

# Il Social Management: supporto all'identificazione e mitigazione dei rischi nei Progetti



**Technip Italy, Region B – Risk Analysis Manager**

P.Fois- Roma, 24 Ottobre 2014



# Indice

- **Che cosa è un rischio?**
- **Il Risk Management in Technip**
- **Il Rischio Reputazionale ed il Rischio Sociale**
- **Analisi degli stakeholders**
- **Analisi qualitativa e pianificazione delle risposte**
- **Esempi di rischi e piani di mitigazione**
- **Conclusioni - Q&A**

# Che cos' è un Rischio?

**Il rischio è un evento o una condizione non pianificata che, se si verifica, ha un impatto negativo o positivo (opportunità) su almeno un obiettivo di un progetto, di un processo o di una qualsiasi entità organizzata**



**Il risk management ha l'obiettivo di massimizzare la probabilità e l'impatto degli eventi positivi e minimizzare la probabilità e l'impatto di quelli negativi**



# Il Risk Management in Technip- Risk Analysis integrata

## Due Processi di Risk Management:

**Project risks**

Rischi che impattano gli obiettivi di progetto

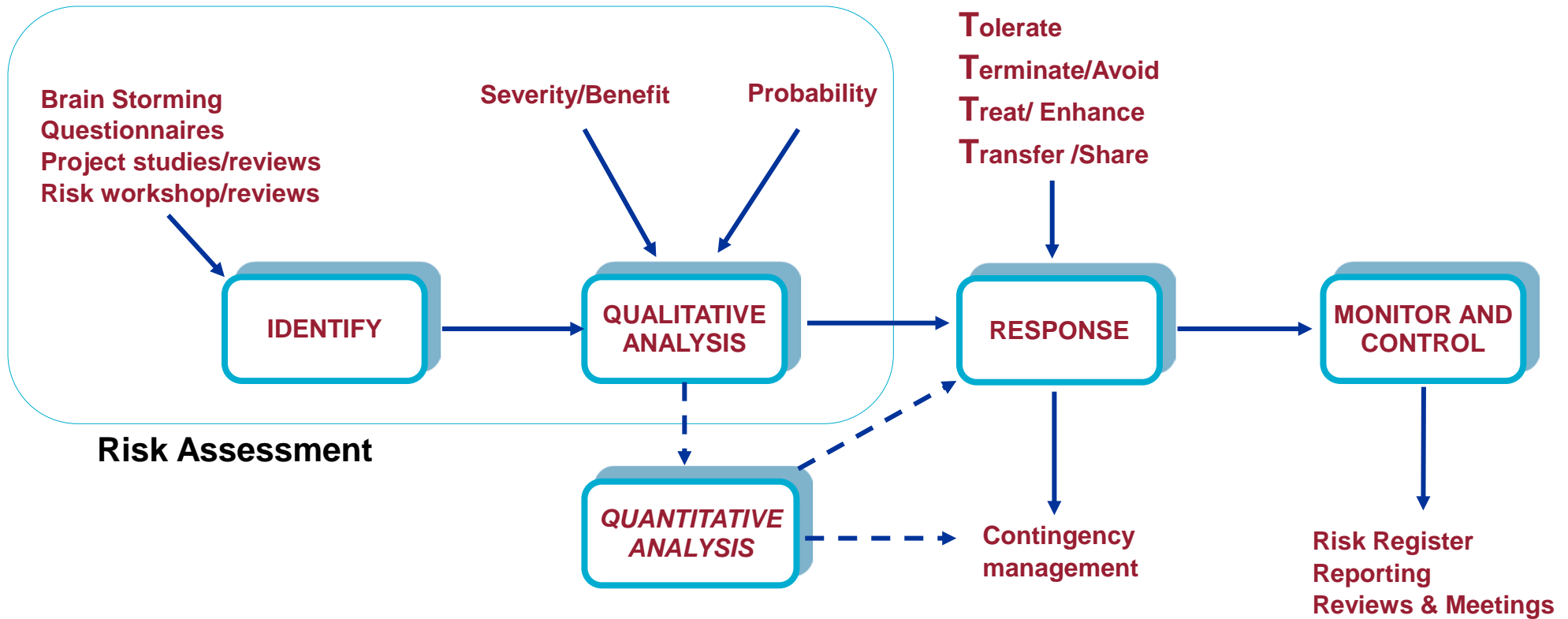
**Transversal risks**

Rischi che impattano più progetti o processi di lavoro, in una o più entità del Gruppo

*Functional business risk analysis (es: Business continuity, Protection information etc...)*

**Enterprise & Portfolio Risk Management (Entity, Region & Group )**

# II Risk Management in Technip



# Identificazione dei rischi

L'importanza di questa fase del Risk Management è catturare e determinare quali rischi possono impattare gli obiettivi del progetto/processo in esame, negli ambiti di riferimento, che tipicamente sono:

- Reputation
- Health, Safety & Environment
- Security
- Social
- Long/Medium Term Strategy
- Performance
- Quality
- Cost
- Schedule

# Il Rischio Reputazionale

**E' legato ad eventi che, se accadono, incidono sulla credibilità di e fiducia verso un progetto (\*)**

In questo caso i rischi con impatto negativo possono avere conseguenze anche gravi e di lungo periodo quali:

- Perdita di competitività
- Calo nella considerazione da parte dei Media
- Perdita di posizione nel mercato di riferimento

**Più in generale: diffidenza o ostilità da parte degli Stakeholders**

**(\*) gli stessi principi si applicano al Risk Management di un'iniziativa, un processo, o un'azienda**

# Il Rischio Sociale

**E' legato ad eventi che, se accadono, possono influenzare le relazioni ed i rapporti con le comunità (locali e nazionali), le autorità e le associazioni politiche e non**

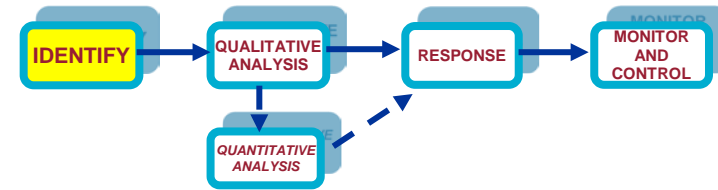
In questo caso i rischi con impatto negativo possono avere conseguenze anche gravi in genere che si manifestano nell'immediato, quali:

- Dimostrazioni, instabilità, sabotaggi
- Interruzioni e blocchi dell'attività lavorativa
- Risonanza mediatica (locale, nazionale, internazionale)
- Apertura di procedimenti/indagini da parte delle autorità

**Più in generale: diffidenza o ostilità da parte degli Stakeholders**



# Identificazione dei rischi



## Importanza dell'analisi degli Stakeholders



Identificare tutti i potenziali Stakeholders di progetto e raccogliere informazioni su di loro (ruoli, aspettative, interessi, etc.)



Stabilire che tipo di influenza positiva o negativa possono avere nel progetto e assegnare ad essi una classificazione: «**analisi influenza/impatto**»



Valutare le loro possibili reazioni in diverse situazioni e valorizzare il loro supporto o prevenire reazioni negative



# Analisi degli Stakeholders

**E' fondamentale capire chi sono gli Stakeholders di un progetto:**

- Clienti
- Comunità locali
- Fornitori
- Finanziatori
- Autorità
- Sponsor
- Partner
- Istituzioni
- Media

# Identificazione dei Stakeholders

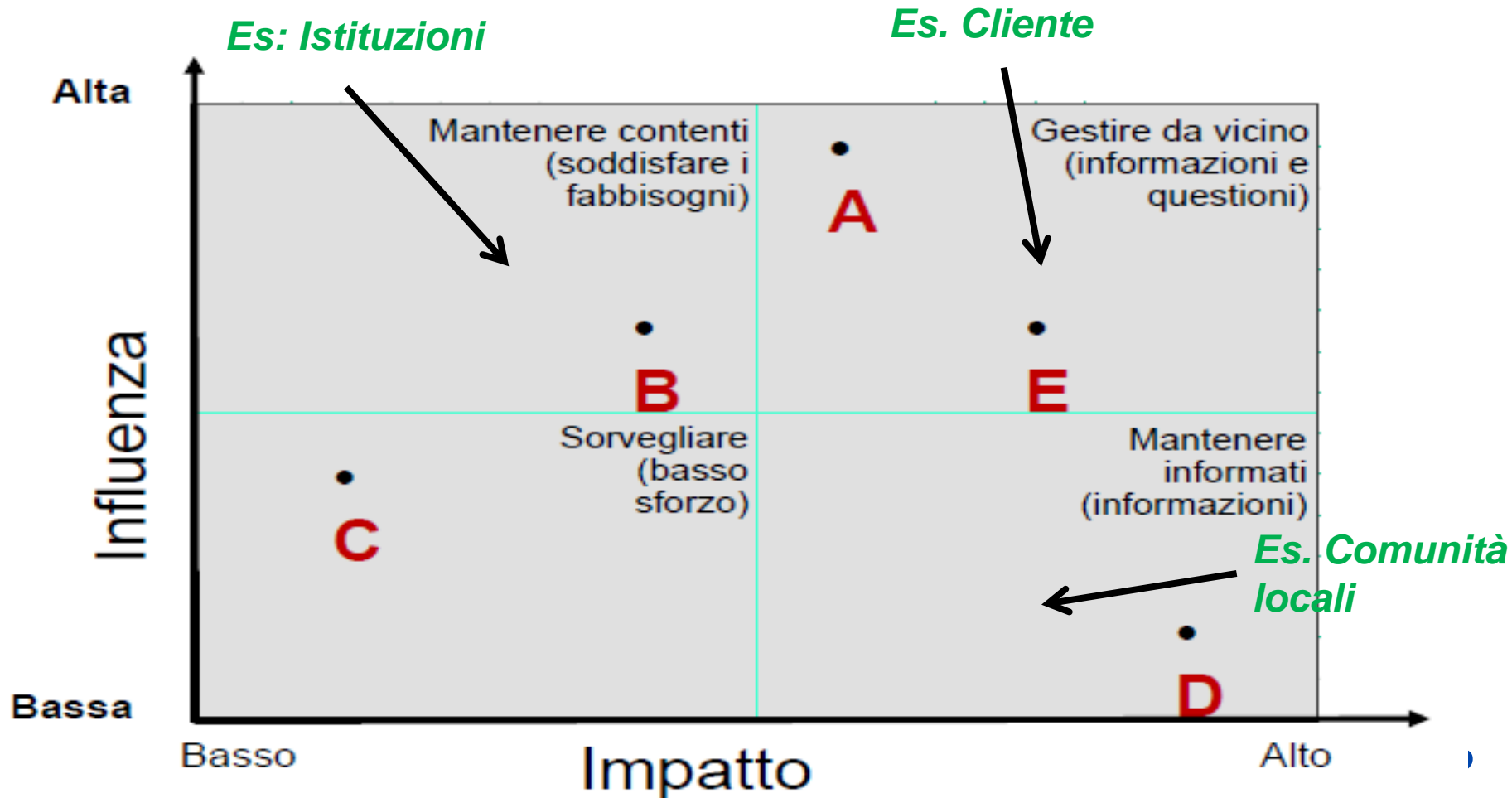
**Valutare come ciascun Stakeholder percepisce e potrebbe reagire durante l'escuzione del progetto, al fine di:**

- Ottenere il loro sostegno ed eliminare eventuali ostacoli
- Anticipare le loro reazioni prevedendo il tipo di influenza, positiva o negativa
- Stimolare il loro interesse a sentirsi partecipi delle decisioni per condividerne gli esiti
- Far percepire sin dall'inizio benefici comuni e valori positivi
- Avere il sostegno di tutti per promuovere l'iniziativa ed ottenere più risorse

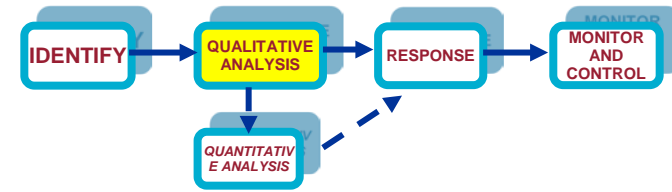
# Identificazione dei Stakeholders: Analisi Influenza/Impatto o altra modello (i.e. power/interest, power/influence)

**Influenza:** livello di coinvolgimento nel progetto

**Impatto:** capacità di incidere sulla pianificazione o all'esecuzione del progetto



# Analisi Qualitativa



E' effettuata con l'ausilio delle matrici di Severity e Probability

Severity Criteria Description						
	Group Reputation	HSE	Social- Security	Group Strategy**	Performance / Quality	Quantitative impact
<b>Negligible (1)</b>	No impact	Harm to People: First Aid injury (accident)/ Minor Short Term Ailment (occupational health)	No social & security issues - No impact on nearby communities (no protests/demonstrations), on internal security (labor unrest, sabotage, intrusion), on relationship with authorities/political	No impact on Group strategic objectives	1) General: No impact on planned performance*. Even if there is no impact room to enhance performance detected 2) Work Processes: no impact, only few abnormalities are demonstrated	to be customize
<b>Moderate (2)</b>	Isolated and short term complains from local community - Impact on Client's relationship confined at contract level	Harm to People: Medical Treatment and/or Restricted Work Case (accident)/ Requiring Medical Treatment and/or Recurrent illness (occupational health)	Minor community disruption / limited security issues (protest which do not block work, demonstrations which are not reported by media, small worker dissatisfaction and complains, small fights,	Minor impact on one of Group strategic objectives, however not affecting the performance in the mid term	1) General: Fail to meet planned performance*, but still room to recover 2) Work Processes: only few minor non conformities	to be customize
<b>Significant (4)</b>	Local/National media coverage, no negative impact on relationship with Key Stakeholders - Possible impact on relationship with a key Client beyond the	Harm to People: Lost time Injury/ Temporary or Partial disability (accident)/ Illness requiring Medical Treatment and/or resulting in Change of Work (occupational health)	Significant community disruption / potential unrest, protest which partially stop work, small reports in the media, blackmail, major injuries, major fight, significant theft, regular	Impact on more than one Group strategic objectives affecting the Group performance in a geographical area, and for on a key technology and/or towards a Major	1) General: Fail to meet planned performance* 2) Work Processes: fundamentals are not completely in place and/or application is not satisfactory - existence of few major non	to be customize
<b>Substantial (8)</b>	Local/National media coverage with damage to relationship with Key Stakeholders - Damage to relationship with a client	Harm to People: Single Fatality, Injury resulting in permanent and severe disability (accident) / Serious Chronic illness (occupational health)	Important community disruption / threats or security (protest which stop work, strong media attention, demonstrations which can turn violent stop of work / trust corruption	Impact more than one Group strategic objectives affecting the Group performance in a geographical area, and for on a key technology and/or towards a major	1) General: fail to meet planned performance* 2) Work Processes: fundamentals are not in place or substantially not operating. Key processes at Entity/asset/Region level	to be customize
<b>Critical (16)</b>	International impact with major consequences on strategy continuity of Group wide activities - Damage to relationship with a client that can affect other Clients and/or segment level	Harm to People: Multiple Fatalities/ Multiple Serious injuries (accident) / Life Threatening illness (occupational health)	Large community disruption / possible attacks (Possible inability to operate anymore, violent labor unrest, destruction of critical equipment, murder, hacking, kidnapping, piracy, blacklisted by	Impact more than one Group strategic objectives affecting the Group performance in a geographical area, and for on a key technology and/or towards a major customer. Impact at Group level	1) General: fail to meet planned performance* 2) Work Processes: key processes affected by substantial non compliance with group principles and standards -no system	to be customize



Probability Criteria Description				
Not known to occur (below 1% probability) (1)	Not likely to occur (1% to 10% probability) (2)	Reasonable possibility of occurrence (10% to 30% probability) (4)	Likely to occur (30% to 60% probability) (8)	Very likely to occur (above 60% probability) (16)
1	2	4	8	16
2	4	8	16	32
4	8	16	32	64
8	16	32	64	128
16	32	64	128	256

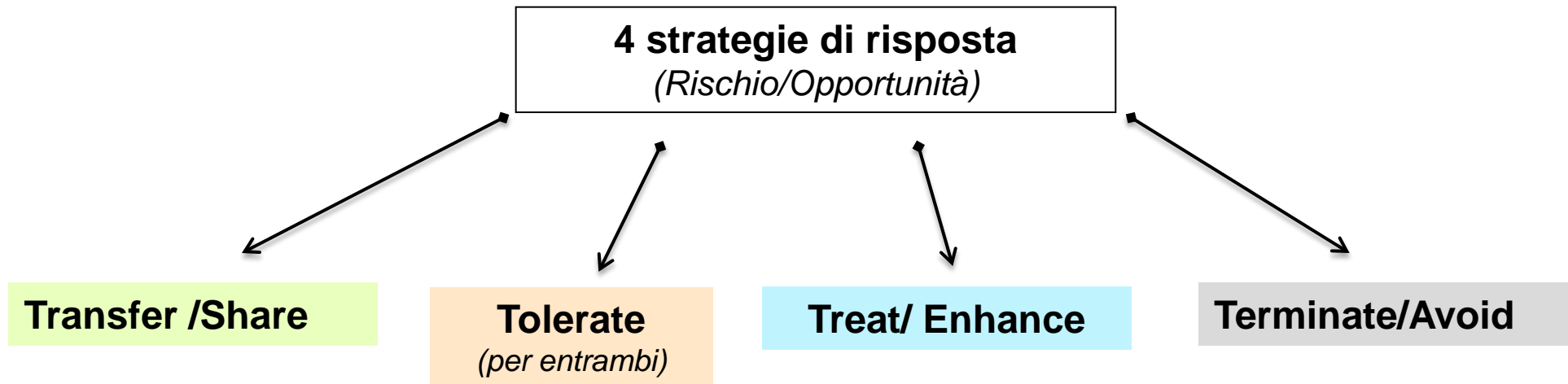
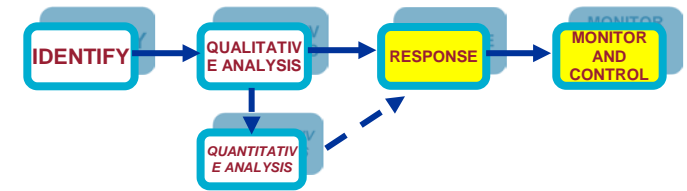
# Severity matrix – Ambito Rischio Reputazionali

Severity level	Description
Negligible	No impact
Moderate	Isolated and short term complains from local communities – Impact on Client’s relationship confined at contract level
Significant	Local/National media coverage - Possible impact on relationship with a key Client beyond the contract.
Substantial	Local/National media coverage with damage to relationship with key stakeholders - Damage to relationship with more than one Client in one business segment
Critical	International impact with major consequences on strategic activities – Damage to relationship with most of the Clients in all business segments.

# Severity matrix – Ambito Rischio Sociali

Severity level	Description
Negligible	No social & security issues: No impact on nearby communities (no protests/demonstrations), on relationship with authorities/political figures.
Moderate	Minor community disruption (protest which do not block work, demonstrations which are not reported by media, small worker dissatisfaction and complaints).
Significant	Significant community disruption / potential unrest (protest which partially stop work, small reports in the media, blackmail, fights, regular interruption of network).
Substantial	Important community disruption / threats on security (protest which stop work, strong media attention, demonstrations which can turn violent, stop of work, legal issues directly targeted by political actions, regular interruption of network, limited capacity to protect staff).
Critical	Large community disruption / possible attacks (Possible inability to operate anymore, violent labor unrest, destruction of critical equipment, blacklisted by authorities, no capacity to manage an emergency).

# Pianificazione della risposta



Trattandosi di rischi difficili da identificare e di complessa valutazione, la pianificazione della risposta richiede, quasi sempre, il contributo di Subject Matter Experts della funzione di Social Management, se presente nel Progetto (raccomandato per progetti complessi - critici)



# Consideriamo le opportunità!

Il Risk Management applicato nell'ambito sociale è un valido strumento da offrire a Clienti ed Investitori nei loro processi di Project Financing per dimostrare la sostenibilità di un'iniziativa in termini di:

- *Environmental friendly*
- *Rispetto del Social Impact*
- *In linea con le politiche di Sviluppo sostenibile*
- *Trasparente verso i propri Stakeholders*

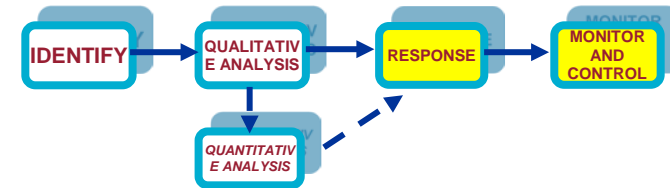


In conformità agli [Equator Principles](#) (\*)



# Esempi di rischi e piani di mitigazione

## Caso 1



**Risk Event:** Local communities attitude not favorable to construction project  
Rising of conflicts and opposition against the specific industrial initiative

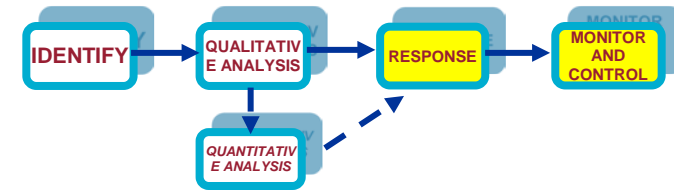
**Consequences:** Heavy impact to project execution plan and schedule (delay and disruption); possible project suspension/termination

### Mitigation plan:

- 1) Close collaboration with Local Institutions, Communities and Stakeholders involved in the implementation of local requirements
- 2) Develop a project Social Plan to ensure community involvement as appropriate;
- 3) Develop a project communication plan to constantly keep media and institutions informed about the project

# Esempi di rischi e piani di mitigazione

## Caso 2



**Risk Event:** Construction subcontractors not complying with local labor laws and regulations and CSR principles

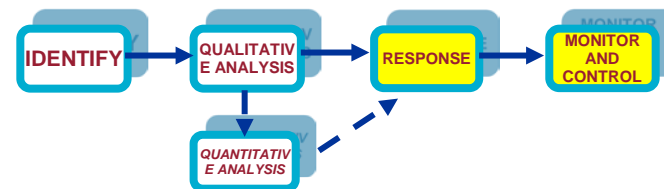
**Consequences:** Contractor and Owner could be involved in the responsibility chain and their reputation subsequently affected; possible lawsuits and prosecutions against Contractor and Owner

### Mitigation plan:

- 1) Check subcontractors organization in terms of compliance with labor regulation
- 2) Develop detailed CSR plan
- 3) Ensure that subcontracts address appropriate clauses relating to CSR
- 4) Periodically audit subcontractors for CSR requirements

# Esempi di rischi e piani di mitigazione

## Caso 3



**Risk Event:** Miscommunication and inefficient work performance due to limited level of integration of the JV partners and different cultures, labor regulations, organizations, languages.

**Consequences:** Poor efficiency, heavy increase of supervision and management involvement, delays on project schedule.

### Mitigation plan:

- 1) Develop a Communication Plan to build the team and reinforce the coordination among the operating centers;
- 2) Define the responsibility matrix for the key project members to resolve gaps and unclear situations;
- 3) Organize team building events for the key project members to improve the quality and level of performance of the team and strengthen the reciprocal trust;
- 4) Sponsor a CSR program shared by JV partners to fill the gaps related to labor / social culture and respective different approaches



## Conclusioni

**“Everything in life has some risk, and what you have to actually learn to do is how to navigate it.”**

Reid Hoffman *(co-founder of LinkedIn)*

# Questions?



# Thank you

