

# Index

- ABB, 291
- ABB Automation & Power World  
Automation Fair, 291
- Accenture Strategy & Sustainability  
Asia Pacific, 3, 12
- Africa, 93, 96
- Agile thinking, 255
- Aging, of employees, 42–43, 46, 97,  
115, 126, 141, 248, 321. *See also*  
Grey tsunami
- Aguilera, Isabel, 39
- Aircraft pilots, 138
- Air pollution, 237
- Anderson, Ray, 97
- Anheuser-Busch InBev, 8
- Annex SL, 210, 211–212, 214, 265
- Anti-corruption principles, 5
- A.P. Møller Mærsk, 29
- ARD, 140
- “Are We Ready for the Coming Age  
of Abundance?,” 38–39
- Argentina, 140, 159, 199
- Artificial turf, 292
- Asbestos exposure, 138, 140
- Asia, 209–210
- Asian Development Bank, 293
- Assess, Reflect, Act sections, 47, 203
- Asses & Reflect:
- #1 Importance of Sustainability, 9
  - #2 Company’s Sustainability  
Quote, 10
  - #3 What “Yes” Can Do, 24
  - #4 Sustainability Lessons, 31
  - #5 Sustainability Definition, 35
  - #6 How Business in the Future, 37
  - #7 Top 5 Business Challenges, 40
  - #8 Customer Focus—Quality, 53
  - #9 Leadership—Customer, 58
  - #10 Involvement of People, 63
  - #11 Process Approach, 69
  - #12 System Approach to  
Management, 72
  - #13 Continual Improvement—  
Quality, 75
  - #14 Factual Approach to Decision  
Making, 79
  - #15 Mutually Beneficial Supplier  
Relationship, 83
  - #16 Leadership—Environment-  
Prevention of Pollution, 99
  - #17 Continual Improvement—  
Environment, 103
  - #18 System Approach—Prevention  
of Pollution, 108

- Asses & Reflect: *(continued)*
- #19 Compliance with Legal and Other Requirements, 112
  - #20 Performance Evaluation, 116
  - #21 Management of Resources, 122
  - #22 Operational Control—Environment, 128
  - #23 Emergency Preparedness, 133
  - #24 Leadership—Health & Safety, 148
  - #25 Continual Improvement—Prevention of Injury and Ill Health, 153
  - #26 System Approach—Health and Safety, 157
  - #27 Compliance with Legal & Other—H&S, 162
  - #28 Performance Evaluation—Monitoring & Measurement of H&S, 167
  - #29 Resources, 171
  - #30 Operational Control—H&S, 175
  - #31 Emergency Preparedness—Prevention of Injury & Ill Health, 182
  - #32 Criteria to Manage to, 196
  - #33 Customer That Generate Profits, 218
  - #34 Commitments, 221
  - #35 Focus for Organization, 222
  - #36 Policy Statement, 225
  - #37 Risks, 231
  - #38 Legal Compliance Issues, 234
  - #39 Objectives, 243
  - #40 Organizational Roles, Succession Planning, 249
  - #41 Employee Relationships, Engagement, 253
  - #42 Encouraging Innovation, 254
  - #43 Messages—Communication, 264
  - #44 Documentation, 277
  - #45 Operations—Innovation—Automation, 296
  - #46 Emergency—Not Being Prepared, 301
  - #47 Performance Evaluation, 312
  - #48 Where Do We Stand—What Are We Doing Well?Where Can We Improve, 320
- AT&T, 300
- Auditor certification, 205
- Audits, 304, 308
- corporate responsibilities a.d., 120
  - internal, 74, 102, 313–314
  - occupational health and safety, 142, 156, 165–166
  - process, 313, 314
  - suppliers, 81–82
- Automated control systems, 290–291
- Automated operational controls procedures, 127
- Automation, 140, 291–292
- Resources and Leaders in automation ABB, Rockwell, 291
- Automotive (ISO/TS 16949), 200
- Automotive industry, 280
- Awards, 147
- B2B ECT, 284
- Banco Santander, 21
- Bangladesh, 150, 151, 185
- Banking community, 19–23
- “Banking on Sustainability—Financing Environmental and Social Opportunities in Emerging

- Markets” (International Finance Corporation), 19–20
- Barrick Sudamerica, 237
- BASE, 88–89
- Ben-Gurion, David, 21
- Benzene, 238
- Best practices, 110, 233, 235–236
- Bethal Fund, 14
- Biofuels, 93
- Black, Bob, 13
- Blass, Simcha, 21
- Bloomberg, 94
- BMW, 29
- Boards of directors:
  - commitment to pollution
    - prevention and environmental performance, 91
  - continual improvement and, 102
  - leadership and, 56
  - occupational health and safety and, 145, 147, 166
- Booz & Company, 38
- Boston Consulting Group (BCG), 43
- Brabecck-Letmathe, Peter, 93, 121
- Brazil, 198
- BREEAM, 293
- British Petroleum, 178–179
- British Standards Institute (BSI), 142, 313
  - PAS 99, 214
- Brito, Carlos, 8
- BSI, 211
- BSI ISO 22301 (business continuity management), 213
- Business challenges, 40–43
- Business focus, 187–188
- Business leaders:
  - management principles of, 47
  - priorities of, 4
  - sustainability and, 4–8
- Business management, 265–266
- Business Management System (BMS)
  - manuals, 265–273
- Business manuals, 265–273
- Business plans, 205–206
- Business predictions, 37
- Business realization process, 66–67
- Business relationships. *See* Relationships
- Business success:
  - principles driving, 45–47
  - sustainability and, 4, 323–324
- Business sustainability. *See also* Sustainability
  - defined, 1–2, 45
  - defining, 33–43
  - need for, 1–2
- Business-to-business transactions, 216–217, 284–285
- Business value, 4, 11–12
- Byrne, Gabriel, 38
- Cabot Corporation, 237
- Cameron, David, 93
- Canada:
  - auditor certification, 205
  - compliance, 111, 236
  - ISO certification, 199, 211, 236
  - occupational injuries, 138, 159
- Canadian Center for Occupational Health and Safety (CCOHS), 159
- Canadian Environmental Protection Act, 111
- Canadian Securities Administrators, 278
- Cancer deaths, 138
- Capgemini Consulting, 261
- Capital (financial resources), 118

- CAR (corrective action report), 319
- CARE, 96
- CBC News, 237
- Cell phone alerts, 300
- Central America, 209
- Centre for the Protection of National Infrastructure, 291
- Can we put the names in:
- CEOs, names:
- Black, Bob, 13
  - Brito, Carlos, Anheuser-Busch In Bev, 8
  - Collymore, Bob, Safaricom Ltd., 8
  - Coulter, Chris, VP, GlobeScan, 19, 20
  - Ghizzoni, Frederico, UniCredit, 8
  - Polman, Paul, Unilever, 7
  - Senn, Martin, Zurich Insurance Group, 7
  - Witty, Sir Andrew, Glaxo Smith Kline, 8
- CEOs. *See also* Leadership; Top management
- conclusions for, 321–324
  - due diligence and, 278
  - international management systems and, 197
  - ISO standards and, 200
  - leadership by, 56
  - occupational health and safety and, 160
  - policy statements and, 224
  - on sustainability, 6–8, 12
- Change management:
- goods and service risks, 282
  - leadership and, 56, 223
  - process, 127
  - resource management and, 119
  - strategic planning and, 241
  - uses of, 229
- “Changing Dynamics of Leadership, The” (Ministry of Economic Development, Trade, and Employment, Toronto), 258
- Chartered Accountants of Canada, 205
- Chemical industry, 237
- Children of the Dump* (Dave Parry, photographer), 14, 15
- Chile, 237
- China, 140, 150, 151, 159, 198–200, 294
- Cisco Systems, 29
- Civil penalties, 237–239
- Clean Air Act, 238, 239
- Clean energy technologies, 7
- Clean Water Act (CWA), 238
- Cloud computing, 39, 294–295
- Coalition for Environmentally Responsible Economies (CERES), 28
- Coca-Cola, 92, 96
- Codes of conduct, 147
- Codes of practice, 110
- Collins, Jim, 242
- Collymore, Bob, 8
- Commissioner of the Environment and Sustainable Development, Canada, 135
- Commitment:
- leadership and, 91, 223–225, 269–270
  - to sustainable development, 88
- Communication, 258–264
- competitive edge and, 259–260
  - with customers, 52, 258–259
  - environmental management systems and, 92
  - external, 261
  - internal, 262–263

- by leadership, 223
- occupational health and safety
  - and, 142
- online, 259–260
- with stakeholders, 242
- verification of, 263
- Companies. *See* Corporations
- Competency, 169–170, 255–257
- Competition:
  - assessment of, 321–322
  - communication and, 259–260
  - international standards and, 202
- Compliance with legal and other requirements, 110–113, 135, 232–234
  - assessment, 162–163, 234
  - audits, 304
  - costs, 236–240
  - integrated management system and, 190
  - monitoring for, 308
  - occupational health and safety and, 159–163
- Construction industry, 138
- Consumers, 88, 284. *See also* Customers
- Contaminated waste, 111
- Content management systems, 38
- Continual improvement, 73–77, 101–105, 316–317
  - areas of, 73
  - assessment, 75–77, 103–105, 153–154
  - defined, 74
  - importance of, 151
  - integrated management system and, 191
  - occupational health and safety and, 150–154, 166
  - strategic planning and, 240–242
- Contractors:
  - company policy and procedures and, 120
  - engagement and innovation of, 250–251
  - occupational health and safety and, 180
- Control System Integrators Association (CSIA), 291
- Corporate life cycle, 115
- Corporate policy:
  - contractors and, 120
  - policy manuals, 170
  - policy statements, 223–225
- Corporate responsibility (CR) reporting, 29–32
- Corporate social responsibility (CSR), 27–32
- Corporations:
  - competence and, 255–257
  - context of, 219–220
  - focus of, 220
  - interested parties, 220
  - internal communication and, 262–263
  - responsibilities of, 118–120, 215–216, 247–249
- Corrective action reports (CARs), 319
- Corrective actions, 318–319
- Corruption, 5
- Coulter, Chris, 19–20
- Credibility, 202
- Criteria, 194, 196
- Culture, 22
- Customer focus, 50–55
- Customer-related processes, 51, 217
- Customers. *See also* consumers
  - communication with, 258–259

- Customers (*continued*)  
 identifying requirements of, 51  
 management systems and, 188,  
 208–209, 297  
 profits and, 216–218
- Customer satisfaction, 51–52, 73, 316  
 employees and, 61  
 integrated management system  
 and, 188  
 quality management system and,  
 208–209
- Cyanide, 237
- Data and data analysis. *See also*  
 Information  
 decision making and, 78  
 instant, 39  
 role of, 41–42  
 on workplace illnesses and  
 injuries, 140–141
- Data management systems, 42
- Decision making:  
 factual approach to, 78–80  
 integrated management system  
 and, 191  
 management systems and, 207  
 software programs for, 120
- DEKA R&D, 96
- Dell Computer Corp., 284
- DeMan, Joe, 258
- Deming, W. Edwards, 106, 193,  
 215, 303
- Developing countries, 13–17, 19–23,  
 160
- DevXchange, 13–17
- Diaguita Indians, 237
- Diamandis, Peter, 39
- Digital technology, 255, 259–261
- “Disaster Safety Review,” 299
- Disasters and disaster planning, 178–  
 181, 179, 297–299, 300
- Distributed Control Systems (DCSs),  
 290
- Document control, 275–276
- Documented information, 265–273,  
 277, 279, 287
- Documented procedures, 273–277
- Document management, 212–213
- Dow Jones, 33, 34
- Dow Jones Sustainability Index (DJSI),  
 94–95
- Drucker, Peter, 215–216, 263
- Due diligence, 278
- Earth Day, 28
- Eastern Europe, 22
- Eco-design, 292–296
- E-commerce, 283–285
- EDP Products Limited, 258
- Efficiency standards, 119  
 80–20 rule, 216, 258
- Einstein, Albert, 39, 41, 323
- Electromagnetic radiation, 140
- Electronic records management,  
 275–276
- Ellison, Larry, 294
- “Embracing Digital Technology—A  
 New Strategic Imperative,” 261
- Emergency management, 131
- Emergency preparedness, 131–135,  
 297–301  
 assessment, 182–184, 301  
 integrated management system  
 and, 191  
 occupational health and safety,  
 178–185  
 plan implementation, 180  
 planning, 297–299

- plan revision, 181
- plan testing, 180
- recovery, 132, 180–181
- response, 178–185
- Emerging countries:
  - IFC financing in, 19–23
  - occupational health and safety in, 160
  - sustainability in, 13–17
- Emissions regulations, 237
- Emotional engagement, 61
- Employee manuals, 265–266
- Employees:
  - aging of, 42–43, 46, 97, 115, 126, 139, 141, 248, 321
  - automation and, 140
  - competency of, 169–170, 255–257
  - engagement and innovation of, 250–254
  - fatalities, 138, 140
  - health and safety leadership by, 173
  - involvement of, 61–64, 144
  - management and, 49
  - mentoring, by older workers, 139
  - part-time, 141
  - penalties against, 239–240
  - productivity of, 160
  - recognition of, 251–252
  - relationships, 252
  - responsibilities of, 245
  - rights of, 142
  - risk to, 257
  - satisfaction of, 62
  - skills, 255
  - temporary or seasonal, 127, 139, 141
  - training, 141–142, 146, 170, 250, 256
  - work environment, 257–258
  - workplace injuries and diseases, 138–141
- Employment and Social Development
  - Canada, 138
- Energy (ISO 50001), 208, 213
- Enforcement, 135
- Engagement, 61, 250–251
- English language, 120–121
- Enhanced Dynamic Geo-Social
  - Environment (EDGE) system, 300
- Enterprise resource planning (ERP), 284, 287, 288–290
- Environment:
  - defined, 87–88, 268
  - principles, 5
- Environmental, Health, and Safety
  - Academy, Bangladesh, 151
- Environmental, Social and Governance (ESG), 20
- Environmental impacts, 91
- Environmental information, 120–121
- Environmental laws and legal
  - requirements, 110–113, 119, 280
- Environmentally conscious companies, 114
- Environmental management systems (EMS):
  - benefits of, 88
  - compliance with legal and other requirements, 110–113
  - continual improvement, 101–105
  - emergency preparedness, 131–135
  - implementation support, 118
  - industry leaders in, 88–97
  - leadership, 90–100
  - objectives, 114–115
  - operational control, 125–130

- performance evaluation, 114–117
- planning stage, 91
- principles for, 87–135, 90
- quality management *vs.*, 101
- systems approach to management, 106–109
- Environmental Management Systems (ISO 14001), 50, 87, 97, 106, 107, 125, 126, 156, 198, 199, 200, 208, 213, 214, 273, 279, 313
- Environmental monitoring, 308
- Environmental performance, 91, 101
- Equipment:
  - disasters and, 179
  - maintenance, 125, 179
  - monitoring and measuring, 310–311
- Ergonomics, 140
- ERP (enterprise resource planning), 284, 287, 288–290
- ERP Software Systems Index for Manufacturing, 289
- Ethiopia, 14–17
- Europe, 209
- European Union (EU), 140
- Evaluation, 311. *See also* Performance evaluation
- Everything You Wanted to Know about Management of Risk (M\_o\_R) in Less Than 1,000 Words* (Williams), 235
- Executive peer-group organizations, 258
- External communication, 261
- Factual approach to decision making, 78–80
- Failure Mode and Effects Analysis (FMEA), 280
- Farming, 138–139
- Fatal injuries, 138
- FBI, 178
- Federal Insecticide, Fungicide and Rodenticide Act (FIFRA), 238
- FedEx, 284–285
- Feedback, 304
- FieldTurf, 271, 292–293
- Financial management, 49, 189
- Financial resources, 118
- Financial Times*, 21
- Fines, 161, 236–240
- Finland, 159
- Fire safety standards, 151
- Fishing industry, 138
- Five Most Important Questions You Will Ever Ask About Your Organization* (Drucker), 215–216
- Flight engineers, 138
- Flow charts, 280–281
- Food Safety (ISO 22000), 200, 208, 213
- Food systems, 93
- Forbes Magazine*, 39
- Ford Motor Company, 29
- Framework on Strategic Innovation, A* (InnovationPoint), 246
- France, 140, 198–199
- FUTUREBUY: Delivering Procurement Value in a Complex World*, 285
- Gaming technology, 300
- GE, 92
- Generic management system framework, 210
- Germany, 198, 199
- GKN, 146–147, 185
- GKN Code, 146
- Glaxo SmithKline, 8



- Global citizenship, 230
- Globalization, 139
- Global operating ability, 255
- Global Reporting Initiative (GRI), 28
- “Global Talent 2021,” 255
- Global warming, 292
- GlobeScan Inc., 19–20, 92–93
- GlobeScan/Sustainability Survey, 92
- Goldberg, Evan, 294
- Goods and service risk questions, 281–286
- Good to Great* (Collins), 242
- Google, 92
- Gore, Al, 2
- Government–private partnerships, 97
- Great Britain, 138
- Green architecture, 293–294, 302
- Green awareness, 292
- Green Building Design Label (GBDL), 294
- Green Building Label (GBL), 294
- Green economy, 114
- Green Rating for Integrated Habitat Assessment (GRESHA), 294
- Green sustainability movement, 1–2
- Grey tsunami, 42–43, 46, 97, 115, 126, 248, 321. *See also* Aging, of employees
- Guardian*, 150
- Guidelines for Auditing Management Systems (ISO 19011), 208, 210, 313
- Gumuz, The* (Parry), 15–16
- Gumuz Agro Forestry Program, 16–17
- Gumuz tribe, 14–17
- Harvard Business Review*, 38
- Havas, 12
- Hazardous waste, 111, 238
- Hazards:
- continual improvements, 152
  - defined, 269
  - employee rights and, 142
  - identifying, 145–146, 165, 174
  - monitoring, 164
  - new, 160
  - occupational health and safety and, 144
  - removal of, 139
  - types of, 269
- Hazerim, 21
- Health and safety. *See* Occupational health and safety
- Health and Safety Executive Statistics, 138
- Health hazards, 152. *See also* Hazards
- Hedgehog concept, 242
- Hewlett Packard, 29
- Holmstrom, Don, 178
- HSBC Global Connections, 21–22
- Human resource management, 120, 256
- Human resources, 118
- Human rights principles, 4–5
- IBM, 92
- “Identify.” *See* Step One (Identify)
- Illness prevention, 159–163. *See also* Workplace illness and injury
- Impax Asset Management, 21
- Implementation of plans, 245
- Imports, 236
- Improvement (Step Three), 74. *See also* Step Three: Improve
- Improvement processes, 316–317. *See also* Continual improvement
- Income Tax (PIC Automation Equipment) Rules 2012, 292

- Inconvenient Truth, An*, 2
- Independent* newspaper, 93
- India, 22, 93, 159, 198, 199, 294
- Indonesia, 93, 199
- Indra Systems, 39
- IndustriALL, 150
- Industries:
- codes of practice, 110
  - injuries by, 138, 159
  - sustainability and, 6–7, 88–100
- Information. *See also* Data and data analysis
- analysis of, 310–311
  - documented, 265–273
- Information Security (ISO/IEC 27001), 213
- Information technology (IT), 118
- Information Technology Service Management (ISO 20000), 291
- Information Technology Service Management (ISO/IEC 2000), 213
- Infrastructure, 46, 257
- ING Finance, 29
- Injury prevention. *See also* Workplace illness and injury
- compliance with legal and other requirements, 159–163
  - continual improvement and, 150–154
  - leadership and, 143–149
- Inland Revenue Authority of Singapore, 292
- Innovation:
- assessment, 296
  - dimensions of, 246–247
  - in disaster planning, 299
  - in eco-design, 292–294
  - in e-commerce, 283–285
  - by employees and contractors, 250–254
  - leadership and, 246
  - role of, 42
  - in technology, 294–295
- Innovators and Managers of Change
- Aguilera, Isabel, 39
  - Diamandis, Dr. Peter, Abundance, 39
  - Einstein, Albert, 41
  - FieldTurf Reuse of Tires, 29
  - Kaku, Dr. Michio, 38
  - Schrage, Michael, MIT Sloan School of Digital Business, 39
- InnovationPoint, 246
- Inspections, 161, 165, 245, 309
- Instant data analysis, 39
- Institute of Sustainable Communities (ISC), 151
- Insurance Institute for Business and Home Safety, 299
- Insure. *See* Step Two: Insure
- Integrated management systems, 11, 212–214
- assessments, 221–222
  - defined, 213
  - implementation, 193–203
  - ISO standards, 213–214
  - manuals, 265–266
  - need for integration, 219
  - PAS 99, 214
  - scope of, 219
  - for sustainable business, 187–191
- Integrated Principles, 187–191
- Interface, 92, 97
- Internal audits, 74, 102, 313–314
- Internal communication, 262–263
- Internal operational controls, 173
- International Finance Corporation (IFC), 19–23

- International Institute for Sustainable Development (IISD), 27–32
- International Labour Organization (ILO), 140, 160
- International management systems:
  - ISO standards and, 49–50, 197–203
  - model terminology, 282–283
- International Organization for Standardization (ISO), 11, 28, 50, 203
  - case studies, 202
  - definitions, 268–269
  - functions of, 197–198
  - General Secretariat, 198
  - Guide 83, 210
  - international management systems and, 197–203
  - management standards, 210–211
  - management systems and, 208
  - Technical Committee (ISO/TC), 50, 208
  - Technical Management Board (ISO/TMB), 210
  - worldwide certification of management systems, 198–200
- International Society of Automation (ISA), 291
- International standards, 11, 197–203. *See also* International Organization for Standardization (ISO); specific standards
  - adoption of, 198–200
  - Assess, Reflect, Act sections and, 203
  - business benefits of, 200–203
  - business structure and processes and, 200–201
  - development of, 197–198
  - management systems and, 207–210
  - operational controls and, 202–203
  - risk reduction and, 201–202
  - types of, 198
  - world trade and, 201
- International Telecommunication Union (ICT), 259
- Investors, 12, 20, 94–95, 102, 278
- Involvement of people:
  - assessment, 63–64
  - employees, 61–64, 144
  - integrated management system and, 190
  - ISO principles, 22
- Irrigation systems, 21–22, 237
- ISO 9001 (Pilot), 194
- ISO 9001 (Quality Management), 49–50, 65, 66, 70, 156, 193, 198, 200, 208, 213–214, 274, 278, 279, 313
  - supply chain risk and, 210
  - top five industrial sectors, 199
- ISO 9001:2008 (Quality Management revision), 211, 273–276, 311
- ISO 9001:2015 (Quality Management revision), 211, 214, 255, 265, 273, 287, 308, 311
  - leadership and, 223
- ISO 10008:2013 (Quality Management—Customer Satisfaction—Guidelines), 284
- ISO 14001 (Environmental Management Systems), 50, 87, 97, 106, 107, 125, 126, 146, 156, 198, 199, 200, 208, 213, 214, 273, 279, 313

- ISO 19011 (Guidelines for Auditing Management Systems), 208, 210, 313
- ISO 20000 (Information Technology Service), 291
- ISO 21010:2009 (Risk Assessment Techniques), 230
- ISO 22000 (Food Safety), 200, 208, 213
- ISO 31000:2009 (Risk Management—Principles and Guidelines), 229
- ISO 50001 (Energy), 208, 213
- ISO/IEC 2000 (IT Service Management), 213
- ISO/IEC 27001 (Information Security), 213
- ISO/TS 16949 (Automotive), 200
- Israel, 21–22
- Italy, 198, 199
- Japan, 140, 198, 200, 298
- Jorgensen, Jay, 151
- Kaku, Michio, 38–39
- Kamen, Dean, 96
- Kaplan, Soren, 246
- Kent, Muhtar A., 96
- Kenya, 93
- Key performance indicators (KPIs), 73, 241, 287, 306–307
- Korea, 140
- KPMG, 28–30, 285–286
- KPMG Survey of Corporate Responsibility (CR) Reporting, 29, 32
- Labor (human resources), 5, 118, 139.  
*See also* Employees
- Lacy, Peter, 3
- Land (natural resources), 118
- Language issues, 120–121
- LAO PDR, 159–160
- Latin America, 22, 96
- Leadership, 56–60. *See also* CEOs; Top management  
assessment, 58–60, 98–100  
commitment and, 223, 269–270  
compliance and, 232–233  
conclusions for, 321–324  
environmental management and, 90–100  
integrated management systems and, 189–190  
occupational health and safety and, 143–149  
responsibilities of, 223, 248  
as team building, 49  
as visionaries, 322–323
- Leadership in Energy and Environmental Design (LEED) rating system, 293–294
- Leapfrogging* (Kaplan), 246
- Legal communication, 261
- Legal compliance, 110–113, 232–234
- Life cycle thinking, 119
- Logging industry, 138
- Magellan GPS, 290
- Maintenance, 125, 174, 179
- Malaysia, 159
- Management information software systems, 247
- Management of resources. *See* Resource management
- Management processes, 66, 200–201
- Management review process, 56–57, 242, 304, 315, 316–320

- Management systems, 205–214. *See also*  
 Environmental management systems (EMS); Integrated management systems;  
 International management systems; Occupational health and safety management systems; Quality management systems; Sustainable business management systems  
 business plans *vs.*, 205–206  
 control plans, 280–281  
 defined, 268  
 flaws in, 11–12  
 framework, 210–211  
 implementation, 194–195  
 international standards and, 201, 207–210  
 planning, 219–220  
 principles for, 46–47  
 processes, 226–229  
 purposes of, 205–206  
 registration statistics, 209–210  
 reviews, 78  
 types of, 208–209  
 weak links in, 206
- Management system standardization (Annex SL), 211–212
- Management system structures, 195, 278  
 due diligence and, 278  
 requirements for, 205–206
- Managers. *See* CEOs; Leadership; Top management
- Manuals, 170, 265–273
- Manual templates, 266–273
- Manufacturing, 199  
 ERP Software Systems Index, 289
- Marks & Spencer, 92
- Materials requirements planning (MRP), 287
- Measurement:  
 business sustainability and, 4, 11  
 continual improvement and, 74  
 for documented procedures, 274  
 of health and safety hazards, 152, 165–166  
 objectives and, 115  
 performance evaluation and, 304, 305  
 senior management and, 250
- Meetings, 315–317
- Mentoring programs, 43
- Mexico, 199
- Microsoft IT Academy Program, 13
- Migrant workers, 139
- Mulligan, Stephen, 230
- Ministry of Economic Development, Trade, and Employment, Toronto, 258
- Mistakes, 57
- M-KOPA, Kenya, 21
- Mobile technology, 39, 259, 300
- Monitoring:  
 compliance and, 308  
 continual improvement and, 74  
 as a documented procedure, 274  
 equipment, 310–311  
 management system control plans and, 280  
 occupational health and safety, 165–166, 174  
 performance evaluation and, 304, 305  
 senior management and, 250  
 strategic planning and, 241  
 supply chain and, 307–309
- Moringa trees, 14–17

- Mutually beneficial supplier
  - relationships, 81–85, 119, 190
- National Institute for Occupational Safety and Health (NIOSH), 159
- Natura, 92
- Natural disasters, 180
- Natural resources, 118
- Nature Conservancy, 96
- Navarro, Carles, 89
- Nelson, Zach, 294
- Nestlé, 29, 92, 93, 121
- Netafim, 21–22
- NetSuite, 290, 294–295
- New Zealand, 140
- Nike, 92
- Nitrogen oxides (NOx), 239
- Nonconformance evaluation, 318–319
- Nonconformance/noncompliance, 74, 165, 308
- Nonconforming goods and services, 274, 310
- Nonprofit organizations, 13–17
- North America, 199, 209–210
- North Carolina State University, 285
- Novo Nordisk, 92
- NTUC Fairprice, 203
- Objectives:
  - assessments, 242–243
  - environmental management systems, 114–115
  - performance evaluation and, 306–307
  - strategic planning, 240–242
- Occupational diseases, 140
- Occupational health and safety. *See also* Workplace illness and injury committees, 170
  - defined, 269
  - emergency preparedness and, 297
  - language issues, 120–121
  - workplaces, 137–185
- Occupational health and safety
  - management systems, 137–185
  - awards and recognition, 147
  - certification process, 155–156
  - codes of conduct, 147
  - company policies, 145, 170, 246–247
  - compliance with legal and other requirements, 159–163, 239–240
  - continual improvement, 150–154
  - emergency preparedness and response, 178–185
  - employee rights and, 142
  - fines for noncompliance, 239–240
  - integrated management system and, 189
  - leadership, 143–149
  - management of resources, 171–172
  - model, 155
  - operational controls, 173–177
  - performance evaluation, 164–168
  - policy manuals, 170
  - principles for, 143–185
  - social media and, 161
  - standards, 137–138, 141–143
  - system approach to management and, 155–158
  - training, 141–142, 145–146, 170
  - workplace illnesses and injuries, 138–141, 143–149
- Occupational Safety and Health Administration (OSHA), 151, 159, 178, 240

- Office of the Auditor General, Canada, 111
- OHSAS 18001 (Occupational Health and Safety Assessment Scheme), 50, 141, 142, 145, 146, 157, 161, 169, 174, 198, 199, 208, 213, 214, 229, 273, 279, 313
- OHS Online, 151
- Online communication, 259–260
- Open for Business-EX (OFB-EZ)
  - online web-based program, 299
- Operating procedures, 179
- Operation, 278–301
  - due diligence, 278
  - emergency preparedness and response, 297–301
  - goods and service risk questions, 281–286
  - innovation, 292–296
  - management system control plan, 279–280
  - operational clauses, 278
  - production and service provision, 286–292
  - quality control plan, 278–279
  - Sarbanes-Oxley Act and, 278
- Operational control, 125–130
  - assessment, 128–130
  - integrated management system and, 191
  - international standards and, 201, 202–203
  - manual template, 272
  - occupational health and safety and, 144–145, 173–177
  - types of, 125–126
- Operational Planning and Control, 66–67
- Opportunities for improvement (OFI), 226, 314
- Organisation for Economic Co-operation and Development, 28
- Organization. *See* Corporations
- Organizational roles, 247–249
- OSHA (Occupational Safety and Health Administration), 151, 159, 178, 240
- Outsourcing, 216, 286–287, 307
- Owens-Brockway Glass Container Inc., 239
- Oxford Economic 255
- Pakistan, 150
- Palmer, Derrick, 246
- Palm oil, 93
- Papua New Guinea, 159–160
- Pareto principle, 216
- Parry, Dave, 14–17
- Particulate matter (PM), 239
- Partnerships, 61, 119
- Part-time workers, 141
- PAS 99 (Specification of Common Management System Requirements as a Framework for Integration), 214
- Patagonia, 92, 96–97
- PDCA methodology, 106, 193, 194
- Penn, Maya, 2
- Performance, Productivity, and Profits, 118
- Performance criteria, 164
- Performance evaluation, 114–117, 304–312
  - assessment, 116–117, 167–168, 312
  - integrated management system and, 191

- manual template, 272–273
  - occupational health and safety, 164–168
- Performance management, 119
- Pesticides, 238
- Photographs, for hazard review, 174
- Pilot, Jayne, 195, 323–324, 325–327
- Pilot Performance Resources
  - Management, Inc., 34, 70, 73, 90, 107, 143, 156, 193, 207, 209, 323–324, 325, 326
- “Plan–Do–Check–Act” (PDCA cycle) (Deming), 106, 193, 194
- Plan implementation, 245
- Planning. *See also* Disasters and disaster planning; Enterprise resource planning (ERP)
  - goods and service risks, 281
  - management systems, 219–220
  - materials requirements planning (MRP), 287
  - production planning, 287–288
  - strategic planning, 201, 240–242
- Policy manuals, 170
- Policy statements, 73, 223–225, 270–271
- Pollution control, 237, 239
- Pollution prevention, 87, 122–124
  - commitment to, 91
  - integrated management systems and, 189
- Polman, Paul, 7, 93–94, 121
- Poole College of Management, North Carolina State University, 285
- Portugal, 159, 199
- Post-delivery activities, 287
- “Prevention of Occupational Diseases, The” (International Labour Organization), 140
- Preventive maintenance, 125
- Principles
  - Environment, 87–135
  - health and safety, 137–185
  - integrated, 187
  - quality, 49–85
- Private partnerships, 97
- Process approach, 65–69, 190, 226–231
- Process audits, 313, 314
- Process flow diagrams, 226, 228
- Process management, 65
- Process mapping, 65–66, 309
- Process monitoring, 309
- Procurement, 114, 282–286
- Procurement managers, 285–286
- Production planning, 287–288
- Productivity, 160, 315–317
- Product/service requirements, 73
- Profitability:
  - customers and, 216–218
  - international standards and, 201
- Programmable Logic Controllers (PLC), 290
- Psychosocial hazards, 139
- PT Wika Beton, 203
- Public Company Accounting Reform and Investor Protection Act (SOX), 102
- Puma, 92
- Purchasing, 282–286
- Quality, 268
- Quality control, 202–203, 307, 309, 310
- Quality control plans, 279–280
- Quality management systems, 126
  - continual improvement, 73–77
  - customer focus in, 50–52



- customer satisfaction and, 208–209
- environmental management *vs.*, 101
- factual approach to decision making, 78–80
- international standards and, 202–203
- international standards for, 49–50
- involvement of people, 61–64
- ISO principles, 22
- leadership, 56–60
- mutually beneficial supplier relationships, 81–85
- principles for, 49–85, 51
- process approach, 65–69
- Quality Management Systems (ISO 9001). *See* ISO 9001 (Quality Management)
- Quality policy statements, 78
- Rana Plaza, Bangladesh, 150
- Reactive systems, 164–165
- Real-time information capture, 288–290
- Recognition, 251–252
- Records management, 275–276
- Recovery, 132, 180–181
- Recycled tires, 292
- Regulatory requirements, 236–240
- Relationships:
  - building, 252–253
  - management systems and, 207
  - mutually beneficial, 81–85, 119
  - with suppliers, 81–85, 119, 190, 285–286
- Report of the Commissioner of the Environment and Sustainable Development (Office of the Auditor General, Canada), 111
- Repsol, 29
- Reputation, 20
- Resource allocation, 255
- Resource Conservation and Recovery Act (RCRA), 238
- Resource management, 118–124
  - assessment, 122–124, 171–172
  - integrated management system and, 190
  - occupational health and safety and, 169–172
- Response personnel, 132
- Responsibilities:
  - of corporations, 118–120
  - identifying, 120
  - individual, for occupational health and safety, 170
  - operational controls and, 173
- Responsible Care, 110
- Return on investment (ROI), 115
- Risk:
  - analysis, 78, 131
  - assessment, 152, 165, 231
  - automated control systems, 290–291
  - banking community and, 20
  - to employees, 257
  - goods and service questions, 281–286
  - identifying, 145–146, 170, 304
  - international standards and, 201–202
  - management, 206, 235–236
  - monitoring, 164
  - occupational health and safety and, 144

- Risk (*continued*)  
 plans, 279  
 process approach and, 226–231  
 resources, 229–230  
 supply chain, 210  
 workplace safety and, 139
- Risk Assessment Techniques (ISO 21010:2009), 230
- Risk Management—Principles and Guidelines (ISO 31000:2009), 229
- RobecoSAM, 95
- Rockwell Automation, 291
- Romania, 198–199
- Rotary International, 13
- Safaricom Ltd., 8
- Safety hazards, 152, 236–240. *See also* Hazards
- Sam's Club, 151
- San Diego County, 300
- Sarbanes-Oxley Act, 102, 276, 278, 307
- “Save a day,” 178
- Schrage, Michael, 39
- Schultz, Howard, 260
- Schwab, Klaus, 322
- SD Emergency app, 300
- Seasonal workers, 127
- Security guards, 180
- Sedex, 150
- SEEBALANCE, 89
- Senior management. *See* Top management
- Senn, Martin, 7
- Service organizations, 13–17
- Service production and provision, 286–292  
 outsourcing, 286–287  
 post-delivery activities, 287  
 production planning, 287–288  
 real-time information capture, 288–290
- SharePoint, 275
- Shell International Limited, 89
- Shell Oil, 238
- Shreveport, City of, 238
- Siemens, 7, 29
- Siemens AG, 203
- Silos, 212
- Singularity University, 39
- Skills, 255
- Sloan Management Review, 261
- SMART methodology, 115
- Social entrepreneurs, 92
- Social media, 38, 52, 161, 261
- Social responsibility, 27–32, 202
- Software programs, 120, 247, 289
- Soil, 111
- South Africa, 159–160
- South America, 209
- Spain, 198–199
- S&P Dow Jones Indices, 95
- Stakeholders, 261, 304
- Starbucks, 260
- Stem approach to management, 70–72, 106–109  
 assessment, 71–72, 108–109, 157–158  
 defined, 106  
 integrated management system and, 190  
 occupational health and safety, 155–158
- Step One: Identify, 215–244, 303  
 best practices, 235–236  
 compliance, 232–234

- compliance costs, 236–240
- customers, 216–218
- defined, 194, 195
- five most important questions, 215–216
- leadership and commitment, 223–225
- management system planning, 219–220
- policy statements, 223–225
- process approach, 226–228
- process audits, 314
- risks, 226–231
- strategic planning, 240–242
- Step Two: Insure, 245–302, 303
  - communication, 258–265
  - defined, 194, 195
  - documented information, 265–273
  - documented procedures, 273–277
  - due diligence, 278–279
  - emergency preparedness and response, 297–301
  - future competencies, 255
  - goods and services risk questions, 281–286
  - innovation, 246–247, 292–296
  - management system control planning, 280–281
  - operation, 278
  - operational clauses, 279
  - organizational roles, responsibilities, and authorities, 247–254
  - plan implementation, 245
  - process audits, 314
  - production and services provision, 286–292
  - quality control planning, 279–280
  - resources, 255–257
  - support, 245, 247
  - work environment, 257–258
- Step Three: Improve, 74, 303–320
  - compliance, 308
  - corrective action for nonconformities, 318–319
  - defined, 194, 195
  - improvement processes, 317–318
  - internal audit, 313–314
  - management review, 315, 316–320
  - monitoring and measurement, 308–309
  - nonconforming products and services, 310–311
  - objectives, 306–307
  - performance evaluation, 303–312
  - process audits, 314, 315
  - productive meetings, 315–317
  - product/service, 309
  - supply chain, 307
- Stewart, Tom, 38
- Strategic innovation, 246–247
- Strategic planning, 201, 240–242
- Sulfur dioxide (SO<sub>2</sub>), 239
- Suncor, 22–23
- Supervisory Control and Data Acquisition (SCADA), 290
- Suppliers:
  - audits, 81–82
  - management systems and, 189, 207
  - monitoring, 307
  - relationships, 81–85, 119, 285–286
- Supply chain, 210, 307
- Supply Chain Management (SCM), 282

- Supply Chain Resource Cooperative, 285
- Support:
- implementation and, 245
  - manual template, 272
  - resources, 247
- Supportive environments, 223
- Support processes, 66
- Sustainability:
- Assess & Reflect on, 9–10
  - in the banking community, 19–23
  - business success and, 4, 323–324
  - business value and, 4, 11–12
  - CEOs on, 6–8, 12
  - commitment to, 88
  - consumers and, 88
  - corporate responsibility reporting, 31
  - definitions of, 1–2, 33–34, 35
  - in developing countries, 13–17
  - Dow Jones definition of, 33, 34
  - factors driving, 12
  - global index of, 94–95
  - global reporting, 28
  - seven steps to sustainability, 5
  - industry leaders in, 88–100
  - industry variability, 6–7
  - investors and, 12
  - organizational responsibilities, 247–249
  - principles, 4–5
  - steps to, 5–6
- “Sustainability--a Growth Strategy” (HSBC), 22
- Sustainability Living Plan, Unilever, 92
- Sustainability Reporting Framework, Global Reporting Initiative, 28
- Sustainable business management systems, 187–191
- Sustainable Finance Awards, *Financial Times*/IFC, 21
- Swedish International Development Agency (SIDA), 151
- Switzerland, 199
- System thinking, 36
- Talent management, 42–43, 46
- Tanzania, 93
- Tariffs, 236
- Tarken Sports, 292
- Team approach, 49, 61–62
- Technology:
- digital, 255, 259–261
  - emergency preparedness and, 300
  - innovation in, 294–295
  - mobile, 39, 259, 300
  - pollution control, 237
- TED Talks, 2, 97
- Tellus Institute, 28
- Temporary workers, 127, 139, 141
- Thailand, 159
- Three-Step Process--Identify, Insure, Improve™, 70, 73, 106, 156, 193–203, 326. *See also* Step One: Identify; Step Two: Insure; Step Three: Improve
- Top management. *See also* CEOs; Leadership
- continual improvement and, 101
  - employee relationships and, 252–253
  - environmental management systems and, 92
  - improvement and, 316–317
  - integrated management systems and, 189–190
  - international management systems and, 197

- leadership by, 56–57
- occupational health and safety
  - and, 143–149, 150, 166, 173
- operational controls, 173
- performance evaluation by,
  - 164–166, 303, 304–305, 311
- policy statements and, 223–224
- pollution prevention and, 91
- resource allocation by, 255
- responsibilities of, 223, 250
- Tornado warnings, 300
- Toronto Sustainability Speakers Series,
  - 88–89
- Total, 29
- Towers Watson, 252, 255
- Training:
  - occupational health and safety
    - issues, 141–142, 145–146, 170
  - oversight of, 250
  - requirements, 256
- Triple bottom line, 118
- UK government (UKG), 235
- UN Global Compact, 12, 28
- UN Global Compact–Accenture
  - CEO Study on Sustainability,
    - 3–8, 11
  - Peter Lacy, CEO Study Lead, 3
- Unilever, 7, 92–94, 121
- United Kingdom, 159, 198, 293
- United Nations, 1–2, 33
- United Nations Environment
  - Programme, 28
- United Nations Global Compact, 4–5,
  - 32
- United States:
  - chemical industry, 237–240
  - compliance costs, 236
  - emergency preparedness, 300
  - Global Reporting Initiative
    - (GRI) and, 28
  - ISO certification, 22, 198, 199,
    - 326
  - occupational health and safety
    - and, 128, 140, 151, 159, 178,
      - 198–199
  - U.S. Agency for International
    - Development (USAID), 96
  - U.S. Army, 300
  - U.S. Bureau of Labor Statistics, 138,
    - 140–141
  - U.S. Chemical Safety and Hazard
    - Investigation Board (CSB), 178
  - U.S. Department of Homeland
    - Security, 300
  - U.S. Department of Justice, 238
  - U.S. Department of Labor, 137–138,
    - 159
  - U.S. Environmental Protection
    - Agency (EPA), 111, 135, 237,
      - 238, 244
  - U.S. Green Building Council
    - (USGBC), 293
  - U.S. Securities Commission (SEC),
    - 278
- Vale, 30
- Value analysis, 73
- Verbund* (linked or integrated), 89
- Vietnam, 159, 199
- Virtual disaster mitigation, 300
- Visionaries, 322–323
- Visual information, 120–121
- Walmart, 92, 151–152, 185, 238
- Waste food, 93
- Waste management plans, 293
- Waste requirements, 111

- Water:
- irrigation systems, 21–22, 237
  - protection of, 238
- Wealth of Knowledge, The: Intellectual Capital and the Twenty-First Century Organization* (Stewart), 38
- Western Digital, 230
- “What Yes Can Do,” 23, 24
- Wikipedia, 36
- Williams, Graham, 235
- Witty, Sir Andrew, 8
- Women, 151
- Workdays lost to illness, 138
- Work deadlines, 139
- Work environment, 257–258
- Work instructions, 274
- Workplace emergencies, 298–299
- Workplace illness and injury. *See also* Occupational health and safety
- compliance and, 159–161
  - continual improvement and, 150–154
  - emergency preparedness and response, 178–185
  - illness prevention, 159–163
  - integrated management system and, 189
  - leadership and, 143–149
  - management of resources, 169–172
  - occupational health and safety issues, 138–141
  - operational controls, 173–177
  - performance evaluation and, 164–166
  - work-related diseases, 138, 140
- Workplace safety:
- globalization and, 139
  - hazard removal and, 139
  - injuries, 138–142
- World Bank Group, 20
- World Economic Forum, 93, 321–322
- World hunger, 93
- World trade, 201
- World Wildlife Fund, 96
- Worst-case scenarios, 179, 297
- X-Prize, 39
- A, 2, 38–39
- Zarnett, Brad, 88–89
- Zochem, 211
- Zurich Insurance Group, 7

<http://www.pbookshop.com>

<http://www.pbookshop.com>