

# THE ZENECA GROUP SAFETY HEALTH AND ENVIRONMENT MANAGEMENT SYSTEM

## [Dimitris Randopoulos](#)

Managing Director  
Zeneca Hellas S.A.  
Greece

Zeneca's overall system for managing Safety, Health and Environment (SHE) across a wide and diverse range of activities is represented in Figure 1.

**Policy** - The Zeneca Board has set down its basic requirements in the areas of safety, health and the environment in the form of a policy for Safety, Health and the Environment (SHE). The Policy clearly states Zeneca's position on SHE matters and all Zeneca employees are required to comply with this position.

**Standards** - The Zeneca Board has, also, in consultation with the company's chief executive officers, set down nineteen Group SHE Standards which must be complied with by all managers throughout Zeneca. These Standards are basic management requirements, applicable to all activities in which Zeneca participates.

**Guidelines** - In order for the Standards to be converted into workable procedures and used at all Zeneca locations, more detailed guidelines have to be provided. Zeneca "good practice" Guidelines provide managers with the key principles which should be incorporated into local procedures and provide advice as to how the principles should be applied with reference to other relevant documents. These Guidelines are based upon the wide range of experience of managers and SHE professionals from Zeneca's business territories and corporate functions.

**Local Auditable Procedures** - All businesses, sites, locations and works, shall have, in place, their own local, auditable SHE procedures which incorporate the good practices provided in the Guidelines. They make the local arrangements and meet locally mandated requirements by which work is to be carried out in a safe, healthy and environmentally-sound way.



**Figure 1**

**Auditing** - This is a vital step in providing assessments of performance, thus, indicating where progress and improvement has been made and where further action is necessary. It is a systematic examination of activities and systems which provides assurance to managers that the systems, which are already in place, are adequate and work to specification. If not, the systems will be altered as needed. Data collected through the auditing process is included in the annual "Letter of Assurance."

**Letter of Assurance** - At the end of each year the chief executive officer of every business reviews SHE performance and delivers a Letter of Assurance to the executive board, outlining the extent of compliance with company Standards and indicating areas, plans and time-scales for improvements.

**Review** - In the light of the Letters of Assurance and other data on SHE performance, the executive board can assess the extent to which the Policy is being implemented and make further recommendations for the continuous improvement of performance.

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**Dimitris Randopoulos** is President of the Board of Directors and Managing Director of Zeneca Hellas S.A. (formerly ICI Hellas), which specialises in chemical products for the agricultural and public health industry. He had held positions at Shell Hellas and Diamond Shamrock Middle East, before joining ICI Hellas S.A., in 1982, as Head of the Department of Agrochemical and Public Health Products. During his tenure he managed to upgrade the department, expanding its activities and annexing new markets, such as that of Cyprus. In 1992, he became Managing Director and President of the Board of Directors and increased the company's exports in the Balkans and the Middle East. Zeneca Hellas S.A. has recently been included in the Society of Chemical Industries "Responsible Care" program.