**CLEANSTONE**

**Recovery and valorization of stone processing waste for environmental sustainability**

**WP 3 STAKEHOLDER ENGAGEMENT**

Program:  
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Partner:

Università degli Studi di Udine – Dipartimento Politecnico di ingegneria e architettura – DPIA

Università degli Studi di Padova

Carinthia University of Applied Sciences

Confartigianato Vicenza

E.C.O. Institut für Ökologie

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# Stakeholder Engagement

Stakeholder engagement is the process used by an organization to engage its stakeholders with the clear goal of achieving outcomes that are shared and mutually beneficial.

Today, it is also recognized as a fundamental accountability mechanism, since it obliges to embrace the principle of inclusiveness, involving stakeholders in the stages of identification, understanding and response to the main concerns related to sustainability.

In the role of facilitator, Confartigianato with its external expert had the task of gathering the needs, priorities and proposals of the operators involved in the project (here understood as the main stakeholders of the project), facilitating dialogue and operational confrontation between all stakeholders, throughout the duration of the project.

## Objectives

The objectives of this activity were mainly directed to:

- define the level of expectation with respect to the project and the other stakeholders and the degree of final satisfaction

- define the level of knowledge and understanding of the project topics (and on this basis organize project activities)

- Identify the relevant (material) issues with respect to the supply chain and the Cleanstone project and how they should be addressed.

In order to:

- identify the areas of greatest impact (and related compensatory actions/best practices)

- Define sustainability strategies and objectives appropriate and applicable to the context of reference

- contribute to achieving the highest level of applicability and dissemination of project results

- increase the level of involvement and active participation of operators in the supply chain

## Work phases and methodology

The engagement activity (concluded in March 2022) was carried out through the following main activities, in order of time

- information campaign and collection of participations to the project;

- administration of a qualitative survey to identify and prioritize material issues (the questionnaire was sent to all parties involved in the project). On the basis of the principle of materiality, companies were asked to assess the degree of significance (on a scale of 0 to 3) of a selection of issues already identified. Issues were selected considering:

-the results of previous activities;

-industry standards and guidelines (starting with the GRI Standards),

-orientations of the current political and economic context.

In addition to this, the level of "aggravation" (concern/risk) for proper environmental risk management and mitigation was also asked to be assessed for each topic.

For each evaluation criterion (internal-external-aggravated), the company's point of view was adopted, considering the organization and its direct involvement in generating the impact. (See Annex E)

The qualitative survey was carried out by:

- telephone/face-to-face interviews in the case of: four companies;

- interviews and site visit in the case of four companies;

The questionnaire was filled out with the assistance of Confartigianato personnel and the external consultant in order to:

- support the compilation in case of new or difficult to understand topics

- improve awareness/knowledge of the Cleanstone project

- make the compilation as correct and objective as possible

- support the objective evaluations with the experience and the perceptive dimension of the interviewed

- encourage a multi-stakeholder participatory process.

## Outcome

Most relevant material themes are summarized in the table below.

Table 1- Relevant Material Issues Issue/Topic

|  |  |  |
| --- | --- | --- |
| **Topics** | **Description** | **Level of relevance** |
| Regulatory Compliance | compliance with social and economic laws and regulations | 7,80 |
| Health and safety at work | accidents at work and occupational diseases | 7,60 |
| Emission | reduction of GHG emissions as a direct result of reduction initiatives | 7,50 |
| Regulatory Compliance | compliance with environmental laws and regulations | 7,20 |
| Health and safety at work | occupational health and safety management system/ hazard identification/ risk assessment/ accident investigation/ occupational health services, etc | 6,80 |
| Marketing and labeling | Marketing communications activities including advertising, promotion and sponsorships | 6,60 |
| Health and safety of customer | assessment of the health and safety impacts of different categories of products and services (including resins, coatings, packaging... everything in the value chain) | 6,60 |
| Water | management of the water resource as a shared resource during the phases of withdrawal, consumption and discharge | 6,40 |
| Marketing and labeling | information and labelling of products and services (for future use) | 6,00 |
| Waste | amount and type of waste generated in the organization's operations or upstream or downstream in its value chain. | 5,60 |
| Local Communities | local community involvement/impact assessments and/or development programs including those based on participatory processes, consultation, and public outreach committees, enterprise committees, occupational safety and health committees, and other worker representative bodies dealing with addressing impacts/formal processes for handling complaints from the local community etc. | 5,60 |
| Emissions | direct and indirect greenhouse gas emissions | 5,50 |
| Health and safety at work | worker participation and consultation and communication on occupational health and safety issues | 5,25 |
| Health and safety at work | Workers training in occupational health and safety | 5,25 |
| Employment | new employees hired and employee turnover | 5,25 |

In general, it can be seen that the issues considered most relevant, relate to compliance with regulations (starting with labour relations and conditions), health and safety (both of employees and of the product, and therefore of customers), and the responsible relationship with the territory. The latter includes the sustainable use of natural resources (water) and the search for an open dialogue with communities and control bodies.

As far as atmospheric emissions are concerned, the companies involved do not emit significant quantities of climate-changing gases; in most cases, in fact, emissions are due to dust (particulate matter) generated by the cutting and processing of natural stone. However, the issue is perceived as relevant in light of the climate emergency we are experiencing.

Another fact to consider: the levels of relevance, lower than others, associated with the themes of "waste" and "employment", themes considered, however, to have high impact and therefore to be significant. This is mainly due to the fact that entrepreneurs believe they cannot solve these problems in the short term, or at all.

In the evaluation of the level of significance, the relevant material themes indicated by the companies during the interviews and not initially taken into consideration were not included; this is because not all the companies reported new material themes, and the companies that did so, did not all report the same themes. Therefore, since the principle of comparability of the data was not respected, it was decided to include, in any case, these themes during another work phase, even though their degree of significance was not taken into consideration.

Material issues not initially considered were as follows:

- noise

- vehicular traffic (transport-loading-unloading material)

- odors

- lack of specialized manpower

- competition (internal/external)

- new materials (alternative to natural stone)

## Project KPIs

With reference to the company survey:

- Number of questionnaires filled out/interviews conducted/number of companies involved: 5/10

- Estimated time for the compilation/actual time: 30'/60' - 60'/90'

During the compilation it has been necessary to dedicate more time to explain the methods and the scope of analysis adopted.

- Role of company contact person (if apical/owner or operative): 100% company owner

**Annex**

Annex\_A\_Stakeholder engagement\_environmental themes evaluation

Annex\_B\_Material\_themes\_and\_KPIs.

Stakeholder engagement is an activity undertaken to create opportunities for dialogue and fruitful discussion, with the aim of providing an informed basis for decisions to be made about the project and its implementation. Therefore, it has been a constant activity throughout the duration of Cleanstone, beyond the specific phase just described.

With reference to the activities performed, the following notes should be underlined:

- Moments of updating and comparison (online meetings of May 19, 2021 - specific training on sustainability and corporate social responsibility issues -, November 16, 2021 and February 2, 2022) from which two main considerations emerged: the activities and methodologies of involvement were adequate and useful to encourage a necessary comparison between the parties (including competitors and institutions) as well as an update on little-known issues (especially related to corporate sustainability); the need, for future projects, to provide a higher number of moments of updating and comparison (including training moments).

- Administration of evaluation questionnaires. Only two companies were involved in this activity.

# WP3 - IDENTIFICATION OF ENVIRONMENTAL IMPACT ASSESSMENT REQUIREMENTS

This phase of the project was dedicated to defining the requirements for the development of a multi-criteria assessment of the environmental impact of each phase of the production process for the various environmental matrices (development and implementation of Environmental Management System - EMS).

## Objectives

- Identify relevant KPIs for a correct analysis - and management - of environmental impact for the different matrices relevant to the companies analysed (air, water, soil, waste, etc.)

- Offer operational tools for monitoring and control to be applied within sustainable and circular management models

- Offer monitoring systems that are verifiable, traceable and comparable.

KPIs are also useful to set/verify the management approach used by companies in terms of sustainability and circular economy (policies, procedures, management and control systems, etc.).

## Work and methodological phases

On the basis of the results from the two previous phases (context analysis and stakeholder engagement), the evaluation criteria (Key Performance Indicators - KPIs) of the different environmental matrices involved in stone manufacturing were identified for each theme defined as "material".

The companies involved in the project are dedicated only to the phases of "sawing and processing of marble and natural stones" and/or "recovery and recycling of inert materials"; the evaluation KPIs therefore refer in particular to the specific needs of this type of company, without prejudice to the fact that in defining the KPIs we tried to keep in mind the needs of companies that also deal with other processing phases, including extraction, which is subject to Environmental Monitoring Plans and, in some cases, to Environmental Impact Assessment (EIA) procedures.

Requirements were identified in relation to:

- project objectives

- regulatory framework on environmental management (in particular TUA D.lgs 152/06 and subsequent amendments and additions)

- level of "aggravation" of the material issue

- existing data (in consideration of the answers to the questionnaires)

- characteristics of the recipients (type of company, level of knowledge/awareness of sustainability issues, management tools already in use, available resources, reference stakeholders)

- relevance, credibility, ease of use and comprehensibility for all stakeholders in the supply chain

- Main reference standards and guidelines (starting from UNI EN ISO 14001:2015 and GRI STANDARDS).

## Outcome

With reference to the outcome of the previous phase, evaluation KPIs were identified only in reference to material themes with a higher level of significance.

For further information see ANNEX\_B\_Material\_themes\_and\_KPIs.

## Project KPIs

- Number of approved KPIs/Number of identified KPIs: 40/47

ANNEX

Annex\_B\_Material\_themes\_and\_KPIs.

## Notes

The requirements (set of indicators) have been confirmed by a direct comparison with the companies after the training activity on the topics of sustainability and circular economy in order to make their use and purpose even clearer.

Company 2 and Company 1 took part in the comparison.

# WP3 - SUSTAINABILITY ANALYSIS AND RELATED KPI

The goals of the UN Agenda 2030 (Sustainable Development Goals - SDGs) are addressed to companies around the world to promote sustainable development through investments, process and product solutions, business practices, etc..

The pursuit of the SDGs leads the company to reduce negative social, environmental and economic impacts over time and maximize positive ones.

Not all SDGs are equally relevant to a company: "the extent to which the company can contribute to each goal and the risks and opportunities that all SDGs represent depend on many factors."

In this view it is important to adopt a strategic approach towards the SDGs, implementing, as a first step, an assessment of the impacts - current and potential, positive and negative - of its own activities on the SDGs - and related degree of control -, throughout the value chain, in order to:

- identify margins for improvement

- minimize negative externalities

- Develop new projects, strategies and partnerships

- improve information to strategic stakeholders.

## Objectives

Considering the outcomes of the previous work phases, the analysis of the 17 SDGs of the 2030 Agenda had the following objectives:

- increase the level of awareness and knowledge of the top/management figures

- analyze the level of environmental and social sustainability already expressed by each company

- identify the areas with the greatest impact

- to define a plan for improvement from a sustainable point of view (broken down into: objectives-actions-indicators-monitoring)

- enhance the outcome of the initiative within a globally recognized language.

## Work phases and methodology

After an online training session (19/05/21) dedicated to the themes of sustainability and corporate social responsibility - whose main objective was to contextualize the 2030 Agenda and to align all participants with the same level of awareness and knowledge -, for each individual target of each Goal of the 2030 Agenda (total 169 records) the degree of impact and control expressed by each participating company was quantified, according to a scale of values between 1 and 5.

Subsequently, for the first three SDGs with the highest impact (positive/negative) and control - and therefore considered relevant and significant - a SWOT analysis was conducted.

The SWOT analysis - carried out for each participating company - was functional to define the improvement plan for each relevant goal, making explicit:

-strategic objective (specific and measurable), understood as the result to be achieved in terms of change generated in line with the 2030 Agenda

- actions to achieve it (divided into "already achieved", "to be improved" and "to be implemented")

- indicators to monitor the progress of the process.

At the same time, an attempt was made to identify the figure responsible for the process and the timeframe within which the objectives are to be achieved.

The activity was conducted online and in the presence of Confartigianato, as an auditor.

## Outcome

Only two companies participated in the activities.

Generally speaking, we can see that the SDGs considered most relevant recall some material issues already identified during other project phase, and in particular: consumption of natural resources, economic development - also thanks to a skilled workforce (less and less available) - and waste management.

The SDGs most relevant to Company 2[[1]](#footnote-1) were found to be, in order of importance:

- Goal 6 "Clean water and sanitation. Ensure the availability and sustainable management of water and sanitation for all."

- Goal 7 "Energy. Ensure access to affordable, reliable, sustainable and modern energy for all";

- Goal 8 "Decent work and economic growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all "

While, the most relevant SDGs for Company 1 were found to be, in order of importance:

- Goal 6 "Clean water and sanitation. Ensure the availability and sustainable management of water and sanitation for all";

- Goal 8 "Decent work and economic growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all ":

- Goal 12 "Responsible consumption and production. Ensure sustainable consumption and production patterns”

For both participating companies, this analysis represented a valuable opportunity to evaluate their processes from a different perspective (Agenda 2030), offering them concrete ideas for improvement (e.g.: new ways of managing impacts, processes/tools, forms of territorial collaboration, etc.).

## Project KPIs

- Number of targets analysed/tot planned: 169/169 (100% for both companies)

- Number of improvement plans defined: 2/2 (100% for both companies)

- Estimated time for compilation/actual time; 6-9 h/6-9h (for each company)

- Role of company contact person (if apical/owner or operative): 50% company owner (in the case of Company 1)

**Annex**

Annex G\_Stakeholder\_engagement\_esito\_matrice\_agenda\_2030\_Company 1

Annex G\_Stakeholder\_engagement\_result\_matrix\_agenda\_2030\_Company 2

Annex G\_SWOT\_SDGs\_relevant\_KPI\_Company 1

Annex G\_SWOT\_SDGs\_relevant\_KPIs\_Company 2

## Note

The outcome of the analysis on the SDGs and the improvement plans suggested for each Goal (objectives, actions and related KPIs) were shared only with the companies involved so as not to disclose sensitive information.

As far as AZIENDA 1 is concerned, despite having an international value chain (especially with regard to the supply of raw materials), it was decided to restrict the scope of analysis to the national context only.

1. For privacy reason, companies will be indicated with the name Company 1 and Company 2 [↑](#footnote-ref-1)