



# THE ECTA **RESPONSIBLE CARE** SCHEME IN THE EUROPEAN CHEMICAL LAND TRANSPORT INDUSTRY



## **ECTA CONFERENCE REPORT**

EUROPEAN CHEMICAL TRANSPORT ASSOCIATION

[WWW.ECTA.BE](http://WWW.ECTA.BE)

ECTA CELEBRATES ITS 10TH ANNIVERSARY AT THE SAME VENUE WHERE IT WAS FOUNDED MORE THAN A DECADE AGO. THIS TIME IN BARCELONA ON 13 FEBRUARY 2009, ECTA OFFICIALLY KICKED OFF THE ECTA RESPONSIBLE CARE PROGRAM FOR THE EUROPEAN CHEMICAL LAND TRANSPORT SECTOR. ECTA HAS ALSO BECOME AN OFFICIAL PARTNER TO THE HEALTHY WORKPLACES CAMPAIGN ON RISK ASSESSMENT ORGANIZED BY THE EUROPEAN AGENCY FOR SAFETY AND HEALTH AT WORK.

On 13 February 2009 during the ECTA annual conference in Barcelona, ECTA officially launched its Responsible Care Program for the European chemical land transport sector. ECTA has signed a partnership agreement with the European Chemical Industry Council, Cefic, to become the first association to launch a European-wide Responsible Care program in the logistics field. 19 European

transport companies signed up on Responsible Care and committed themselves to implement ECTA's Responsible Care principles into their strategy, management systems and daily operations. ECTA believes that Responsible Care is the best strategy for its members to communicate their continuous efforts in HSEQ to their customers in the chemical industry, for whom sustainable supply chains become of major importance.

ECTA is a representative and independent association of companies in the chemical transport sector, communicating to EU authorities and many other stakeholders. ECTA initiated a number of working groups with Cefic to identify and develop a series of best practices guidelines for the transport and logistics of chemical goods in Europe.

More information can be found on the ECTA website [www.ecta.be](http://www.ecta.be).

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# ECTA RESPONSIBLE CARE AGREEMENTS SIGNING CEREMONY

19 chemical transport companies officially declared their participation in Responsible Care at the annual conference of the European Chemical Transport Association, ECTA, in Barcelona, Spain. CEOs of all 19 ECTA member companies signed a declaration of commitment as well as a Responsible Care implementation agreement. "This is a strong commitment from our membership to Responsible Care. It marks a milestone in the 10 years history of our organization", said Antonio Montero, ECTA President and CEO of Pañalon.





By signing up on ECTA's Responsible Care programme, ECTA member companies commit themselves to implement ECTA's Responsible Care principles into their strategy, management systems and daily operations. ECTA is the first supply chain association to launch a European-wide Responsible Care programme based on a partnership agreement with the European Chemical Industry Council, Cefic, signed in October 2008.



"It is on purpose that we chose for this ceremony the same city and venue where ECTA was founded ten years ago. We believe that Responsible Care is the best strategy for our members to keep their license to operate vis-à-vis the general public as well as with regards to our customers in the chemical industry, for whom sustainability in the supply chain becomes more and more relevant. Many leading chemical groups use Responsible Care as their main contribution and guidance to Sustainable Development in order to develop their business for the longer term" said Cathy Demeestere, ECTA's Secretary General.



# ECTA CONFERENCE

Hotel Rey Juan Carlos I - Barcelona - 13 February 2009

## “Implementing the ECTA Responsible Care Scheme in the European Chemical Land Transport Industry”

WHAT IS RESPONSIBLE CARE ?

### Opening address

**Antonio Montero**

**CEO Pañalon, ECTA President**

As President of ECTA, Antonio Montero welcomed the congress participants in Barcelona, particularly honoured and proud to celebrate ECTA's 10th anniversary in Spain, where the first European platform of chemical transport was created in 1997. “Currently, times are difficult, and your presence is highly appreciated. But we are not only here to celebrate. Thanks to ECTA's long term serving President Luc Haesaerts, our association has been working hard over the past years to improve standards of efficiency and safety and to promote Best Practices.”

An important milestone has been reached on October 23rd, when ECTA and Cefic signed an agreement and launched the “Responsible Care” programme. “We are here to learn more about the programme and translate RC into everyday action. 'Responsible Care' will help us to make our efforts more visible and it offers a unique opportunity to gain even more respect for the sector.”



## Implementing the ECTA Responsible Care Scheme in the European Chemical Land Transport Industry



**Rose-Marie Pype**  
ECTA Logistics Manager

*ECTA has been founded in 1999, as a representative platform and non-profit organisation of Europe's chemical transport industry. Its members are transport operators and LSP organising transport for chemical customers in line with customer's HSEQ requirements. ECTA's main focus: assisting members to improve their HSEQ profile.*

Looking back on 10 years of action in the field of HSE, Rose-Marie Pype stressed out the principles that guided joint efforts by Cefic and ECTA to establish SQAS amongst the industry and go beyond legal requirements in harmonising and improving their HSEQ level by setting up single reports and external assessment schemes. Seminars and workshops have been organised to improve and disseminate Best

*Thanks to Cefic's approach, we were able to think outside of the box and to translate and adapt the RC program of the chemical production industry to our own specific needs as service providers.*

Practices in fields such as BBS (Behaviour Based Safety), horizontal collaboration, driver training, subcontracting etc. As a result and thanks to strong input from the industry, Best Practice Guidelines are now available and disseminated.

### **RC will bring extra recognition to chemical LSP**

In line with ICCA views, Cefic suggested to extend RC to ECTA in 2004. On 23 October 2008, ECTA and Cefic signed the official RC agreement on land transport. It's tailor-made for the European transport industry by taking its specific features into account as chemical transport companies are cross-border "open system" operators, combining services for different customers. The RC program is jointly coordinated by Cefic and ECTA and applies to all chemical LSPs in Europe. Within ECTA, a RC steering team and a designated RC Coordinator are designated, who will work closely with Cefic and individual companies' RC coordinators, as well as coordinate, where appropriate, with national chemical producers associations.

The program is in line with the fundamental features of the ICCA RC program and puts LSPs on equal foot Europe-wide. Confidentiality of individual data is guaranteed whereas collective data become transparent. External assessment has proven "an excellent tool to make performance evident", according to Rose-Marie Pype. Thanks to Cefic's approach, "we were able to think outside of the box and to translate and adapt the RC program of the chemical production industry to our own specific needs as service providers", she explained.

### **RC implementation, step by step**

#### **CEO commitment**

Signing the guiding principles by the CEO is the very first step to "ensure that the RC principles are disseminated throughout the company, as the top management commitment extends to employees, customers and the community", Rose-Marie Pype stressed out. The CEO further on appoints a RC Coordinator for the group or the company.

#### **Using the Logo**

Appropriate use of the RC logo, owned by Cefic, is supervised by ECTA who is handing out instructions on how to use it in each signed agreement. "I think we are fortunate to use the new tag-line as reference to sustainability." ECTA has the legal possibility to withdraw the logo when necessary.



“*Through RC, companies will “excel and exceed” to improve the overall sector’s performance.*”

### **Best Practices**

Looking back on a long history of successfully implementing Best Practices, ECTA has integrated some of the Best Practice issues identified earlier in joint working groups with Cefic such as the “Recommendations on Safety, Health and Environmental Management Practices for LSPs”. These existing guidelines make it unnecessary to write a new text on HSEQ for RC purposes. Additionally, guidelines on BBS and subcontracting have been established. Based on these guidelines, each individual RC company is able to draw its improvement plan and conduct performance measurements.

### **Encourage participation**

ECTA highly encourages participation in RC by its member companies who are proactive in HSE management and who can show their commitment to SQAS as their veritable ‘licence to operate’. “1 out of 4 ECTA members, i.e. 19 companies running 150 operational sites under SQAS will sign the program today”, Rose-Marie Pye announced. “Their CEO had signed a commitment beforehand and an evidence check has been conducted by ECTA, verifying their statements and putting high attention on issues such as good safety training of drivers.”

### **Multilateral Communication**

RC companies will communicate their performance measurements to ECTA and allow verification of SQAS reports. ECTA will set up its Annual RC plan and report on results and progress to Cefic and to its RC members. A new ECTA site will be launched soon, including applications and search engines to locate RC companies’ operating sites on a European map, such as required by Cefic. “This is a major step forward!” according to Rose-Marie Pye. A special “RC members’ only area” will be accessible to RC transport companies and provide an emergency response number for mutual assistance in case of transport accidents.

### **Share Best Practices**

The chemical transport industry and ECTA have always been on the edge regarding implementation and dissemination of Best Practices. From now on, ECTA RC companies will communicate and encourage RC management also with their service providers, including tank-cleaning stations and subcontractors. The Annual ECTA RC plan 2009, e.g. contains Best Practices on risk management and on keeping expertise in the sector.

### **Verification**

Prior to the CEO signing the RC agreement, evidence of

compliance has to be shown by allowing access to SQAS for all RC transport companies. This is done by ECTA only for RC purposes, in line with strict confidentiality rules. Individual improvement plans have to be presented to ECTA for approval, but ECTA might suggest changes based on SQAS assessment realities. Verification of the improvement plan will be based on external assessment. In case of disagreements, a RC steering group will review the plan in a neutral and anonymous way, with final decision being in hands of the ECTA Board.

### **Key Performance Indicators**

Very similar to the process set up in the U.S., ECTA established performance indicators. The main KPIs are on safety (accidents and incidents) and environmental measurements. “But calculating carbon footprint is very difficult”, Rose-Marie Pye reported. Together with Cefic and CEN, ECTA currently discusses a methodological approach for calculating emissions, taking into account that transport activities are demand-driven derived activities. Differences between road and intermodal, driving habits etc need to be subject to careful analysis. “The issue is very important to the transport industry and one of the purposes of RC is to work together with authorities to move things in the right direction.”

### **Collective and Individual Benefits**

Through RC, companies will “excel and exceed” to improve the overall sector’s performance. The early commitment by the RC company’s CEO represents a key factor to RC, Rose-Marie Pye is convinced, as “the CEO will chase everybody to continuously improve their performance.” RC will be visualized by the RC logo: “If you carry the logo, everyone knows you are committed to continuous improvement.” A structured framework put in place by ECTA enables accurate reporting on performance and will enhance cooperation between LSPs to improve chemical transport

“*ECTA is committed to support transport companies in their remarkable HSE efforts and to consolidate Euro wide data of collective performance to raise the visibility of each and every company’s inset.*”

companies' profiles and the sector's image overall. The RC logo is not only very well known in the chemical industry, it also delivers a consistent message to supply chain partners as well as service providers such as tank cleaning stations or subcontractors, according to ECTA. "Overall, RC helps us to align our efforts with the needs of our customers", Rose-Marie Pye explained. "By using this tool, we are establishing an open dialogue on HSE performance. Many of our member companies have already understood this and are ready to sign."

"The only thing I regret is that we didn't start earlier, because we would have shown enormous improvements in HSEQ performance over the past 13 years", Rose-Marie Pye said promising that "ECTA is committed to support transport

companies in their remarkable HSE efforts and to consolidate Euro wide data of collective performance to raise the visibility of each and every company's inset."

Leading the path by good governance, in line with ICCT RC governance recommendations, ECTA will continuously communicate with all stakeholders and strengthen the industry progress through a focused Annual RC plan: "On a sector level, RC will help us to better understand and comply with the needs of our customers", Rose-Marie Pye concluded. "I would like to thank the chemical industry for providing us with this excellent communication and measurement tool. ECTA might be a small association, but we are standing on the shoulders of a giant to take on the relay of RC to the complete supply chain."

## Responsible Care and SQAS in European Chemical Transport - the Way Forward



**Jos Verlinden**  
Logistics Director, Cefic

*Cefic is the European Chemical Industry Council, established in 1972 and representing about 29,000 large, medium and small chemical companies who employ about 1.3 million people and account for nearly a third of the world chemical production. Its members are national federations and chemical companies.*

Before addressing future challenges, Jos Verlinden congratulated ECTA on signing the RC program for its 10th anniversary and recognized Bernard Thier's important role in "convincing all parties that it would be much better to establish a RC scheme on a European rather than on national levels."

### Logistics Stewardship and SQAS

On behalf of Cefic, Jos Verlinden defined Logistics Stewardship as "the responsible management of Health Safety Security and Environmental (HSSE) aspects in transport and handling of chemical products throughout the logistic chain, from loading to final destination", in order to ensure RC along the whole logistics chain. "Each party plays an important role and there must be a cascading of responsibilities in place: from the shipper to the main LSP, its subcontractors and the drivers and operators." Each party must have a HSSE risk management system in place", Jos Verlinden said. "SQAS plays a major role as key tool to check whether operations involved in the logistics chain are managed according to the HSSE standards required by the chemical industry shippers." Cefic is ensuring SQAS coverage for the full European land logistics chain (except pipelines), road transport and Intermodal operators, freight forwarders, chemical distributors, tank cleaning stations, warehouses and railways. The SQAS schemes for marine transport and bulk storage terminals are globally overlooked by CDI.

Presenting Cefic's figures on SQAS assessments conducted over the past 8 years, Jos Verlinden pointed out a 25 % raise in assessments for road transport in 2008, reaching 401 assessments last year. "2008 was an absolute top year!" he stated. Currently some 2000 reports of road transport sites are part of the SQAS database, of which half are currently active. Their total score has improved over the past years to reach a total average of 78 % in 2008. Although this is of course a merely indicative factor, it shows clear commitment and focus from the transport sector on the chemical industry's needs as formulated in SQAS.



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### Using the SQAS database as a driver of improvement

Traditional users of the SQAS database are the assessed companies themselves (checking their own report and adding action plans) and the members of the "SQAS Service Group", i.e. users from the chemical industry who wish to evaluate the performance of their LSPs. The "SQAS Service Group" consists of 45 chemical companies.

More recently, a "Logistics & Distributors User Group" has been added (2006), allowing transport companies to evaluate the HSSE performance of their subcontractors through analysis of a.o. the SQAS reports on their sites. Also, staff of industry associations is now authorized to access aggregated information contained in the SQAS database to extract stats and trends.

The users of SQAS from the 45 chemical companies of the SQAS Service Group checked on average 250 assessment reports per month.

The Logistics & Distributors User Group already has 63 member companies who increasingly use the database with a sharp raise mid-2008, totalling more than 50 hits/month. Although disappointed that SQAS reports from cleaning stations only scored about 10 hits/month, so far, the "SQAS is very successful", Jos Verlinden concluded. More than

3000 assessments overall and the growing functionality of the database turned SQAS in an indispensable and valuable tool. Cefic is putting efforts into further improving the quality of assessments and in extending the geographical scope of SQAS. Now it is up to the industry to pay more attention to the database and to really use it as an "external and internal driver of continuous improvement". "It is not enough to DO the assessments! They also need to be used more actively", he said, regretting a stagnation of usage by chemical companies. LSPs also should look more closely on their subcontractors' assessments, in order to ensure logistics stewardship along the logistics chain, as mentioned earlier by Jos Verlinden.

### Outlook on SQAS 2010

Good HSSE means good business, even in economically difficult times, Jos Verlinden recalled: "It's important not to lose sight of these parameters even under pressure!" Cefic will further optimize the assessment questionnaire, putting a stronger focus on key issues and improvement plans and probably shorten the questionnaire. Stricter controls will further improve the quality of assessments and assessors. Last but not least, Cefic will continue to stimulate active use of the SQAS reports by chemical AND transport companies.

## The RC Integration Process of a Transport Partner Network



### Andreas Zink

**Director, LKW Walter International AG  
ECTA Vice-President**

*LKW Walter is an independent, private, family-owned Austrian business established in 1924, organising pan-European road (and intermodal) transports of packed and harmless goods, totalling about 1 mio. FTL (Full Truck Loads) per year with external transport partner companies. The 1,150 employees work in two offices, both located in Austria. The chemical industry is an important industry partner accounting for 21 % of LKW Walter's activities.*

Andreas Zink started his expose by recalling the principle at heart of operations: "The haulier has the responsibility to transport goods with absolute regard for the goods, the employees, the environment and the safety of all others encountered between loading and delivery." To fulfil this

*“With the confirmation by our CEO of the importance of continuous improvement in HSEQ matters, our Responsible Care implementation has taken off with paramount importance”, says Zink, “and we are fully geared to continue our efforts in providing safe transport services to the chemical industry under the symbol of the Responsible Care logo which is now joining together both of our industries.”*

task, transport companies have different tools at hand, legal regulations as well as management systems such as ISO, SQAS, BBS. “Now we are proud to take the next step with RC to achieve these goals!”

LKW Walter has always paid particular attention on how to best integrate transport partners, with a strong focus on SQAS and communication. “Our role consists in selecting appropriate medium and small sized carriers and to integrate them in our management system focused on HSEQ and using the above mentioned tools including tasks related to RC, as well”, Zink explained.

#### **Selection Process**

LKW Walter selects “handpicked” transport-partners all over Europe, based on very strict selection criteria. Most of these are SME owning 1 to 5, rarely 10 trucks. “We focus on building a long term partnership and some of our partners are working with us in the third generation”, he stressed out. “But even when there is no expiration date on our contracts, each of our partners has to keep himself attractive. They commit to provide us with trained drivers, good equipment and to offer high level service.”

#### **Direct communication**

According to Andreas Zink, the direct and personal communication with drivers, in writing as well as verbally, is one of the cornerstones of successful partner management. “Our office staff covers 30 different nationalities, so each and every driver can be addressed in his or her native language.” This personal communication process is increasingly supported by sophisticated Telematic- and IT-systems.

#### **Drivers Support**

LKW Walter provides additional support to drivers, such as an updated LKW Walter Driver Manual and a specific training program based on ‘BBS Safe Driving of Road Freight Vehicles’ such as promoted by ECTA. “Our manuals are available in 17 languages and display the usual pictograms to explain in detail emergency cases, loading and unloading tasks etc.”, he explained. LKW Walter also organises regularly ‘Driver Training Days’ in 17 countries. By bringing the drivers together, the company fosters interactive

communication and receives important feedback, on near-misses etc.

#### **Last Mile Safety Check**

As a company working for different companies and sectors, LKW Walter has no dedicated chemical drivers. To update drivers on particular needs for each sector, the company set up ‘last mile checks’. “Before sending a driver into a chemical plant, we have them pass one of our 34 safety checkpoints in 12 countries where they receive a dedicated briefing on equipment and PPE to fulfil all customer requirements”, he explained the process. “They are handed out safety stickers in their language, and if needed emergency sheet on the particular plant. We make sure that each one of them is best prepared before entering the site!”

#### **Regular Audits**

Good management needs good control. “In 2007, we conducted about 11 500 audits at our partner haulier premises. We do not only check the general set-up, but review their driver training programs, raise HSEQ issues and review KPIs.” These parameters are used in an evaluation system rating transport partners from “A” (fulfilling all criteria) to “C” (blocked in the planning system).

#### **Respect the Driver**

Once more, Andreas Zink emphasized that drivers deserve particular attention. “He is the representative of the chemical industry on the road, and represents the transport company at the customers’ sites.” Recognizing the drivers as important players in the supply chain, treating them respectfully, providing training and respecting their family life is one of LKW Walter’s major keys to success.

#### **Joining the ECTA Responsible Care Scheme**

“With the confirmation by our CEO of the importance of continuous improvement in HSEQ matters, our Responsible Care implementation has taken off with paramount importance”, says Andreas Zink, “and we are fully geared to continue our efforts in providing safe transport services to the chemical industry under the symbol of the Responsible Care logo which is now joining together both of our industries.”



## Break-out groups

### I How to Improve Risk Assessment and Expertise

#### 1 How to improve Risk Assessment at loading/unloading

We are convinced that a major input could be given by the chemical industry, during sales, or commercial events and shows, putting stronger emphasis on safety issues and RA. We should work together more closely with the chemical industry, and they could share their RA with us. When chemical companies do assessments with their customers, they could integrate transport partners in the process. Additionally, product stewardship should be better promoted amongst the drivers.

As a sector, we are rather low scoring on RA in SQAS. We should think about creating a tool for all carriers, like the one set up in the US. This should become standard, recognized by Cefic and ECTA. We suggest that ECTA could run a dedicated workshop on these issues in 2009.

#### 2 How to keep expertise in the sector?

Transport companies and jobs are not sufficiently well perceived in the large public. We all need to work on improving and promoting a better image of the sector. The driver's job should be made more attractive. Different initiatives have been set up in various countries, being more or less successful. In the US, educational material has been spread to future potential employees in order to put more visibility on career opportunities offered to drivers (master drivers, instructors or even office jobs).

**Conclusion: We need to put more efforts on the marketing and commercial side of our business.**

### II ECTA's RC program: The Way Forward?

This break-out session was the very first occasion to start discussions and a dialogue about RC in transport industry with some representatives of major industry stakeholders. The main question we focused on: How will ECTA take the sector forward to improve its overall HSEQ performance? According to the industry's representatives, clear communication within the organisations is crucial and should improve, not only instructions but also feedback is

very important. Drivers have the expertise in the operational field and should give regular feedback on near misses and other dangerous situations, thus sharing valuable information with their organisation and the chemical industry.

ECTA plans to keep a close eye on RC improvement plans, and check through its RC steering committee whether there are recurrent issues with our member companies. If so, ECTA can provide support. Communication of the RC efforts in the companies involved is essential: from the top down the commitment to ambitious improvement under RC and to the industry's organisation ECTA. First step after the signature of the RC commitment is to learn how to set up ambitious improvement plans.

Good examples should be shared under the ECTA RC scheme and transport companies with RC will certainly become much more open with regard to HSEQ matters.

**Conclusion: Our session was the first opportunity to start a bi-directional dialogue on RC between our two sectors, as RC partners sharing common interests. We will move forward with good communication and good guidance from our HES experts and our RC steering team.**

### III SQAS - a Tool for RC Implementation?

But it was abundantly clear that most of us in the break-out session are highly committed to RC as a continuous improvement tool, and not just to improve their score on the SQAS questions. There is a high interest on behalf of the transport industry to exchange views on RC between themselves and also with their customers.

The group members from the chemical industry very much appreciated the US example of Honeywell who had made an announcement that all their "Hazmat Carriers were RC partners". It was interesting for us to hear that RC transport partners score high with the industry. This will give an extra incentive to implement RC schemes in transport companies.

**Conclusion: We are only at the starting point, but the RC project will be strongly supported by our sector.**

## Closing address



### **Cathy Demeestere** **ECTA Secretary General**

Closing the Barcelona conference, ECTA's Secretary General Cathy Demeestere warmly thanked all speakers and participants for their input in promoting and explaining the benefits and challenges of the newly started RC partnership between the chemical industry represented by Cefic and ECTA representing the chemical transport industry. For its 10th anniversary, ECTA and its 10-year-serving Secretary General were proud to have set a milestone within the transport industry by signing the RC agreement.

"I'm honoured to experience every day the high quality of partnership between the chemical producers and their service providers, both committed to establish and to promote Best Practices", Cathy Demeestere said. Continuous fruitful dialogue has been the most solid pillar ECTA built on, "and I wish it may continue as successfully as it has proven in the past".

### **Committed to common standards**

During these ten years, ECTA has also succeeded to become a truly pan-European organisation, reuniting and respecting great diversity. "It is my conviction", Cathy Demeestere said, "that if we want to increase HSEQ throughout the complete

supply chain, we have to work on a solid basis of common standards and this is what we are trying to achieve."

To Cathy Demeestere, the commitment to RC is a major break-through for Cefic and ECTA whose members are joining efforts to make best usage of existing tools to achieve highest standards and translate RC in the field. "It will be a huge learning process for all of us", she explained, "as we must extend RC principles to our management systems, strategies and daily operations at every level of our own organisations and of connected entities." But there is no way around it: "Without RC and sustainability, there will be no place to be active in the chemical business community", according to Cathy Demeestere.

### **Focus on sustainable development**

Cathy Demeestere highly welcomed the tag-line added to the new RC logo as a statement of strong commitment to sustainable development by the chemical industry. To her, this also signs a new beginning within the transport and logistics service industry.

"Notwithstanding the difficult economic situation, we would like to come to concrete action plans for 2009", Cathy Demeestere explained before concluding: "Today's signing of the first RC agreements by 19 ECTA member companies representing 160 sites all over Europe which are assessed under SQAS couldn't have come at any better moment!"

ECTA joined as an official partner association the Healthy Workplaces campaign on Risk Assessment organized by the European Agency for Safety and Health at Work. The campaign aims at reducing work-related accidents and illnesses by promoting risk assessment as the first step to a sustainable prevention culture. ECTA organizes a workshop as part of its commitment to reduce HSE impacts of transport of chemicals.





# EUROPE

## Responsible Care® in Europe: Our Commitment to Sustainability



**Bernard Thier**  
Responsible Care Manager, Cefic

*Founded in 1972, Cefic has become the voice of the European chemical industry and currently represents 29 % of the global chemical industry. Amongst its members and affiliates, Cefic counts 28 national federations and 50 major international companies, offering a network of 4000 industry experts.*

### RC on a global Level

Responsible Care® is the global chemical industry's unique initiative to drive continual improvement in all aspects of health, safety and environmental performance and to communicate openly about its activities.

RC core principles are:

- Improve the safety, health and environmental (=SHE) performance
- Use resources efficiently and minimise waste
- Report openly on achievements and difficulties
- Engage in dialogue with stakeholders, in particular with the local communities who live and work around our sites
- Cooperate with regulators, set standards that go beyond regulation

“ The RC model has been recognized by former UN Secretary General Kofi Annan in 2006 as “an inspiring model of self-regulation that other industries should consider following.” Signatories include CEOs from around the world and national associations. ”

- Provide help and advice to foster responsible management of chemicals throughout the value chain

In order to increase the network and to encourage companies to join and apply RC, RC associations coordinate the initiative applying 8 fundamental features:

- Establish and implement a set of Guiding Principles.
- Adopt a title and logo that are consistent with Responsible Care.
- Implement management practices to assist companies.
- Develop performance indicators to measure improvement.
- Communicate with all interested parties.
- Share best practices through information networks.
- Encourage all members to commit to Responsible Care.
- Introduce procedures to verify the implementation.

As a result of three decades of continuously developing RC, a global charter has been launched in 2006 to extend RC

- Geographically, by implementing RC in countries without national (RC) associations;
- by scope, extending from HSE matters to product stewardship and sustainability issues (e.g. tackling climate change, CO2 life-cycle analysis, transparency, etc.)
- promoting RC throughout the value chain, by addressing RC partnerships with other sectors.

The RC model has been recognized by former UN Secretary General Kofi Annan in 2006 as “an inspiring model of self-regulation that other industries should consider following.” Signatories include CEOs from around the world and national associations.

### RC to outline the chemical industry’s “Commitment to Sustainability”

The tag-line extension “Our commitment to Sustainability” has been added recently to the trademark. All RC associations and companies are encouraged to use it, in order to

- clarify that RC and SD (Sustainable Development) belong together.

The RC initiative and brand have been launched in 1984 and established in Americas and Europe in the early 1990s (chemical industry only); whereas

The “Sustainable Development” concept was coined in 1987 and established in 1992 at Rio Summit to become a prevailing term in all industries.

- enhance the brand value and align it with communication needs.

RC is a protected trademark, its brand is unique. ‘Sustainability’ has no brand value on its own. Sustainability is a top issue in communication. The extended logo aligns SD communication with the RC brand.

- express the extension of RC as laid out by the Global Charter.

RC enables the global chemical industry to make a strong contribution to sustainable development. The industry will identify additional opportunities to contribute to sustainable development through RC.

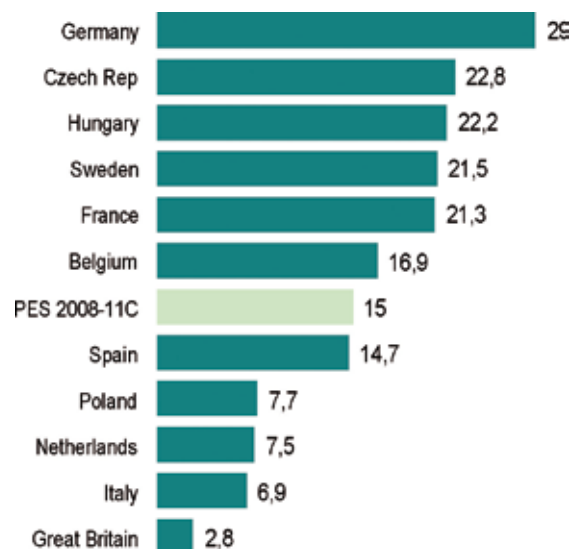
### RC in Europe

Cefic’s objectives within the global RC scheme are to

- Advance RC in Europe, especially amongst SME
- Support implementation by Cefic members
- Dialogue with stakeholders and develop the RC initiative on an EU institutional level as well as with NGOs, providing data on RC in Europe
- Extend Responsible Care to other industry sectors
- Report annually on key performance indicators
- Coordinate European input at international level

### Increased public awareness in the EU

The brand value of the ‘Responsible Care’ brand is already familiar to a large public. With an average of 15 % score in



awareness, RC outperforms programs like REACH (8 %) in the public awareness.

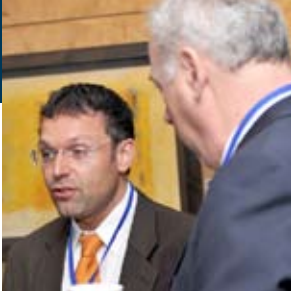
*“I have heard about a program of the chemical industry called ‘Responsible Care’ - a programme to continually improve the industry’s health, safety and environmental performance”*

### EU project “prisme<sup>2</sup>”

Cefic currently focuses on promoting RC in SME. A new programme has been set up in 2008 together with the European Commission, called “prisme<sup>2</sup>” (promoting responsibility in SMEs) in order to find the right tools and start network projects.

Prisme<sup>2</sup> is a multistakeholder project on corporate social responsibility in chemical business involving Cefic, ECEG (European Chemical Employers’ Group), EMCEF (European Mine, Chemical and Energy Workers), Centre for Tomorrow’s Company and IFOK (consultancy), as well as several national federations. As a partnership programme involving chemical industry employers and employees, it fosters trust between social partners leading to high standards of health and safety protection. Case studies are published on RC projects in 8 countries. The prisme<sup>2</sup> objectives are:

- Initiate a RC networking programme dedicated to capacity building in SME
- Enhance competitiveness through RC
- Involve “Mentor” Companies and strengthen RC in business relations



- Pilot projects in selected countries involving relevant stakeholders (roll out after 18 months)
- Reach out towards managers and employees (“Top down” & “Bottom up” approach)
- Focus on key RC elements (Environment, Health, Safety)

### RC reporting on KPIs by Cefic

16 Key Performance Indicators for the chemical industry have been established by Cefic:

#### 1. Safety and occupational health

- Number of fatalities (for employees and contractors)
- Lost time injury frequency rate (for employees and contractors)

#### 2. Environmental protection

- Hazardous waste for disposal
- Non-hazardous waste for disposal
- Sulphur dioxide
- Nitrogen oxides
- Volatile organic compounds
- Carbon dioxide
- Nitrous oxide
- Hydrofluorocarbons
- Chemical oxygen demand
- Phosphorus compounds
- Nitrogen compounds

#### 3. Use of resources

- Use of energy, specific energy consumption
- Water consumption

#### 4. Transport

- Transport incidents

A new e-platform has been launched in 2008 to collect data via the internet to enhance communication on the global and the EU levels.

### European RC Awards and annual conferences

The European RC Awards will be awarded for the 5th time (call for entries closing on 26 June 2009) at the Cefic General Assembly in Lisbon, on 3 October. It provides better visibility and high recognition to outstanding RC projects in Europe. For the first time, the logistics and transport industry is invited to participate.

The 2008 winners presented innovative solutions on sustainable use of resources tackling climate change. The “Large Company Award” 2008 was awarded to DuPont

Asturias (Spain), for using glucose waste in renewable bio treatment nutrient feed to replace acetic acid. It helped to reduce waste, substitute depletable resources and saved about 100 000 \$ per year. The SME Award 2008 went to BioMCN (Netherlands) for converting crude glycerine into bio-methanol on an industrial scale. A “Special Award” rewarded the efforts of BASF SE (Germany) who established a new global measurement approach and calculated the carbon footprint of 19 products.

23 countries, major stakeholders including unions and NGOs as well as the major players of the chemical industry have been participating in the last annual conference, in Manchester discussing key subjects such as Process Safety, Resources Efficiency or Occupational Health. The next conference will take place in Prague, 21 to 23 October and focus on how to address Best Practices in the sector for RC.

### Developing RC at ICCA level and in the Value Chain

Whereas RC has been a standing key issue over the past decade, “Energy and Climate Change” and “Chemicals Policy and Health” issues are more recently subject to important interaction and cooperation at the International Council of Chemical Associations (ICCA).

Reaching out for global acceptance, the ICCA RC Leadership Group (53 member associations) sets its main focus on

- outreaching to Eastern Europe, Russia, China and the Gulf region
- annual collection and analysis of global data
- worldwide implementation of the Global Charter (UN-led conference in May 2009)
- global governance of RC
- [www.responsiblecare.org](http://www.responsiblecare.org)

The Chemical Distributors’ Association signed a first agreement in 1999, based on national agreements and with a focus on Product Stewardship.

Bringing along a significant extension of RC in the value chain, the chemical transport companies represented by ECTA now become the second partner sector to start with responsible care, signing in for continuous improvement in the HSE aspects of their transport services in the European chemical supply chains.

# U.S.A.

## Responsible Care in Chemical Transport through American Chemistry Council's Partnership



**Debra M. Phillips**  
**Managing Director Responsible Care, American Chemistry Council**

*The American Chemistry Council (ACC) is a Washington, DC-based trade association for America's top chemical manufacturers. Its 150 member companies cover more than 90 % of U.S. chemical production capacity. ACC has 68 partner companies: chemical transporters, distributors, logistics management companies, warehouses, terminals and others involved in the supply chain.*

Within ACC, the RC program is in place for approximately 20 years and has been extended through partnership programs to logistics partners, transport companies, warehousing and 3PL, as Debra Phillips, Managing Director of the RC program explained. It has become a condition of membership for ACC companies. Currently, some 70 partner companies from the logistics industry are involved as well, divided into 9 "sectors" which are: bulk motor carriers, 3PL, LTL motor carriers, rail (including all major Class I RRs), terminals, marine, equipment, service, and the warehouse sector. They are also represented on ACC's RC Committee.

### **Fundamental Requirements**

The same system, based on three fundamental requirements,

applies to all members and partner companies equally. Companies have to put in place a Responsible Care Management System® (RCMS®) or RC14001®, based on a "Plan-Do-Check-Act" model. They undergo third-party audits of their management systems, similar in nature to ISO-9000 audits. A specific agreement with CDI-T for terminals has been put in place as well. According to Debra Phillips, certifications of Headquarters plus 1/3rd of the company's facilities are done in three-years cycles, including audit, assessment and sampling. More recently, collective and transparent reporting of company performance on the web [www.ResponsibleCare-US.com](http://www.ResponsibleCare-US.com) became part of ACC's requirements. "A very critical issue", she noted. Members started reporting in 2004, partner companies joined the program in 2006. 17 KPI's, specific by sector, have been established and ACC aggregates data to show trends over time.

### **Benefits for Members and Partners**

ACC's RC program is providing a common platform for managing Environment, Health, Safety and Security (EHS&S) issues through the chemical supply chain in the USA by offering a streamlined carrier/logistics provider qualification process. The common audit process offers flexibility to capitalize on proven programs. Basically, Phillips said, the RC program helps companies to lower costs, improve their environmental performance, reduce bureaucracy and build lasting relationships based on trust.

According to ACC's RC Managing Director, experience shows that substantial business value results from working with common principles regarding EHS&S management. It is enabling partners in the chemical supply chain in the USA to more easily identify areas of improvement and gain efficiency. By establishing a common view - and language - of the supply chain and accountability at each node, efficiency increases while the number of audits decreases. Trust is not only built through 3rd party certification processes, but also through enhanced communication between EHS&S accountable individuals from each partner in the supply chain, she reported: "Carriers, e.g., communicate more openly on loading/unloading incidents with their customer and discuss possible changes and improvements." Commitment from the top of the organization "is absolutely crucial", Debra Phillips insisted, as CEO interactions translate into effective day-to-day business changes.



*“Carriers, e.g., communicate more openly on loading/unloading incidents with their customer and discuss possible changes and improvements. Commitment from the top of the organization “is absolutely crucial”, Phillips insisted, as CEO interactions translate into effective day-to-day business changes.”*

### Member-Partner Interaction

Each Partner is sponsored by two ACC members and invited to ACC’s Annual Meetings. ACC member leadership with Partners is an essential part of the program. Debra Phillips mentioned examples like Honeywell who announced that all of their hazardous goods shipping was done by a RC company whereas Shell sets financial incentives for RC Partner companies; DuPont organizes workshops on RC with logistics companies. Supporting these initiatives, ACC recently added a KPI with regard to selection processes: “member companies are asked whether they consider Responsible Care partner status when selecting business associates”.

Resources made available to partner companies offer a wide range of “do’s and don’ts” and sector specific practical advice. “All guidance documents and supporting information is readily available on an open website ([www.responsiblecaretoolkit.com](http://www.responsiblecaretoolkit.com))”, Debra Phillips said.

Furthermore, general items of interest are addressed and KPI changes and improvements discussed during monthly open conference calls and peer group meetings. The ACC member sponsor(s) and RC Special Advisors are available to respond to questions raised by Partner companies. Besides, ACC issues a monthly detailed newsletter, holds workshops and training sessions and organizes an annual RC Conference attended by 300-400 participants.

Asked what companies need to do when establishing in the U.S. under the RC scheme, Debra Phillips explained that they have to demonstrate RC management and hand in a senior CEO commitment. Certification audits to validate the company’s Responsible Care performance start after approximately three years after a company joins the program. Regarding better cooperation between the US and European RC programs, “ACC and ECTA should be able to share experiences on basis of an open office model”, Debra Phillips suggested.

# Chemical Distribution

## Responsible Care in European Chemical Distribution



### **Hendrik Abma**

**Director General, European Association of Chemical Distributors (FECC)**

*FECC is the European voice of the chemical distribution and trading industry. Its members include 17 National Associations, representing chemical distribution and trade in their respective European countries, 32 Company Members as well as Associate Members and Affiliated Members, i.e. companies supplying products and/or services to the chemical industry.*

“The FECC RC program is basically very similar to the program put in place by ECTA,” Hendrik Abma explained. While holding a share of approximately 39 % of the global market, the European chemical distribution is still extremely fragmented, although a consolidation process is in progress, according to Hendrik Abma.

*FECC very much welcomes the ECTA RC program for chemical transport companies, as it shows high similarity with the FECC RC program. Together, we can much better deliver the message 'Our commitment to sustainability' and put more emphasis on the business benefits of RC for our own industries.*

### **Programs are Similar, but Implementation Slower in Europe**

On an international level, 17 national federations from Europe (FECC) and 4 American national federations are setting the path of the RC program within the International Council of Chemical Trade Associations (ICCTA). "Our objectives are to agree upon a common program in promoting RC and responsible distribution, and to represent the industry on an international level (UN, WHO, WTO, ICCA)." A joint RC/RD program has been set up in 2005 and is being progressively implemented. According to Hendrik Abma, the fragmentation of the EU market causes a slower implementation process than in the Americas.

"We have agreed upon some milestones such as annual collection of KPIs from 100 % RC member companies and introducing mandatory Third Party Verification (=TPV) by 2009." Membership on the RC/RD program should and will become mandatory for membership in Europe as well. "FECC is working hard to achieve this in the EU", Hendrik Abma pointed out. Nevertheless, differences in progress between the Americas and Europe are still substantial although supply chain partnerships on national levels as well as with Cefic (European level) have been in place for about ten years. One of the "most significant achievements", according to Hendrik Abma, was the joint development of SQAS Distributor/ESAD by Cefic and FECC, set up in 2004.

### **Responsible Care Driven by FECC**

"Driven by the manufacturing industry, an enormous consolidation process is taking place and we see entirely new companies coming up, acting on the global market." There is increasing need for national partner federations of FECC to develop national RC programs in line with ICCTA.

"In order to use the RC logo, they have to comply with the guidelines and sign partnership agreements with local chemical producers associations, endorsed by FECC and Cefic", he explained. On the other hand, the FECC RC Committee ensures coordination and promotion of RC, collects and reviews KPI data and holds an annual RC seminar and workshop. "But with 27 member states in the EU, there is evident need for more coordination and harmonisation."

FECC's figures from 2007 illustrate major national disparities. RC was condition of membership with only 5 out of 17 national associations, whereas 6 had made Third Party Verification (TPV) mandatory. 40 % of the companies had

committed to RC, and 78 % of those committed actually submitted KPIs. Some of the new EU member states often do not have a national association and companies therefore can't get RC certification. "FECC tries to address this issue and help small companies operating in several EU countries as well as those acting on a global level."

After the 2007 review on RC, FECC noted a need for improved euro wide coordination and the set-up of tailor-made RC for chemical distribution. Some national federations apply manufacturer's RC programs which are not adapted for distributors. The new FECC RC programme improves on this situation.

In order to play a more proactive role, FECC needs to increase resources and name a RC manager. "There is evident need for better support of RC programs on a European level, in order to increase efficiency and to gain recognition by customers and suppliers", Hendrik Abma insisted. "The credibility of RC within the chemical distribution industry needs to be improved by harmonising national RC programs, based e.g. on rapid growth of SQAS/ESAD." National programs should be fully integrated – once a company is certified RC by its NA, it is recognized on equal footing with the FECC RC program.

### **Progress based on SQAS Distributor/ESAD**

Additional requirements need to be fulfilled by member companies: a CEO letter of commitment, annual reporting of KPIs, mandatory TPV, an improvement action plan and regular exchange of views and experiences on RC. For carrying out TPV, SQAS Distributor/ESAD seems to be the most suitable tool to Hendrik Abma. TPV should be done every 3 years in the companies' Headquarters and at least on one operational site, in each country of operations in case of multinational activities.

The number of SQAS Distributor/ESAD assessments has significantly increased after the launch of ESAD II, Hendrik Abma reported. "The process is very much distributor-driven and we hope that manufacturers will look more closely and more often on the SQAS data base."

FECC very much welcomes the ECTA RC program for chemical transport companies, as it shows high similarity with the FECC RC program. "Together, we can much better deliver the message 'Our commitment to sustainability' and put more emphasis on the business benefits of RC for our own industries." It should be made entirely clear to all companies that "they need to intensify their efforts regarding RC for their own business' sake", he concluded.



## Transport Companies and the RC program in Spain



### Jesus Soriano

**RC Manager and Transport Regulation Coordinator, FEIQUE**

*Feique, the Spanish Chemical Industry Federation, is representing 3 500 enterprises employing half a million workers. The chemical industry is the second most important export industry in Spain. Feique started the RC program in April 1993.*

Feique is highly committed to establishing a system to address and share Best Practices in environmental and safety management with all parts of the industry, including the transport industry. According to Feique's RC Manager Jesus Soriano, the best method to achieve this goal is a partnership agreement, "just like the one recently signed by ECTA and Cefic".

Feique's own RC program is based on the chapters of the "RC Global Charter 2006". Spain fully supports this worldwide approach of harmonizing rules and Best Practices in the chemical sector of 53 countries. 145 Spanish companies currently run the RC program, covering two thirds of the national chemical production.

### **Developing RC global fundamentals**

Based on the 8 fundamental principles of the RC program, Feique has put a strong focus on further developing the "Codes & Guides" principle by establishing management tools and procedures in six dedicated areas: Environmental Protection, Occupational Safety, Process Safety and Emergency Responses, Distribution, Product Stewardship

and Communication. For each of these areas, the national chemical federation provides a "code of integrated management practices" subject to ongoing improvement through evaluation, quantification and compliance. "One of the program's most interesting effects", Jesus Soriano explained, "is the exchange of best practices and experiences between companies, passing on individual improvements to the rest of the sector."

### **Integrated Management System**

The Integrated Management System Code details levels of compliance with RC Management Practices, ranging from level 1 (phase of analysis) to level 3 (full compliance) and 4 (continuous improvement). Level 4 requires that formal re-evaluation of all actions related to full compliance have taken place and that new improvement actions were already taken exceeding the actual requisites. With regard to the code, new self-evaluation elements have been added in 2008, namely Evidence, Improvement actions to be applied, Best Practices cases and Referencing with regard to the Spanish regulatory code.

All of the 145 participating chemical companies conduct their self-evaluation every two years. Feique verifies these self-evaluations, aggregates the received and evaluated data and submits a report to the top executive.

“One of the program's most interesting effects”, Soriano explained, “is the exchange of best practices and experiences between companies, passing on individual improvements to the rest of the sector.”

### **Encouraging results**

Earlier monitoring of management procedures in transport companies has shown encouraging results. "Also, a very significant figure has been provided by the Spanish Ministry of Transport on accidents", Jesus Soriano reported, "stating that chemical transport operators of dangerous goods are doing 5 times better than their average transport operator colleagues."

From Feique's point of view, the agreement between ECTA and Cefic is highly welcomed. It stresses out the crucial role of the transport industry in developing RC and efficient operational management throughout the whole chemical supply chain, reaching far beyond the fences of chemical plants.

# 8<sup>th</sup> Leaders in Chemical Transport Round Table

Hotel Rey Juan Carlos I, Barcelona, 12 February 2009

## ECTA, a Responsible Care® Partner of Cefic



### **Jack Eggels**

**Global Land Logistics Manager, Shell Chemicals Europe  
Chairman Cefic SIG Logistics**

*70 companies make up Shell Chemicals worldwide. They number among the world's largest petrochemical operators, focusing on the production of bulk petrochemicals and their delivery to large industrial customers. In countries where Shell Chemicals companies operate, and where RC programmes are in place, Shell Chemicals companies are members. In countries where programmes are not in place, the group encourages and supports their development.*  
[www.shell.com/home/content/chemicals](http://www.shell.com/home/content/chemicals)

In his opening speech at the Leaders in Chemical Transport Round-Table Dinner, Jack Eggels congratulated ECTA association and its members for their commitment to Responsible Care (RC) with Cefic, on ECTA's 10th anniversary. "This commitment represents an extremely important milestone for the chemicals industry, providing steps to reach the next level of HSSE management throughout the Chemicals supply

chain," he said. "It is more than just a logo or a headline – it is a mandate to do things differently!"

Many transport companies have made good progress to improve their safety and environmental performance, according to Jack Eggels. "However, where I see an area for improvement is pro-activeness towards HSSE management. One of my key expectations is that RC companies (...) do not wait to be instructed to improve or respond when things have already gone really wrong."

### **Responsible Care® and Land Logistics at Shell Chemicals**

Around 125,000 consignments – over two million tonnes - of chemical products have been delivered to Shell customers in 2007 by road. The major logistical task is entrusted to some 40 haulage companies across the globe. "It is therefore extremely important to ensure compliance among our contractors with Shell's safety standards."

### **Sampling**

Shell Chemicals introduced a global policy mid 2007 preventing drivers of contracted hauliers from taking samples at customer premises. This policy aligns with the ECTA-Cefic's guidelines on behaviour based safety at loading and unloading sites and is designed to ensure that all supply chain activities are carried out safely, and by qualified personnel. Shell has been working closely with its customers. "However, it has not been easy to make this transition and it has taken us some 9 months to fully drive this change through our operations", he remembered.

### **Track and Trace**

Shell is currently implementing a satellite-based tracking system for all deliveries of Ethylene Oxide (EO) by rail in Europe and North America. "This allows us to know the exact location of any rail tank car, and the condition of the product in it, at any time." According to Jack Eggels, technologies like T&T are key to securing safe transportation of hazardous goods. "At Shell Chemicals we want to be ahead of the game by putting in such measures to re-assure regulators



and the public that we are taking appropriate measures to manage and control risks.” For him, this best illustrates the pro-active approach he mentioned before: “We do not want to wait to be instructed to make a change. We rather lead and drive the change ourselves.”

**Non-standard Operations**

Non-standard operations range from drivers taking samples from trucks, to adding products during transit or, to delivering products directly from trucks into drums and/or IBCs. Mid 2008, Shell designed and rolled out a new process to ensure that full risk assessments were carried out for any non-standard activity. In its initial month, over 10 non-standard practices were identified in Europe. For each of these, Shell reviewed the related risks and decided whether to continue the operation as-is, stop it, or whether “we could continue, provided additional controls were put in place.” Some of these controls had to be put in place by the customers with Shell providing them with clear guidelines.

“As with the sampling initiative, many of our LSPs and customers understood right away what Shell was driving for,” he reported, “others needed more time to understand why this pro-active risk mitigation is important to drive safety improvements.”

**Rollover Early Warning Device**

Although rare, truck rollovers represent a potential, serious safety risk both in terms of loss of product containment and personal injury. Rollovers are often caused by driving behaviour (accelerating or braking too hard while cornering).

The early warning device that Shell has developed in close cooperation with several other companies in Italy contain an accelerometer that detects and measures the vehicle’s acceleration in several directions, sending a warning to the driver if pre-defined thresholds are being reached. This puts the driver in a position to respond to these warnings, but the system itself does not intervene, the driver remains in control. The device is wireless and can be retrofitted easily and cost-





effectively to road tankers of any type or age. Installation takes less than 1 hour. "We are now in small scale piloting mode and driver feedback so far has been very positive," Eggels said.

### **Responsible Care® : Next Steps**

#### ***Proactiveness***

Jack Eggels outlined the basic RC principle: "We can't afford to be complacent when it comes to safety. We need to be constantly on the watch for risks, hazards and other issues possibly impacting the safety performance of our industry." He said that he expected RC transport companies to demonstrate a strong pro-active attitude, "thereby not only challenging themselves, but possibly also reaching out to help others. This requires a change in mindset and behaviour."

#### ***Performance Monitoring***

The next stage should be to evidence these improvements through robust data. "This will enable ECTA to highlight potential areas of improvement, identify where the main strengths of its industry lie and demonstrate strength of – and improvement in – the LSPs safety record." Data should encourage further action by the transport industry and help convey a strong message to regulators and general public that the Chemical transport industry is highly committed to improve its safety performance.

"I expect RC Partners to have such data readily available and be transparent about their performance. The signing of the ECTA-Cefic agreement has been a significant step forward", Jack Eggels acknowledged, "now I'm looking forward to implementation."





## WHY BECOME A MEMBER ?

### ECTA Membership :

- Contributes to the recognition of the chemical transport industry and its business needs
- Gives access to first hand information on what is happening and evolving in the transport and logistics of chemical goods in Europe.
- Allows participating in the pro-active development and application of "Best Practices" in the transport and logistics of chemical goods in Europe.
- Creates a unique networking opportunity in the sector.
- Prerequisite to membership of the ECTA Responsible Care Scheme

For more information, please contact the ECTA offices by using the contact form at our website [www.ecta.be](http://www.ecta.be) or tel. + 32 2 741 86 81

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