Lessons Learned – 36 Years

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Agenda

- Background
- Herzberg
- How a successful environmental program works

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Why listen to this presentation?

The average environmental professional stays in this field **3.9 years.**

Government sector - 6.2 years.

Consultants - 4.9 years.

Industry - 3.5 years.



37% of those who enter the environmental field, stay **less than 2 years.**

Can we make a difference if we're moving from job-to-job so quickly?

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Forward Observer



Mortars
Artillery
Naval Gunfire
Aircraft


INFLUENCER
LEAD
MEDIA
MARKETING
NETWORK
SOCIAL
BUSINESS
STRATEGY
MAGNET
CUSTOMER

Connection between a Forward Observer and an Environmental Manager

Influence the outcome – make an impact

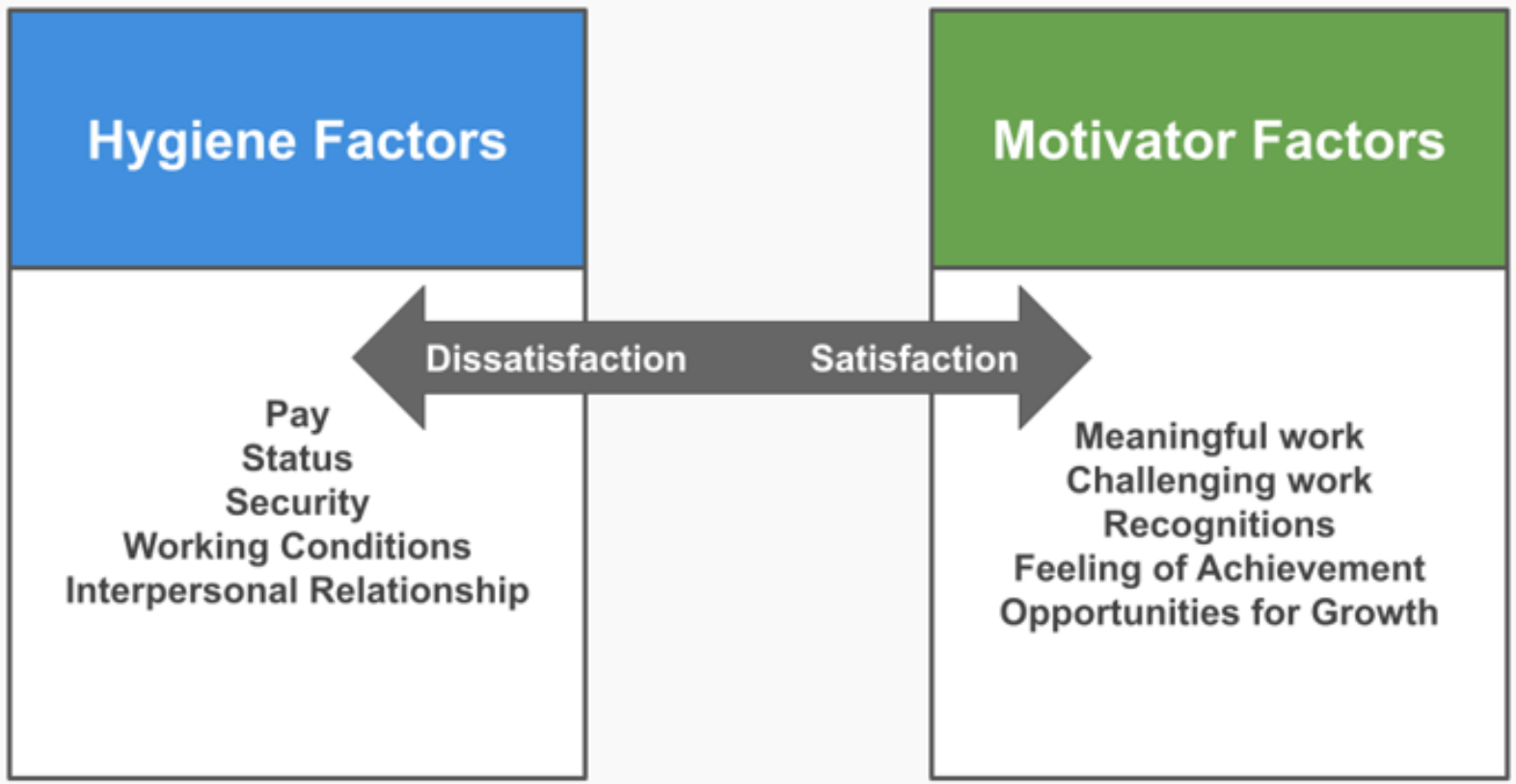
An environmental manager is someone who compensates for a lack of authority through influence. Typically, a production managers wield much more authority than a staff manager (i.e., HES). But a staff managers can impact the battle by exercising influence.

How? By understanding what motivates action.



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Herzberg's Motivation

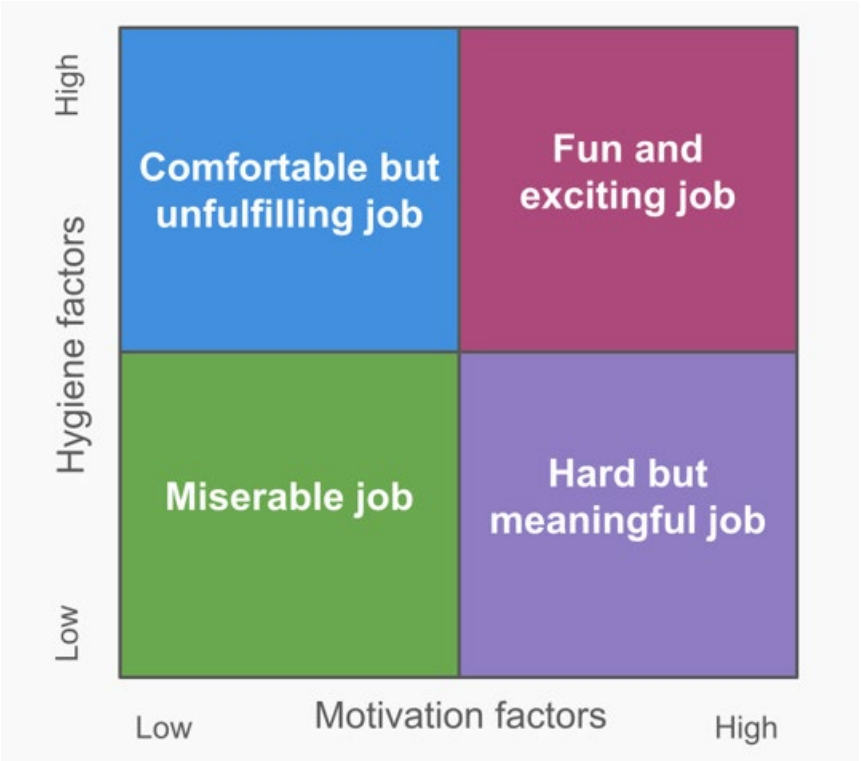


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Herzberg's Motivation Two-Factor Theory

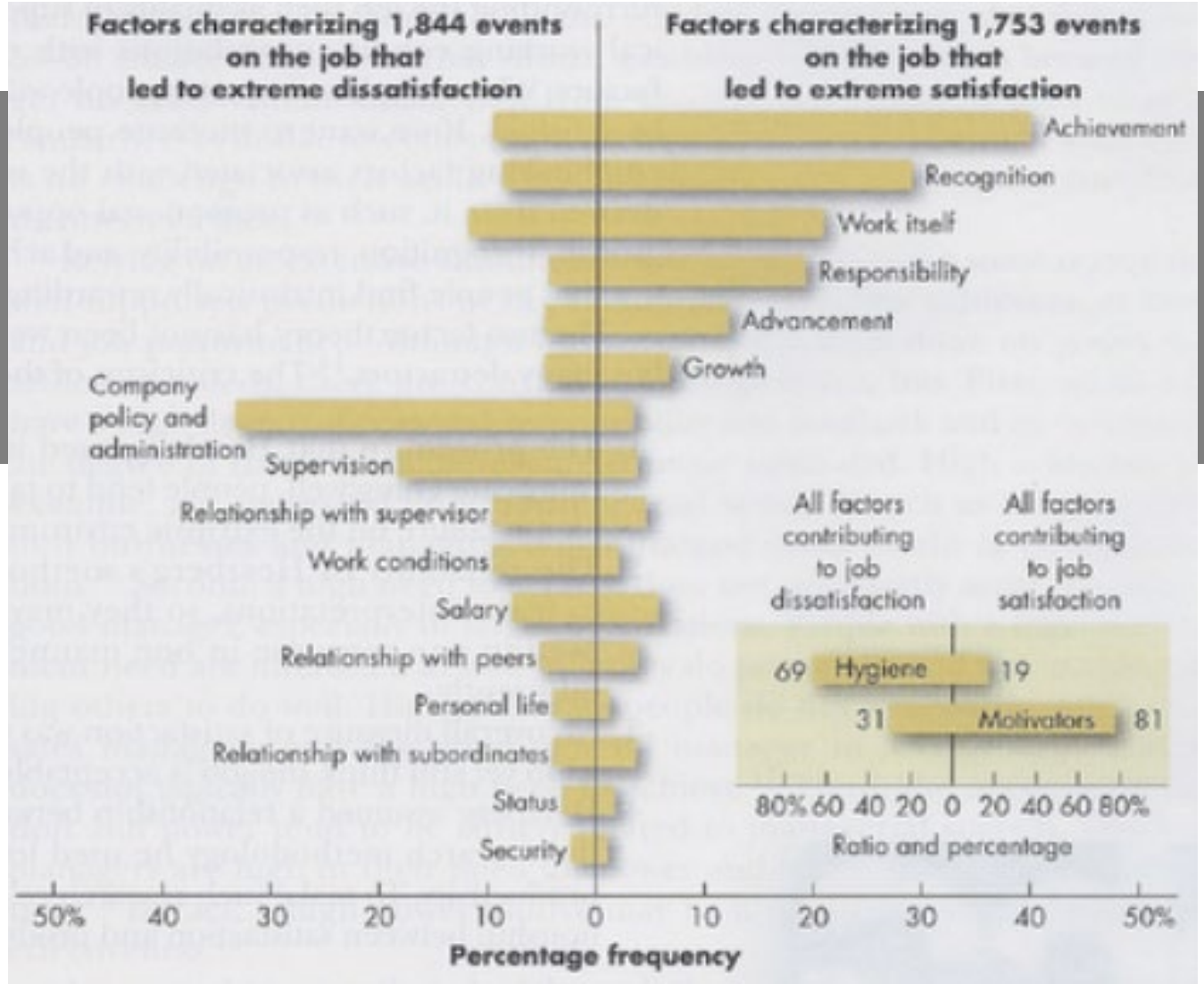
Hygiene factors
High – less dissatisfied
low – more dissatisfied

Motivation factors
High – more satisfied
Low – less satisfied



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- **Hygiene factors** – keeps you in business, but only makes employees less dissatisfied if done correctly
- **Motivator factors** – actually makes you satisfied because you're achieving something.



Grifols Environmental Policy – July 2026 - Present

Our mission at Grifols is to improve the health and well-being of people throughout the world. Ever since our beginnings more than 110 years ago, we have been committed to making a positive impact on society through research and innovation. We have established this Environmental Policy to help guide our environmental performance, in line with the rest of the environmental and sustainability policies, the company's **Sustainability Master Plan and the United Nations Sustainable Development Goals (SDGs).** These principles are applicable to all the sites and people who work at Grifols:

• Establish environmental **objectives aligned with the SDGs** and in accordance with our activities, products and services to achieve continuous improvement of the environmental management system and the company's performance.

• Identify and **comply with applicable legal requirements** and other principles to which the organization subscribes.

• Assess the risks and opportunities arising from **climate change**, establishing the mitigation and adaptation measures necessary for reducing its effects and developing the opportunities identified.

• Promote the **efficient use of energy**, implementing eco-efficiency measures in new existing projects and facilities and the progressive use of renewable energies, to achieve a low-carbon economy.

• Carry out **efficient management of the water cycle**, minimizing its consumption, reusing it where possible, purifying it to optimal levels prior to its discharge into public sanitation systems and prioritizing reduction objectives in regions of water stress.

• Promote the **circular economy** at all stages of the life cycle of products and services, prioritizing the effective use of material resources, water, energy and minimizing and valuing the waste generated.

• Establish programs for the **protection and conservation of biodiversity** in the natural spaces of property and other areas of influence.

• Establish procedures to **minimize environmental impacts** from the research, development and innovation (R+D+i) stages of new products, processes, and facilities.

• Implement measures to **prevent pollution** from all environmental vectors, including air pollution, to minimize the environmental impacts of our activities.

• Promote **environmental awareness and training** among employees, as well as communication with different stakeholders.

All Grifols employees are aware of this Environmental Policy and carry out their work in compliance with the established principles. This Environmental Policy is also applicable to our external collaborators, who must respect the environmental principles established by Grifols in the development of their activities related to the company.

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Grifols Environmental Policy - Simplified

Action verb count
Promote (3)
Establish (3)
Implement (2)
Manage (2)
Identify (1)
Comply (1)
Protect (1)
Prevent (1)



Key nouns
Goals/objectives
Biodiversity
Awareness
Climate change
Circular economy
Water cycle
Procedures

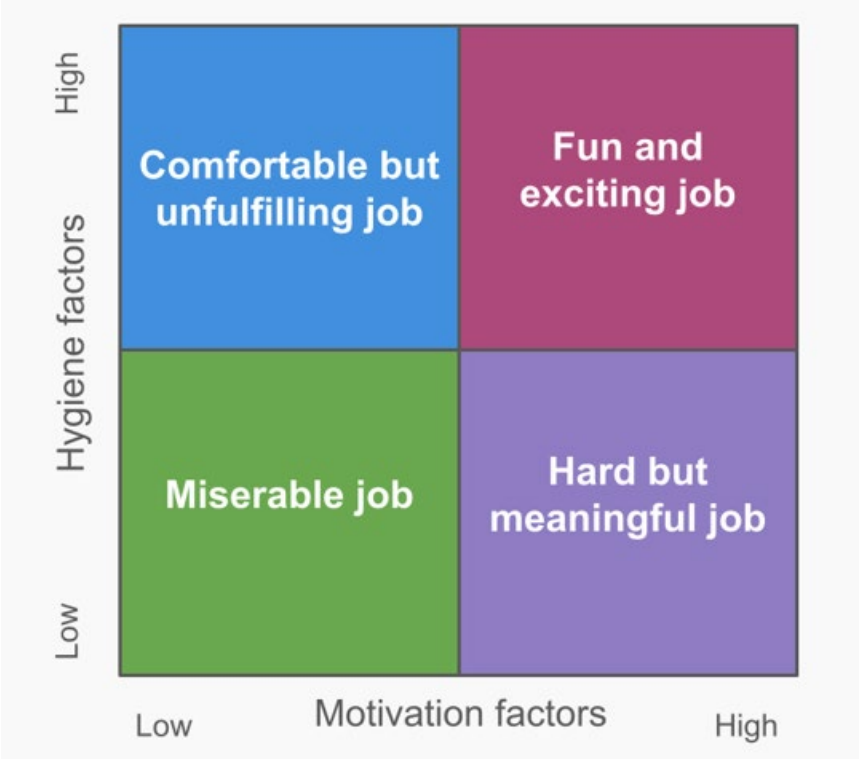
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Herzberg's Motivation Two-Factor Theory

Applied to Environmental Management

Hygiene factors (Government)
High – less dissatisfied
low – more dissatisfied

Motivation factors (Business)
High – more satisfied
Low – less satisfied



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Environmental Factors

Herzberg's Motivation Two-Factor Theory

Hygiene Factors

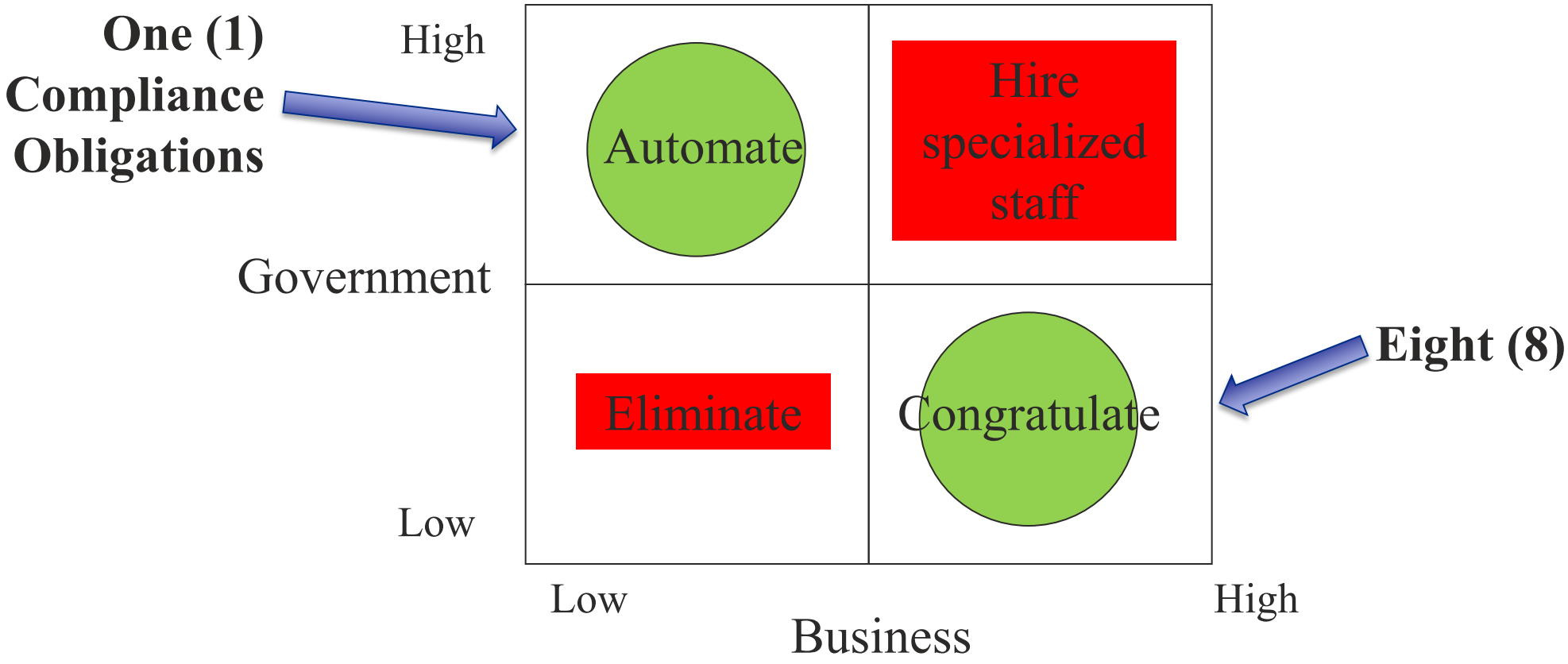
- Meeting air permit opacity requirements
- Meeting wastewater discharge limits
- Completing routine inspections of tanks to confirm their integrity
- Inspecting hazardous waste areas for proper collection and disposal
- Submitting reports about air emissions and the location of hazardous materials on your property to the local fire department
- Notifying neighbors of potential releases that could harm (perhaps even kill) them in their homes.

Motivator Factors

- Improving the land owned by the company to accommodate employees and animals
- Offer alternative transportation options that could reduce emissions and reduce employee travel costs
- Meet with local industries and share novel ways to dispose of waste in an environmentally friendly fashion
- Communicate success for increasing production at the same time you're reducing waste generation
- Expand educational opportunities for environmentally friendly hobbies (beekeeping)
- Promote environmentally friendly alternatives for energy, water and land use

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Environmental Activity Matrix and Grifols Environmental Policy



Department Goal – Move all tasks to the "Automate" or "Congratulate" area

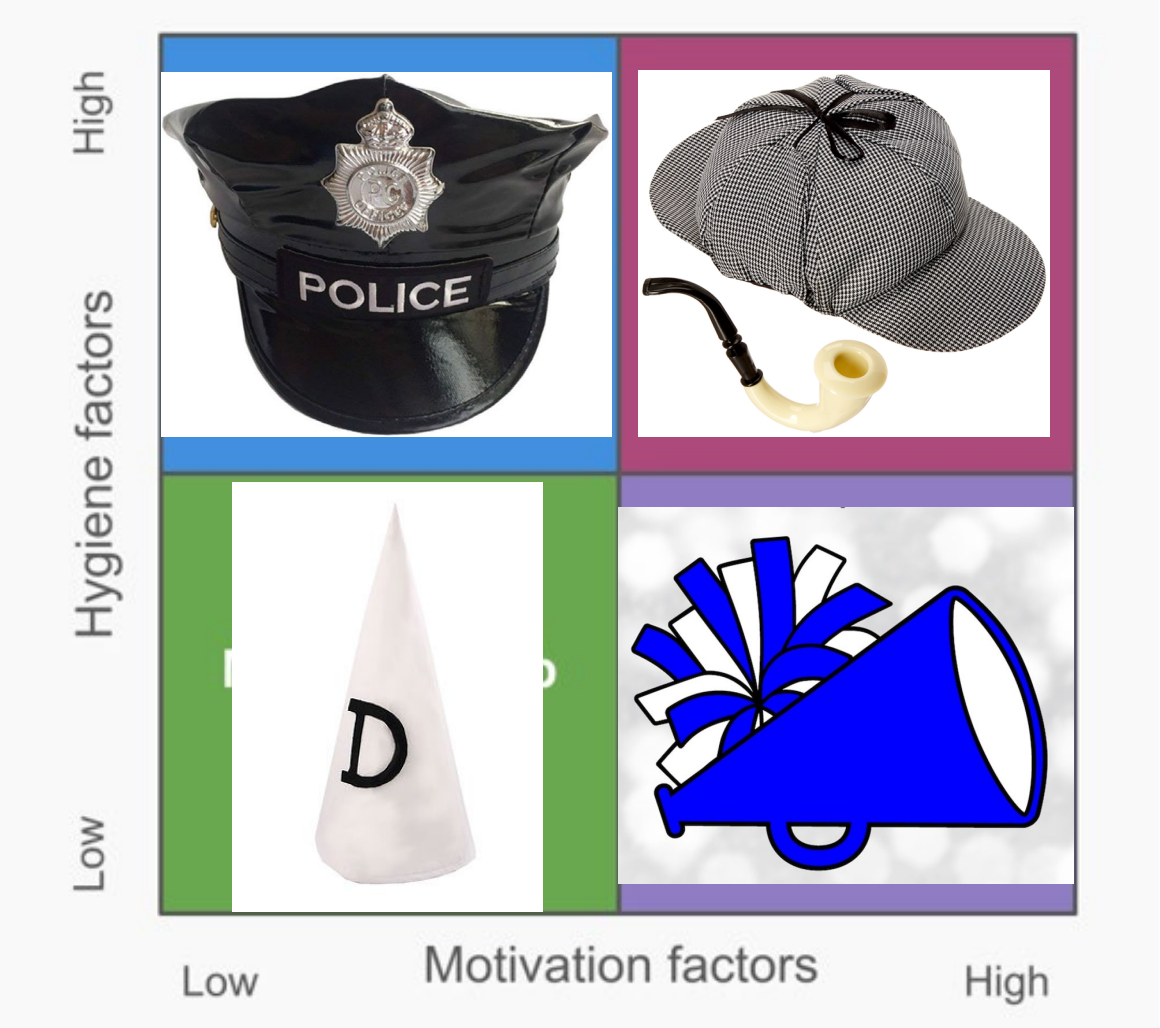
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Herzberg's Motivation Two-Factor Theory

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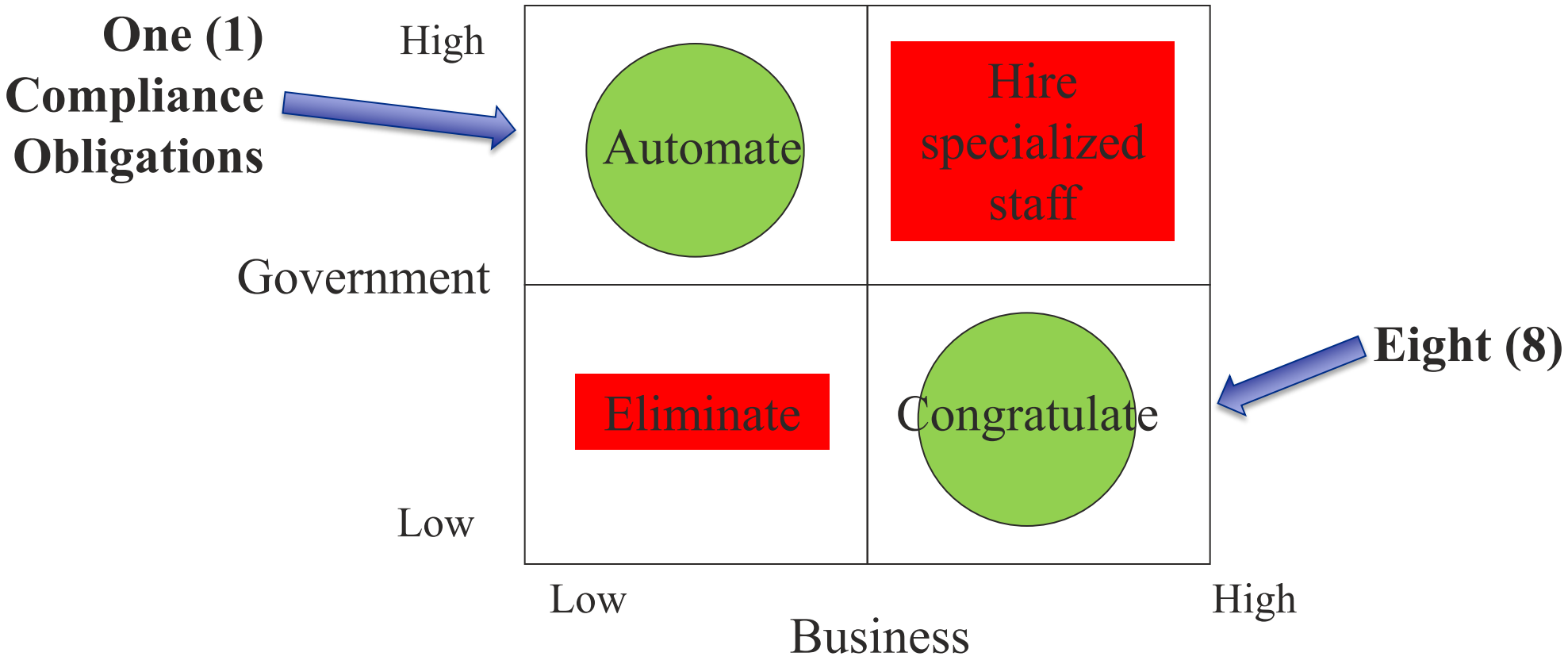
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Environmental Activity Matrix and Grifols Environmental Policy



POINT – Move as many tasks as possible to the "Automate" or "Congratulate" area

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Example of Identification of Environmental, Legal, and Other Requirements

The process – though refined, is still messy

Solvent Management Plan



Dave and Justin talk



Dave rattled…

<u>NCDEQ General Stormwater Permit Modifications 2023 –</u>

#3. Addition of **Solvent Management Plan** for SWPPP. If a facility uses, receives, stores, or disposes of solvents then the permittee shall develop a Solvent Management Plan to demonstrate that no solvent waste enters a stormwater discharge stream.

Dave's research…

Alcohol is an organic solvent!

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Identification of Solvent Management Plan Details

The process – though refined, still messy

Grifols General Stormwater Permit Paragraph B-9 –

B-9. Solvent Management Plan

The Solvent Management Plan shall be incorporated **as a separate chapter** into the Stormwater Pollution Prevention Plan (SWPPP).

Dave's research into permit…



Dave rattled…

Solvent Management Plan listed as a specific requirement!

Grifols SWPPP is in the Integrated Contingency Plan
No separate chapter in SWP3 (which is in the Integrated Contingency Plan).

Dave's research of plan…

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B-9. Solvent Management Plan	
The Solvent Management Plan shall be incorporated as a separate chapter into the Stormwater Pollution Prevention	
The Solvent Management Plan (SMP) shall include:	
Requirement	**Response/Evaluation**
If solvents are not stored or used onsite, the owner must certify that in the SWPPP. The Division may at is discretion require submittal, review, and approval of the SMP (**Not applicable**).	

Must be automated!!

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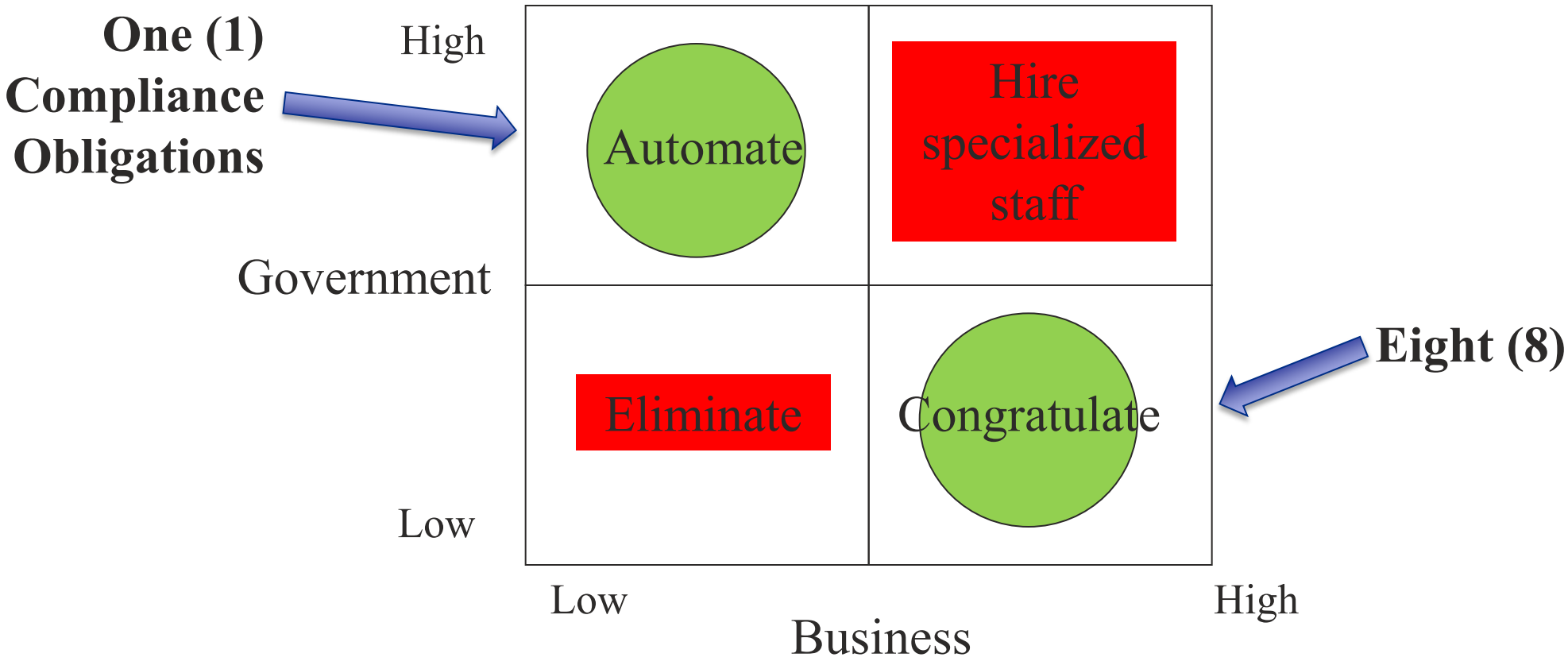
Forward Observer



Mortars
Artillery
Naval Gunfire
Aircraft


"Great battles are won with artillery.“ -
Napoleon Bonaparte

How a successful environmental program works!!!



Department Goal – Move all tasks to the "Automate" or "Congratulate" area

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Keep your employees motivated! Their job is important.

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