4/2/71

MANAGEMENT PLAN - 1971

POLYCHLORINATED BIPHENYL ENVIRONMENTAL PROBLEM

I. THE PROBLEM:

Polychlorinated biphenyls have been identified as environmental contaminants and studies have indicated that they are involved in producing adverse effects noted in some species of fowl, mammals and marine life. Monsanto is a major producer of polychlorinated biphenyls worldwide.

II. BASIC STRATEGY:

Our strategy for 1971 will continue the pattern followed in 1970. We will continue to assume an aggressive posture worldwide working closely with our customers, co-producers and regulatory agencies to prevent precipitous action. In the United States, Canada and United Kingdom we will market persistent polychlorinated biphenyls only to those end uses which are essentially closed systems and where control of escape to the environment is possible. For the remainder of the competitive worldwide market, we will assume leadership in influencing the other producers to adopt the same marketing policy of limited application to closed systems and the adoption of tight controls during manufacture and use. We may, if circumstances in different areas indicate it would be appropriate, take unilateral action and extend our limited application policy.

III. OBJECTIVES:

Our overall objective continues to be the management of the polychlorinated biphenyl environmental contamination problem to minimize the adverse effects on Business Group, Division or Corporate objectives while maintaining the corporate image of Monsanto as a responsible and respected member of industry worldwide.

Objectives supporting the overall objective are as follows:

1. The polychlorinated biphenyl content of all effluent from Monsanto plants will be reduced and effectively controlled.

2. Customers will be advised of the importance of preventing PCB pollution and will be given assistance on control, reclamation, disposal and substitute materials.

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3. The effect of PCB's and replacement products on the environment will be determined.

4. Favorable relationships will be established and maintained with customers, the press, governmental agencies, competitors, the public and universities.

IV. ACTION PLAN:

1. Action - All plants to achieve a target of less than 1 pound per day in water effluent.

   Responsibility - Manufacturing Manager - Specialty Products Group

   Date - September, 1971.

2. Action - All plants to achieve target of less than 1 pound per day in atmospheric effluent.

   Responsibility - Manufacturing Manager - Specialty Products Group

   Date - December, 1971.

3. Action - Complete studies on removal of PCB from water effluent.

   Responsibility - Manager, Research - Specialty Products Group

   Date - May, 1971

4. Action - Execute existing PCB market plans for U.S.-Canada, U.K.-Europe and Japan.

   Responsibility - Sales Director - Specialty Products Group

   Date - As indicated in each plan

5. Action - Develop marketing plan for South American, Australian, and Southeast Asian markets by year end.

   Responsibility - Sales Director - Specialty Products Group

   Date - December, 1971

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6. Action - Complete modification of reclamation facilities at W. G. Krummrich plant.

   Responsibility - Manufacturing Manager - Specialty Products Group

   Date - September, 1971

7. Action - Complete installation of the scrap liquid incinerator at W. G. Krummrich plant.

   Responsibility - Engineering Manager - Specialty Products Group

   Date - June, 1971

8. Action - Evaluate need for the installation of a solid waste incinerator at W. G. Krummrich plant.

   Responsibility - Manager, Environmental Control - Specialty Products Group

   Date - April, 1971

9. Action - Complete installation of the MCS 1016 distillation unit at W. G. Krummrich plant.

   Responsibility - Engineering Manager - Specialty Products Group

   Date - July, 1971

10. Action - Develop used PCB drum control program.

    Responsibility - Manager, Environmental Control - Specialty Products Group

    Date - October, 1971

11. Action - Prepare guidelines for customer in-plant PCB control.

    Responsibility - Manager, Environmental Control - Specialty Products Group

    Date - June, 1971

12. Action - Develop biodegration program and execute as planned.

    Responsibility - Manager, Research - Specialty Products Group

    Section Manager - Applied Sciences, Org. Div. Res.

    Date - Develop by June, 1971

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13. Action - Execute toxicity studies per existing plan.

    Responsibility - Manager, Environmental Health - Medical Department

    Date - As indicated in plan.

14. Action - Agencies and laboratories visited during 1970 will be revisited in 1971 to further strengthen relationships.

    Responsibility - Manager Environmental Control, Specialty Products Group

    Date - September, 1971

15. Action - Work actively with customers and trade organizations to promote positive image of benefits of products still containing PCB.

    Responsibility - Manager, Environmental Control, Specialty Products Group

    Date - September, 1971

16. Action - Transfer duties and responsibilities of the Manager, Environmental Control - Specialty Products Group to the appropriate functions in the Business Group and Corporate Staff Departments.

    Responsibility - All concerned.

    Date - December, 1971

V. COSTS:

Costs (excluding capital costs) for the program for 1971 have been budgeted as follows:

Function	Budget($M)
Administration	$125
Engineering	50
Manufacturing	337
Research	166
	$678

W. B. PAPAGEORGE

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