

- Don't be defensive and dismiss stakeholder concerns as illegitimate.
- Don't deliver inconsistent messages.
- Don't use jargon including overly scientific language and arguments.
- Don't be driven by your own preferences for communication approaches and tools (listen to your stakeholders and make sure they are designed to meet stakeholder interests and needs).

Sustainability Communications

Your communications approach should:
- Engage your target stakeholders
- Provide relevant information to stakeholders, particularly when you are considering making a change in your operations
- Give clear evidence of performance against targets
- Provide credible proof of your company's vision and values
- Be used as a management tool for continuing improvement based on stakeholders' feedback.

Introduction

Communities worldwide have become increasingly interested in industrial operations that are conducted in their vicinity. Their interests range from wanting jobs to understanding the environmental and potential health effects that could be associated with these industries. The cement industry is part of this trend of increased public interest. In addition, some stakeholders bring a national or even international perspective and, for example, are interested in the natural resources being used at a plant and the influence the plant might be having on global climate change.

Stakeholders are all the individuals and groups who see themselves as potentially affected by the operations of a facility, whether on a local, national, or international scale. These include, but are not limited to, neighbors, community organizations, employees, trade unions, government agencies, the media, non-governmental organizations (NGOs), contractors, suppliers, and investors. **The beliefs and actions of stakeholders can have a direct impact on the operations of your facility**.

Communicating with and involving stakeholders is often required to ensure a stable relationship between a plant and the adjacent community. **The more active a plant is in involving stakeholders and understanding their issues and concerns, the more time a plant has to consider this feedback in making critical decisions.** Communication and stakeholder involvement should occur as part of the normal operations of a plant and be highlighted (and often adjusted) when a major decision is being considered (such as expanding a plant or changing a manufacturing process) or in times of crisis. History shows us that when communication and stakeholder involvement is nonexistent or reactive, the results can include long court battles, demonstrations of protest at the gates, boycotts, environmental damage, and plant closures. An active approach leads to decision processes that generally proceed with less difficulty and greater benefit for everyone involved.

In the experience of the cement industry, neighbors and other stakeholders respond positively to citizen advisory or community liaison committees, clarity of information, honest environmental reporting on performance measures, plant open days, pollution prevention initiatives, and well-designed environmental restoration projects. **Communities with a history of local empowerment and dialogue generally have lower levels of pollution, a better quality of life, and increased profitability for cement facilities.** Collaboration among the community, regulators, and industry improves both facility performance and living conditions for all involved. Ultimately, **the local cement facility must be the one to take the first step to begin a positive, continuous dialogue and active partnerships**. Everyone involved must then be willing to make changes that will yield results.

Note that in this *Guidebook* the term **facility** is used to mean a cement plant and any accompanying quarry. **Plant** refers to the cement kiln and the other supporting infrastructure. **Site** is used interchangeably with facility.

The Purpose of this Guidebook

This guidebook is designed for cement plant managers, plant operators, facility planners, and communications directors and staff. Its purpose is to help you develop and conduct effective communication and stakeholder involvement between a cement plant and its stakeholders. For most of the cement industry, stakeholder involvement is a new concept that has not yet been implemented. Communication often stops at press releases and notices of required public hearings. This guidebook is intended to help facilities design their communication programs so that they include more engagement with stakeholders. **The goal is for cement companies to have a stable and productive relationship with the communities in which they operate**.

This guidebook first describes a general approach to basic communication and stakeholder involvement programs. Then, it presents specific tools for implementing an overall communication program. Finally, the guidebook presents a set of change scenarios during which a facility may need to increase its communication and stakeholder involvement program.

Public communication **means providing information through any media**, including brochures, websites, newspapers, radio and television. *Stakeholder involvement* **means listening directly to community members and others with an interest in the facility**, through public meetings, presentations, advisory committees, and personal conversations. Communication and involvement work together to develop good relationships between companies and the communities they impact. Further definitions can be found in the Glossary. In addition to this guidebook, other resources provide information about communication programs and stakeholder involvement. A list of these is provided at the end of this guidebook.

Costs and Benefits of Communication with Stakeholders

The environmental and social performance of companies is increasingly under scrutiny from internal stakeholders (e.g. employees and stockholders) and external stakeholders (e.g. local communities, activists, regulators). Greater scientific, economic and social knowledge is fueling stakeholders' demands for increased information, clarity, and involvement in business outcomes.

This trend demands that a company communicate informatively, honestly, and effectively. Recent trends in communications (e.g., the growing body of environmental and social reports and web-based delivery) suggest that disclosure is the new currency of corporate reputation.

A high quality external communications program can help:
▪ To enhance a company's reputation with external stakeholders
▪ To engage and strengthen relationships with target audiences
▪ To provide stakeholders with credible proof of a company's vision and values
▪ To provide clear evidence of performance against targets
▪ As a management tool for continuing improvement
▪ To promote the involvement and cohesion of internal stakeholders particularly employees.

Being more transparent and engaging stakeholders more has consequences since it can increase stakeholder attention or expectations. A company can respond strategically to these expectations.

There are also **risks and costs associated with NOT conducting communications and stakeholder involvement**, including

- Increasing a company's potential liability
- Increasing a company's cost of capital
- Making it more difficult to receive needed permits and thus losing money.
- Losing staff who would rather work for a company that actively engages stakeholders and is a good corporate citizen.

You can use this guidebook in different ways depending on a plant's operations, decisions being contemplated, financial circumstances, and demands from the corporate center. The degree of

> ### Box 1: Case Study on the Costs of NOT Conducting Communications and Stakeholder Involvement– Rugby Cement / RMC
>
> Dr. David Evans, Technical Manager from RMC's Rugby Cement unit in the UK, admits that making a decision to burn a hazardous secondary liquid fuel in the early 1990s at its plant in Barrington, near Cambridge, and not thoroughly discussing it with the community resulted in a crisis. Rugby Cement did not anticipate the strength of reaction it would receive and therefore did not allocate sufficient resources into advance consultation and communication. A 90-year good working relationship between the company and community dissolved overnight. Dr. Evans estimates that he spent the majority of two years trying to re-establish this relationship. The costs to the company included his salary, countless time of other staff to meet with a range of stakeholders, and the costs associated with hosting numerous public meetings and developing press releases and other media announcements. One outcome from this effort was the creation of a community liaison committee that included citizens who were the most vociferous about the decision to burn alternative fuels. The company and regulators use this committee as a sounding board before making any major decisions. After five years, trust has been re-established. Dr. Evans and his colleagues learned a lot from this experience.

communication and stakeholder involvement will vary with who is being communicated with and involved and the methods being used. A plant could decide that talking with five key residents will be sufficient for a particular case while reporting on environmental performance against indicators to NGOs is necessary in another case. In other words, you will tailor your approach to meet the needs presented and the resources available.

Principles of Communication and Stakeholder Involvement

As simplified in Figure 2, cement companies should ask themselves:
- Whom should I involve?
- Why should I communicate with and involve stakeholders?
- What is the sustainable development message?
- What feedback do I want from stakeholders and do they want to give me?
- When should I communicate and conduct stakeholder involvement?
- Where should I communicate with and involve stakeholders?
- How should I communicate with and involve stakeholders?

If an ongoing communication program is in place, **it is easier to build from a solid base of trust through routine channels with known organizations and individuals when a change in operations is being considered or occurs**. If such a program is not in place, each event that requires communication is an opportunity to initiate such a program.

Changes that often require increased or specific communication include the following events:

- Establishing a new facility
- Acquiring a new facility/company mergers/take over
- Expanding an existing facility
- Introducing new management
- Changing major processes
- Changing quarry operation
- Decommissioning a plant
- Responding to unplanned events or accidents.

A robust communications and stakeholder involvement program includes **communicating with and engaging stakeholders before making final decisions on significant changes** so that you can
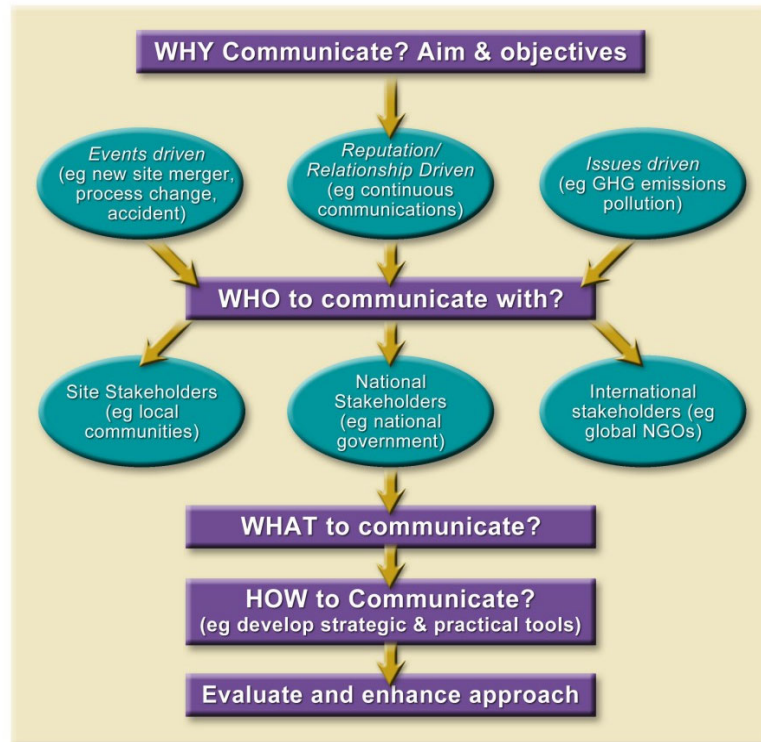
Figure 2. Principles of Communication

determine stakeholder response and incorporate stakeholder considerations into planning. Feedback is also considered when making decisions and stakeholders are told how the input was used. **If stakeholders feel that their suggestions are ignored or dismissed, the process can be undermined** and future communications can be unproductive.

Stakeholder involvement is most effective when it avoids jargon and encourages stakeholders to describe their underlying concerns and issues. Establishing a common ground can facilitate the resolution of difficult issues. The basic principles of stakeholder involvement are

- **Voluntary involvement**: Everyone involved should be committed to progress and full participation.
- **Openness, honesty, trust**: Open and honest communication is a requirement for mutual trust.
- **Inclusiveness**: Strive to include all interested parties in some form of dialogue.
- **Common information base**: Participants should have access to the same information.
- **Mutual learning**: All parties, including host and stakeholders, should come to the discussion with a willingness to learn.
- **Creative options**: Have a diverse set of stakeholders as a catalyst for creative thinking.
- **Collaboration in decision making**: Build ownership to increase the likelihood of implementation, and future collaboration.
- **Coordination of stakeholder feedback**: Communicate how you will use stakeholder feedback. Even if consensus is not possible, it is important that stakeholders feel their concerns are heard.

The results may be both visible, such as agreements, jointly drafted principles, and physical changes to a plant and its operations, and invisible, such as better relationships, better understanding, and improved trust. Both visible and invisible results can yield benefits for everyone involved.

Corporate versus Site Communications

Although this guidebook is designed for cement plant facilities to use in developing their communications and stakeholder involvement plans, it is important to note where these plans overlap with and complement similar plans at the corporate and industry-wide level. As Figure 3 suggests, the targeted audience for a site-based communications plan can include stakeholders at the local, national, and even international level depending on the content of the message and the feedback desired. This suggests that in these cases, site managers (and other site communications staff) should work with corporate communications personnel when this broader set of stakeholders needs to be included. Alignment of site level communications with corporate level communications is critical.
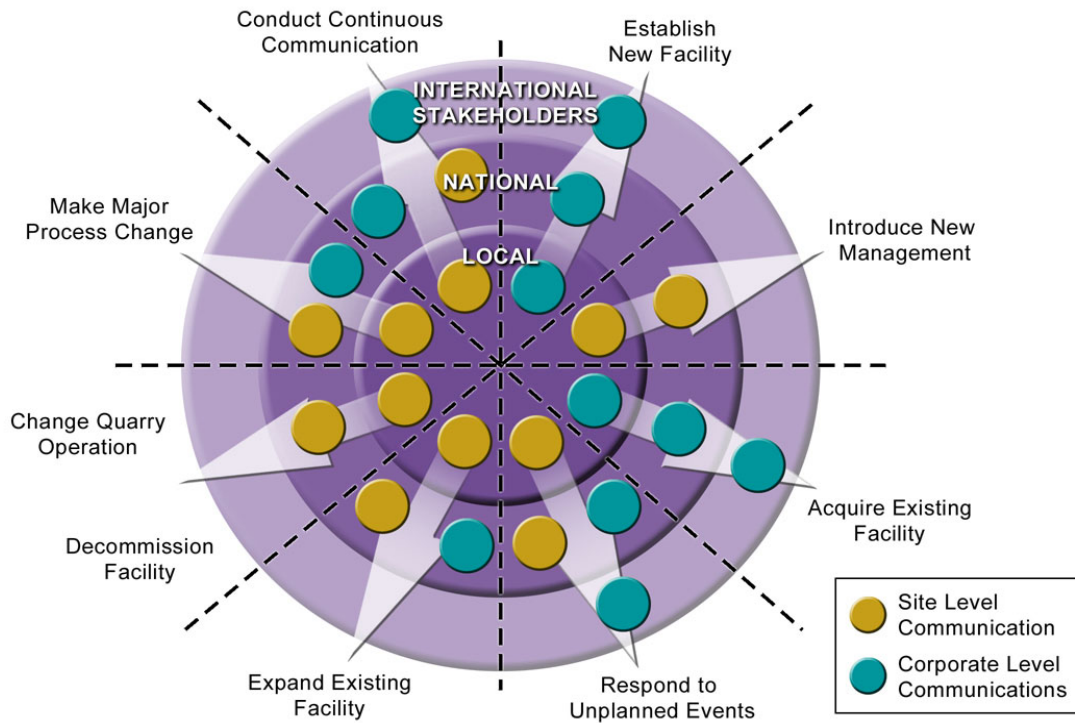
Figure 3. Corporate versus Site Communications

Approach to Communication and Stakeholder Involvement

Communication and stakeholder involvement enable productive interaction among diverse groups. Collaboration among the community, regulators, and the industry improves cement plant performance and living conditions for all involved. Communication and stakeholder involvement can help:

- Shape and develop a project by **identifying and defining critical issues** and topics
- Gain wider perspectives by providing the ability to **see a topic from various points of view** and understand a range of interests and perspectives
- Deepen understanding and develop shared principles by **resolving issues and moderating conflict** by focusing on shared values
- Build networks – by providing opportunities to **meet interested groups and individuals** in a neutral arena
- Anticipate future conflict by **identifying problems before they arise**.

Communication and stakeholder involvement are not always easy since there may be a wide variety of organizations, people, perspectives, and concerns involved. Be ready to assume the responsibilities as well as the benefits that come with increased involvement:

- Have a **clear understanding of objectives**
- Design a **reasonable timeline**
- Be prepared to **pay for the best assistance**, including an independent, third-party facilitator
- Be prepared to **work together towards open communication** with stakeholders
- Envision and **work toward mutually beneficial outcomes**
- Accept that in some circumstances **even the best communication process will fail to achieve consensus.**

This section presents a general approach to stakeholder communications and involvement, as represented in Figure 4. Different levels of effort may be needed for each of the steps that comprise this approach – your activities will depend on the size of the operation, the past history of stakeholder relationships with the plant, the decisions being contemplated, and the resources available. Each of the following steps can be adjusted accordingly. Furthermore, the approach is iterative. What you learn in one step may require that you go back a step and refine your approach before moving ahead.

Figure 4. Communication and Stakeholder Involvement Approach

Step 1. Establish a Communications Team and Plan

An active communications team and a high quality plan form the foundation for successful, coordinated communications and stakeholder involvement.

Follow these steps:
1. Identify a lead for communication
2. Establish a communications team
3. Develop a communications plan
4. Identify a senior management champion
5. Implement the communications plan and adapt as needed.

Identify a lead

The lead or primary point of contact for communications activities will be responsible for implementing the communications plan. For that reason, this person is typically a cement plant employee with experience in communications who understands relationships with the local community.

The lead will typically be responsible for the following:
- Identifying and selecting members of the communications team
- Coordinating and leading meetings with the communications team
- Managing the communications budget
- Communicating progress to senior corporate management
- Identifying a senior management champion and supporting that champion with data
- Knowing when to bring in external experts.

In some cases, the lead may be the plant manager who is viewed by the community as the decision maker and the "face" of the company for stakeholders to come to with their concerns and suggestions. Furthermore, the plant manager will have likely worked at developing solid relationships with influential leaders in the community to understand views and issues they may have.

Establish a communications team that builds on corporate communications

The Communications Team should include a diverse group of cement plant staff so that multiple perspectives can be represented by the plant's communications activities. Possible participants include the plant manager, an environmental specialist, a laborer, administrative staff member, etc. The size of the team will depend on the size of the facility, so that a small facility may have one communications specialist working closely with the plant manager. The responsibilities of the Team are primarily to participate in the development and implementation of the Communications Plan and to share information about communications with those with whom they interact.

Fundamental to the success of good stakeholder communication is identifying company personnel and defining their responsibilities for communications at both the corporate and facility level. Roles at corporate and supported at the facility level should include the following:

- **Policy development.** Senior managers need to demonstrate their commitment to stakeholder communication through a clearly worded statement of policy committing the company to, for example, considering stakeholders' concerns in project planning and implementation, communicating in a transparent manner, and guaranteeing the involvement of senior and operations managers. This policy statement should be communicated between the corporate center and facility level.

- **Stakeholder Relationships.** Assign responsibility for initiating and building relationships with key stakeholders just as often happens, for example, within government agencies. Although communication with a particular stakeholder cannot, and indeed need not, be restricted to one individual, the person responsible for the relationship should at a minimum have prior knowledge of all planned contacts. The individual assigned to a particular stakeholder group need not be from the environmental or communications team, e.g., an individual from procurement might be the best supplier contact.

Box 2: Example of an Outline for a Communications Plan

Introduction
- Overall purpose of the communications effort
- Scope of the plan (time frame and outline) and objectives
- Situation analysis -- background on the facility and previous communications
- Stakeholders
- Responsible parties/authority
- Topics and messages in context of requirements, sensitivities, and uncertainties
- Evaluation and corrective action

Stakeholder Identification
- Previous stakeholder consultation
- Stakeholder profiles
- Key issues that need to be managed

Strategies for Continuous Communication and Stakeholder Involvement
- Objectives and rationale
- Internal (written & verbal)
- External (written & verbal)
- Schedule and resources

Communication and Stakeholder Involvement Strategies for Planned and Unplanned Events (Major Changes)
- Establish new facility
- Acquire new facility/company mergers/take over
- Expand existing facility
- Introduce new management
- Make major process change
- Change quarry operation
- Decommission plant
- Respond to unplanned events or accidents

Resources for Major Changes

Risk and Opportunities

Action Plan Summary including plans for evaluation and corrective action

Sign off Page for Senior Management and Communications Team

- **Issues Tracking.** Issues and the way they are perceived by stakeholders can evolve quickly. The ability for a company to predict issues and develop strategies to manage them depends on their early identification. Clearly define responsibility for identifying issues and developing management solutions.
- **Community Relations.** Give responsibility for community relations to an individual or team.

- **Provision of Technical Information.** Communication with stakeholders needs to be substantive if it is to be sustained. Therefore, ensure that technical teams fully inform communications staff. Define responsibility within technical teams for providing this information, and later for reviewing releases for technical accuracy.
- **Marketing Support.** Engage your marketing department in the production of information for stakeholders such corporate reports.

Develop a communications plan

Your communications plan needs to have clear objectives. One objective should be that **all communications are clear, honest, and consistent**. The plan should have a reasonable timeline since the more people who are involved the more difficult it is to schedule events. In your plan, include strategies for ongoing communication activities (e.g., Web sites, press releases, newsletters) and regular updates to the public and regulators about the industry's and your facility's environmental performance. Information can include annual reports that show progress, descriptions of the historical and community significance of the cement facility, or data about emissions and production on the Internet or through electronic signboards. (See the tools section and Appendix A for detailed descriptions of techniques to be incorporated into a communications plan. Also see the Box 2 for a sample outline of a communications plan.)

Your communications plan provides frameworks for all communications. It includes
- Your communications objectives
- Stakeholder identification
- Aims of consultation with different stakeholders / stakeholder groups (e.g. exchange information, seek comments, build partnerships)
- Communication activities.

In preparing your communications plan you should
- Develop clear objectives for different stakeholders/stakeholder groups.
- Plan each communications activity carefully based on a mutual understanding of the objectives of the consultation and of cultural norms. Refer to *Synthesized Themes from Round One Stakeholder Dialogues for the World Business Council for Sustainable Development Toward a Sustainable Cement Industry Project* (Battelle & ERM 2001a) for some insight into cultural differences in the cement industry.
- Include responsibilities for all activities.
- Identify links and critical activities through a detailed work schedule.

Identify a senior management champion

Funding is necessary for a successful, consistent communications program. A company has to see the merits of such a program to fund it sufficiently. Partnerships with other organizations (e.g., federal agencies, academia, and NGOs) can be designed to offset the costs of some activities. To ensure that the communications efforts are not curtailed prematurely, someone in senior management should be the champion for communications and serve as the group's advocate during financial decision-making. The communications team lead will be responsible for providing the champion the information she or he needs to secure funding for communications and stakeholder involvement.

Implement the communications plan and adapt as needed

Implement your plan step by step. As new issues arise and as you gain experience in communicating with your stakeholders, adapt the process and plan to better meet your needs and the situations you encounter. Remember, no matter how the situation or plan may change, due to new experience or a short-term crisis, always **keep the messages clear, honest, and consistent**.

Staff Being Ambassadors in Their Community

Step 2. Identify Stakeholders

Stakeholders are any individual or group who see themselves as affected by a decision or activity of the company or plant. Stakeholders are also those who can affect the operations of a plant. "See themselves" is a critical phrase in that perception is what is important. Stakeholders may vary with the company and plant's decisions, activities and changes.

The activities for identifying stakeholders are twofold:
1. Identify potential stakeholders
2. Define stakeholders' concerns by understanding how your company and facility affect stakeholders and how stakeholders affect the company and plant.

Identify potential stakeholders

Begin by developing a complete list of stakeholders. One way to start is to **list key influential citizens**. Who gets things done in the community? Who blocks things? Whom do others listen to? Who is effective at articulating community concerns? Who manages the leading businesses in the community? Who are the decision makers (government, including regulators) in the community? Are there any public interest and environmental groups that may have an interest in plant operations? Who are the key media personnel in the region? Likely not as influential, but just as important are the facility's immediate neighbors. They need to be on the list. Depending on the communications plan, it may be important to emphasize some stakeholder groups over others.

Augment this list with stakeholders outside of the community: suppliers, customers, and representatives of national industry and business associations, academic and research institutes, regional and national government, and global non-governmental organizations (NGOs). Enlist the help of a team of people in developing this list to ensure that the list is comprehensive. Figure 5 shows the types of stakeholders you should consider including in your communications effort.

Figure 5. Types of Stakeholders

Define stakeholder concerns

Defining stakeholders' concerns ("stakeholder mapping") identifies organizations or individuals that have influence; their concerns and opinions about the operation of a specific project can influence your business. Some stakeholders will have significant influence, others may be significantly affected by your operation. For example, government agencies, particularly regulators, have an obvious influence over operations; but understanding their issues early on and factoring them into planning can be critical in saving time and money. Mapping stakeholders' main characteristics contributes directly to developing a plan of stakeholder involvement.

When mapping stakeholders' concerns, consider the following:
- A stakeholder map is not analytically comprehensive. It is a tool that illustrates the range of stakeholders and helps you develop your communication plan.
- The stakeholder map will evolve as you identify new stakeholders and engage existing stakeholders.
- A stakeholder database is an efficient way to order and maintain information on stakeholders. You can use it to track and manage stakeholder engagement, e.g., by identifying stakeholder interest in a particular issue, tracking contacts with stakeholders, etc.

Staff Being Ambassadors in Their Community

Step 3. Define the Intent of Communication

Understanding why you are communicating and what is going to be communicated is critical to success. Without understanding the objectives for sharing information or gathering input, the activity is empty and participants will likely feel patronized if it is not clear how their input will be used. Without planning, you may also raise expectations of actions, which the company is not ready to fulfill.

To define the intent of communication:
1. Define the purpose of each communication activity
2. Know your communication limits – What are you willing and able to do with the feedback?
3. Understand how this message relates to others (e.g., is it one-time communication or on-going?)
4. Pretest the message.

Define the purpose of each communication activity
Define the information you are trying to gain or give from each communication activity. This can range from interest in feedback on a specific topic (e.g., wanting to understand stakeholders' opinions about alternative fuels) to interest in feedback on the plant's progress in being a good corporate citizen. In either case, a good communication strategy needs many elements to be successful, so general relationship building is helpful and worthwhile.

Know your communications limits – What are you willing to do with the feedback?
Be explicit about the resources needed in taking on a particular communications activity. Also be explicit in planning how you will use the feedback you plan to solicit. Two-way communication is not appropriate if there is no intent to use the feedback. **Do not engage stakeholders if you cannot or will nor seriously consider what they tell you**. A public relations campaign is more appropriate if stakeholder feedback will not be used.

Understand how this communication relates to others
Communication by one facility within a company should be consistent with communication by another facility or by the corporate office. This does not mean each facility has to communicate the same message to the same groups at the same time; rather, the key themes should be consistent. Working with corporate communication staff is critical to understand the broader picture and to ensure that your message is consistent.

Pretest the message
Test your message for clarity and credibility with a friendly audience before taking it to the intended outside audience. You might first have colleagues within your department or from another facility within the company respond to the message. If you have a good working

relationship with one or two key stakeholders, you may choose to test their reactions to a new message. Listen carefully to their reactions (remembering that even colleagues do not always accept the company line) and leave yourself room to change the message (and even the action behind it) before presenting it to a wider audience.

Staff Being Ambassadors in Their Community

Step 4. Inform Staff

Staff are not only a corporate asset, they are also part of the community and therefore stakeholders. They can be effective emissaries for the facility and the company if you make the effort to inform and involve them. If facility staff are aware of activities that are under way or planned at the facility, they are in a better position to respond to questions about the company if brought up in a social setting. Additionally, if they are aware of the communications activities planned or under way, they may be able to contribute to those through their relationships in the community.

You can raise staff awareness of sustainability and what it means to the facility and company in many ways. You can arrange for the publication of articles on the concept of sustainable development in company newsletters. You or your staff can make presentations and can place posters around the facility displaying the concepts of sustainability and the company's plans for sustainable operation. Key messages include
- Definition of sustainable development
- How sustainable development complements the facility's vision
- Goal and performance indicators for sustainable development at the facility
- The staff's role in sustainable operation
- Facility and company accomplishments in achieving the goal of sustainability
- Future activities to promote sustainable operation
- Near term actions.

There are at least two reasons to inform your staff about sustainable development. First, an informed staff will be able to identify opportunities to incorporate sustainability into the daily operations of the facility since staff are most familiar with the strengths and weaknesses of the facility's processes. Staff will suggest and incorporate operational improvements while considering ways to meet the facility's sustainable development goals. Second, staff will be able to communicate the concepts clearly to their neighbors and acquaintances. The benefit from this is that staff will have pride in knowing that they made a difference at the plant and this pride can result in company loyalty.

It can be very useful if staff have the opportunity to gain sufficient information about the facility's operations to be able to talk with their own neighbors and other stakeholders. Staff who are proud of their facility and have the information they need to explain and or defend a facility's activities help alleviate some community concerns about the facility's activities. Additionally, when stakeholder involvement is under way, having staff members in attendance may increase opportunities for successful dialogue between the facility (staff and management) and stakeholders.

Staff Being Ambassadors in Their Community

Step 5. Engage Stakeholders

The goal of engaging stakeholders is to build relationships with them and to understand their issues and concerns with the facility. The more solid these relationships, the more confidence the facility manager has that he or she will know about an issue before it becomes a crisis and the subject of media attention. The facility manager must be accessible and forthright with stakeholders. He or she must **be explicit about why the company is interested in stakeholders' comments and perspectives and how the company will use this information**. Do not ask stakeholders for their views if you have no intention of changing the facility's current approach.

One tool that can facilitate an open and honest discussion is a citizen advisory or liaison group. Such a group can serve as a sounding board for issues coming from the facility or coming from the community. The group can discuss these issues openly and identify options for addressing them early on. These groups are particularly important when a facility is contemplating a major decision (e.g., the introduction of alternative fuels and raw materials (AFRs)). The group listens to a proposal and provides its views on the community's likely response. The communications staff can use this feedback in considering its decision and in communicating its decision to a wide range of stakeholders. The use of advisory/liaison groups is discussed in greater depth in Appendix A – Verbal Communication Tools.

The communications lead (often the facility manager) should consider meeting with other local industries to understand the issues they face in common and to identify ways to collaborate. Local scientific and academic institutions also need to be engaged in that they are often good resources for developing solutions and innovations for the facility. These institutions can play the important role of independent third party. This status is particularly important for providing objectivity, for example if the facility decides to have some aspects of environmental monitoring conducted by such a third party.

Engaging stakeholders can result in an interest on the part of both the stakeholders and the facility in establishing a **Sustainable Development Agreement** that defines the sustainable development goals of the facility and commitments to involving and partnering with stakeholders. (Some thoughts on the content of such an Agreement can be found in Appendix A.)

Activities for engaging stakeholders include
1. Providing regular opportunities for unstructured information sharing (e.g., open houses)
2. Engaging the services of a neutral facilitator to interview and conduct meetings with stakeholders with <u>and</u> without the participation of company staff
3. Providing regular opportunities to listen to stakeholder concerns/interests (e.g., surveys, interviews, focus groups)
4. Providing regular opportunities to share information with stakeholders (e.g., public meetings, workshops, site tours)
5. Meeting regularly with a citizen advisory or community liaison group to hear what issues and concerns may be emerging in the community. These groups should be fairly small (around a dozen), meet regularly, and include stakeholders with various interests and expertise so that their perspective is varied to mirror the community. Use the group as a sounding board to discuss issues arising in the plant particularly when a decision needs to be made. Soliciting the group's feedback early on so that it can be factored into a decision may help the facility plan.
6. Selecting the most appropriate venue (described in detail in Appendix A – Verbal Communication Tools) for engaging stakeholders based on what message you hope to convey and what feedback you would like to receive.

Typically there is not just one venue that should be used, but a combination of venues. Stakeholder involvement is unproductive when the plant has already made a decision and is just using a particular forum to announce its decision. Stakeholder involvement is most productive when the plant is committed to considering stakeholder views as part of decision making. Stakeholders can quickly tell which approach a plant is using and will react negatively if it is only the former.

Select specific stakeholders based on specific activities you have planned. Certain issues may be of interest only to a narrow set of stakeholders – for example if the issue is reducing noise at the plant, the plant's neighbors will be the primary stakeholders. It is often best to err on the side of being more inclusive and allow stakeholders to opt out if they are not interested in participating rather than appearing to be exclusive. Some stakeholders may take the initiative to get involved, even if you haven't selected them. Be prepared to listen to their concerns and issues and to consider their input. In some cases **you may find stakeholders who are technical experts and can add credibility to certain venues if they are engaged**.

Step 6. Respond to Stakeholders – Feedback Loop

Responding closes the loop in continuous communication and stakeholder involvement – demonstrating to stakeholders that their suggestions were heard and considered. Make it clear from the outset of communication how stakeholder comments will be used. Some stakeholder

communication is at the level of mutual information sharing. In this case, it may mean that your facility's approach was not changed based on stakeholders' suggestions but it does mean that stakeholders know that their suggestions were heard. At other levels of involvement, stakeholders' perspectives may directly influence the content and direction of your decisions.

During meetings with stakeholders, record comments. Writing responses to letters and other communications you receive ensures that stakeholders know they have been heard. Stakeholders will either become uninterested in being involved or, worse, start working against the facility if they feel that their views have not been considered. **Remember that they have invested their time, often at their expense, and want to feel that they made a difference**. **In many cases their suggestions are extremely helpful and can be considered free consulting.**

Use stakeholder comments and your responses to modify the communications plan. Communications and stakeholder involvement should be a continuous process.

Staff as Ambassadors in Their Community

Employees at a plant are also members of the community who are being engaged. Staff have a good understanding of the positive aspects of a facility. Thus, if the facility is making an honest effort to operate in a sustainable manner, the **employees of that facility make the best communicators on a one-on-one level with their friends and neighbors.** It is also **helpful if top management at the facility is part of this effort to reach out to the community and help educate them on facility activities and to learn from them what their issues are**. Senior management presence at events sends the message that the company values a close relationship with the community. Management who live locally can help instill this message of community stewardship.

The facility's communication program can provide opportunities for employees to interact with the community in an official but comfortable way. Activities where staff could be involved include
1. Staff participating in community events as employees of the plant
2. Conducting community events at or near the plant
3. Sponsoring community events.

Staff participate in community events as employees of the facility
Encourage staff to participate in community events or organizations as employees and representatives of the facility. This support includes providing your staff with the time and resources to be a member of a local board of directors, teach a class at a local school, join a local business group, staff a booth at a local fair, or participate in an Earth Day celebration, or other local event. By interacting with employees, the public learns about the benefits of the facility.

Conduct community events at or near the facility
The facility can host its own events on site, inviting the public to attend, and have employees organize and participate in these events. This can be part of plant open days, where employees explain their work to visitors. Or it can be less directly related to plant operations, such as a safety day, or dedication picnic for an onsite ecology area. This kind of event makes the facility more

understandable to the community and gives employees an opportunity to show their family and neighbors where and how they work.

Sponsoring community events

Your plant can sponsor events in the community, providing financial as well as staff support. Examples include sponsorship of a local environmental restoration initiative, educational program, health-related training sessions, or sports teams. In all of these, the name of the facility is displayed and the public sees how your company contributes to the community. Box 3 describes how one cement company encourages its employees to serve as emissaries in the community.

Box 3: Case Study of Staff as Ambassadors – CIMPOR

CIMPOR encourages its employees and retirees to serve as emissaries for the company with local communities and councils.   The fact that some CIMPOR employees serve on these councils facilitates discussion. When the community has concerns about plant operations or other issues, elected representatives speak directly and informally with plant managers. These pathways of communication are in turn open to plant managers. The company also encourages the participation of its employees in presentations, conferences, and seminars concerning the cement industry.

Locally, managers of CIMPOR plants meet regularly with elected officials and associations to address community issues and concerns and to talk about plant activities. As the need arises, managers respond punctually to municipalities and councils concerning issues such as small emission accidents and quarry exploitation that are raised by citizens and public interest groups. These meetings also often address urban air quality, the noise of company operations, labor issues, and traffic near company plants.

To strengthen relationships with the communities, in which it operates plants, CIMPOR builds and maintains social service facilities for public use. In addition, for example in Brazil, the company provided land for construction, and cement to help employees build their own houses. The company also sponsored a financing program for home construction. The company constructed several public roads near company plants in Brazil. The company invests in infrastructure to reduce the impact of transportation and traffic associated with its plants.

Regionally plant managers meet every two months with executives from other industries in the regions where CIMPOR operates to discuss job training, worker safety and health, performance appraisal, housing and employment, outsourcing, environmental issues, pollution prevention, and regulation.

Tools for Communication and Stakeholder Involvement

Once you have clarified the objectives of communication, it becomes clearer which tools are appropriate to use. Figure 6 depicts these tools. "Planned" tools are for events or activities that are scheduled in advance. "Unplanned" tools are for events or accidents that are unforeseen. These written and verbal tools are very effective when used in the correct order, in the correct combination, and with the appropriate stakeholder groups. The following section on *Change Scenarios* describes the order and combination of tools that you should consider.
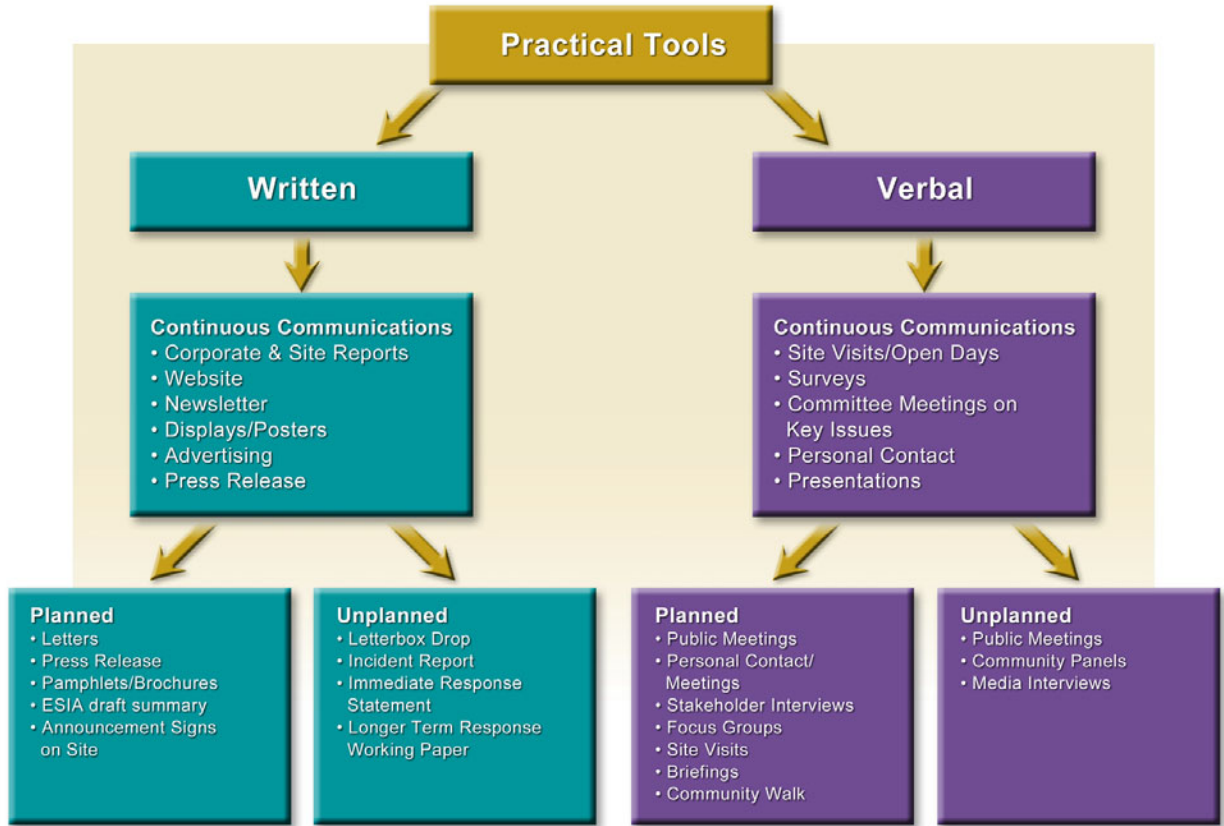
Figure 6. Practical Tools

Appendix A describes all of these tools in detail and Tables A-1 and A-2 give the strengths and weaknesses of each and issues to consider in choosing the most appropriate tool. The Appendix also includes a figure indicating the tools appropriate for each type of audience. Case studies are included of continuous communications programs at the facility level in the cement industry and at the corporate level for an entire country. Finally, a section on *Agreements* is presented that describes *Sustainable Development Agreements* and *Voluntary Agreements*. The former can be established between a facility and a community to further a common goal of sustainable development and the latter can be established by a company with its community or by the industry as a whole to define a commitment of operational improvement with respect to environmental performance.

Change Scenarios

Communicating with and involving your stakeholders are continuous activities. They should not be undertaken only when there is a major change or event at your plant. **When stakeholder involvement is routine and continual, increasing it during periods of change is easier since you are building from a solid base of trust** through routine channels with known organizations and individuals. The basic communication and stakeholder involvement approach has been outlined in the approach and tools sections. This section highlights some of the unique communication challenges that may arise when major changes occur.

For each of the major changes that impact cement companies and their stakeholders, this section describes the change, the issues to communicate in the framework of sustainable development, and potential communication actions tied to the most appropriate tools. Appendix B describes the issues and concerns held by the different types of stakeholders about general operations at cement facilities and under different change scenarios.
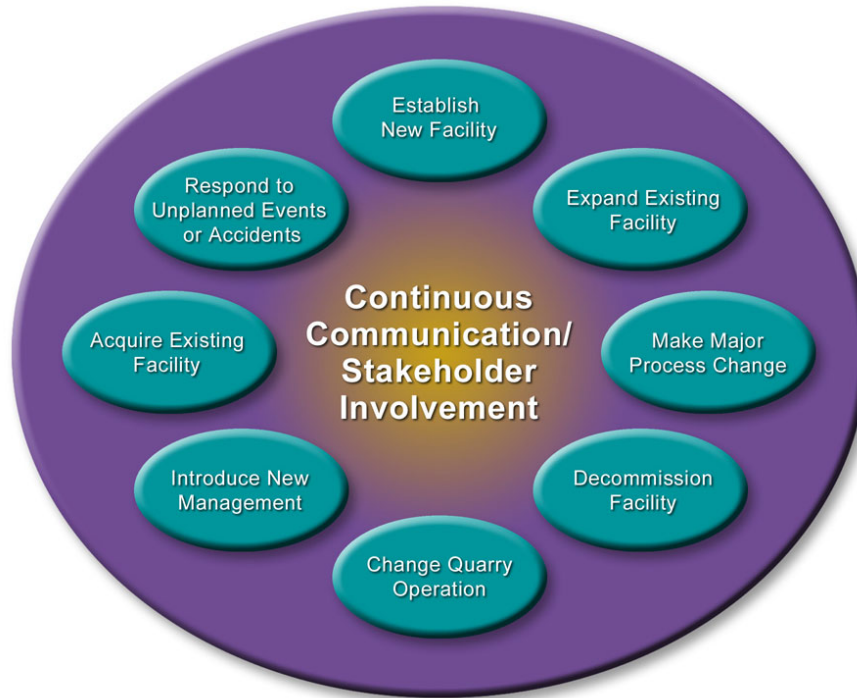
Figure 7. Cement Industry Change Scenarios

Figure 7 depicts seven scenarios where a major change is being considered and one scenario where an unplanned event or accident could occur. Communications staff need to be prepared for all of the above. Two of the planned scenarios are cases where corporate communications would have the lead – establishing a new facility and acquiring an existing facility or merging with a company. However, once the facility is built or owned, a facility-specific communications plan needs to be designed and implemented.

Plan for these changes by asking:
- Who needs to be communicated with?
- What needs to be the message?
- What feedback is desired, and
- What tools are most appropriate for reaching these stakeholders?

This section provides this information. Figure 8 summarizes the tools most appropriate to use when communicating with certain types of stakeholders under change scenarios. Other tools can be used then those listed below, but the arrows define those tools that have been found to be most effective.
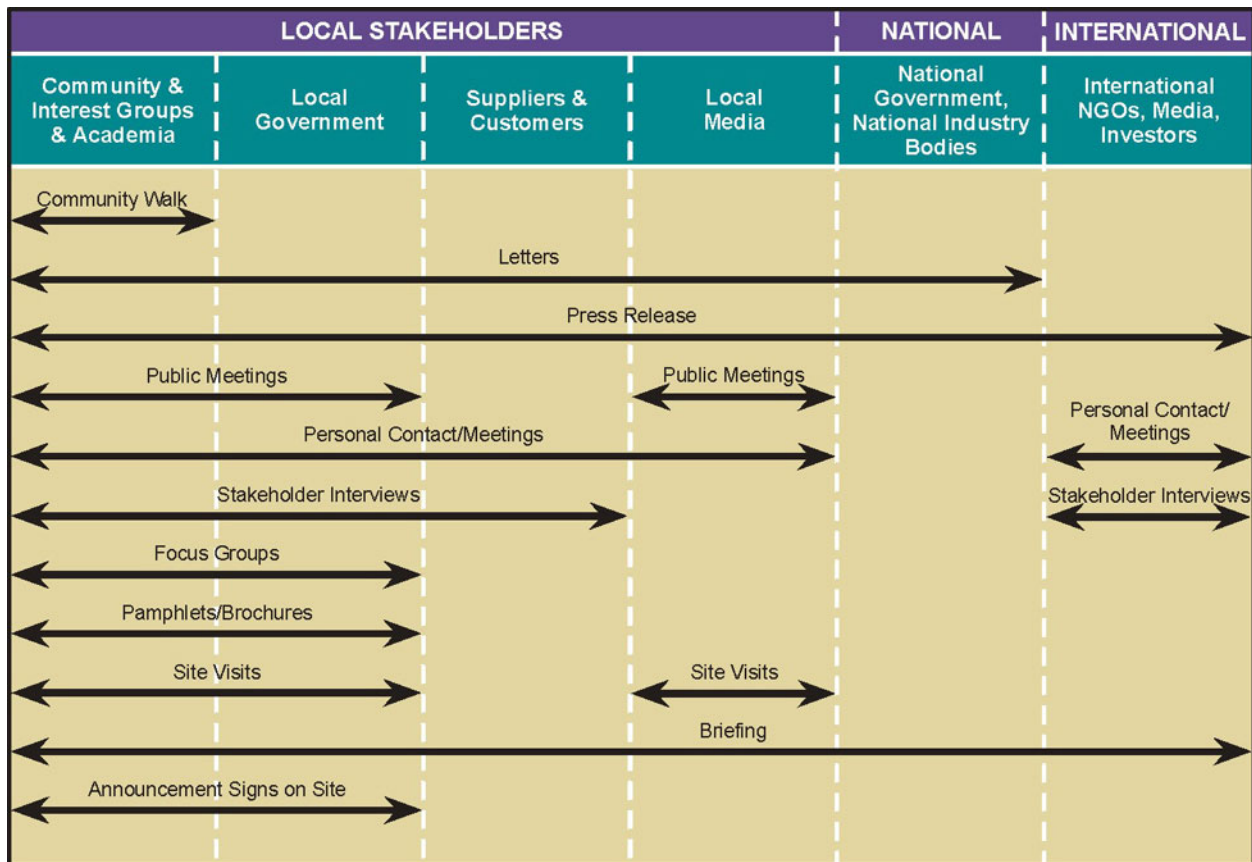
Figure 8. Tools Most Appropriate Under Change Scenarios

Establish New Facility

Regulations require notifying the public when planning to build a new facility. **Stakeholder involvement that is more extensive than required by regulations can improve the likelihood of a company being able to site a plant.**

It is generally easier from a communications and involvement standpoint to expand an existing facility than to build a new one. You may wish to consider expanding an existing facility or using a brownfield site before making the final decision to build a new facility in a new area. These options, particularly the selection of a brownfield site, have environmental benefits as well.

Another important fact to remember is that global communications such as the Internet ensure that the new stakeholders will know about previous activities in other communities. Use this to your advantage by promoting past successes and addressing past concerns.

The most important sustainability issues to address when communicating to stakeholders about establishing a new facility are
- Expected air and water emissions, as well as their relation to health effects
- Environmental initiatives to minimize emissions and energy use
- Plans and resolutions to address concerns about land use and visibility
- Initiatives to protect local habitat and natural resources
- Potential traffic issues and their resolution
- Labor and quality of life issues
- Announcements of public meetings and how to submit comments
- Announcement of interest in establishing a citizen advisory or liaison group (if that is planned) or a Sustainable Development Agreement with the community (if that is planned).

Consider the following actions in designing your communication/ stakeholder involvement program for a new facility:
- Develop a specific communications plan, including defining clear objectives and a course of action during all stages of design, construction, and operations.
- Plan for press releases and build a continuous communication program.
- Develop Q&As to respond to questions you may receive. (Include senior management in developing these so that there is commitment to honest messages that can be communicated.)
- For stakeholder involvement, consider the following actions:
  - Hire third-party professionals to conduct a survey of community residents. (What are their concerns and issues? What factors would make you a good corporate citizen in the community?)
  - Identify influential members of the community and conduct one-on-one interviews with them at their office/home to understand their issues and concerns and to provide answers on questions they may have.
  - Hire professionals to facilitate focus groups (each one hosting stakeholders with a similar background to focus in on their issues and concerns). You may have one focused on residents, one focused on local industry, one focused on government, etc.
  - Hire professionals to synthesize the findings from the focus groups and then facilitate one or more dialogue sessions / workshops where this synthesis is discussed. This format gives some validation to the findings from the focus groups.
  - Listen and conduct follow-up interviews/meetings
  - Implement all commitments
  - Create a citizen advisory or liaison group for siting and operations that includes members with a broad range of views who are representative of and credible to the community. This should be a group of about a dozen stakeholders representing residents, regulators, other government officials, unions, environmental and other public interest groups, and academics.
- Sign a Sustainable Development Agreement (or Environmental Voluntary Agreement) with the community that includes stipulations for meaningful public involvement and partnership.

Boxes 4, 5, and 6 describe different companies' experiences with siting a new facility and the communications and stakeholder involvement strategy they each used.

Box 4: Case Study of Establishing a New Facility – Siam Cement Industry

In 1994, Siam Cement Industry planned to build a new plant in Lampang, a province in northern Thailand. Before beginning the project, the company communicated with and involved the local community to inform citizens and to increase the likelihood of public acceptance. The company provided the community with information about the economic and social benefits of establishing the cement plant.

Siam Cement Industry established and registered a new company in Lampang to ensure that tax revenues from the operation of the new plant would be directed to the local community. The company hired 60% of the new plant's workforce locally.

According to company representatives, Siam Cement Industry worked to minimize the environmental impact of constructing and operating the plant. The company planted trees to compensate for those cut down during construction, and reduced the visual impact of the operation by constructing low-rise buildings. In addition, mining is carried on from the inside of a mountain, preserving the mountain's outer appearance. The company rehabilitated the exhausted mining area by planting trees. With the Department of Forestry, the company developed a 10-year plan for planting trees in the area surrounding the plant. Cooling water flows in a closed circuit in the plant so no cooling water is discharged to the environment. Approximately 12% of the total cost of the plant was spent on high-efficiency dust collectors such as electrostatic precipitators.

The company arranges tours for community leaders, and supports educational, religious and other social activities locally

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Box 5: Case Study of Establishing New Facility - Lafarge

In October 1999, Lafarge Canada opened a $165-million cement manufacturing plant in Richmond, British Columbia. This facility doubled the production of a former plant on the same site through the use of dry processing, while at the same time decreasing energy consumption and reducing overall emissions of both nitrogen oxide and sulfur oxide. The company reduced the environmental impact of construction by building on an existing cement plant site. The Environmental Assessment Office of Canada acknowledged Lafarge's efforts to limit environmental impact.

According to Lafarge Canada, the company avoided controversial siting issues by using an existing site. Through supporting early retirements, the company minimized the loss of jobs in the transition from the old to the new plant. As much as possible, the company hired local construction workers.

Lafarge Canada conducted a public comment period during the Environmental Assessment process, notifying stakeholders:
- In letters sent by the Environmental Assessment Office to approximately 700 stakeholder groups, organizations, businesses and individuals
- In advertisement placed in newspapers
- In letters sent to governmental agencies and First Nations inviting their participation.

Lafarge Canada conducted open houses with technical experts, public meetings, and meetings with local governments. The company mailed information to residents within three kilometers of the plant, placed notices in six area newspapers, and provided for a public review of the construction application. To advise the company, Lafarge Canada convened a project committee that included representatives from federal and local governments and First Nations.

Box 6: Case Study of Establishing a New Facility - Taiheiyo

Taiheiyo Cement Corporation, Tokyo, Japan proposed to construct a new cement plant that would utilize municipal incineration waste ash as a raw material. The plant was proposed for Ichihara City, Chiba Prefecture.

The Building Standards Law provides local government with authority to approve the construction of special facilities such as incinerators. Before the cement plant's site and construction were approved, the city and the prefecture suggested that the project's proponents (Taiheiyo Cement Corporation and Mitsui & Co. Ltd.) discuss the project with chairmen of neighboring towns. The chairmen recommended conducting meetings open to all residents of the area.

Taiheiyo and Mitsui conducted three meetings for the residents of the five principal towns surrounding the site. The companies followed up with two meetings for residents of these five towns and one other. Taiheiyo and Mitsui also held a meeting for those living in the immediate vicinity of the proposed site as well as an open public meeting for all residents of Ichihara City.

The companies arranged distributing to all communities in the site's vicinity handbills and leaflets informing citizens about the public meetings. The meetings were well attended. Those present included community members, members of community lobbying groups, representatives of NGOs and local and national media, and local government staff. Prefectural representatives and the city mayor participated in the open public meeting and answered questions.

Town councils, city authorities, and company representatives made their addresses available to encourage citizens to submit questions and comments.

During the meetings Taiheiyo and Mitsui used a video presentation to introduce the project. Company representatives made further presentations that were supported by brochures and other written materials. Meetings included question-and-answer sessions.

At the open public meeting, the companies sponsored a presentation by a professor of engineering.

Local stakeholders were concerned about the transportation of incinerator ash to the project site. Specifically, they wanted to know about policies to ensure safe transportation and about emergency procedures in case of an accident. Stakeholders questioned the companies about reasons for selecting the preferred site. They also questioned local government concerning its review of the project.

The stakeholder involvement process and overall communications were fairly intense and comprehensive. In response to stakeholder concerns, a risk analysis was undertaken, and safety policies and procedures were modified. Local government, including the mayor, entered into negotiation with the companies. The companies felt that they had to compromise and accept a change in the proposed construction site. The site was therefore moved to an industrial park in a non-residential area.

Although petitions of opposition had been submitted to the mayor and city council, a majority of the concerns were resolved by amendments to operating procedures. And as a result of changing the construction site, most opposition ended and the companies obtained final approval to construct the facility. The city council's decision to change the project's site, thus respecting the wishes of the local community, was highly appreciated by the people.

Acquire Existing Facility (Company Mergers/Take Over)

Communicating as openly, honestly, and in as timely a fashion as possible with staff and the local community when acquiring a new plant should minimize the anxiety involved in the transition and thus minimize the impact on productivity. Even when the news is bad, e.g., lay-offs, it is more productive to fully disclose the information.

The most important sustainable development issues to address while acquiring a new facility include
- Short-term labor stability (i.e., Will I have my job? Will my neighbor have his job?)
- Short-term facility stability (i.e., Will the facility be operating tomorrow?)
- Long-term plant stability (i.e., Will it still be operating in 10-15 years?)
- Other short-term impacts to the community such as losing community leadership from employees that are leaving
- History and reputation of the acquiring company:
  - How it treats its employees
  - How it treats the community
  - How it treats the environment
  - Are they capable of keeping the facility open over time?

As with siting a new plant, the new company will need to develop a communications/stakeholder involvement plan that is prepared to answer the above questions. A similar approach to stakeholder involvement is also encouraged. (See stakeholder involvement suggestions in *Establish a New Facility*).

Box 7 provides a case where a foreign company acquired a national cement company and made some major changes to facility operations. Significant communications and public involvement was conducted during this transition.

Box 7: Case Study on Acquiring an Existing Facility/Company Mergers- RMC

RMC acquired the Rüdersdorf cement business in the former East Germany in 1990 under the German government's privatization program. Over a period of five years RMC converted it from an unprofitable state-run-enterprise, employing almost 3,000 people, into a profitable commercial company. Before being acquired, the plant had one of the worst environmental records in the GDR for dust releases. Other issues of environmental protection, like noise reduction, wastewater treatment or monitoring had to be improved. Furthermore, the plant had a work force that operated inefficiently. Modernization at every stage of the cement making process was essential for improved performance. Over a period of years, RMC reduced the workforce to 400, although a further 600-800 people are still employed with associated companies in supporting the plant's activities. RMC's acquisition proposal included a social package to ease this painful transition. It conducted extensive discussions with local and national stakeholders to ensure that the social consequences of the transition were properly managed. A wide variety of initiatives were deployed to retrain people and create new employment.

After German reunification, the community wished to see the plant closed because of its poor environmental record. However the RMC management was interested in improving the plant's production and environmental performance. They visited cement plants in western Germany to learn about efficient and environmentally sound practices. People from the community and authorities were involved in this process.

Today the cement plant operates an environmental management system certified to ISO 14001 and the EU Eco-Management and Audit Scheme (EMAS). It publishes an environmental statement, where neighbors get information about the plant and environmental performance. At regular intervals during the modernization process and still today, the company sponsors public tours. During these events, among other things, the plant brings in a professional moderator from the media to facilitate discussion with the public. The Green Party is on stage with the plant manager discussing issues about the plant with the audience. The Green Party representative states now that he is satisfied with the way the plant is being operated. In the past, the Green Party opposed the plant's operation.

Introduce New Management

When a company brings in new management to operate a facility, much can change and it is an important time to communicate with stakeholders. A new facility manager may make changes in terms of both management and plant operations that call for communications and stakeholder involvement. These changes can be sustainable in that they address economics, environment, and social issues. For example, new management could decide to fire certain employees and hire other employees to improve operations. New management may institute new social or economic programs with the community. New management may make changes in environmental practices. In most cases, the community and other stakeholders will be very interested in new management's goals and objectives, its timeline for implementing the changes, and opportunities the community and other stakeholders may have to be involved.   The last case study in this section (Box 14) describes a case where a company introduced a new facility manager at a site and then that manager had to cope with a unplanned event.

Expand Existing Facility

Regulations require notification of the public before making major modifications to an existing facility. As with building a new facility, **conducting stakeholder involvement that is more extensive than required by regulations can improve the likelihood of a company being able to successfully make the requested changes**.

The most important sustainability issues to address when communicating to stakeholders about expanding an existing facility are
- Expected reduction in air and water emissions
- Environmental initiatives to minimize emissions and energy use
- Land use and visibility issues and their resolution
- Initiatives to protect local habitat and natural resources
- Potential traffic issues and their resolution
- Labor and quality of life issues
- Announcements of public meetings and how to submit comments.

In planning to expand your facility, consider the same actions as described for siting a new facility. Given that you already know the influential stakeholders in your region, it may be possible to pare down the approach and focus directly on those issues about the planned expansion that are of concern to stakeholders. Box 8 gives an extensive history where management and ownership status changed overtime as did the politics in a region. All of these factors were a significant challenge in expanding a facility.

Box 8: Case Study on Expanding an Existing Facility -- QCL/Holcim

QCL has approx. 20% of the cement market in Australia. Since the 1980s, the company has operated a plant at Gladstone, north of Brisbane in the State of Queensland on Australia's eastern coast. The company mines the limestone it requires for making cement from a quarry at East End near the township of Mt Larcom, 20 kms from Gladstone. Water, specifically the availability of groundwater for agriculture, is a significant concern to farmers in the region. The early '80s through the late '90s were a time of drought in the region.

The company pumps groundwater from the quarry in order to gain access to high quality limestone that is below the water table. Faced with continuing drought, and reliant on subsurface water, farmers in the area accused QCL of drawing down their groundwater table. QCL offered to re-establish any wells that went dry by drilling new wells for these farmers.

In 1995 QCL/ Holcim proposed to expand the cement plant initially constructed in 1981. In reaction, landowners at Mt Larcom formed the East End Mine Action Group (EEMAG) to oppose the expansion. The company commissioned an Environmental Impact Study and formed a Community Liaison Group in hopes to move the plant expansion plans forward. The group was made up of three people from the company, three from EEMAG, one from the Department of Mines and Energy, and a rotating chairperson. But the group was too divided to achieve any type of consensus. EEMAG didn't trust QCL, specifically concerning the impact limestone mining was having on the region's water supply. QCL hired successive hydrology experts to evaluate the situation and provide reports. EEMAG challenged the results and hired its own consultant who came up with different findings. Finally, a mediator was brought in and the decision was made to hire a third consultant. This person said that the QCL consultant was correct but that the EEMG consultant had made some valid points.

Box 8 (continued)

In 1996, QCL decided to have an independent group survey public opinion to determine how pervasive in the greater community EEMAG's concerns were. The survey results found that the broader community did not align themselves with EEMAG but also found that the community knew little about the company's plans and its environmental status. In response to these findings, the company started a communication and awareness campaign. In 1998 the company commissioned another independent review of public opinion to see what changes had occurred. In-person interviews and random telephone sampling were used. Improvements included respondents' satisfaction with QCL's role as a corporate citizen, up by 10% and their satisfaction with QCL's management of its environmental impacts also improved by 19%. The company had worked hard to decouple the issue of the quarry from the issue of expanding the plant and the expanded plant did indeed open in 1998.

Meanwhile, the claims of EEMAG members continued and were heard by government on successive occasions. A fourth hydrologist appointed by government (state Environment Protection Agency) recently completed a report which reviewed the more than 20 years of documentation on the issue, and included the results of stakeholder interviews in the analysis. Closure is clearly hoped for by all parties, however ongoing stakeholder dialogue beyond the specifics of the issue is also a must for all involved.

Lessons learned:
- Initial acrimony and distrust are hard to overcome. Twenty years of polarization cannot be easily reversed. Be careful and skillful about how you open communications and negotiations.

- Employees who live in the community *are* members of the community and can be powerful advocates for your position. Do not neglect to inform them on issues. Give them the same commitment as you do your external community. Also remember that *you* are a member of the community and that, as a citizen you have a stake in taking the appropriate action for not only yourself but also for your family. This helps critics see the common ground between you and them.

- Engineers who work for a company may not come across to community activists as sympathetic listeners. There is value in finding independent experts who are acceptable to all parties, rather than 'the best.'

- No subsequent mediation can remedy having the wrong composition of a community liaison group in the first place. Independently conducted surveys can be helpful in monitoring public opinion.

- In public forums if you do not know the answer to a question, say that you don't but that you'll find out the answer. Once you have the answer, respond to the questioner.

- Separate issues as much as you can (in QCL's case, the water issue at the quarry and the issue of plant expansion) so that one problem doesn't drag down progress on another issue. Any problematic issue can be used against you even if the issues are unrelated. It is important to be forward thinking and comprehensive in how you design your communications plan.

Making a Major Process Change

A change in process operations can cause significant concern among stakeholders. Process changes include switching fuel types (e.g., natural gas to coal), moving to alternative fuels (e.g., hazardous solvents, tires), using alternative raw materials (e.g., silica from recycled bottles), or alternative materials to mix with clinker (e.g., flyash). A process change could also include changing transportation routes, schedules, or methods (going from barges to trucks) or adding a new work shift. These changes spark reactions from the local community, regulators, activists, labor unions, and others that may be interested in your operations.

If you have not done so in the past, **you can use such a change as an opportunity to begin a program of continuous communication and stakeholder involvement by incorporating long-term goals and initiatives into your plans for process modification**.

The most important sustainability issues to address when communicating to stakeholders about major process modifications are
- Clear and detailed information about the change and its effects on the community
- Expected change in air and water emissions and how they relate to human health
- Environmental initiatives to minimize emissions and energy use
- Labor and quality of life issues
- Announcements of public meetings and how to submit comments.

To begin your communication program and stakeholder involvement program for a process modification, consider the following actions:
- Benchmark what other cement plants have done well and the challenges they faced
- Build a communications plan using the benchmark information
- Build on your existing communication networks and communicate and meet with your regular stakeholders
- Anticipate concerns and address them directly
- Address the potential for accidents and chemical releases, if applicable, and how you will prevent them
- Explain how the process modifications will impact internal and external stakeholders and how you are minimizing impact
- Create a third-party citizen's program to assist in monitoring air emissions and other possible releases into the community
- Provide real-time stack emission and plant monitoring data on display boards and the Internet.

Box 9 is an example of a company considering using alternative fuels and raw materials in its process. Communications and stakeholder involvement were major components in allowing this change to occur. Box 10 describes a company's experience in entering into a government agreement to improve the industry's environmental performance. The company agreed to make some major changes at its facilities while the government agreed to implement a 3-year environmental and social rehabilitation program.

Box 9: Case Study for Making a Major Process Change - Lafarge

In the mid-1990s, Lafarge Corporation's plant in Paulding, Ohio, USA prepared a permit application to burn hazardous waste as an alternative fuel. The company hired a communication specialist, who moved to Paulding and, as suggested in the *Staff as Ambassadors in their Community* section, became very active in the community. In addition to working extensively with the media and the public, she became a member of the Paulding Hospital Board, the Chamber of Commerce, the local Ohio State University alumni association, and a local church. As a result, according to company management, people in the community came to trust that what she said was credible. The company also prepared information about the permit for dissemination by radio, newspaper and a mailing list.

In addition, the plant convened a community liaison panel, and hired an independent facilitator to conduct some of the panel's early meetings. To encourage frank discussion, the company agreed to allow the facilitator to meet at least once with the community without company representatives participating. From these meetings, the company learned of the community's major concern: cancer. In response, the company sponsored a community forum with the director of the Ohio Cancer Incidence Surveillance System of the Ohio Department of Health. Through this interaction, citizens learned of the company's willingness to engage independent, third-party sources of information on issues of concern to the community.

The company communicates with and involves the community in a number of other ways as described above in the *Tools* section.

In 1997 or 1998 an activist organization tried to rally community opposition to burning hazardous waste in the plant. By this time the plant had been communicating with and engaging the public for years. The community rejected the organization's efforts.

Box 10: Case Study for Making Major Process Changes - CIMPOR

In 1999, CIMPOR, as part of the Portuguese Cement Sector, entered into an agreement with the government of Portugal titled *Continuous Environmental Performance Improvement for the Cement Sector.* The goal of this agreement is to reduce dust emissions and improve other aspects of environmental performance.

CIMPOR agreed to take the following measures in its plants in Alhandra, Souselas, and Loulé:

- Installing or retrofitting bagfilters to control fixed particle emissions
- Controlling the sources of diffuse particle emissions, namely those related to conveying, and the handling and storing of raw materials and products
- Installing a network of instruments to monitor the quality of airborne emissions
- Abating the noise and vibration of equipment
- Restoring landscape altered by plant activities.

The company is also analyzing new technologies for quarrying, specifically alternatives to blasting.

In return, the Portuguese government (Ministry of the Environment and Ministry of the Economy) and local municipalities and councils have committed themselves to a three-year environmental and social rehabilitation program for the same areas in which the plants operate.

Change Quarry Operation

Quarries are a controversial part of cement operations, since they have a visible impact on the environment and people's surroundings. Expansion of quarries can mean the destruction of natural areas and removal of local landmarks. Increasing operations at quarries may increase traffic and dust, as well as noise disturbances from blasting. Ceasing operations at a quarry results in issues of decommissioning and restoration. A plan to expand or change operations at a quarry will bring these issues to the attention of neighbors and other stakeholders.

The most important sustainability issues to address when communicating to stakeholders about quarry operations are
- Land use and visibility issues and their resolution
- Initiatives to protect local habitat and natural resources
- Initiatives to minimize dust and other emissions
- Potential traffic issues and their resolution
- Labor and quality of life issues
- Announcements of public meetings and how to submit comments.

To begin your communication program for quarry operations, consider the following actions:
- Prepare a specific communications plan, including defining clear objectives and a course of action during all stages of design, construction, and operations
- Plan for press releases and build a continuous communication program.

For stakeholder involvement, consider the following actions:
- Hire professionals to facilitate public dialogue sessions
- Invite a diverse set of stakeholders (residents, regulators, other government officials, unions, environmental and other public interest groups, and academics) to focus group sessions and workshops
- Listen and conduct follow-up interviews/meetings
- Implement all commitments.

Box 11 describes the process a company took to negotiate being allowed to continue quarrying limestone in an area that had become designated as a Natural Area by the government. The company agreed to some innovative changes as part of the negotiation.

Box 11: Case Study on Changing Quarry Operations - Lafarge

Lafarge's sandstone quarry - its source of silica for its Exshaw plant near Banff, Alberta, Canada – is in the middle of an area that in the mid-1990s the provincial government designated as a Natural Area. The provincial government invited Lafarge to participate in the Yamnuska Natural Area Working Group to discuss the future of the quarry.

In responding to a suggestion by an environmental group representative during the ensuing negotiations, Lafarge agreed to take recycled glass containers from the surrounding region, including Banff National Park. The silica in the recycled glass supplements the silica Lafarge mines from the quarry in the Natural Area. This arrangement gives the company the opportunity to display its logo on glass recycling containers throughout the region and to provide a public service. Lafarge agreed to reduce the "footprint" of its operating area at the quarry and to progressively reclaim the quarry as mining progressed. It agreed to limit vehicle traffic around the quarry, and to confine its mining to the coldest months of the year when the fewest people are enjoying the Natural Area. The company helped develop a management plan for the Natural Area. Lafarge has assumed more of an environmental stewardship role for the area by building trails, avoiding conflicting land uses and reducing the visibility of its fences.

An environmental group representative questioned whether Lafarge could obtain its sandstone from another source. Lafarge responded that the high quality sandstone from the Mt. Yamnuska quarry was necessary for the production of the high quality cement the company manufactures for well casings for the oil and gas industry. To resolve this issue, the negotiating group brought in an expert from the Alberta Geological Society. The consulting geologist concluded that the Mt. Yamnuska quarry was the only economically feasible supply of high quality silica available to Lafarge's Exshaw plant. The environmental interests accepted this finding.

In 1997, the working group reached agreement that Lafarge could continue to operate its quarry in the Natural Area.

Decommissioning

The life of facility at some point comes to an end and a company has to decommission the facility. Decommissioning planning ideally occurs well before the facility actually is closed. Stakeholders need to be involved in this planning to help ensure a smooth transition. Zoning issues are often at the center of this planning – how should the site be used in the future to ensure an economic return for the company while considering community expectations?

History shows that beginning decommissioning planning well ahead of any need to make a decision can be prudent in actually implementing a plan. Stakeholders do not want to feel that their opinion is being requested at the last minute in an attempt to placate them. They want to know that their opinion is being earnestly considered.

Box 12 describes a case where a company had to close several of its kilns and manage the process with the workers and the surrounding communities.

Box 12: Case Study of Decommissioning – Rugby Cement/RMC

In the United Kingdom, RMC subsidiary Rugby Cement was operating seven out-of-date kilns on four sites. The company decided to close all seven kilns and build a single new kiln on the site of an existing facility.

The company faced the challenge of announcing the plants' closures and responding to the reaction of employees and the public. The company realized the importance of giving employees lead-time to make other plans. As soon as the company knew it was going to shut down a plant, it informed the staff. The feeling was that bad news that was certain was better than rumors. The company policy is to give upwards of a year's notice depending on the plant.

In addition, Rugby put announcements in local newspapers. Each of these plants employed 100-150 people, so the effect of the closures varied with the size of the community. Nonetheless, a total of 350 out of 1000 jobs were lost. However, every person in the four closing sites had the option of applying for a job at the new plant. The company decided to completely change its culture in the new plant, moving to a team culture where everyone would be salaried and have input into operational decisions. Being chosen as one of the 130 to work at the new plant brought considerable status. The other options for employees being let go were to retire early or to take a severance package and work elsewhere. Everyone was offered out-placement counseling and the company helped to place people. The transition occurred over a period of a year and a half.

Another major issue with decommissioning is planning what to do with obsolete facilities. Rugby owns a closed plant in the southeastern part of the country (Kent). The company meets there with a community committee that cares very much about the future use of the site.

Another old, closed plant – Chinnor in Oxfordshire - was originally built away from a village but over time the village grew until it was directly next to the plant. In the past a relatively high proportion of residents worked at the plant, but now the village is in the London commuter belt. Here the company wants to develop its land for a multiplicity of uses including residential, small-scale industrial, and public amenity. It is working with representatives of the village to draw up redevelopment proposals.

Debate about future site uses is commonly part of decommissioning a facility and active communications including stakeholder involvement can be critical in reaching a resolution.

Respond to Unplanned Events or Accidents

This scenario focuses on accidents or other events that make the plant the focus of public attention. When an accident occurs at your facility, especially one that has environmental or human impacts, communication from an experienced team is extremely important.

Thoroughly plan how and by whom this emergency communication will be provided. **It is critical that accurate information reaches the media and people who are impacted as quickly as possible.** You may wish to take advantage of specialized training in emergency and risk communication and in working with the media. Figure 9 lists communication tools that are appropriate for different audiences.

The most important sustainability issues to address when communicating to stakeholders about unplanned events or accidents are
- Immediate and long-term impact on human health
- Any emissions that were released

- Facility response and coordinated response with local government
- Initiatives to prevent reoccurrence of accident and continuous reports on progress
- Information on where to express concerns and ask questions.

For stakeholder involvement, consider the following actions:
- Hold press conferences as soon as possible to take responsibility and to discuss the situation
- Hold a community meeting as soon as possible to discuss what happened, its results, what it means to local residents, and the response to resolve the issue and to prevent its reoccurrence
- Follow-up with open meetings as needed to explain the situation as it is resolved
- Respond personally to any concerns.
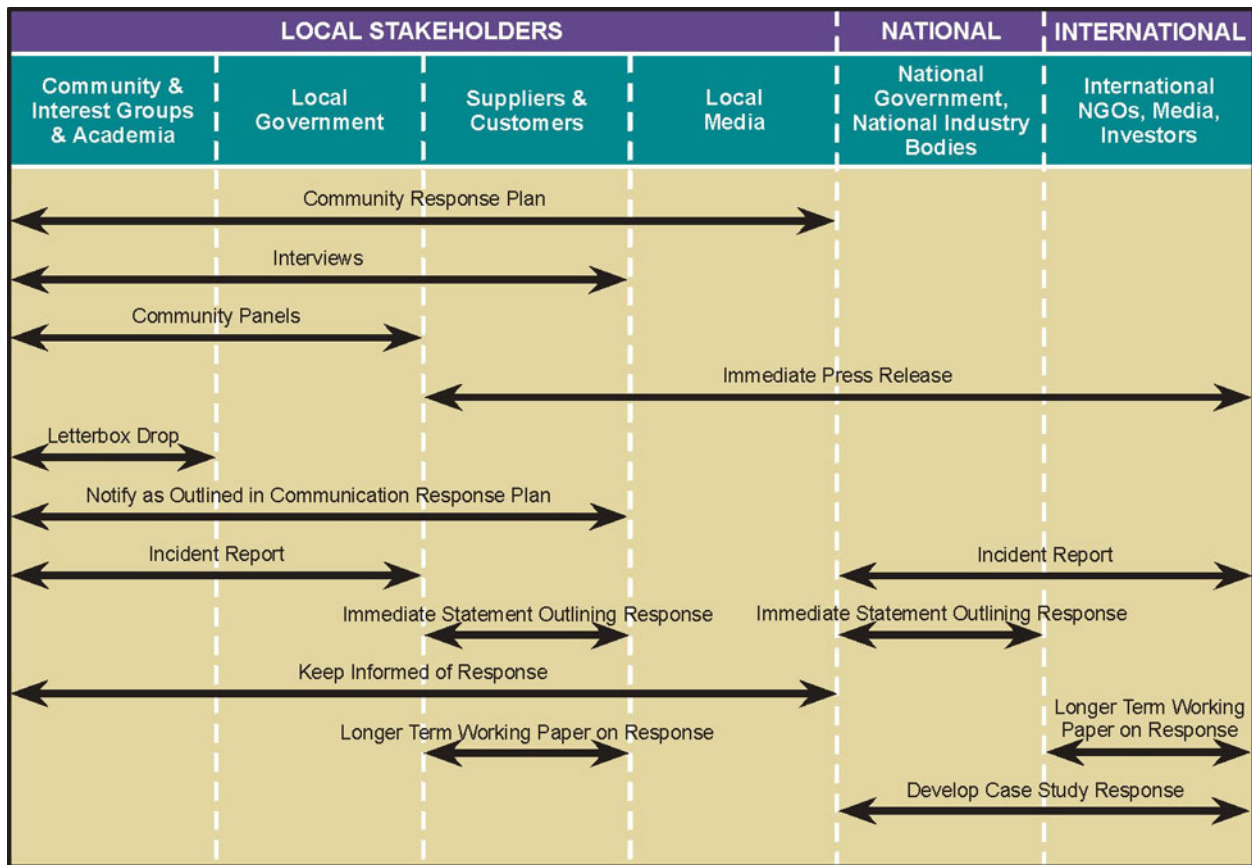
Figure 9. Tools Most Appropriate for Addressing Unplanned Events and Accidents

Box 13 describes a company's response to a flood where the breach of a facility's water embankment resulted in damage to private property. The company used this "unplanned event" as an opportunity to augment its communications and stakeholder involvement program.

**Box 13: Case Study of Responding to an Unplanned Event –
Alsons Cement Corporation/ Holcim**

A flood in December 1999 was the unplanned event that opened the door for a dramatically improved relationship between Alsons Cement Corporation (ACC) and Lugait, the Philippine community in which the company operates. Before the flood, the relationship bordered on the adversarial. Animosity grew from the communities' dim view of the company and the company's previous inattention to its environmental and social responsibilities.

During the flood debris from the company's water embankment destroyed properties and houses in parts of the neighboring community. The company responded immediately with food, medicine, infrastructure repair, and other forms of community support.

The month before the flood, the company had initiated a joint community relations committee. The committee is comprised of company representatives specifically the chief operating officer, local elected officials including the mayors of Lugait and Iligan City, a nearby community, and representatives of non-governmental organizations and the Department of Environment and Natural Resources. The committee addresses community needs, issues and concerns, and serves as the company's sounding board in carrying out programs affecting the community.

As a result of the committee's planning and improved community relations, in 2000 the company initiated a number of programs in cooperation with the community including

- Immediate assistance to flood victims
- Continuing medical and health services
- Livelihood assistance programs
- Plant tours
- Adopt-a-school program including the construction of five classrooms and faculty office for the Lugait National High School
- Resettlement of and livelihood assistance to families displaced by quarry operations
- Vocational and technical education including training in welding, dressmaking and masonry skills
- A community scholarship program
- Infrastructure and social services including building and maintaining housing, water systems and roads.

The company is committed in meeting and sustaining its community relations mission as defined by the joint committee, i.e., "To develop a mutually beneficial relationship between ACC and the community based on equality, trust, and understanding through partnership in the formulation of solutions to problems affecting economy, environment, health, and people."

Finally, Box 14 describes a company's response to an unlawful attack by an activist interesting in hurting the company's image. This is also a case of new management being introduced at the facility.

Box 14: Case Study of Responding to an Unplanned Event - RMC

In 1997, in Croatia after the war with Serbia, RMC acquired an interest in a previously state-owned cement company, Dalmacijacement. The plant is on the Dalmatian Coast, a destination for tourists on the Adriatic Sea.

In 1999, when RMC acquired management control, it brought in a new Managing Director with a lot of experience of environmental and community matters. Within weeks of his arrival, a Croatian environmental group broke into the web site of another RMC business unit in a large western country. They did this to publicize the poor environmental record of a chemical (PVC) company some distance from the cement works and also to draw attention to other polluting sites in the locality. They linked several photographs including one of the main Dalmacijacement plant.

This action prompted the new Managing Director to investigate matters on his plants. He discovered a history of difficult communication between previous management and the local community. He immediately implemented an open-door policy, inviting local decision makers, community representatives, and the media to discuss his plans for improvements but explained that they could not be carried out overnight. He said that his first job was to improve the plant's operation and cement quality so that the business would be commercially viable and jobs protected. Following that, he would address environmental issues. The community was not used to such an open approach. They responded with support for the new manager. His way of handling this unplanned event improved the plant's reputation and investments have now begun to improve the environmental performance of the plant.

Conclusions and Recommendations

No matter how old or new your facility or whether or not you are making changes in the way you operate, **it is never too late to begin designing and implementing a communication and stakeholder involvement plan**.   This *Guidebook* describes the components of such a plan and provides examples of how cement companies are responding to a range of communication challenges. These short case studies will help you envision how you could respond.

The underlying commitment of your plan should be
- To **communicate with stakeholders concerning decisions you are considering.**
- To **be sincere in your interest in stakeholders' issues and concerns** about your facility and in their views about what the company can do to be a good corporate citizen. To **be open to suggestions about the best ways to connect and communicate with stakeholders**, for example by establishing a community liaison group, hiring an independent consultant to conduct interviews and focus group sessions, etc.
- To **be a good listener** – commit to carefully considering stakeholders' ideas, perspectives and values and be clear on how you will and have used their suggestions. To **avoid over promising**.
- To **provide credible proof of the enactment of your company's vision and values.**
- To **invest in your community** by spending the time to understand the community's issues and concerns, to support community organizations through volunteering and financially to support programs that make your community stronger and healthier and improve community awareness of your company.
- To use the plan as a management tool to **continually improve both your operations and your relationship with the community** based on stakeholders' responses.

Planning for communications and stakeholder involvement will give you a range of tools and choices. Participatory/collaborative decision making is appropriate for some decisions while one-way communication in the form of public information and education is more appropriate for others, for example some financial decisions and those involving proprietary information. Generally speaking, **the more stakeholders feel that a company is sincerely listening to them, considering their views and values, the easier the implementation of a company decision will be**. Stakeholder involvement can result in decisions that are sustainable because they are widely understood and accepted, and because the public has come to trust the decision-makers.

In terms of sustainable development, the message you may wish to deliver to your stakeholders is that **you will consider the environment, society, and economics in charting your path forward**. In the long term, all three are critical for healthy development. Convey to your stakeholders that **you will operate your facility in a way that minimizes or eliminates damage to air and water**; that you recognize that this is not only prudent for the environment but that it increases plant efficiency and reduces costs; that **you will choose raw materials and fuels that minimize environmental impacts**, which also saves money and benefits "industrial ecology." Finally, clearly **communicate your plan to invest in community service** in various forms including environmental activities, because your company is a member of the community and because the

resulting local goodwill will enable you to operate efficiently and responsibly and to focus on positive communications.

Although there are costs to designing and implementing a communication and stakeholder involvement plan, this *Guidebook* demonstrates that the cost of not doing so can be much greater.

Glossary

Advisory group: An established group of stakeholders convened by a company to provide advice and recommendations on a variety of issues. For some types of decisions, companies share decision making with these groups.

Community Liaison Group: An established group of stakeholders who meet to discuss activities being considered or proposed by a neighboring company. The company often uses these groups as a sounding board to gather insight in to how the greater community may respond to some decision it is considering.

Facilitator: A person responsible for coordinating the dialogue during a meeting. The facilitator's mission is to guide how an issue is discussed rather than judge what is discussed; he/she also helps participants meet their goals for a meeting.

Focus group: Specific set of stakeholders invited to evaluate and provide recommendations on a single issue.

Local residents: People who live near a facility who have a stake in resource-based activities (e.g., fishing, agriculture, tourism) that provide jobs and income and that may be impacted by the facility.

Neighbors: Community residents who live within the direct environmental influence of a facility.

Public communication: Providing information about a particular facility or the cement industry as a whole to the general public through any media, including brochures, press releases, reports, television and radio interviews, and Internet websites. This is ideally more than a one-way transmission of information from the company to the stakeholder. Feedback should be encouraged.

Stakeholder: A person or institution having a stake in the outcome of a situation or decision. Stakeholders may include: employees/labor unions, government agencies, regulators, non-government organizations (NGOs), academic institutions, research groups, customers, suppliers, religious groups, indigenous people, youth, and the media.

Stakeholder dialogue: A designed and facilitated process that involves conversations between cement industry personnel and stakeholders though individual meetings, public meetings, focus groups, telephone calls, and email.

Sustainability/sustainable development: The World Commission on Environment and Development defines Sustainable Development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainability is the achievement of operations or a way of life that contributes to sustainable development.

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Appendix A. Written and Verbal Communication Tools

Written Communication Tools

Encourage stakeholders' feedback by using written communications as more than a one-way transmission of information. Specific tools are appropriate for particular stakeholder groups, issues, and situations. These tools range from media releases to Internet websites. Table A-1 is a compilation of the types of written communication tools, including their strengths, weaknesses, and suggestions for implementing each of them. Consider the following key issues in selecting and using these tools:

Audience
- Tailor information to individual stakeholder groups.
- Use visual representations such as photos, diagrams, and maps.
- Translate information into the languages that are spoken by the people who you are trying to engage.
- Express technical information in plain language so that everyone can understand it.
- Present information in a variety of ways depending on the requirements of your audience.

Presentation
- Clearly design and lay out written materials to enhance readability.
- For long documents, provide a clear table of contents, with a logical organization.
- Use interesting, relevant, memorable photographs, and diagrams.
- Write a clear introduction outlining the purpose of the document.
- Make clear who has prepared the document and point of contact (phone, fax, email, website).
- Keep it short and sharp. Detailed information or data can be offered to those who are interested.
- Use a consistent style and format.
- Address your issues and topics in a logical order.

Content
- Avoid information overload.
- Focus on key issues.

Format
- Provide printed versions of your information. While many people use the Internet to find information, a large portion of the population does not have access to, cannot afford, or does not want to use the Internet.
- Understand communications format preferences of your audience (see Figure 6).

Distribution
- Take into account the method of distribution (and associated costs) when determining which form of communication to use.
- Test and review key documents before you release them to ensure that they convey the message you wish to send and that they are received in the way in which you wish them to be received.
- When appropriate, use formats that increase written response (e.g., hotlines by a freecall, reply paid envelopes, or competition inducements).

Table A-1. Written Communication Tools

Techniques	Description	Strengths	Weaknesses	Keep in Mind
Reports	Comprehensive presentation of commitment and performance on a number of key issues	Opportunity to address multiple issues in depth	Hard work to produce and can be difficult to update (often annual)	Addressing stakeholder interests, tackle difficulties and failures as well as successes
Websites	Electronic communication medium, accessible to all on-line stakeholders. Can include downloading reports of educational material or linking into websites where users can respond to a cement company's query about a plan it is considering.	Offer great potential to reach out to many people on many issues (and to offer tailored information). Easy to update, with great potential to effect two-way communication	Companies often put 'brochureware' on their Web sites which misses the opportunity for interactivity (e.g. video, real data, email feedback)	Keep technical computer requirements to a low level - not everybody has the latest computer hardware. Need not be expensive
Printed material (brochures & newsletters)	*Brochure* - A brief summary of the facility or specific project of interest, key issues and how people can participate *Newsletter* - Periodic update of facility activities, informs and maintains links with stakeholders	Can be single issue if necessary, inexpensive and quick to produce, informs large numbers of people	Can be misinterpreted, only basic information given, no direct feedback, difficult to distribute in remote areas	Issues must be researched, use basic language, use photos and maps, be objective, include contact name and number
Posters/ Displays	A description of a project, highlighting issues and set up in a public place	Provides general information at relatively low costs, reaches many who may not participate otherwise	Information giving, rather than receiving	Keep to main points, use photos and maps, update regularly, advertise the location of the display, provide contact name and number
Letters	Targeted letter on specific issues to and from named individuals.	Can address particular stakeholder needs. Quick and easy to produce.	Can be overly formal. Generally poor way to communicate complex information.	Reading level of recipients. Make one argument well.
Media/ Newspaper feature articles	Explains in detail aspects of the facility, and any on-going projects	Can reach a large audience, convenient for the public, good vehicle for education	May be edited by the paper so that only part of the story is told. In remote areas of developing countries, not necessarily widely available	

Table A-1. Written Communication Tools (continued)

Techniques	Description	Strengths	Weaknesses	Keep in Mind
Media/ News releases	Information is prepared and distributed to the media for its use	An effective and cheap way to get publicity and interest	Media will not cover unless the story is deemed newsworthy, may be edited to meet guidelines	
Media/ Advertising	Paid for promotional material, e.g. a straight ad in a newspaper, or sponsorship of a section (such as the environment page of the regional paper)	Reaches a large audience. Borrows the credibility of a key voice in debate.	Can be expensive. May have limited lifespan. Limited opportunity to describe complex issues.	Audience profile of publication/program within which you are advertising.

Newsletters, posters, displays, pamphlets and letters

Not providing technical information can breed distrust that can be exploited by opposition groups. You can use a regular *newsletter* to communicate technical facts in clear non-technical language. Most audiences of newsletters are non-governmental organizations and academic institutions, groups that help shape public opinion.

Consider the following in preparing and publishing your newsletter:
- The publication schedule of your newsletter should reflect the rate at which new information becomes available. For rapidly changing events, a monthly or bi-monthly newsletter is appropriate. Note that the preparation and distribution of a newsletter is time consuming.
- Develop a distribution list for the newsletter that can be continually updated.
- Develop a simple, consistent format and design that makes the newsletter recognizable and effective in both black and white and color.
- Maximize the use of graphics and pictures. Provide facts and data but keep the language as non-technical as possible.

Posters are particularly useful for community displays, meeting notification, or providing information during a public exhibition. Design your posters to be graphically interesting and to provide clear messages rather than detailed information. Posters are a good way to present diagrams, models, and photographs.

Posterboards or storyboards are a useful tool for educating a range of stakeholders on the process of producing cement. They have been successfully used in open houses and public meetings.

A *brochure,* leaflet, or pamphlet can be used for meetings or mailings. They need to be clear with headings and contain images, diagrams or illustrations to explain key points. For example a site map or model drawing of a new or extended facility can assist in communicating the company's plans.

Letters are often a statutory requirement to notify affected property owners and regulatory authorities. They should state the purpose of the correspondence, offer the recipient the opportunity

to call for further information, advise where information is located, or invite the recipient to a meeting.

Press Releases, Media Articles, and Advertising

The selection of newspapers to which to send press releases, articles and advertising depends on the size of the facility (plant and its associated quarry) and its location. For many remote cement facilities, the choice is a local newspaper but for more urban facilities, a metropolitan newspaper may be appropriate. A combination of paid *advertising* and *articles*/*interviews* about the company is beneficial. In siting a new plant or expanding one where development is ongoing, you may find it useful to commission a weekly column answering key questions. Prepare an information kit ('press kit") containing specific information for distributing at briefings associated with important events at your facility. These kits are also useful during an accident or emergency.

Web Sites

Many members of the public are now using the Web as their primary tool in researching companies and issues. In general, these researchers will not only seek out the Web site of the company concerned, but will often look up NGOs and action group' sites for their views on companies. A Web site can also be part of a community response plan in case of an accident (i.e. local citizens can know to look at the website for up-to-date information on the company's response to a problem).

Web sites are being increasingly used in 'electronic democracy.' A number of large companies and levels of government seek comment through email or response forms on Web sites. Others are even conducting voting or polling on issues via the Web. This tool can be best applied on major projects or issues. In developing Web sites, consider the following:
- Ensure easy and logical navigation
- Design simple graphics (for speed of access by stakeholders with lower performance computers)
- Update regularly
- Provide information on issues that are known to have the greatest interest (although particular audiences can be targeted with specific information as required)
- Feature mechanisms for feedback (e.g. hot link to email address for a named person at the company who will field questions).

Questions and Answers (Q&As)

Q&As are a series of questions that stakeholders might ask, for which responses are developed and approved in advance. These sets of questions and answers often pertain to a particular project (e.g. a plant expansion), an up-coming decision (e.g., whether to accept hazardous solvents as fuel), or an event (e.g. an accident), but can also help communicate ongoing operational issues. The key objective of Q&As is to ensure that communication to stakeholders by different parts of the organization (corporate center/ facility) is consistent. Q&As are often made publicly available, for example as *Frequently Asked Questions* on a web site.

The process of developing Q&As often uncovers areas where the company has insufficient information or where actions being taken are unlikely to satisfy stakeholders. Developing Q&As allows different members of the organization to share the concerns they are hearing from stakeholder groups with whom they are communicating.

Key points to follow when developing Q&As are
- Involve all members of the team in generating the list of questions. Brainstorming is often very productive in encouraging people to be creative, and to put themselves in the position of different stakeholder groups.
- Refine the question list, grouping similar questions.
- Develop answers with the input of appropriate members of the team to provide sufficient technical rigor. Keep answers short and substantive.
- Have different members of the team check all answers for consistency and accuracy.
- Gain approval of the answers at the highest level of executive management.
- Regularly review and update both questions and answers.

Reports (corporate and site)

Site reports may be written to inform a local community of site activities or to meet statutory requirements. Therefore they can be written in an informal or a technical style. Use a consistent and clear format, and address the key issues or concerns of local authorities and residents.

While a detailed document may be compiled to satisfy the requirements of local authorities, a summary in hard copy and electronic format (suitable for web viewing) is useful for the general public. Key points to follow when developing site reports are
- Focus on the concerns of local stakeholders (e.g. AFRs, noise, dust)
- Keep your own messages simple and clear (do not try to win too many arguments at once)
- Address your local (rather than corporate) performance with trend data
- Describe how you managed issues (but do not overwhelm the reader with numbers and technical jargon)
- Use appropriate local language(s) and reading level.

Corporate Reports are more formal documents prepared to meet regulatory or reporting require-ments. Use formal syntax and diction in preparing these reports and make sure they are well designed for visual appeal. A company can use these documents to showcase initiatives and address issues of concerns. The documents often have limited circulation, for example in hard copy format for shareholders and statutory authorities, though many companies are now placing summaries of their annual report on their Web sites.

Increasingly, companies are seeing the need to report not only financial results but social and environmental activities.

Prepare corporate reports bearing the following in mind:
- Focus on issues of interest to key stakeholders (e.g. climate change)
- Keep your own messages simple and clear
- Demonstrate senior management's commitment (e.g. message from chief executive)
- Describe your company's ability to effectively manage operating units
- Provide evidence of performance (not just aspirations) and trends.

There has been a recent proliferation of standards and guidelines available to guide companies in developing programs and in communicating about environmental and social issues and sustainability. Some of the following programs may relate to your facility:

- ISO 14001 – The International Standards Organization (ISO) has developed criteria for environmental performance, similar to the quality standards in ISO 9000. ISO has also established a mechanism for facilities to be certified by an external third party as conforming to ISO 14001. Some large companies (such as General Motors) require their suppliers to be ISO 14001 certified and some regulatory agencies view ISO 14001 certification as a commitment to environmental quality. If buyers of cement (e.g., green building designers and construction contractors) decided to require their suppliers to be ISO 14001 certified, as General Motors did, there would obviously be a great boost in cement industry interest in ISO 14001. Today, only a small percentage of cement companies are certified, none in the United States. Having such a certification facilitates business internationally and communicates to stakeholders the facility's achievement of a commendable level of environmental performance.

- Eco-management and Audit Scheme (EMAS) – In 1993, the EMAS Commission presented a program called *Towards Sustainability* which was approved that calls for "broadening the range of instruments in the field of environmental protection and for using market-mechanisms to commit organizations to adopt a pro-active approach in the field beyond compliance with all relevant regulatory requirements regarding the environment." On December 20, 2000, the Conciliation Committee adopted the policy that "organizations should be encouraged to produce and make publicly available periodic environmental statements providing the public and other interested parties with information on their environmental performance." EMAS places special significance on continually improving environmental performance and also "external communication and employee involvement." Organizations are required to "demonstrate an open dialogue with the public and other interested parties including local communities and customers with regard to the environmental impact of their activities, products and services in order to identify the public's and other interested parties' concerns." A web address that provides a pdf file of the regulation for EMAS is http://europa.eu.int/eur-lex/en/dat/2001/1_114/1_1142001042en00010029.pdf

- World Business Council for Sustainable Development (WBCSD) Eco-efficiency Metrics and Reporting and its European Eco-efficiency Initiative (EEEI). Refer to WBCSD's report *Eco-efficiency – Creating More with Less Impact* (November 2000) which can be accessed from their website at www.wbcsd.org.

Other programs with which you may want to be familiar are the Global Reporting Initiative (GRI – website is www.globalreporting.org), the Public Environmental Reporting Initiative (PERI -- IBM describes PERI through the following website – www.ibm.com/ibm/environment/initiatives/peri.phtml) the Sustainability/ UNEP Engaging Stakeholder Initiative (www.unepie.org/outreach/reporting/sustainability.htm), the chemical industry's ICCA Responsible Care, and ISEA AccountAbility 1000 (AA1000 – website is www.AcountAbility.org.uk). All of these programs are described in further detail in another report prepared as part of the *Toward a Sustainable Cement Industry project for the WBCSD*. The report is *Communications and Stakeholder Involvement in the Cement Industry* (Battelle and ERM 2001b).

Reporting of a different vein that might be of interest is the United Kingdom's Environmental Agency that recently published a statement about its interest in using obsolete tires as an alternative fuel in cement kilns to find a sustainable option for their disposition and to reduce illegal dumping of them. The UK published a request for response from interested readers on this plan they are considering on the following website – www.environment-agency.gov.uk/yourenv/consultations/127302

The announcement states that the content of responses will be used to assist the Agency in developing policies and procedures.

Verbal Communication Tools

There are several verbal communication tools that can be used in different circumstances to give and receive information. An example of the benefits that can be gained from plant tours is presented in Box A-1 describing CIMPOR's experience.

> ### *Box A-1: Case Study on Plant Tours – CIMPOR*
>
> CIMPOR historically conducted open houses and guided tours of its plants on a random basis and now conducts them more routinely. A company representative stated, "We see them as very important ways of showing effectively our environmental commitment and the practical actions already taken…Nothing is better than direct contact to allay suspicion and build trust." This openness also "helps to keep environmental issues at a high level within the company." The company plans to organize visits for journalists and decision-makers to introduce some of its new projects.

Table A-2 describes all of the tools and gives their strengths and weaknesses, including issues to consider when implementing each of them.

Table A-2. Verbal Communication Tools

Techniques	Description	Strengths	Weaknesses	Keep in Mind
Public meetings/	A way to present information and exchange views. Address specific agenda or project aspect. Consists of presentations and question-and-answer sessions or formal, timed testimony.	Seen as 'legitimate' consultation, information provided to large number of people, costs are low, people usually willing to attend	Interactions can be limited, does not ensure all views are heard, can become an emotional shouting match, vocal minority may dominate.	Often best to used after smaller venues (interviews, focus groups) to know what the stakeholder reaction will be in advance, advertise the meeting well, staff need proven experience, use an independent chair-person if possible
Stakeholder interviews / Personal contact	Talking with people in people's homes, offices, or a neutral spot	Two-way exchange of information, people feel you have listened, specific issues can be addressed, an honest talk may build trust. Interviews help you identify key issues and concerns and establish relationships.	Difficult to identify all interested people, time constraining, non community feel, may be threatening for some and culturally inappro-priate in some cases	Identify individuals who represent the types of stakeholders who could be or are being affected. Accept that some people may want professional repre-sentation. Often good to include influential stakeholders, meet them at a location that is convenient for them.

Table A-2. Verbal Communication Tools (continued)

Techniques	Description	Strengths	Weaknesses	Keep in Mind
Focus Groups	Meeting with a small group of stakeholders with a similar background (e.g., government officials or residents) to discuss a particular topic	Allows a free exchange of ideas because participants feel comfortable being with their peers. Often a consensus can be reached about the most important issues	Time consuming to conduct focus groups with all of the important stakeholder groups	Often best used after some initial interviews with stakeholders to identify the main issues you may face
Surveys	Questionnaire used randomly with citizens (usually by an independent party) to gather demographic information about a community and to determine citizens' issues and concerns	Helpful to use when a company is planning to establish itself in a community or if a major change in operations is being considered. Also good to update on some regular basis (e.g., every 2 years)	A survey is not appropriate if what is needed is to allow the free exchange of ideas among citizens. Surveys are labor intensive	Surveys can be conducted door-to-door or over the telephone
Open Houses, Information Days, Site Visit, Videos	Open houses are usually held at a central, public spot, and provide a chance for people to ask questions and discuss issues. Information days can be combined with site visits to give the public a chance to see the facility first hand and ask questions. Videos can be used at any of these events to explain facility operations	Allows for direct interaction, chance to correct misinformation, exploration of issues	Are more giving than receiving. Can be expensive, requires many staff hours. Rely on staff knowledge and skills	Must be well-advertised. Staff must be well-briefed. Project manager should be present. Issues raised must be recorded. Staff should not be defensive but be listening actively to stakeholders' comments.
Workshop or Dialogue Event	Workshops or dialogues are opportunities for a range of stakeholders to discuss ideas, concerns, and issues	They can be very productive and helpful in reaching consensus on issues with high priority.	They can be time consuming to organize to ensure that a good mix of stakeholders are present	It is usually most effective to host one of these after either interviews or focus groups so that you are prepared for the type of responses you will hear
Media/ Radio Interviews	Give these interviews if some major decision is being considered that would be of interest to the broad community	Avenue to reach many people	You cannot control the questions you will be asked; unless a call in radio station, it is difficult to have any type of exchange.	Keep your messages sharp, clear, and simple.

Table A-2. Verbal Communication Tools (continued)

Techniques	Description	Strengths	Weaknesses	Keep in Mind
Citizen Advisory Groups or Community Liaison Groups	People with various interests and expertise who can give advice on how they think the community will respond to certain decisions or actions. Should be a small group, formed early and meetings regularly	Investigate issues, put forward suggestions. Two-way exchange of information. Shows you are willing to work with people, Helps maintain the visibility of your company in your community.	Can have limited power. May not represent all interests, different levels of expertise. Information not always passed on to community. Advisory group members may get out of touch with those they represent.	Must represent full range of interests. The role and authority of the group must be clearly defined. Should have pre-determined lifespan. Members must communicate with the community.
Presentation to groups	Talks to interested groups, usually held at the group's regular meeting place. A short presentation is followed by a question and answer session.	Groups can be targeted, information can be tailored to meet group needs, information may be passed to others. Organizations do some work for you (inviting people) useful for indigenous communities	Potential for hostile audience reaction. If used alone can fail to reach sections of the community	Use it to develop working relationships. Do not exclude non-supportive groups. Provide written material to be considered before meeting. Leave written material to be taken home
Stakeholder dinners/ Sustainable Business Dinners	Series of group meetings bringing together different stakeholders either to launch a report or discuss sustainability	Participants benefit from sharing their views (e.g. enjoy a meal), first hand stakeholder views obtained. Constructive atmosphere in which to discuss sustainability	Difficulties in selecting guests and steering conversation to sustainability	Can be of different sizes e.g. large with regional and local stakeholders, or small meetings with less than 10 participants.

More detail on conducting public meetings, workshops, and dialogue events

Public meetings, workshops, and dialogue events can be effective venues to present information and to allow the public to provide input during decision-making. They are often open invitation events and consist of a series of presentations by the company or the government authorities followed by question and answer sessions. However, in situations where the aim is to consult the public, these events need to be very well planned and used as part of a wider program of communication. It is generally advisable not to begin your public involvement process with a large public meeting. These events are usually often more successful after initial interviews and focus groups have been conducted to understand the types of issues and concerns you will likely hear in a larger group setting. Furthermore, the results of interviews and focus groups can be synthesized prior to a larger meeting to set the stage for the types of issues to discuss. This preliminary work can also help form a consensus on or prioritize the issues.

The following considerations will increase the ability for people to voice their points of view in a larger meeting while maximizing the ability of a facilitator to achieve the aims of the meeting.

Planning the Meeting
- Decide whether the meeting should be facilitated. A meeting facilitated by an independent and skilled third party will generally be more productive. It is essential if there are diverse positions among the stakeholders. The facilitator should work with the company to design the meeting.
- Decide what outcomes the meeting is designed to achieve: e.g. shared information, an agreement, an identification of issues. Develop an agenda for the meeting accordingly and identify activities that will help achieve these outcomes. For example if there are more than a dozen people you will probably want to do some work in sub-groups. If there is a need for some creative thinking, then you may want time for brainstorming.
- Consider what information should be distributed in advance of the meeting, or whether preparatory focus groups or smaller meetings are required to ensure that people have sufficient understanding to be able to participate in the meeting.

The location for the meeting is important. It should be easily accessible and the company should consider providing transportation to allow people to attend. The space available and layout of the room are important considerations. Get a larger room than you think you need and choose rooms where it is possible to display flip chart paper on the walls. The arrangement of the room will depend upon the aim of the meeting and the activities planned. If there are a lot of people, it is likely that it will be necessary to have rows of seats with the facilitator at the front. Even so it would be best to curve the rows of seats at the edges so people can see each other. Avoid having a table at the front as this separates the participants and company from the facilitator. The facilitator should be on the same level as the participants and company representatives should not sit at the front but rather on the sides or in the front row.
- The level of detail and the style of company presentations should reflect the information needs of the audience and also their ability to understand the points being made.   Explain complex points in information provided before the meting and in smaller groups. Often commitments are the most important messages to convey such as the commitments to communicate frequently and to carefully consider stakeholders' comments and perspectives.
- Provide a translator if participants speak a language other than English.

During the Meeting
- At the outset of the meeting, the facilitator should review the following:
  - Purpose of the meeting
  - Agenda
  - Code of conduct (ground rules)
  - Expectations (What will happen as a result of this meeting)
  - Roles and responsibilities
  - ("PACER" is one way to remember these opening responsibilities)
  - Depending on the nature of the meeting, you can involve participants setting the ground rules and augmenting the agenda.
- The facilitator should ensure that everyone has a chance to speak and that all points are recorded.
- The agenda may not be followed but it will be important to propose an end time so that the facilitator can move the discussion on to actions before people leave. The audience may extend the end time.
- The company decision-maker should attend the meeting but primarily to listen.

- All points should be recorded on flip charts and posted on the walls around the room. This allows people to see the points they have made and allows the facilitator to refer to points already made if the conversation is going in circles. The facilitator may need assistants to help capture the flow of discussion.
- Look for points of agreement (common ground) as a basis for moving forward together.

After the Meeting
- Write up the results of the meeting and make them available to participants.
- Use the results in making decisions. Show how comments were taken into consideration.
- Review the success of the meeting and use the lessons learned in planning future meetings.

Box A-2 describes how one company used an independent stakeholder involvement specialist/ facilitator to identify underlying issues of concern to the public and third-party experts to address these issues and concerns for the public. This case study describes the approaches and tools the specialist/ facilitator used to engage the public.

Box A-2: Case Study on Using Independent Stakeholder Involvement Specialists/Facilitators and Third-Party Experts - Lafarge

The Lafarge Corporation's cement plant in Paulding, Ohio, hired an independent stakeholder involvement specialist to facilitate some of the early meetings of its community liaison panel. The specialist brought to the engagement principles of public involvement that strengthened the company's standing with the community. An example is being explicit about how stakeholder input will be used. At the outset of each engagement, the facilitator was very clear about stakeholders' role and how what they provided would be used. Sometimes stakeholders were informed, sometimes they were advisors, and sometimes they were co-decision makers. The company agreed to these principles and the community saw the company agreeing.

The facilitator conducted 60-100 telephone interviews with community members to find out where people got information about the plant, and how credible stakeholders felt this information was. Respondents said their most credible sources of information were community "opinion leaders" – people to whom other people listen, not necessarily people in positions of authority. In addition to identifying key issues and concerns, the facilitator said, interviews are very important in laying the groundwork for trust. At the first meeting of the community liaison panel, the facilitator posted and reviewed the issues and concerns expressed in the interviews. Stakeholders had the opportunity to discuss these issues and add others. Trust is established by the reliability and accuracy with which the facilitator reports the points of view of those interviewed.

To encourage frank discussion, the company enabled the facilitator to hold meetings with the community in which the company did not participate. In this way, the facilitator served as the voice of the community, allowing citizens to raise concerns without fear of repercussion. The facilitator used story boarding, "mapping out" on the wall of the meeting room how cement is made. The depiction of the process enabled citizens to articulate specific issues and concerns, for example: Why are there so many trucks going in and out of the plant? What are they carrying? How is hazardous waste transported? What happens if there is a spill?

Box A-2 (continued)

The independent public involvement specialist was conscious of remaining neutral, of not leading the group toward a particular conclusion. Ideas about how to get answers to stakeholders' questions and issues came from stakeholders themselves who identify trusted institutions as sources of experts and reliable information. During meetings with stakeholders, the facilitator observed the audience closely to detect when citizens felt their questions were not being answered. When this occurred, the facilitator said, "I didn't quite get that. Would you go over that point again?" In this way the facilitator served as a representative for citizens who might feel constrained by a fear of "revealing their ignorance."

The company also brought in credible, third party experts to address community concerns. These independent experts included a railroad company manager discussing how hazardous waste is transported, an expert on cancer, a representative from the Ohio Public Utility Commission, and a representative of the Paulding County hazardous materials response team.

Throughout the engagements, the facilitator asked community members, "What could we do better?" The facilitator received few suggestions about improvements in the process because community members felt they had a voice.

Lessons Learned
The results of these methods of engagement were increased trust and collaboration - coming up with new ways of doing things that the company had not thought of before.

It is important to allow sufficient time to carry out a public involvement process. Sufficient time allows relationships to build and trust to develop.

According to the independent facilitator, the real issues to the community are of two kinds:
- Stakeholder concerns about health risk. Scientific information trusted by both sides is necessary for resolving issues.
- Stakeholder (community) questions about what goes on in the plant, how it functions, and the plant and company's relationship to the community.

A company representative said, "The key is to communicate, communicate, communicate. You've got to be very open. If they (the public) suspect you're holding back, they will not trust you." It's not essential that you have a communications specialist, but if not, it is essential that plant managers have good communications skills and that they either live in or are involved in the community. A company representative advised really getting to know the community and engaging people "on their own turf." "With an international company like Lafarge, people always wonder – do they really care about our community?"

Selecting Tools for both Written and Verbal Communication

The tools described here are listed on Figure A-1 under the stakeholder heading where they are generally most applicable. Again, other tools can be used than those listed for each stakeholder group, but research has shown that those listed are generally most well received. Stakeholders are categorized as local, national, or international to make it easier to see what tools are most appropriate. Facility communications, corporate communications, and corporate and industry-wide communications will likely occur at these three levels.
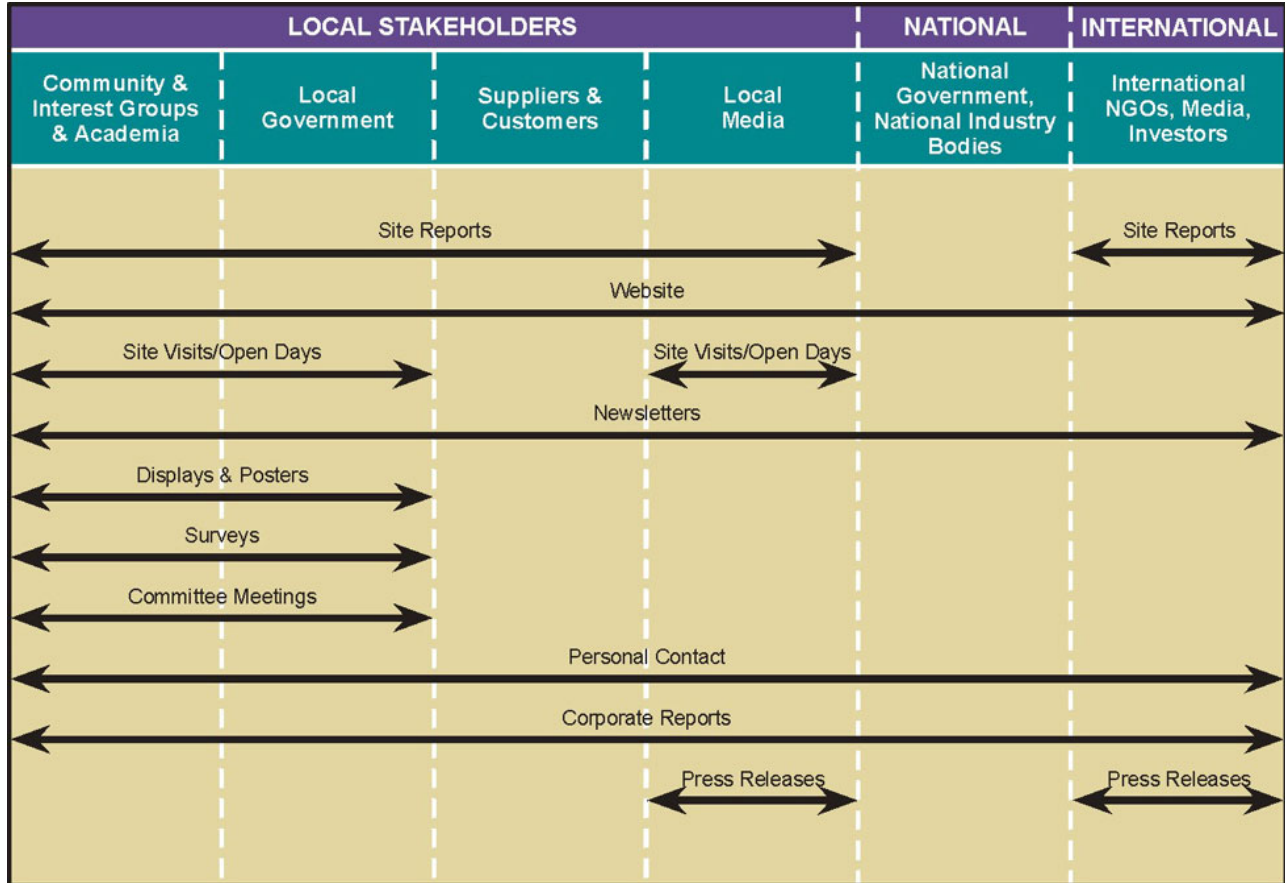
Figure A-1. Most Appropriate Day-to-Day Communication Tools

An example of corporate communications at the national level can be found in Boxes A-3 and A-4.

**Box A-3: Case Study of Corporate Communications –
Cementos Caribe (Venezuela)/ Holcim**

In April 1998 Cementos Caribe formed a specialized high-level unit to manage communications and environmental issues nationally. Corporate Relations Management was created to
- Strengthen Cementos Caribe's image
- Communicate effectively with the media and public and private organizations
- Develop a policy on sustainable environmental performance.

Corporate Relations Management edits books and compact disks that reflect the company's values of preserving ecological integrity and fostering Venezuelan arts and aesthetics. These editions play an important role in the company's support to schools, and promote Venezuela's international image.

Corporate Relations conducts internal communications to inform and involve employees through a magazine, bulletins, videos and special events. The internal magazine "Entre Nosotros" links employees working in the company's 15 separate locations.

To enhance environmental awareness among journalists, Cementos Caribe sponsors an annual *Media and Environment* Seminar. The company hosts up to 250 journalists to discuss current ecological issues. (The theme of the 1998 seminar was "Water and the Twenty-First Century." In 1999 the theme was urban ecology).

In 1999, Holcim celebrated 20 years of being in Venezuela by sponsoring a contest called "Ecological City, The Sculptures of Urban Space". Artists proposed projects to improve an urban area with their cement sculptures. The winning sculpture will be placed the cultural area of Caracas.

As a way to communicate with citizens, the company participated in BIOSFERA '98, which is, according to a company statement, the most important environmental exposition in Venezuela.

Box A-4: Case Study of Corporate Communications - CIMPOR

CIMPOR started a "Children should be at School" Campaign in Brazil with UNICEF in March 2001. The objective is to create awareness among Brazilians that child labor and other issues hurting youths is a major priority to be addressed by stamping messages on cement sacks. CIMPOR provides space on their sacks and gives UNICEF full authority to stamp sacks from three Brazilian companies with slogans that they think will best communicate the messages. CIMPOR's intent is that other cement companies of the CIMPOR Group in Brazil will join the campaign, which would mean 65 million cement sacks bearing a message each year, and that public awareness of child abuse activities will heighten.

Message translation: "Children should be at School"

Agreements

Sustainable Development Agreements

The purpose of a Sustainable Development Agreement is to establish a lasting relationship between a facility and a community toward the common goal of sustainable development. The process to develop a Sustainable Development Agreement is just as important as the agreement itself and subsequent accomplishments. The development and implementation of this agreement should build relationships between the community and the facility that will foster further communication and interactions.

The general contents of an agreement could include
- A summary statement with the purpose and content of the agreement
- A list of Agreement participants and their affiliations/job titles if part of the plant
- Common definitions
- A statement of vision
- Goals (with assigned responsibilities for each of the goals)
- A strategy for meeting these goals
- A communication plan (with assignments of responsibility for each of the communication activities)
- A signed commitment by participants.

Sustainable Development Agreements are a unique way for a cement plant to partner with a community on sustainable development. The benefits of partnership include
- Acknowledging that it takes a commitment from the entire community (including the facility) to work toward sustainability
- Being recognized as a progressive leader in the community committed to improving the quality of life and the environment
- Being recognized as a preferred employer in the community
- Strengthening ties to the community.

The costs to this type of partnership include
- Commitment to the community on goals means that not meeting those goals is public information
- Time and resources expended to build the relationships needed to form the partnership/agreement
- Time and resources needed to maintain relationships.

Voluntary Agreements

Governments and some private industry associations have used voluntary agreements as incentives to improve environmental practices. These agreements involve a commitment on the part of a company or facility to improve their operations with respect to environmental performance. The cement industry as a whole could develop a voluntary program or an individual company could choose to establish a voluntary agreement with its community.

A cement industry voluntary agreement could include a statement of commitment to sustainable development and then offer guiding principles for major components of sustainable development

within the industry (e.g., energy consumption, carbon emissions, resource conservation, land use). Tools for moving toward a sustainable cement industry could be offered to those companies that voluntarily agree to the sustainable development commitment. For example, a cement industry organization could author the guidelines for a voluntary agreement to sustainable development, document who has volunteered to participate, and coordinate the reporting and communicating of company successes.

Those who have employed voluntary agreements have been successful in reducing the suspicion surrounding some industry practices and in reducing the need for increased regulation. In fact command and control regulation could be reduced for companies that establish and hold to such agreements. Voluntary standards and reporting could also increase communication between cement companies and create opportunities for communicating successes to the community.

Appendix B
Stakeholders and Their Concerns

EVENTS	Neighbors & Local Residents	Local Government	Regional & National Government	Local Public Interest & Environmental Groups & Academia	Global NGOs	Media	National industry & business assoc.	Suppliers & Customers	Employees & Labor Unions
STAKEHOLDER GROUPS									
General Operations	Compliance with environmental regulations	Compliance with environmental requirements	Compliance with environmental regulations	Compliance with environmental regulations	Compliance with environmental regulations	Compliance with environmental regulations	Good image	Continued operation	Want their company to have a good corporate image in the community – want it to reflect their ethics
	Air emission of dust, heavy metals and dioxin particularly in relation to health effects (on children)	Air emission of dust, heavy metals and dioxins particularly in relation to health effects (on children)	Air emission of dust, heavy metals and dioxins particularly in relation to health effects (on children)	Air emission of dust, heavy metals and dioxins particularly in relation to health effects (on children)	Air emission of heavy metals, dioxins	Issues addressed that are important to the public	Governmental efficiency in processing permits	Consistent rules/ standards to follow	Continued operation
	Reliable water supply	Water pollution and its affects on agriculture and fishing	Community relations programs that enhance residents' quality of life	Water pollution	Lack of transparency and openness about company operations	Employment practices	Governmental provision of technical assistance to complement regulation		Employment and livelihood assistance
	Water pollution and its affects on agriculture and fishing	Social programs including health, housing, educational assistance and infrastructure	Lack of transparency and openness about company operations	Energy consumption	Social programs	Partner with media on programs concerning environmental stewardship			Social programs including health, housing, educational assistance and infrastructure maintenance
	Social programs including health, housing, educational assistance and		Energy	Social programs including health, housing, educational assistance and infrastructure maintenance	Fair employment practices				Safe and good working
				Lack of transparency	Energy consumption				
					Climate change/				

infrastructure maintenance	maintenance	consumption	and openness about company operations including environmental monitoring data	emission of CO$_2$/greenhouse gases	conditions
Lack of transparency and openness about company operations including environmental monitoring data	Lack of transparency and openness about company operations including environmental monitoring data	Water pollution and its affects on agriculture and fishing	Emission of greenhouse gases	Limited long-term planning regarding the management of pollution and natural resources	Regular assessment/ monitoring of worker health
Decisions made without consultation	Decisions made without consultation	Information about the safety of operations to come from independent scientific source	Limited long-term planning regarding the management of pollution and natural resources		
Information about safety doesn't come from independent scientific source	Information about safety doesn't come from independent scientific source	Limited long-term planning about the management of pollution and natural resources	Need monitoring of public health		
Need monitoring of community health	Need monitoring of community health	Need monitoring of public health	Decisions made without consultation		
Citizens with health problems from operations need compensation	Citizens with health problems from operations need compensation	Payment of taxes	Citizens with health problems from operations need compensation		
Concerned about losing	Payment of taxes	Decisions made without consultation			
		Employment opportunities maintained			

Establish a new facility	employment opportunities	Continued, safe operations	Continued, safe operations						
	Air emissions and related public health and environmental effects	Air emissions and related public health and environmental effects	Air emissions and related public health and environmental effects	Air emissions and related public health and environmental effects	Air emissions and related public health and environmental effects	Air emissions and related public health and environmental effects	Good image	Economic benefits/ increased business	Employment opportunities in constructing and working in the new facility
	Land ownership	Effect of new plant on local land uses/ compatibility with existing land uses/ decreased property values	Effect of new plant on local land uses	Compatibility with existing land uses	Social impacts	Social impacts	Competition		
	Effect of new plant on farming/local land uses/ compatibility with existing land uses/ decreased property values	Transportation and traffic impacts	Transportation and traffic impacts	Transportation and traffic impacts	Fair employment practices	Issues of concern to the public	Economic benefits		
	Transportation and traffic impacts	Company coming in from the "outside" with no relationship or responsibility to the region	Tax revenues and economic benefits	Noise			Governmental efficiency in processing permits		
	Noise	Visual and aesthetic impacts		Visual and aesthetic impacts					
	Visual and aesthetic impacts			Company coming in from the "outside" with no relationship or responsibility to the local community or region.					
	Company coming in from the "outside" with no								

Expand an existing facility	relationship or responsibility to the local community Economic benefits - jobs Air emissions and related public health and environmental effects Compatibility with existing land uses Transportation and traffic impacts Noise	Tax revenues and economic benefits Air emissions and related public health and environmental effects Compatibility with existing land uses Transportation and traffic impacts Noise	Air emissions and related public health and environmental effects Compatibility with existing land uses	Air emissions and related public health and environmental effects	Expanded public health and environmental effects	Issues of concern to the public	Good image Governmental efficiency in processing permits	Continuity of operations and production	Better jobs and better working environment
Make major process change	Public health issues if change is to burn alternative fuels (e.g., hazardous waste) Transportation of hazardous materials Need Information about safety to come from	Public health issues if change is to burn alternative fuels (e.g., hazardous waste) Need Information about safety to come from	Public health issues if change is to burn alternative fuels (e.g., hazardous waste) Transportation of hazardous materials Need Information	Public health issues if change is to burn alternative fuels (e.g., hazardous waste) Discouraging waste reduction by providing	Issues of concern to the public	Good image Governmental efficiency in processing permits	Access to bigger market if company accepting more goods	Worker risk from handling hazardous materials Effect on employment/ size of labor force	

						Issues of importance to the public	Lost employment opportunities	Lost customer	Job losses
	Emergency response procedures in place Need Information about safety to come from independent source	independent source	independent source	about safety to come from independent source	disposal of hazardous waste				
Decommi-sion a facility	Succession planning for the site (what will it be used for next?) Want to be involved in the planning Worried that unaesthetic structures will be left standing Want the site to be left clean without environmental legacies Job losses and the effects on the community	Succession planning for the site (what will it be used for next?) Want to be involved in the planning Compliance with regulations Want the site to be left clean without environmental legacies	Succession planning for the site (what will it be used for next?) Want to be involved in the planning Compliance with regulations Want the site to be left clean without environmental legacies	Succession planning for the site (what will it be used for next?) Want to be involved in the planning Worried that unaesthetic structures will be left standing Want the site to be left clean without environmental legacies Job losses and the effects on the community	Compliance with regulations Want the site to be left clean without environmental legacies	Compliance with regulations Want the site to be left clean without environmental legacies			
Expand or change	Families displaced by	Families displaced by	Families displaced by	Families displaced by	Environmental restoration	Issues of concern to the	Good image		Effect on the availability of	Effect on the availability of

quarry operations	quarry operations	quarry operations	quarry operations	quarry operations	Restoration of exploited quarry site	public	essential raw material	essential raw material to continue operations
Noise, vibration, and dust from blasting	Noise, vibration, and dust from blasting	Compatibility of quarry operations with recreation and natural and aesthetic values	Noise, vibration, and dust from blasting					
Truck traffic management and safety	Truck traffic management and safety		Truck traffic management and safety					
Road damage	Road damage		Road damage					
Dust control on roads from quarries	Landslides		Dust control on roads from quarries					
Landslides	Dust control on roads from quarries		Landslides					
Mitigation of visual impact	Mitigation of visual impact		Mitigation of visual impact					
Restoration of exploited quarry site	Compatibility of quarry operations with recreation and natural and aesthetic values		Effect on recreation and natural and aesthetic values					
Compatibility of quarry operations with recreation and natural and aesthetic values	Water loss for residents and farmers if expansion and more water needed in wet process		Environmental restoration					
Water loss for residents and farmers if expansion and			Water loss for residents and farmers if expansion and more water needed in wet process to slurry material					

Activity									
(continued from previous)	more water needed in wet process to slurry material	to slurry material							
Introduce new management	Company coming in from the "outside" with no relationship or responsibility to the local community; Operational changes (want improvements); Changes to community interactions and social programs	Company coming in from the "outside" with no relationship or responsibility to the local community; Operational changes (want improvement); Commitment to E,S, and H	Operational changes; Changes to stakeholder interactions and social programs	Operational changes		Issues of concern to the public; Access to new management	Good image	Continued relationship	Job security; Operational changes (particularly those that affect safety); Changes to stakeholder interactions and social programs; Employment and livelihood assistance
Acquire existing facility	Company coming in from the "outside" with no relationship or responsibility to the local community; Operational changes (want improvement); Commitment to E,S, and H; Changes to community	Company coming in from the "outside" with no relationship or responsibility to the local community; Operational changes (want improvement); Commitment to E,S, and H		Operational changes (want improvement); Commitment to E,S, and H	Commitment to E,S, and H; Operational changes (want improvements)	Issues of importance to the public; Access to new management	Good image; Governmental efficiency in processing permits	Maintain relationship with new owners	Job security

		Changes to community interactions and social programs	interactions and social programs					
Respond to unplanned events and accidents	Immediate, accurate notification	Immediate, accurate notification	Immediate, accurate notification	Immediate accurate notification	Immediate, accurate notification	Good image, being responsive	Uninterrup-ted business	Immediate, accurate notification
	Emergency response program in place	Emergency response program in place	Emergency response program in place		Access to plant management			Worker health risk, job loss risk