Contents

Foreword ix
Introduction xii
The contributors: biographical notes xvii
Acknowledgements xxv

PART 1
MONITORING THE PRESSURES FOR CHANGE

Introduction to Part I 3
Executive summaries 4

1 Public opinion on environmental issues 8
   Robert Worcester, Market & Opinion Research International (MORI)

2 Facing up to limits: the challenge of sustainable development 28
   Richard Tapper, WWF UK (World Wide Fund for Nature)

3 The philosophy and approach to modern environmental regulation: the experience of the European Community 56
   Stanley Johnson, Environmental Resources Management, London (at time of writing)

4 US regulatory approaches – the implications for Europe 71
   Brian S. Gentry, Land Use and Environmental Law Group for Europe, Morrison and Foerster, London

5 The growth in environmentally-responsible investment 85
   Tessa Tennant, NPI, London.
PART II
DEVELOPING BUSINESS OPPORTUNITIES

Introduction to Part II  105
Executive summaries  106

6 Developing business opportunities in energy conservation  109
Robert J. Jones, Consultant, Energy Policy Studies

7 Business opportunities in waste management  125
William Seddon-Brown, Waste Management International, Brussels

8 Developing environmental opportunities in industrial products: a look at a life cycle model  138
Allen H. Aspengren, Manager, Environment, Health and Safety, 3M Europe

9 Developing environmental opportunities in a service business: accounting and consulting services  148
Martin Houldin, National Environment Unit, KPMG Management Consulting, London (at time of writing)

10 Environmentally-friendly management in hotels  168
John Forte, Forte plc, London

11 Environmental management in a leading bank  187
Victor Bruns, Deutsche Bank AG, Frankfurt

PART III
DEVELOPING POLICIES AND SYSTEMS FOR ENVIRONMENTAL MANAGEMENT

Introduction to Part III  205
Executive summaries  207
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Industrial Ecology: a practical framework for environmental management</td>
<td>Rolf Marstrander, Hydro Aluminium a.s., Oslo</td>
<td>211</td>
</tr>
<tr>
<td>13</td>
<td>Environmental management in a construction business</td>
<td>Philip K. Rees, John Laing plc, London</td>
<td>225</td>
</tr>
<tr>
<td>14</td>
<td>Developing and implementing environmental policies and programs in an international corporation</td>
<td>Nicholas L. Reding, Monsanto Company, St Louis, Missouri, USA</td>
<td>238</td>
</tr>
<tr>
<td>15</td>
<td>The Rank Xerox approach to achieving environmental leadership</td>
<td>Karl Kummer, Rank Xerox, London (at time of writing)</td>
<td>251</td>
</tr>
<tr>
<td>16</td>
<td>Environmental Management in the food industry</td>
<td>Dennis J. Vaughn, Grand Metropolitan Food Sector, Minneapolis, USA</td>
<td>274</td>
</tr>
</tbody>
</table>

**PART IV**  
**MANAGEMENT APPROACHES AND TECHNIQUES**

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Environmental auditing and management systems</td>
<td>Richard Dalley, Aspinwall &amp; Company Ltd, UK</td>
<td>295</td>
</tr>
<tr>
<td>18</td>
<td>Life-cycle assessment</td>
<td>Timothy J. Mohin, United States Senate, Committee on Environment and Public Works, Washington DC</td>
<td>313</td>
</tr>
</tbody>
</table>
| 19      | Agreeing targets for environmental improvement                      | David Ballard, Thorn EMI Rental (UK) Ltd  
(at time of writing, now with Aspinwall Environmental Strategy Ltd, Shrewsbury, UK) | 325  |
20 Reviewing and monitoring environmental performance
Werner B. Rothweiler, Ciba-Geigy, Basel, Switzerland

21 Managing an environmental crisis
Mike Seymour, Burson-Marsteller, London

PART V
ORGANISING THE CHANGE

Introduction to Part V
Executive summaries

22 Using effective communications to improve environmental performance
David Wheeler, The Body Shop International, UK

23 Defining the vision and implementing the change
Axel Wenblad, AB Volvo, Gothenburg, Sweden

24 The Environmental Manager as a change agent
John Lawrence, Environmental Adviser to ICI, and Visiting Professor at King’s College, London

25 Working with suppliers to reduce waste and environmental impact
J. Anthony Hill, Procter and Gamble European Technical Center, Brussels

Appendix
Glossary of terms
Bibliography
Contact addresses
Index