SPECIAL REPORT: EHS MANAGEMENT
A LOOK FORWARD TO 2019
Introduction: EHS Management Tested

Hurricane Harvey was a brutal test for industries along the Gulf Coast, and many did not pass. A number of industrial plants in the Houston area opted not to shut down their facilities pre-emptively, even though the governor had declared a state of disaster for coastal communities ahead of the storm. The result was an environmental, health, and safety disaster, a 2018 report from the nonprofit Environmental Integrity Project found.

Seven industrial plants near the coast had unexpected electrical outages that triggered accidents and shutdowns, releasing at least 255,598 pounds of air pollution, according to the EIP’s analysis of state and federal records as well as pollution data. Arkema, Inc.’s chemical plant in Crosby was among them.

“The Arkema plant burned and exploded when flooding disabled not only the power but also the plant’s refrigeration system, igniting chemicals whose fumes sickened emergency responders and forced an evacuation of everyone living within 1.5 miles of the plant,” the EIP report concluded.

Harvey ultimately caused $125 billion worth of damage and underscored how essential it is for business organizations to have effective environment, health, and safety (EHS) management systems in place. Disasters — natural and manmade — that can upend even careful preparations are one type of challenge EHS professionals must address now and into the future.

Challenges and Opportunities

Preparedness continues to be a major hurdle in 2018. David Meyer, a senior consultant with the strategic, management, and technical consulting solutions company BSI EHS Services and Solutions, observed that he has seen an uptick in requests for assistance this year.

“It’s an unfortunate fact that any time there’s a natural disaster like what happened with Harvey, there’s always a learning curve,” he says. “We get more inquiries about business continuity planning, helping companies with their contingency plans, and emergency planning.”

Other central EHS challenges include persistent organizational silos, a rapidly changing workforce as well as overwhelming amounts of data to collect, analyze, and act upon. At the same time, the EHS profession itself is evolving. The acronym frequently extends to sustainability and beyond.
Smart C-suite executives and board members understand the significant effect that EHS performance can have on their business. Yet leaders have struggled to operationalize EHS management systems — the framework of policies, programs, and procedures that a business aims to follow to improve performance. Inconsistent EHS management system execution has also hampered companies.

Looking ahead, successful strategies identified by EHS experts include streamlining data analysis, improving training methods, harnessing emerging technologies, encouraging standardization, and attracting talent from the youngest generation entering the workforce.

**The Changing Role of the EHS Professional**

The perception of EHS as “compliance cop” has gone the way of flip phones. Even the acronym itself is frequently extended to encompass sustainability and other important aspects of an organization. “We’ve seen a shift upwards in some roles where EHS professionals are contributing to initiatives like operational excellence, sustainability, worker well-being, safety culture, and more,” says Pam Bobbitt, director of product marketing and channels for Cority and an EHSQ industry expert.

That is the case for Gregory Mimms, vice president of environment, health, safety and sustainability for Xylem Inc., a global water technology provider based in the United States that helps customers worldwide transport, treat, test and use water efficiently in a range of settings. The company has more than 17,000 employees and over 300 facilities, which includes sales and service as well as manufacturing.

Mimms says that the addition of sustainability to his job responsibilities happened about two years ago. That aspect goes well beyond environmental topics, he discovered. “Our CEO Patrick Decker has said over and over again that for us to be a great company, we first have to be good. You have to do the right thing,” Mimms says. “That’s in all aspects of the business.”

Previously, when Xylem was part of a much larger corporation, the approach to EHS was more one-size-fits all, Mimms said. For example, every site was audited once every three years. Now the company’s overall approach is risk-based. Each site gets rated on risk, which determines how often the audit will happen — from once every year to once every five years.

“The other way we approach EHS is collaboration,” Mimms said. “We really wanted to get away from being a safety cop. We’re business partners with the teams that we support at the sites.”

Stewart Leeth is chief sustainability officer for Smithfield Foods, the world’s largest hog producer and pork processor. He says that the company’s EHS challenges and goals
Effective EHS Engagement

Elie Mouzon, chief strategy officer for Intelex Technologies, calls engagement with EHS throughout a company one of the greatest challenges that professionals in the field currently face. He defines engagement as the organizational commitment to EHS efforts and support for the causes and success of EHS.

“EHS communication and collaboration are key when it comes to driving engagement,” he says. Mouzon suggests the following approach:

- Identify EHS challenges and consider the awareness or action you need to drive
- Improve EHS systems adoption by focusing on the positives and saying why it’s a good thing
- Share vital information such as best practices for systems use and adoption
- Target your audience with simple, clear messages that only go to the people who will find them meaningful
- Limit communication frequency to no more than one bulletin per person on the same day
- Communicate through high-impact and in-context images
- Use a series of bulletins to create a campaign that educates over time and drives desired action

“Execute, measure, and refine,” Mouzon advises. “Always stay focused on the objectives you want to achieve.” 😊
have changed over time. Two decades ago Smithfield had a heavy focus on compliance, he said. Since then, the focus has expanded to environmental leadership and other sustainability areas such as animal care and helping communities.

The company adopted new goals for these focus areas in 2010. “A lot of people are interested in what goes into the food we eat, what the impacts are of food production on the environment and on animals,” Leeth says.

Top EHS Challenges

EHS professionals face myriad challenges. Some come up again and again, regardless of the company, region, or sector. Currently the main challenges identified by experts in the industry comprise extreme weather events, organizational silos, a rapidly shifting workforce, and an unprecedented demand for data.

Extreme Weather Events

Extreme weather events are nothing new for EHS professionals, but the events seem to be getting wilder and more unusual.

If Hurricane Harvey was a stark reminder about EHS management, Hurricane Florence arrived in September 2018 to hammer the point home. As the storm headed for the Carolinas, the North Carolina Pork Council released an update saying that
local hog farmers were taking precautions to protect animals, manage lagoons, and deal with possible power outages. That meant having lagoon storage levels that could accommodate more than 25 inches of rain.

“There was the hurricane event with the winds on the coast and the storm surge, but then it slowed to a crawl and dumped biblical amounts of rain across North Carolina,” says Smithfield’s Stewart Leeth. The company owns 203 farms in the state.

The pork industry prepared ahead of the storm and fared fairly well, despite negative media reports, Leeth says. “The challenge is that some of the rainfall in those areas was far more than anyone’s ever seen in this part of the country,” he said. For example, Swansboro, North Carolina saw a record 36 inches of rain.

Leeth reported that Smithfield only had one company farm where the barn and lagoon flooded, but others were cut off from the outside world by floodwaters. “We’ve been using helicopters and high ground clearance military-style vehicles to get in and bring gas to the generators, to repair holes in the roofs, and assess the waste management systems to make sure they’re functioning correctly,” he said in September during the storm’s aftermath.

The wild weather wasn’t over, either. About a week after Florence made landfall, Leeth had

“We’ve been using helicopters and high ground clearance military-style vehicles to get in and bring gas to the generators, to repair holes in the roofs, and assess the waste management systems.”

—Stewart Leeth, Smithfield Foods
to shelter in place in Richmond, Virginia, as tornadoes formed near the skyscraper where he was located. The hurricane remnants generated multiple tornadoes that damaged buildings and killed one person.

Mimms has also noticed unusual conditions. “I was recently in Sweden at one of our largest sites in Emmaboda,” he said. “They were talking about the forest fires they were having that they’d never had before to this extent.” Some of the fires were expected to continue until the first snow of the season could put them out, he added.

“Those are the extreme weather conditions — the droughts, the flooding — that we have to be ready for at a site level as well as a corporate level,” Mimms said.

Stubborn EHS Silos

EHS functions continue to be siloed for lots of companies, says Pierre-François Thaler, co-founder and co-CEO of EcoVadis, a collaborative platform for global supply chains that provides CSR and sustainability ratings. Having worked more than 20 years in the sustainability field, he identified poor communication between EHS and procurement teams as a big challenge.

“What we see still happening in many organizations is the EHS team deploying their own process and their own procedures on one side, and then the procurement team does something different,” he said. “They don’t really understand each other.”

Thaler observes that ideally EHS professionals are the subject-matter experts in the field, and they work with procurement teams to deploy a scalable process that can apply to thousands or even tens of thousands of vendors.

Cority’s Bobbitt echoed that assessment. “There are two successful strategies that come to mind regarding changing the perception of the EHS function within an organization: collaboration with colleagues and changing the conversation,” she says. “Organizations are slowly starting to realize the power of breaking down the traditional silos of EHS.”

Making the Business Case

Obtaining the necessary funding for EHS programs is a perennial challenge. “There always seems to be a lack of resources and budget available to successfully manage important compliance and EHS operational responsibilities,” says Elie Mouzon, chief strategy officer for Intelex Technologies. “That’s fundamental.”

EHS frequently gets viewed as a cost center, says Cority’s Bobbitt. “We continue to see EHS professionals struggle with making the business case for resources to fund their most basic
Hurricane Protocol

As Hurricane Florence set course for the East Coast in September, more than 1 million people in North Carolina, South Carolina, and Virginia received mandatory-evacuation orders. With high winds and historic flooding projected, the storm also prompted businesses throughout the region to get ready for the worst.

Maricha Ellis is vice president of marketing and sales operations for Stericycle Environmental Solutions, a provider of specialized compliance-based solutions that also deploys emergency response teams when natural disasters affect their clients. “A little bit of pre-planning goes a long way,” she told Environmental Leader this year.

She says that companies should prepare for a hurricane by taking the following steps:

- Review your hazardous waste inventory
- Track the path of the hurricane using websites and other online tools
- Store your containers in a secure area and verify proper closure
- Make sure waste is segregated to avoid reactions, and keep spill kits available and well stocked
- Review your facility’s contingency plans and understand evacuation routes
- Communicate emergency response contractor information with your employees; if you don’t have one, Stericycle suggests hiring a third-party provider
initiatives,” she says. “EHS professionals will need to be able to articulate the value to the overall organization to ensure the integrity of the profession.”

Managers are fighting some of the same battles over business cases and proactive risk mitigation that they were decades ago, when David Meyer first started out in EHS for Utah’s mining industry. “I half-jokingly say that sometimes we’re the Rodney Dangerfields of the business sector: We get no respect,” he said.

The newest generation in the workforce also learns differently than previous ones once they join the organization, Xylem Inc.’s Mimms has found. “They’re very up on technology so sitting in a classroom or showing them a video isn’t going to cut it,” he said. “We need to adapt training and programs to keep their interest.”

EHS professionals who touch all parts of an organization need to be aware of the different motivators and work ethics among the generational groups, Meyer observed.

I half-jokingly say that sometimes we’re the Rodney Dangerfields of the business sector: We get no respect.

—David Meyer, BSI EHS Services and Solutions

A Shifting Workforce

Workplace dynamics are currently very interesting for EHS, David Meyer says. The generations active in the workforce include Millennials, Gen-Xers, Boomers, and members of the pre-war generation that haven’t retired. Barely out of high school, the youngest workers make up Generation Z and are known for working hard as well as being conscientious and pragmatic.

Attracting young talent to EHS may be difficult if the field is perceived as being less innovative than other specialized corporate functions like sustainability and social responsibility, says Pierre-François Thaler.

“That’s going to drive culture around environmental issues, and how health, safety, and environmental issues are managed and accepted in the workplace,” he said.

Besides inter-generational dynamics, tight budgets and emerging technologies are affecting the pool of skilled workers. Companies that get leaner while still requiring the same level of production put intense pressure on experienced EHS professionals. Meyer has seen facilities staff outsourced. Bobbitt says she knows of several cases where EHS roles have been replaced by business analysts.

It all comes back to headcount, Meyer says. Outsourced EHS professionals often get...
replaced by people who aren’t as familiar with the site, and some of those positions are responsible for critical maintenance support, he adds. If the process for bringing in new workers isn’t managed correctly, he continued, that could pose an immediate health, safety, and environmental risk.

**Data Overload**

EHS is a data-driven industry, says Raimond Baums, an executive VP with the environmental consulting firm Antea Group USA. Since he’s been working in the field, Baums has noticed the world of environment, health, safety, and sustainability data transform.

“The speed and breadth of how quickly knowledge turns over, it’s put stress on EHS managers in our client organizations,” he says. “There’s a demand for transparency by the full business value chain.”

Antea Group’s clients, whether businesses or consumers, are all asking for data. So are neighbors in the communities in which manufacturing facilities are located, Baums says. Even the corner gas station is fielding requests.

“The companies themselves are looking at what data they need to make better internal business decisions,” Baums said. “You get non-governmental organizations looking at these companies through different lenses, and examining them through the data that’s publicly available. Then you’ve got regulators and other stakeholders. There’s a seemingly unquenchable thirst for data.”
Meyer also identified data overload as a big EHS challenge, especially with mergers and acquisitions. When a smaller company gets purchased by a larger one, he says, suddenly the smaller company has reporting requirements to support corporate sustainability objectives or even corporate customer requirements.

“This has been going on for quite a few years now, especially around sustainability reporting where investors are constantly requesting new information from companies,” Meyer said. “I had one client say ‘I’ve got survey fatigue. I can’t spend all this time answering all these questions.’ EHS managers don’t have a lot of time on their hands.”

Forward-Thinking EHS Management Strategies

Despite the intensity of the EHS challenges articulated by experts, smart strategies and tools that help clear these looming hurdles abound. From embracing the youngest workers entering EHS management to rethinking training methods and data analysis, professionals share effective approaches.

Welcoming the Next Generation

Members of Generation Z, typically defined as born after 1996, have begun entering the workforce on the heels of Millennials. These youngest employees grew up with smartphones and seek social connection — even with their bosses — but tend to lack face-to-face communications skills, CNBC reported this year.

Such characteristics mean that the EHS field must adapt to recruit young professionals used to emojis, six-second videos, and instant access to information. Market research has shown that this pragmatic-minded generation also values sustainability, social causes, anonymity online — and safety, having come of age during a time of global conflict.

“If you’re doing the right thing on all aspects, whether it’s from an HR standpoint or an EHS standpoint, these are the companies that the new generation wants to work for,” says Gregory Mimms. “They want to work for companies with a purpose.”

Training

Young workers with a different outlook from other generational employees, budget crunches...
Emerging Technologies

New technologies are popping up all the time, including some that are landing within EHS, observes Elie Mouzon, chief strategy officer for Intelex Technologies.

“The deployment of smart sensors in ‘things’ has exceeded the population of our planet, which means that data gathering and information processing will happen everywhere,” he says. “It creates exciting possibilities for intelligent decision-making at the source, real-time action, and automation.”

In addition to smart devices, virtual reality, artificial intelligence, and drones, these technologies affect EHS management:

Blockchain: In essence a public decentralized and distributed digital ledger used to secure information, this technology is being deployed by a number of companies. Pierre-François Thaler of EcoVadis highlighted companies that are piloting blockchain for supply chain transparency. The technology could also be used for effective EHS monitoring, compliance, and management.

Autonomous vehicles: Several automakers are developing cars and trucks with advanced autonomous features. Despite potential benefits like improved fuel efficiency and fewer crashes, autonomous vehicles have policy implications for organizations that include driver training, distracted driving, and questions about liability, National Institute for Occupational Safety and Health (NIOSH) experts found.

Satellites: Thaler says that EcoVadis is working on looking at satellite technology and imagery for supply chain monitoring. In September 2018, their client Nestlé announced plans to monitor 100% of its global palm oil supply chains with a satellite-based service called Starling developed by Airbus and The Forest Trust (TFT). The aim is to ensure that no deforestation is happening.

“Technology is transforming the world and will likewise radically transform EHS,” Mouzon predicts.
that prompt outsourcing, and a proliferation of technologies shaping EHS mean that training programs and processes must change to keep up.

Amy Blanton, manager of product safety and sustainability for Veolia North America, sees numerous software options for mobile devices that make it easier to get information to employees. In the past, face-to-face training meant scheduling every person in shifts. “Now we have options with software capabilities for tracking, giving folks video access to training where they can watch it on an app,” she says. “They can have access 24-7.”

Microlearning, notable for being both flexible and specific, has emerged as another training option. The American Society of Safety Professionals calls microlearning the delivery of educational content in short standalone bursts or modules. “Each module comprehensively addresses one learning objective using videos, text, images or audio,” the association says. “Microlearning can be an effective delivery method for employee manuals, improving workplace culture or delivering updates more efficiently.”

When successful companies expand, there is often hesitation to add headcount, says David Meyer. He adds that BSI typically suggests that their customers have one health, safety, and environment (HSE) person on staff for every 150 – 170 headcount. “What we try to do is show by example,” Meyer said. “What’s the value of an injured person? Is that a risk you’re willing take?”

Onboarding new team members, whether contractors or full-time employees, also presents an important opportunity. Mimms described Xylem Inc.’s successful buddy system program at their facility in Strzelin, Poland. It started when the leadership saw a trend of employees who had been at the site less than a year getting injured.

Now each new employee gets paired with an experienced team member at the facility who serves as a coach for three months. “They’re not only teaching how to work in a safe manner and recognize hazards, they’re teaching them about how to work at Xylem and what our culture is,” Mimms said. As a result of the program, he says, injuries have gone down and employee engagement is high.

**Communication**

Communication remains as crucial as ever for the success of EHS programs. When EHS professionals can articulate how their programs...
support and align with corporate initiatives like workflow efficiency, digital transformation, operational excellence, and worker well-being, they become viewed as key contributors to the organization instead of cost centers, Cority’s Bobbitt says.

She gave the example of an EHS department submitting an IT project request for a management system that would help improve reporting and share best practices. Bobbitt recommends reframing the conversation to build a business case around workflow efficiency. An EHS manager could say, “We currently have multiple different methods of tracking compliance and conducting audits across the organization. Implementing a management system would allow for improving the workflow by creating a standard way across the organization.”

Intelex’s Elie Mouzon also has suggestions for effective EHS communication. “Keep messages simple, clear, and use familiar words and language,” he advises. “Don’t do company-wide blasts.” Engagement success is what can truly make all the difference, he added.

At Veolia North America communication is a two-way street, says Amy Blanton. The company invites feedback flow through structured meetings, virtual meetings, weekly emails, trainings, and conference calls. “It’s pretty basic, but rolling that up into identifying where are the true gaps, where do I need to spend my time mitigating risk, if we’re seeing trends and collecting data, and making sure we’re getting that data is the key.”

The more engagement EHS has at all levels, the better, professionals in the field say. Gregory Mimms of Xylem suggests taking a moment to step back from the specific task at hand and look at the bigger picture. Slowing down for a few seconds can help with the management of safety and environmental programs over the long run. “Even talking to someone and asking what they do to make their workday safer, that’s important,” Mimms says. “It’s the human touch.”

**Preparedness**

Amy Blanton said that preparedness is at the forefront for Veolia North America during hurricane season. Although the company is spread out, many facilities along the East Coast had to anticipate Hurricane Florence.
EHS Drones

Drones are soaring all over the place now so it hasn’t been surprising to see unmanned aerial vehicle (UAV) technology deployed for EHS purposes. Here are some examples:

**Sustainable agriculture:** Drone-assisted sensing is making agricultural operations more precise, the Wisconsin State Farmer reported. Shawn Steffan, an assistant professor of entomology at UW-Madison, described collaborating with a private company to drop moth pheromone into a local cranberry bog using drones. The trademarked substance confused male moths and prevented them from mating, avoiding the need for a standard insecticide regimen.

**Injury prevention:** Hensel Phelps Construction has had a drone operations program since 2015. The company’s virtual design and construction manager told Commercial UAV News this year that he had just seen a superintendent plan a safety briefing based on drone flyover information. “It gave that superintendent a completely different perspective that went beyond the info they were able to gather from walking the job site,” the outlet reported.

With any new technology, costs can take a while to go down, Jon Pesicka, a senior consultant at Antea Group USA, cautioned in a 2018 company blog post. “Not only is the technology itself expensive and subject to damage in bad weather or extreme terrain, but it also takes time for pilots to train and receive a license.”

However, he says that companies seeking to accomplish similar tasks would have to pay for helicopters, ATVs, personal protective equipment or even employee accidents. The long-term safety and fiscal benefits of drones may be worth it, he concluded.
In September, Blanton described being on a call with one of the company’s facility managers on the East Coast. “They pulled out their inclement weather plans, and came up with a timeline and implementation,” she said. Then the storm made a turn further south of the facility’s location. Despite this, the plant manager decided to stick with the plan since weather can be so difficult to predict.

The manager continued to move through the preparedness plan, Blanton says, which meant assigning tasks down to the level of making sure that sandbags were ready and stored in a dry location. “They did a great job,” Blanton said. Sharing successes like this as well as areas of more opportunity is important for the organization, she added.

**Data Analysis**

In the era of big data, it’s easy to start drowning in EHS data. If that happens, pause and re-evaluate, the experts say.

Smithfield Foods established their first set of environmental targets in 2010, which required the company’s Environmental Health and Safety teams to gather information for the company’s sustainability report, explains Stewart Leeth. “At one point we had something like well over 60 or 70 different metrics that we were collecting data from across the company,” he said. “It got to be very, very tedious.”

Continued on page 19
Global food and drink packaging and processing company Tetra Pak is turning to technologies that help minimize risks for customers in more than 175 countries. That means installing Microsoft cloud-connected filling machines at customers’ sites and outfitting service engineers with HoloLens mixed reality devices.

“With IoT and advanced analytics of data, there are huge opportunities,” according to Johan Nilsson, vice president of Tetra Pak Services.

For milk operations in particular, Tetra Pak uses Microsoft technology to safely process and package thousands of liters daily on time. Milk doesn’t last forever so when you have 50,000 liters and a machine doesn’t run, Nilsson says, it must get fixed quickly.

**Deployment:**

- Sensors were installed on more than 5,000 Tetra Pak filling machines
- Each sensor connects to Microsoft’s Azure cloud computing service, delivering real-time performance data
- 600 million to 700 million data points get collected for monitoring and analysis annually
- Service engineers wear HoloLens headsets, Microsoft’s mixed reality technology

**Results:**

- Tetra Pak technicians get an operational snapshot of machine pressure, temperature, and performance
- Sensors on carton-filling equipment allow real-time analysis of data patterns across packaging lines
- A service engineer can receive remote guidance from a system specialist through the HoloLens, saving money
- During a six-month period, Tetra Pak predicted future breakdowns in five of 11 packaging lines
- Preventive maintenance saved customers of those 11 packaging lines more than $30,000

**Sources:** Microsoft and Tetra Pak
A few years ago, Leeth and his colleagues took a hard look at the process. “Our first set of five-year targets were sunsetting and we used that to narrow it down to what was important to our customers and others based on our materiality analysis for our sustainability report,” Leeth says. “We cut the metrics way down, but we’re still collecting a lot of information and we report on it yearly.”

Data standardization helps at Veolia North America, says Amy Blanton. “If we’re constantly trying to address what the differences are because we haven’t standardized on the definition of the data that we’re collecting, then it can be misleading,” she says. Her team is working to standardize procedures and set operating rhythms across the company’s sites so everyone can stay on the same page.

To address data challenges, technology-driven solutions may help extract the right data and insights needed to make sound decisions. Pierre-François Thaler observed that artificial intelligence has become a mature technology. Antea Group USA’s Baumans says wearable augmented reality that shows conditions in real time can reduce human exposure to hazards in the workplace. Another EHS technology trend he’s noticed is increased sensor deployment. With strategic sensors, industry professionals might not even need to send anyone out into the field to take samples.

There’s a cultural acceptance of wearables and sensors, Baumans added. “It really changes your workflow, it changes the type of employees that the industry needs to hire,” he said. “As more Millennials rise up into leadership positions, I think they’re way more at ease with this more transparent environment.”

Conclusions

In 2018, unusually extreme weather, persistent organizational silos, unrelenting data demands, complicated workforce dynamics, and constant pressure to make the business case for EHS programs continue to be significant challenges.

These challenges won’t be ebbing away any time soon, either. As this report was being finalized, Hurricane Michael slammed the Florida Panhandle and wrought devastation throughout the southeast. In addition to a double-digit death toll, the storm left rubble in its wake. Some local businesses may never recover, the Pensacola News Journal reported. “Expect the unexpected” seems more relevant to the field than ever.

The EHS acronym will likely continue to morph as professional responsibilities increase. In recent years, the field has been expanding to encompass worker wellbeing, safety culture, and everything under the broad umbrella of sustainability. Advanced technologies and a new generation of workers are also rapidly transforming EHS.

Strategies for staying on top of all these changes should be smart, too. Attracting fresh talent to the field means understanding varying generational motivations and adjusting accordingly. Training must evolve, from accessible apps and videos to microlearning and personalized coaching. Effective communication, especially about data gathering and analysis, remains as vital as ever. Time is at a premium, but just taking a moment to talk with colleagues has the potential to completely transform environment, health, safety, and sustainability management.
References

Airbus, airbus.com

American Society of Safety Professionals, assp.org

Antea Group USA, us.anteagroup.com

BSI EHS Services and Solutions, bsigroup.com

Cority, cority.com

EcoVadis, ecovadis.com

Hensel Phelps Construction, henselphelps.com

Intelex Technologies, intelex.com

Microsoft, microsoft.com

National Institute for Occupational Safety and Health, cdc.gov/niosh

Nestlé, nestle.com

Smithfield Foods, smithfieldfoods.com

Stericycle Environmental Solutions, stericycleenvironmental.com

Tetra Pak, tetrapak.com

Veolia North America, veolianorthamerica.com

Xylem, xylem.com