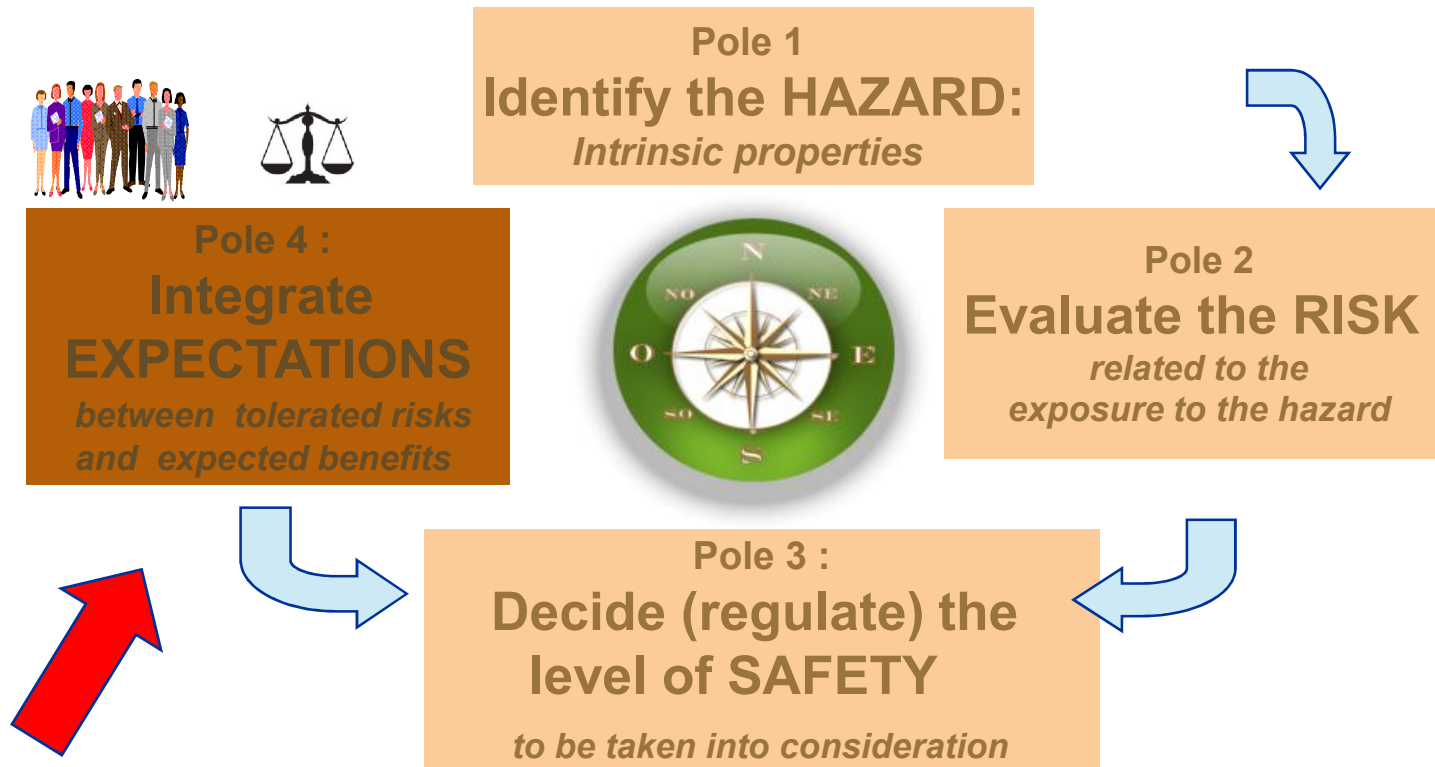
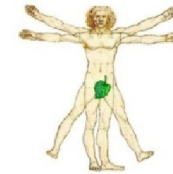


# The four Poles of the compass to manage the challenges without losing sight of the north!



**4d pole:**  
**Evaluate the EXPECTATIONS**  
**of involved stakeholders**

## 4<sup>th</sup> pole : perceiving a risk and building an opinion about it



*Risk perception* is not always in relation with its objective importance but also on its understanding and acceptation :

*Accepted* risk: drink, smoke , skiing ,...

*Tolerated* risk: road accident , vaccine, ...

*Imposed* risk: food or water contamination , industrial plant , pesticide use, nuclear power , GMOs....

The ***acceptation*** of a safety measure will depend on the level of ***perception*** and ***understanding*** of the risk

## The risk/benefit balance is less obvious in our “modern” world or city

- ◆ A benefit can be defined as the expected result from any initiative :

For...

- *eating*
- *heating*
- *selling*
- *keeping my health*
- *ensuring my well being*

I have to ...

- hunt*
- chop wood*
- produce*
- take vaccines*
- sport*



**Any (non)-activity implies a level of risk:  
there is no “zero risk” ! ...**

## The confrontation between *Facts* and *Opinions*

- ◆ The public is usually confronted to a clash of **OPINIONS**: authorities, industrial lobbies, NGOs, media, political organisations, ...;
- ◆ In the meantime, the interest of all stakeholders is to have *balanced* regulatory decisions taken on the basis of **FACTS**;
- ◆ Facing this situation, an option is to help the stakeholders, including the public, *to build their own balanced opinion.*

# The *emotional* dimension in risk perception

The perception of a risk includes an important  
emotional dimension

*“No explanation, as brilliant it can be, will calm  
down an outraged public : the effort to calm  
outrage should come first”*

Peter Sandeman



**A conviction, once formed, is almost impossible to change !!**

## The emotional dimension in risk perception

- ◆ Risk and crisis communication are thus more effective when we are able to:
  - Accept that feelings are an important and valid part of why people react to risks or crisis the way they do;
  - Take into account the psychological and emotional factors involved when providing information about any given situation



## Factors increasing the feeling of risk

- ◆ **Trust**  
The less we trust the people the more afraid we will be. The more we trust, the less fear we feel.
- ◆ **Choice**  
A risk we choose seems less dangerous than a risk that is imposed on us.
- ◆ **Dread**  
A risk that kills you in a dreadful way evokes more fear than one that kills more benignly.
- ◆ **Children**  
Survival of the species depends on survival of our progeny. Mercury traces in fish eaten by children seems dramatic.
- ◆ **Uncertainty**  
The more uncertain we feel, the more we protect ourselves with precaution and fear.
- ◆ **Natural or man-made**  
Anthropogenic risks, such as genetic modification of food, evoke more fear than 'natural' risks, such as the hybridization of species to develop new varieties.
- ◆ **Control**  
Do you feel pretty safe when you drive?

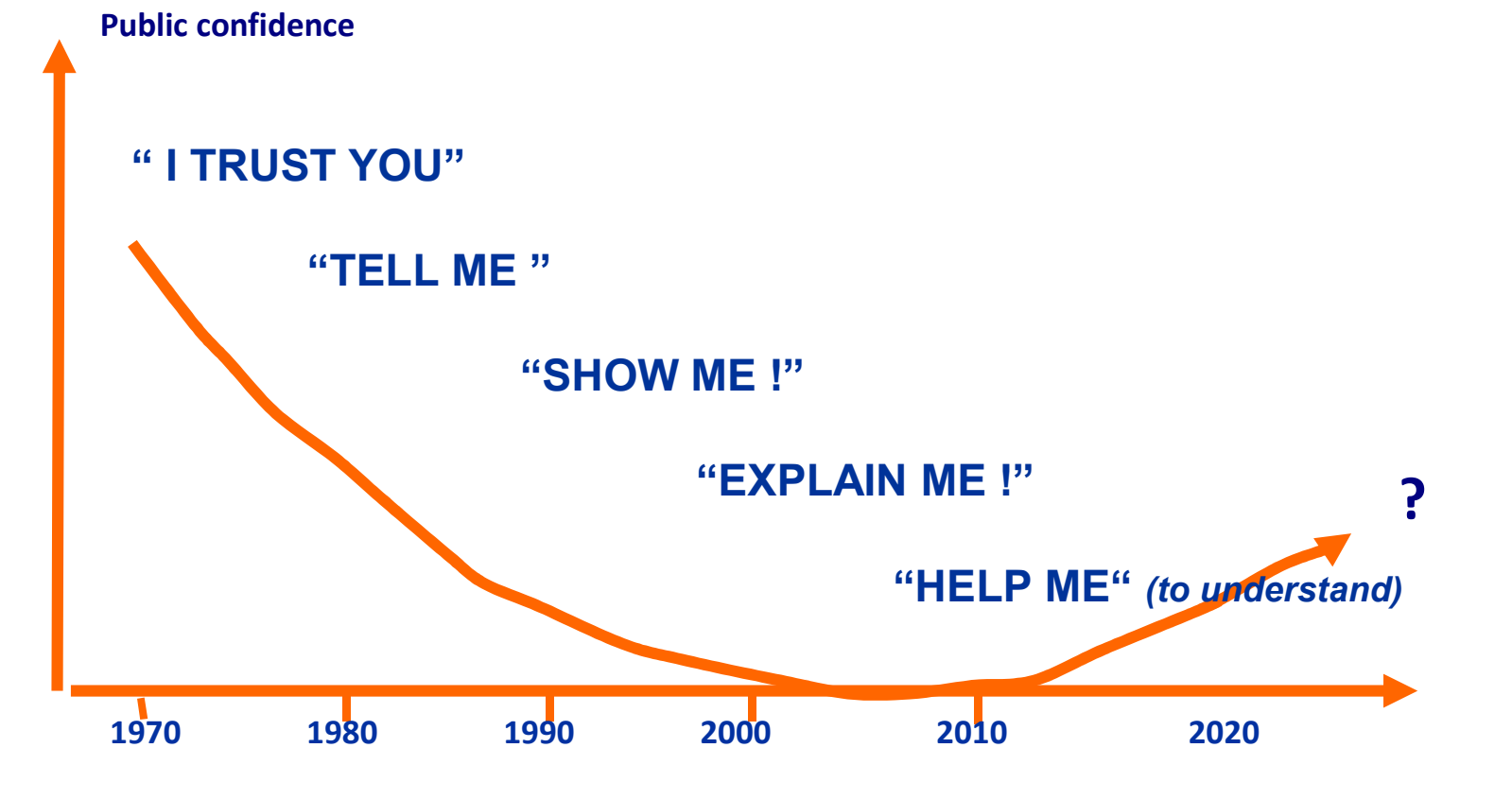




## Between messages from experts and public's expectations: an unavoidable gap !

- | ◆ Expectations of the public: | Legitimate answers of experts:            |
|-------------------------------|---|
| • Confidence ?                | - “Trust us !”                            |
| • A Protection ?              | - there is a “tolerable” risk !           |
| • A certainty ?               | - statistical uncertainties !             |
| • Identification ?            | - Justification !                         |
| • An emotion ?                | - Reason !                                |
| • A “raison d’être” ?         | - Competitiveness !                       |
| • Education ?                 | - Information !                           |
| • Nature ?                    | - Technique is unavoidable !              |
| • A personal free choice ?    | - The “collective” interest !             |
| • NIMBY !                     | - “Done deal”, “ <i>Fait accompli</i> ” ! |

# The evolution of public's expectations from the experts and from the authorities



## 4th pole: deciding on health and environmental risks

- ◆ This requires building a “pedagogical dialogue” which allows each stakeholder to understand that:
  - Risk and benefit are indivisible;
  - Accepting a risk implies “choosing” it;
  - That there is not necessarily an alternative (*substitute*) to manage each type of risk;
- ◆ Understand it so that it becomes possible to establish this equilibrium between:

PRECAUTION and PROPORTION

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## Convince by providing facts rather than selling « opinions » !



- ◆ It is at this stage that the scientific facts have to be provided to the stakeholders;
- ◆ Their opinions will be stronger if they build them by themselves !
- ◆ These facts need of course to be made available in a language accessible to the non specialist:
  - *Simplified;*
  - *Accurate;*
  - *Faithful and peer reviewed:*
  - *But strictly factual.*
- ◆ => These summaries should thus be carefully prepared.

# GreenFacts : a mean to communicate reliable source of peer reviewed information to non-experts

- ❑ **Strictly *factual* summaries** : no comment, no opinion on the content
- ❑ **Above 150 subjects covered in 2-level summaries written in an accessible language;**
- ❑ **Summaries in ENG, FR, SP, GER, NL ;**
- ❑ **About 4 million worldwide visits/yr**
- ❑ **Well ranked in search engines.**



# The “*GreenFacts Highlights*” on the essentials about vaccines and vaccination

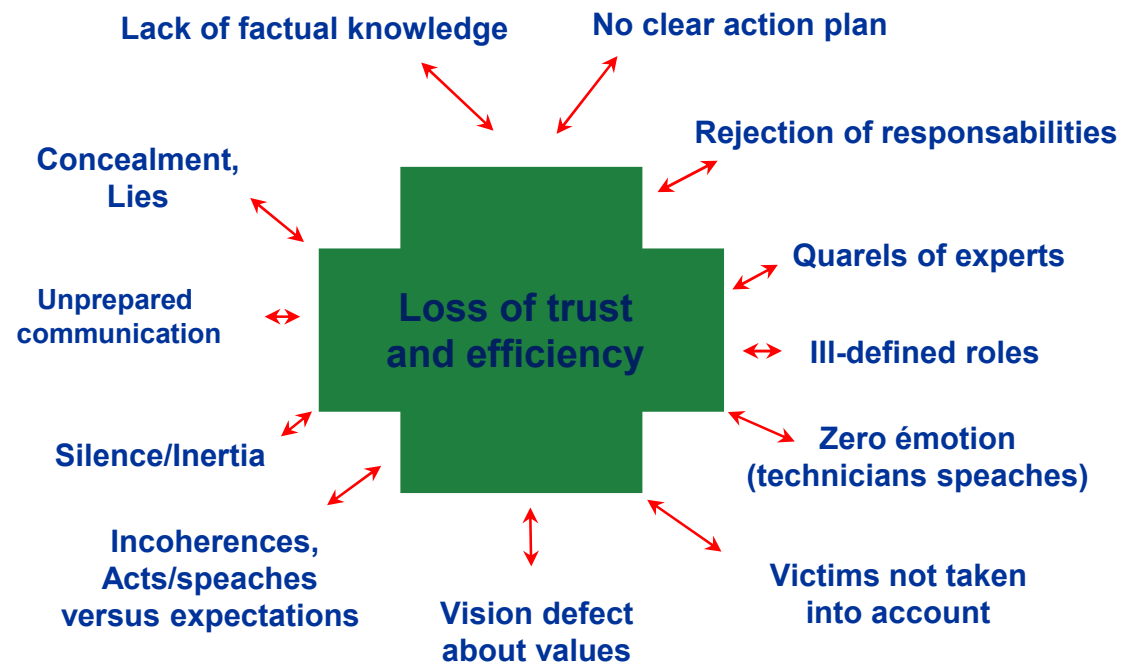
- ◆ A faithful summary of the leading report produced by the *US Center for Disease Control and Prevention (CDC)* and the *World Health Organization (WHO)*:  
<https://www.greenfacts.org/en/vaccines/index.htm>
- ◆ Also the short animation video on vaccines and vaccination :  
<https://www.youtube.com/watch?v=b0VwPMx3ENo>
- ◆ An animation video on Hazard, Risk & Safety Subtitles in English, French, German, Dutch, Spanish, Chinese and Russian;  
<https://www.youtube.com/watch?v=PZmNZi8bon8>  
French speaking version:  
<https://youtu.be/wRmfvFYDNr8>



## The widening of crisis situations ...

- ◆ Crises are more and more numerous and more and more frequent;
- ◆ Their nature widens:
  - **Health** crises: infections; soon out of control (corona virus, Ebola, Lyme;...);
  - **Sanitary and Food** crises: food security: legionellosis, dioxin crisis, foot and mouth disease,
  - **Natural** crises: climate change, storms, heat waves, floods,...
  - **Accidental** crises: Concorde, AZF, road,...
  - **Pollution** crises: oil spills,...
  - **Ecological** crises: biodiversity, over-exploitation, epidemics, etc.
  - **Economic** crises: energy transitions, financial, relocation, globalisation,
  - **Human resources** crises: restructuring, layoffs, ...
  - **Justice and political** crises: governance, ethics, indictment of leaders, rigged elections...

# The main pitfalls in crisis management



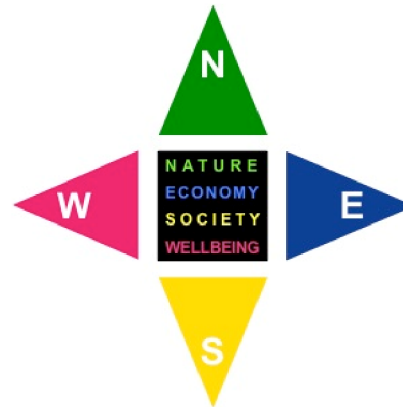


## Good attitudes in the event of a crisis

1. Above all: anticipate: (*almost*) all types of crisis are predictable !;
2. React quickly: a (public) opinion once installed is difficult to change!;
3. Adopt a systemic approach to the crisis, the only one capable of integrating all the issues and players in real time;
4. Ensure that opinions and therefore decisions are based on facts and not selected according to pre-established opinions: *public, political, economic, ideological, etc...*;
5. Present clear and consistent arguments.

## In brief: the challenges in Safety management





- ◆ See the short animation video (subtitles in 6 languages:  
<https://www.youtube.com/watch?v=PZmNZi8bon8>)

