

## Corporate Compliance Forms and Tools Environmental Risk Factors and Mitigating Measures

Risk Factors	Mitigating Measures
<ul> <li>Substantial risk of death or serious bodily injury (knowing endangerment)</li> <li>Significant environmental harm <ul> <li>Actual</li> <li>Potential</li> </ul> </li> <li>Foreseeability of the incident</li> <li>Hazardous/toxic wastes/materials</li> <li>History of noncompliance/serious past regulatory violations <ul> <li>Actue violations</li> <li>Large volumes</li> <li>Long duration</li> <li>Chronic or "ongoing and continuous" violations</li> <li>Clear/unambiguous regulations or permit terms</li> </ul> </li> <li>Significant cleanup costs <ul> <li>Economic benefits arising from violations/noncompliance</li> <li>Proof of intent (vs. accidental)</li> <li>Degree: "knowing" or "negligent" (Clean Water Act)</li> <li>Type: <ul> <li>Witness testimony/whistleblower</li> <li>Notices of violations</li> <li>Emails</li> <li>Reports/memos</li> </ul> </li> </ul></li></ul>	<ul> <li>Effective corporate compliance program</li> <li>Voluntary disclosure of violations</li> <li>Cooperation with authorities</li> <li>Internal investigation <ul> <li>Prompt initiation</li> <li>Credible and transparent process</li> <li>Root cause analysis</li> <li>Disclosure</li> </ul> </li> <li>Post-violation remedial actions <ul> <li>Voluntary cleanup</li> <li>Termination of "bad apple" employees</li> </ul> </li> <li>Collateral consequences of violations (potential overkill)</li> <li>Adequacy of civil/regulatory enforcement (proportional enforcement)</li> <li>Adequacy of prosecuting individuals (bad apples vs. bad orchard)</li> <li>Continuous improvements in compliance program/training</li> </ul>
Corporate culpability booster	

• Level of participation in violations

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- Pervasiveness of wrongdoing within company
- "Process" crimes
  - Lies/cover-up/concealment
    - Perjury
    - False statements
      - Permitting
      - Investigation
- Obstruction
  - Document destruction
  - Witness intimidation

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