

ITT MISSION, PRINCIPLES AND PRACTICES

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For the last decade or so, it has been clear that all is not well with the environment. The term environment encompasses air, lakes, streams, rivers, oceans, natural resources and all the lifeforms that inhabit the earth. While experts and policy makers differ on the extent of the damage, almost no one disputes that human beings need to take better care of our environment. Everyone has a role to play and, in this paper, I intend to outline what ITT is doing about this problem.

ITT is a multi-national corporation that has diversified businesses ranging from insurance, to industrial operations, to hotels. The corporation has over one hundred thousand employees spread over North and South America, Asia, Australia and Europe.

ITT is committed to being a responsible corporate citizen in the communities where it operates. In order to clearly state this commitment ITT developed a set of guidelines known as Mission, Principles and Practices. These were developed by a team of people representing line management, staff and senior management with expertise in law, quality control, environmental protection, research, business development and engineering and later reviewed by the highest level of the corporation.

Mission - It is ITT's mission to be a global leader in human health and safety and environmental protection. Achieving this mission is an integral part of the duties of every ITT unit.

Principles - ITT has identified four principles which are to guide its actions and apply to every ITT location:

- take all appropriate actions to ensure the safety of employees, customers, users of ITT services and products, as well as other people effected by them
- eliminate or minimize environmental pollution from the conduct of ITT operations
- reduce the creation of waste and dispose of such waste safely and responsibly
- reduce the consumption of energy and natural resources

Practices - ITT management recognizes that further steps need to be taken and has delineated a few specific practices that all employees are expected to adhere to:

- education and motivation of all employees to conduct their activities in a safe and environmentally responsible manner
- assessment of the environmental and safety implications of new products, processes, capital projects, acquisitions and divestitures prior to implementation
- continuous improvement in all areas of environmental protection and human health and safety, by setting goals and establishing meaningful metrics to measure progress
- participation in relevant community activities and in the development of responsible legislation, regulation, standards and technologies
- appropriate auditing of all operations and practices for compliance with the spirit as well as the letter of all applicable laws, regulations and internal requirements, including the aforementioned principles and practices

ITT does not consider it sufficient to announce Mission, Principles and Practices and then sit back. These were not public relations efforts, but rather an integral part of the operations of ITT. Brochures outlining Mission, Principles and Practices have been widely distributed and are currently being translated into eleven languages: French, German, Italian, Dutch, Chinese, Portuguese, Spanish, Swedish, Czech, Japanese and Arabic. This will ensure that all ITT employees, on a worldwide basis, will receive clear, consistent communication from management. The directions on how these are to be utilized were issued by the office of the Chairman of ITT.

As Corporate Officer for Environment and Safety, it pleases me that these Missions, Principles and Practices are being studied throughout ITT's global operations and that employees and management are discussing ways to make a positive impact in the areas of human health and safety and environmental protection.

Progress in these areas has been noted since 1993. Consistent with our fifth practice, all ITT businesses have participated in environment, safety and health auditing, the frequency of which depends on the type of operations being conducted. Not only do these provide a meaningful

way for us to gauge our status in conforming to applicable laws, but also to the degree that we are conforming to our own principles and practices. ITT management recognizes and appreciates, that facilities must be provided with time and resources if they are to achieve conformance. However, no punitive measures are taken if a facility is identified as lacking in any way in conformance. Notwithstanding, the management of the facility is expected to draw up a plan and schedule of compliance for every deficiency noted. Furthermore, each item is tracked at the highest level of operations and is treated like any other business objective.

The extraordinary attention given to this subject, by upper levels of management, has resulted in an outstanding commitment to the auditing procedure. The management of different facilities increasingly views the audits as an opportunity to participate in a continuous improvement process, which is designed to systematically yield the desired results.

Another area that demonstrates ITT's commitment to human health and safety and environmental protection is environmental assessment. ITT has undertaken a voluntary and proactive environmental assessment of its sites where manufacturing or processing operations exist. All ITT sites will initially be surveyed to determine the priorities for conducting soil and groundwater quality assessments. At least two dozen site studies are being initiated each year. It is our intention to undertake the required remediation once these studies are completed. In many places, local and national regulations determine our remediation strategies. Where these are absent, we intend to follow our own Risk Assessment Strategy. Currently, I am evaluating various options available for the purpose of selecting the best Risk Assessment Model for ITT. The model we will select will be based on sound and acceptable science.

This proactive and voluntary approach attests to the fact that not all businesses need draconian regulations with a punitive enforcement scheme to force them to make progress in occupational safety and health and environmental protection. At ITT we believe that it is in our, as well as in society's interests, to take responsibility for past actions and remedy the situation before being compelled to do so by external entities. I suspect we are not unique and that there are many in the business community who share our commitment. The above are only one corporation's activities, as well as progress, in this area.

ITT is still striving to achieve its Environment and Safety mission. Mistakes will certainly be made along the way, but we will not be deterred from continuing on the course we have charted out by a fear of failure.

Finally, let me address the issue of what the distinguished Chairman of today's event referred to as "how environmentalists can participate in the education of the business community." I believe the reference to have meant "what environmentalists can teach business about environmental protection." I hope that from the outline of ITT's plans and current activities, environmentalists would share my view that this company has equipped itself with the expertise and resources needed to carry out its obligations and responsibilities and that it is making a positive impact.

Environmentalists and business leaders are not mutually exclusive categories. I consider myself an environmentalist. Throughout ITT, I have come across employees who are genuinely concerned about what they can do to protect the environment, who have begun recycling on their own, found ways to reduce waste and found suitable substitutes for chemicals in various processes. These employees are making strides in the area of environment, health and safety with their contributions. Recognizing their empowerment, they are doing something about the problems we all face. Perhaps it is time that people move away from stereotyping and labeling and focus on the people who, in their everyday lives, while at work or at home, are contributing to the protection of the environment, and to human health and safety.

I am proud to announce, that, at ITT, our employees are true contributors and ITT management has created a climate that encourages and recognizes this contribution.

Usha Wright is Vice President and Director of Environment and Safety at ITT Corporation. She is responsible for developing policies, leading the corporate E&S Steering Council, interfacing with appropriate committees of the Board of Directors, and conducting duties of Chief Environmental Officer. She is also responsible for representing ITT in trade association professional organizations, and legislative and regulatory processes. From 1977 to 1993 she held positions at CIBA Pharmaceuticals, including Director of Occupational Safety and Industrial Hygiene, as well as Executive Director of Environment Health and Safety, where she set up the compliance strategy for the Toxic Catastrophe Prevention Act of New Jersey. During her tenure at CIBA Pharmaceuticals, she worked as an attorney in the Environmental Law section of the CIBA-GEIGY legal department, primarily focusing on superfund RCRA and Due Diligence for business acquisition. Ms. Wright has also been a member of the Stanford Research Institute, where she was responsible for developing criteria for risk assessment of exposure to chemicals.