

# The PSCI's capability building vision and plans

*Our vision for structured learning*

Ingrid Vande Velde, PSCI Supplier Capability Committee co-lead

Senior Manager EHS&S External Supply EMEA/ASPAC, Johnson & Johnson

# Ingrid Vande Velde

Johnson & Johnson

Senior Manager EHS&S External Supply EMEA/ASPAC

PSCI Supplier Capability Committee co-lead

## Past experiences:

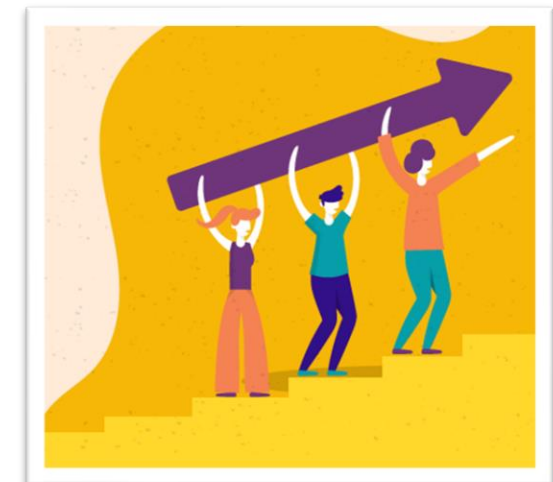
- Started 1997 Janssen Pharmaceutica Belgium (J&J)
- Different EHS&S roles R&D, fill finish and chemical production in J&J
- 2007-2009 Industrial Hygienist Alza - California, US
- 2010-2011 EH&S Expert Asia Pacific - Beijing, China

Contact information: [ivdveld1@its.jnj.com](mailto:ivdveld1@its.jnj.com)



# The position today

- 45 members of PSCI spend \$400Bn+ each year with 100,000s of suppliers
- Capability and maturity varies enormously across this supply chain – some are world-leading, some are just starting out
- Knowledge and skills are critical to sustainability improvement
- How can we offer a structured approach to:
  - Growing maturity
  - Skills development



# The PSCI vision

Our **VISION** is to establish and promote responsible practices that will continuously improve ethics labor, health, safety and environmentally sustainable outcomes for our supply chains.

# How do we deliver that vision?

- A common voice for our industry.
- **Set expectations** for ethics, labour, health & safety, environment, management systems (The Principles & Implementation Guidance).

- **Build supplier capability**

- Conferences
- Resource library
- Webinars



## PHARMACEUTICAL SUPPLY CHAIN INITIATIVE (PSCI) WEBINAR:

Anti-Bribery and Corruption & GDPR

Presented by the Ethics Sub-Team

- Define common **supplier assessment tools** (audit framework, SAQ, ...).
- **Audit and promote audit sharing** to reduce burden on the industry and drive continuous improvement.

# Where we are today

- Largely face-to-face training: Two supplier conferences, one in India and one in China with 400+ supplier delegates.
- More peer-learning and bigger impact by inviting leading suppliers to present.
- Twelve presentations at external events across Europe and Asia.
- Seven webinars offered live and recorded.
- A growing library of online content with 125,000 downloads last year.

*Three day supplier conference in Hyderabad, 2019, attended by over 200 supplier delegates*



*Frank Buijs from Takeda presenting PSCI at the Association of Innovative Medicines in the Netherlands in November 2019*

# The questions we asked ourselves

---

- How can we go further and bring better structure to our online content?
- How to blend the in-person and online?
- How can we exponentially grow our scale and impact?
- Organisational versus individual learning? How can we better link together the ideas of 'maturity' and 'skills'?
- How can we accommodate different levels of understanding on different topics?

# Capability building vision



## ETHICS

- Anti-bribery and corruption
- Fair competition
- Animal welfare
- Data privacy and security
- Patient safety and access to information
- Avoidance and management of conflicts of interest



## HUMAN RIGHTS AND LABOR

- Freely chosen employment
- No child labor
- Legal treatment of young workers
- Non-discrimination
- Fair treatment
- Wages, benefits and working hours
- Freedom of association



## HEALTH AND SAFETY

- Worker protection
- Process safety
- Proper control of hazardous substances
- Emergency preparedness and response
- Communication of hazard information



## ENVIRONMENT

- Environmental authorizations and reporting
- Management of waste and emissions
- Spills and releases prevention
- Resource efficiency
- Sustainable sourcing and traceability
- Managing the release of pharmaceuticals into the environment



## MANAGEMENT SYSTEMS

- Commitment and accountability
- Legal and customer requirements
- Risk management
- Documentation
- Training and competency
- Continual improvement
- Identification of concerns
- Effective communication



# Capability building vision



# PSCI's learning model

	Level 1: Foundational 'primers'	Level 2: Tools & techniques	Level 3: Specialised content	Level 4: Expert access
<b>Description</b>	The first level will be <b>foundational primers on key topics</b> – what all suppliers need to know to have a common level of knowledge.	The second level will offer a more detailed view into each area, describing some of the nuances and challenges in each area, along with recommendations in terms of <b>tools and techniques</b> that might be helpful.	The third level, and probably the most engaging for suppliers aiming to lead in this space, will be a <b>series of specialised content modules</b> . Here, the content will be more sector specific and draw content from thought leaders. For example, CHWMEG for waste management, GCIPR for Green Chemistry, WRI on water. We will also be able to draw on industry expertise and knowledge from PEG – such as the GHG guidance in development.	The fourth level is really intended for those suppliers that are leading and would benefit from <b>access to industry leaders</b> . This might be about specific technical challenges faced by suppliers or an opportunity to think about specific mutually beneficially projects or joint initiatives.
<b>Delivery method</b>	Simple but visually engaging and content-rich two-page guides for suppliers to view online or download.	Recorded online videos with links to proprietary or external content.	'Live' webinars, with a Q&A session, recorded and available as online videos.	Agreed on a case by case basis as discussions and content are likely to be very specific.
<i>Example from the Environment sub-team's model: <b>The PSCI Principles on Environment</b></i>	<ul style="list-style-type: none"> <li>• <i>What are The Principles?</i></li> <li>• <i>What are the expectations?</i></li> <li>• <i>Auditing and compliance</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Preparing for audit against The Principles</i></li> <li>• <i>Case study exemplars</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Customer expectations – beyond The Principles</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>TBD</i></li> </ul>
<i>Example from the Environment sub-team's model: <b>Climate change</b></i>	<ul style="list-style-type: none"> <li>• <i>What is Climate Change?</i></li> <li>• <i>Sources of Greenhouse Gases (GHG)</i></li> <li>• <i>The basics of measurement</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Calculating your carbon footprint</i></li> <li>• <i>What is scope 3?</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Developing a carbon strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>TBD</i></li> </ul>

# Organisational maturity

Supplier Maturity	Starting out	Developing	Implementing	Leading
	<ul style="list-style-type: none"> <li>Compliance with law</li> <li>Necessary policies in place</li> <li>Minimum standards are being met</li> </ul>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>Audits / baselines / risk assessments complete</li> <li>Key risks and highest impacts identified</li> <li>Measurement and recording systems in place</li> <li>Management responsibility has been allocated</li> <li>Targets and objectives set</li> </ul>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>Processes in place with clear responsibilities for key staff</li> <li>Employees are aware and trained as appropriate</li> <li>Targets generally being achieved</li> <li>Improvement projects</li> <li>External verification</li> <li>External partnerships being developed</li> <li>Public reporting or other transparency</li> <li>Risks are adequately managed</li> </ul>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>Embedded in culture</li> <li>External recognition / awards</li> <li>Taking an advocacy stance</li> <li>Approach includes whole value chain</li> <li>External partnerships across industry</li> <li>Supporting partners / customers to improve.</li> <li>Sustainability drives innovation</li> <li>Sustainability leads to differentiation and commercial advantage</li> </ul>

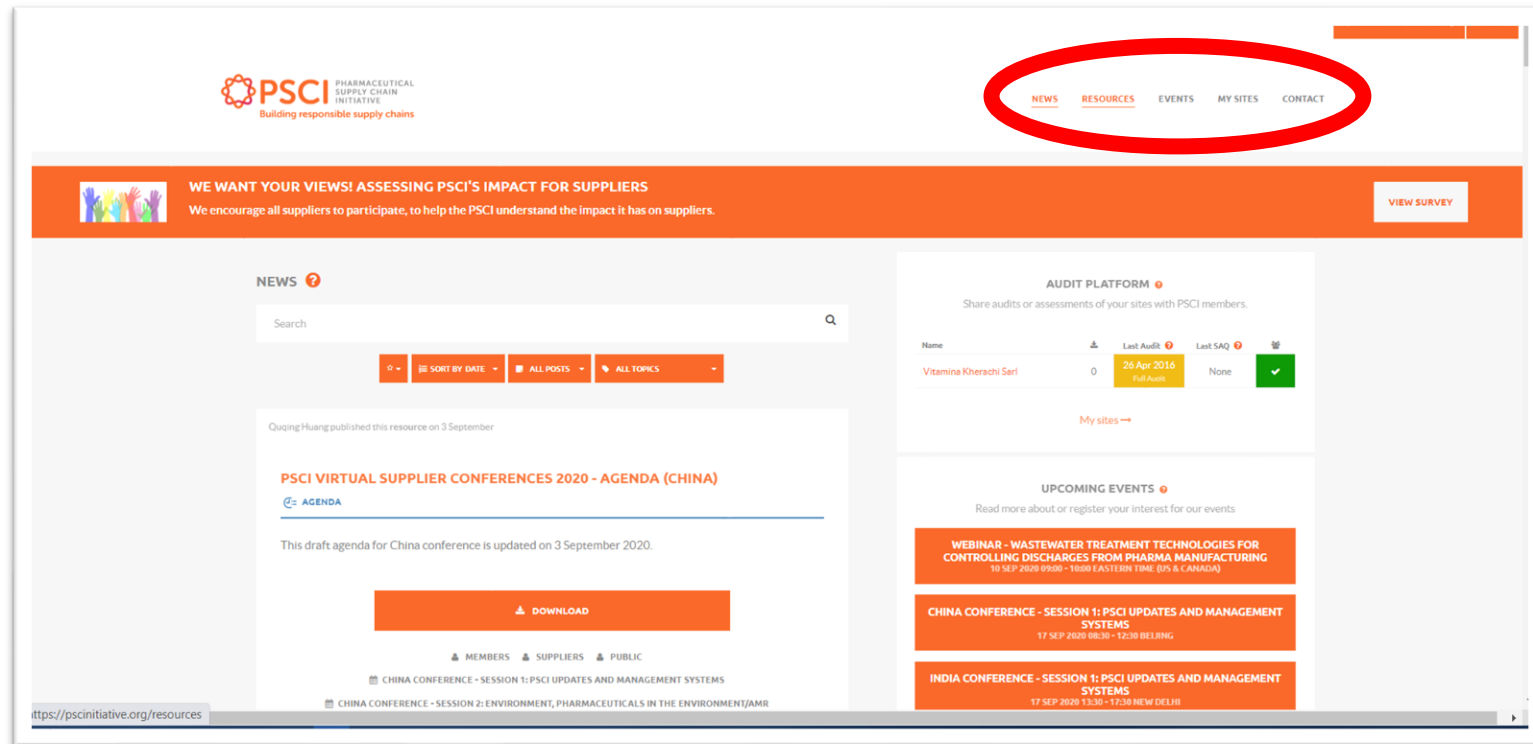
Learning model	Level 1: Foundational 'primers'	Level 2: Tools & techniques	Level 3: Specialised content	Level 4: Expert access
	Foundational primers on key topics	Challenges, tools and techniques	Specialised content modules for those aiming to leadership	Access to industry leaders, mutually beneficially projects or joint initiatives for those established in leadership.
	Simple but visually engaging and content-rich two-page guides for suppliers to view online or download.	Recorded online videos with links to proprietary or external content.	'Live' webinars, with a Q&A session, recorded and available as online videos.	Agreed on a case by case basis as discussions and content are likely to be very specific.
	<i>Primers will demonstrate the minimum standards, enable suppliers to prepare for their journey and raise awareness of the key topics.</i>	<i>As suppliers develop their programme, they will draw on these tools and techniques, including audit frameworks, risk assessment tools, and 'how to' guides.</i>	<i>Suppliers have established good systems for key risks and are now aiming for excellence. Case studies inspire them, specialist content fills in their remaining knowledge gaps.</i>	<i>Leading suppliers are as likely to be sharing their expertise as they are to be learning; a network of experts, working in partnership.</i>

	<b>Level 1: Foundational ‘primers’</b> <i>Downloadable guide for suppliers</i>	<b>Level 2: Tools &amp; techniques</b> <i>Online videos and links</i>	<b>Level 3: Specialised content</b> <i>‘Live’ webinars with external input</i>
<b>The PSCI Principles on Environment</b>	<ul style="list-style-type: none"> <li>• What are The Principles?</li> <li>• What are the expectations?</li> <li>• Auditing and compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing for audit against The Principles</li> <li>• Case study exemplars</li> </ul>	<ul style="list-style-type: none"> <li>• Customer expectations – beyond The Principles</li> </ul>
<b>Environmental Management</b>	<ul style="list-style-type: none"> <li>• Writing Environmental policy</li> <li>• Basic of an EMS</li> <li>• Measuring performance</li> </ul>	<ul style="list-style-type: none"> <li>• Standards and certification</li> <li>• Setting goals and targets</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Science Based Targets</li> </ul>
<b>Incidents &amp; accidents</b>	<ul style="list-style-type: none"> <li>• Understanding legislation &amp; responsibilities</li> <li>• Safe operating procedures</li> <li>• Managing a spill or release</li> </ul>	<ul style="list-style-type: none"> <li>• What happens when it goes wrong?</li> <li>• Best practice leak or spill control</li> </ul>	<ul style="list-style-type: none"> <li>• Real time monitoring and citizen science</li> </ul>
<b>Climate change</b>	<ul style="list-style-type: none"> <li>• What is Climate Change?</li> <li>• Sources of Greenhouse Gases (GHG)</li> <li>• The basics of measurement</li> </ul>	<ul style="list-style-type: none"> <li>• Calculating your carbon footprint</li> <li>• What is scope 3?</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a carbon strategy</li> </ul>
<b>Energy efficiency</b>	<ul style="list-style-type: none"> <li>• Managing energy</li> <li>• Changing behaviour</li> <li>• Areas for efficiency improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Factory improvements</li> <li>• Renewable energy opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Renewable energy opportunities</li> </ul>
<b>Green logistics</b>	<ul style="list-style-type: none"> <li>• What are green logistics</li> <li>• Impacts of distribution</li> <li>• Business travel</li> </ul>	<ul style="list-style-type: none"> <li>• Road vs shipping vs air transport</li> <li>• New technology (i.e., electric vehicles)</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of EV100</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>• Water management</li> <li>• Water quality</li> <li>• Using less water</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding your water risks</li> <li>• Measuring water scarcity</li> </ul>	<ul style="list-style-type: none"> <li>• Green chemistry and ZDHC</li> </ul>
<b>Waste</b>	<ul style="list-style-type: none"> <li>• Waste hierarchy</li> <li>• The basics of waste management</li> <li>• Handling hazardous waste</li> </ul>	<ul style="list-style-type: none"> <li>• Writing waste management procedures</li> <li>• Opportunities for reuse or recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Zero waste to landfill</li> </ul>
<b>Packaging</b>	<ul style="list-style-type: none"> <li>• Types of packaging</li> <li>• Understanding impacts</li> <li>• Plastics</li> </ul>	<ul style="list-style-type: none"> <li>• Recycling opportunities</li> <li>• Rightsizing and optimisation</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminating plastics</li> </ul>
<b>Raw materials</b>	<ul style="list-style-type: none"> <li>• Raw material sourcing</li> <li>• Key issues and materials</li> <li>• Customer expectations</li> </ul>	<ul style="list-style-type: none"> <li>• The important material standards</li> <li>• Understanding raw material traceability</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict minerals</li> </ul>

Level 4 (Expert access) will be agreed on a case by case basis as discussions and content are likely to be very specific.

# ACCESSING OUR CONTENT

- Launch of [The Link](#), our new state-of-the-art community and audit-sharing platform for members and suppliers, with access to all PSCI resources, news, training, audits – and more!



# What's in it for me?

The PSCI Principles are the standards we ask you to reach

To help you get there we will offer you huge amounts of free resource...

- ... from the most foundational content to world-leading expertise ...
- ... including practical tools ...
- ... all structured around our important topics ...
- ... available to you online 24-7 ...
- ... and linked with our supplier maturity models and our assessment tools.

