

## Index

- 1E, 173, 178  
3Degrees Group, Inc., v, 335  
3M, xiv  
    GHG emission reductions, 364  
    Pollution Prevention Pays, 31, 47, 49, 53, 221, 223, 320  
    Six Sigma, 9, 228–229  
    Transportation Savings, 55, 246  
3P, 31, 47, 49, 53, 221, 223, 320  
5S Programs, 233  
20th Century Fox, 212, 295  
24 TV show, 81
- ABB Group, 229, 309  
Aberdeen Group, 171, 177, 187, 216, 235  
Abu Dhabi, 153  
Academia, 75  
Accenture, 135, 182, 187, 203  
Accountability, 30–31, 33, 112, 116, 321, 323, 324, 351  
    Age of Accountability, 81  
AccountAbility, Inc., 72, 73, 78, 120, 307, 370  
Activity-Based Costing (ABC), 203–303  
Adkins, Craig, 262  
Adobe Systems:  
    Acrobat, 129, 136  
    Green Headquarters, 8, 52  
    LiveCycle, 129, 136  
Adventist HealthCare, 154  
advertising, 219, 270, 277, 280, 285–286, 361, 382, 389  
advisory boards, 32, 72, 111, 326, 328, 365–367  
African Wildlife Foundation, 360  
Agriculture, 56, 67, 70–71, 96–97, 104, 131, 185, 258, 334, 358, 367–369  
AIM-PROGRESS, 217  
Air Pollution, 23, 29, 67, 70, 253, 287, 291  
AkzoNobel, 198, 324, 355  
Alcoa, xiv, xv, 29, 272–273, 324, 337  
Allan, Timothy, 101, 103  
Alliance for Research on Corporate Sustainability, 321  
Alliance to Save Energy, The, 173, 178  
aluminum, 87, 128, 273, 389  
Amazon.com, 201, 251  
American Automobile Association (AAA), 11  
American Chemistry Council, 379  
American Electric Power (AEP), 299, 308  
Anastas, Paul, xvii, 195  
Anderson, Ray C., xvi, 35, 159, 161, 191, 242, 350, 356  
Anderson Analytics, 185  
Anderson Corporation, 57  
AngelPoints: customizable software program, 344–345
- Apple, 65, 174, 176, 201, 211, 214, 283  
    Green My Apple campaign, 65  
Aptera Motors, 65  
AquaRecycle system, 151  
ArcelorMittal, xiv, xv, 54, 221, 235  
Ariel Motor Company, 65  
Arizona State University, 367  
Armstrong, Mary, xv, 317  
Aroneanu, Andrei, 48  
Ashoka, 363  
AT Kearney, 64, 79  
AtlantaNAP, 169  
AT&T Natural Gas Vehicles, 55, 246, 253, 257  
AUDIO assessment:  
    Explaining, 15–26  
    External Communications (*see* Communications: external)  
    Framework, 8, 25, 68–69, 70–72, 317  
    Identifying environmental risk, 68–69  
    Life Cycle Assessment (*see* Life Cycle Analysis)  
Auditing. *See* Supply Chain  
Auguste, Laurent, 96  
Aurubis AG, 287  
authenticity, 12, 275, 276–277, 279, 325, 347–348, 381, 384  
Automated Mechanical Transmissions (AMT), 260  
Aveda, 11, 280  
Avon, xiv, 282  
awards, 32, 127, 279, 324, 352–353, 375
- B2B, 37, 75, 184, 275, 375  
Balta, Wayne, xv, 323  
Bank of America, 129, 143, 298, 353  
BASE, 198  
battery swapping stations, 283  
Baxter Healthcare Corporation, 225  
Baxter International, 53, 233, 303  
BeGreenNow, 335  
benchmarking/comparative analysis, 26–27, 61, 81, 110–121, 146, 153, 164–165, 187, 224, 316, 376, 378  
Ben-Hamida, Mondher, 251  
Bent, David, 43  
Benyus, Janine, 200  
Best Buy, 263, 367  
best practices, 19, 26–27, 61, 91, 110, 119, 146, 152, 169, 173, 204, 224, 229, 239, 243, 327, 332, 355, 356, 367, 376, 385–386  
Better Banana Program, 358  
Better Place, 65, 283  
beyond compliance, 42, 287–288, 299, 382  
Bhopal disaster, 294, 365  
Biodiversity, 23, 67, 71, 74, 80, 84, 97–98, 107, 363

430 Index

- Biofuels, 107, 238, 254, 255-257, 258-259, 266
  - Brazil, 255
  - Ethanol, 254, 255, 258, 266
- biomimicry, 200, 203
- Bissell, xiv, 237
- BJ's Wholesale Club, 154, 160
- Blake, Frank, 205
- Bloomberg: CO<sub>2</sub> emission reporting, 81
- Bloom Energy, 273
- Blue Coat: Blue Planet initiative, 340
- Blue Ocean, 326-327
- Blue State Coffee, 360
- Boeing, 55, 56, 200, 317, 319
  - Mary Armstrong, xv, 317
- Bolsinger, Lorraine, 350
- Booth, Mark, 328
- Boston Consulting Group: Sustainability Group, 302
- boundaries, 88, 90-91, 100, 101, 102, 106, 117, 302, 351
- BP, xiv
  - Gulf Oil Spill, 6, 64, 288, 381
  - Tony Hayward, 6, 288
- Brand:
  - Loyalty, 4, 12, 19, 24, 29, 39, 66, 72, 208, 268, 336
  - Stickiness, 12
  - Value, 47, 72, 268, 282, 284-285, 307, 310, 316
- Braungart, Michael, 197, 202
- Brita, 270, 281
- British Standards Institution, 106, 307
- Brody, Paul, 251
- Browne, Lord John, 288
- BT Americas, xiv, xv, 352
- Budd Inlet Treatment Plant, 160
- Buffett, Warren, 277
- Burt's Bees, 269
- Business for Innovative Climate and Energy Policy (BICEP), 337
- Business for Social Responsibility (BSR), 80, 106, 107, 192, 202, 284, 370
- Business Materiality, 69, 72-74, 76, 77-78, 109
- Business Value: Framing Green Efforts, 37, 44, 50, 79, 147, 209, 218, 223, 322, 349
- BusinessWeek*, 277
  
- cadmium, 176
- CA Ecosoftware, 184
- Calera, 200
- California, 8, 11, 45, 52, 53, 64, 65, 127, 143, 145, 163, 174, 184, 197, 199, 210, 236, 254, 261, 270, 363
- California Global Warming Solutions Act, 363
- cap and trade, 330, 337
- capital costs, 41, 333
- CAPTIN, 251
- carbon constraints, 70, 294
- carbon dioxide, 63, 86-87, 134, 173, 177, 178, 182, 184, 186, 200, 201, 247, 253, 255, 262, 334, 338, 363, 365
- Carbon Dioxide Equivalents, 87, 177
- Carbon Disclosure Project (CDP), 87, 91, 92, 95, 96, 116, 118, 120, 177, 183, 214, 322, 330, 379-380, 387
  - Leadership Index, 116, 118, 120
  - Water Disclosure Project, 95, 96, 380, 387
- Carbon emissions, 53, 81, 99, 117, 142, 151, 173, 178, 179, 182, 184, 186, 190, 201, 234, 247, 253, 262, 281, 337, 338, 353, 364
  - Calculation, 81
  - Carbon neutral, 36, 81, 91, 134, 211, 334-335, 336, 338
    - Reporting, 81, 82, 117, 384
  - carbon exposure, 87, 329
  - Carbon footprint, 53, 65, 133, 142, 170, 174, 177, 181, 182, 183
    - assessing, 82, 223, 329-331
    - calculating, 81, 86-93, 100, 104-105, 105-106
    - carbon accounting, 86, 91, 106
    - cows, 334
    - Greenhouse Gas Protocol, 88, 331, 383, 387
    - scope of, 60
  - CarbonFree, 210
  - Carbonfund.org, 106, 210, 335, 339
  - Carbon Motors, 65
  - Carbon Neutral Company, The, 335
  - carbon neutrality, 36, 81, 91, 134, 211, 334-335, 336, 338
  - carbon offsets, 87, 91, 134, 139, 328, 329, 334-336, 339
    - NetJets Europe, 328
  - Carbon Trust, 50, 92, 105, 338
  - CardPak: EcoLogical, 9, 57
  - Carnegie Endowment, 375
  - Cascades Inc., 234
  - Catalyst, 252
  - Celestial Seasonings, 185
  - Cell phones, 68
  - Cement industry, 200, 277, 365, 379
    - partnership with World Business Council for Sustainable Development, 365
  - Center for Environmental Leadership in Business, 363, 370
  - Century Gothic font, 174
  - Ceres, 35, 298, 360, 370
    - Network on Climate Risk, 298, 360, 370
  - certification, 33, 52, 114, 132, 153-154, 166, 167, 175, 195, 198-199, 204, 210, 219-220, 265, 278, 281, 324, 339, 363, 384
    - third party, 102, 113, 199, 214, 215, 278, 281, 384
  - CFO Research Services, 297, 298
  - CH2M Hill, xv
  - Chaffey Joint Union High School District, 174
  - champion, 125, 333, 356
  - Cheaper, Faster, Better, Greener, 268
  - Chegg.com, 201
  - Chemical industry, 56, 191
    - Responsible Care Initiative, 294, 365, 379
  - chemicals, 6, 7, 10, 23, 25, 36, 56, 63, 64, 65, 67, 70, 71, 93, 103, 113, 130-131, 138, 159, 175, 185, 191, 195-196, 197-198, 203, 216, 219, 222-223, 225, 231, 233, 236-237, 241-242, 243, 248, 268, 269, 273, 277, 291, 292, 293, 294, 304, 365, 388-390
  - Chesapeake Bay Foundation, 359
  - Chief Executive Officer, 30, 66, 75, 112, 319, 324, 341, 342, 346, 350
  - Chief Financial Officer, 36, 42, 297-298, 304, 306-307
  - Chief Sustainability Officer, 17, 30, 33-34, 321, 341
  - Children's Hospital of Pittsburgh, 136
  - China, 6, 65, 160, 236, 268, 293, 294, 329, 335, 390
    - rising energy consumption, 329
  - Chiquita (United Fruit):
    - Partnership with Rainforest Alliance, 358
    - Raul Gomez, Farm Manager, 358
  - Chlorofluorocarbons (CFCs), 25, 67, 70, 86-87, 278, 294
  - Chocolate makers, 64, 153, 206, 360
  - Christensen, Clayton, 49, 310

- Chrysler, 25, 65, 369
- Cisco Systems, 229
  - "Lets Talk Cisco Green," 348
  - Logistics, 55, 246, 251, 263
  - Mixed media employee engagement, 348
  - telepresence calculator, 132-133, 177, 188
  - transportation, 55, 246
- Citigroup, 176
- Civic, 272
- Clean Air Act, 63, 289, 290, 291, 389
  - use of MTBE, 389
- Clean Air Cool Planet, 89, 90, 91, 338, 339
- Clean Air Lawn Care, 12
- clean fuels, 253
- Cleantech, 299
- clean tech, 56, 191, 305, 329
- Clean Water Act, 289, 291
- Clear Carbon, 103, 105
- climate action plan, 329, 332
- Climate Change, 5, 7, 30, 59, 67, 70, 72, 79, 84, 111, 116, 120, 134, 294, 328-339, 360, 363-364, 369, 380, 387. *See also* Global warming
  - science of, 15, 330, 338
- Climate Counts: Scorecard, 120, 380
- Climate Leaders, 87, 115, 118, 364
- Climate Registry, The, 87, 106
- climate strategy, 328-337
- Clorox, xiv, 246, 272
  - Green Works, 10, 11, 56, 191, 192, 195-196, 269, 384
  - Sierra Club endorsement, 384
- closed-loop system, 236-238, 242, 263
- closed loop thinking, 192, 237
- Club Med, 11
- Coca-Cola, xiv, xv, 54, 184, 257
  - bottling operation in Kerala, 361
  - Climate Change, 7, 72
  - Dan Esty, 72
  - dependence on water, 7, 95, 107, 317-318
  - Life cycle analysis, 100
  - Muhtar Kent, CEO, 12, 29
  - Neville Isdell, 72
  - Priority Issues, 72
  - Stewardship, 72, 319
  - Sustainability goals, 29, 32, 217, 326
- co-creation, 30, 326, 342
- Coda, 65
- cogeneration, 143, 160
- Collins, Kevin, 261
- combine heat and power (CHP), 160, 182
- Communications. *See also* reporting
  - external, 32-33, 74, 99, 115, 276-281, 322-323, 375-384, 385-387
  - internal, 33, 112, 173, 224, 325, 347-349, 352, 375-376, 384-385
- Community Development, 23, 68
- Compact Fluorescent Lightbulbs (CFL), 11, 149, 155, 196, 273
- comparative performance analysis. *See* benchmarking/comparative analysis
- compensation, 5, 74, 112, 211, 307, 352, 354-355
- competitive advantage, 3, 14, 23-25, 29-30, 38, 69, 72, 213, 222, 294, 329, 390
- competitiveness, 11, 59, 61, 63, 294, 358, 390
- Compressed Natural Gas (CNG), 253, 254, 266
- Computer-aided design and manufacturing, 235
- Computer Room Air Conditioner (CRAC), 180
- ConAgra: employee environmental innovation contest, 353
- Con Edison, 148
- Connected Reporting, 383, 387
- Connecticut Business and Industry Association (CBIA), 289, 290
- Conservation Fund, 335
- Conservation International, 360, 363, 369, 370
  - "Protect an Acre," 185
- Consumer Product Safety Commission, 293
- Consumers: attitudes, 83, 272-273, 274, 282, 284.
  - See also* customers
- Con-way Truckload, 247
- cool roofing, 155
- Corporate Average Data Center Efficiency (CADE), 179
- Corporate Eco Forum, xiv, xvi, 50
- Corporate Governance, 68
- Corporate Social Responsibility, 12, 31, 44, 112, 142, 285, 310, 319, 360, 370, 387
- costs, 8-9, 37-40, 41-42, 44, 51, 64, 145-146, 151, 177-183, 206-207, 243, 246-249, 300-301, 302-303, 305-306, 307, 309-310, 316
- Council on Environmental Quality, White House, 331
- Cox Communications, 129, 136
- Cradle to Cradle, 19, 100, 192, 197, 198-199, 202, 203, 204
- Cradle to Grave, 93, 100, 101, 108
- culture, 13, 39, 112, 192, 340-357
- Curtis Packaging Corporation, 4, 5, 57
- customers, 9, 115, 183, 206, 272-274, 275-281, 282, 336
- CVS Pharmacy, 251-252
- Dana Corp, 230
- Dar a Mitra Lingkungan (DML), 361
- Darden Restaurants, xiv
  - Sustainable Seafood Dashboard, 351
- data, 33, 43-45, 81-82, 83, 85-86, 88, 91-94, 96, 101-102, 117, 227, 322-323, 377, 378, 383
- Davis, Jim, 383
- Davis & Warshow, Inc., 352-353
- decisionmaking, 50, 51, 262, 300-301, 303, 310, 344
- Deforestation, 7, 64, 67, 71, 98, 336, 358, 367
- Dell, xiv, 52, 55, 96, 174, 176, 250
  - Just-in-time manufacturing, 231-232
- Deloitte, xiv, 102, 135, 311
- Demand-side costing, 307
- dematerialization, 194-195, 201-202
- Department of Energy, 140, 149, 178, 255
  - Biofuels, 256, 265-266
  - Industrial Technologies Program, 181, 243, 364
- Desertification, 295
- Design for the Environment (DfE), 38, 113, 190, 191-199, 204
- DHL Express Nordic, 90
- Diageo, 217
- Diesel fuel, 55, 206, 251, 254, 256-257, 259, 262, 265, 266
  - biodiesel, 256-257, 259, 266
  - ultra-low sulfur diesel, 256
- differentiation, 4, 28, 38, 72, 278, 294, 320
- Digital Cockpit, 3, 323
- Digital Lumens, 248
- dioxin, 3
- disclosure, 32-33, 183, 211, 299, 322, 325, 331, 376, 382. *See also* Carbon Disclosure Project (CDP)
- disease, 98
- Disney, xiv, xv, 54, 212, 295, 367
- Diversey, xv, 131, 340
  - Ed Lonergan, CEO, 131

432 Index

- Diversity, 5, 23, 44, 60, 68, 74, 200, 341, 344.  
*See also* Biodiversity
- Dizzine, Jason, 281
- Donnelly, James, 381
- Dornfeld, David, 236
- Dow Chemical Company, xiv, xv, 143, 294, 365  
Environmental Advisory Council, 365–366  
Evergreen website, 31  
Sustainability goals, 27, 53, 320  
Waste Reduction Always Pays (WRAP) program, 340
- Dow Jones Sustainability Index, 85, 120, 355
- Droppo, Don, 4
- Drouven, Bernd, 287
- DSM, 355
- Duane Reade: EcoClub, 274
- Duke Energy, xiv, xv, 206, 213, 257, 337, 369  
Jim Rogers, CEO, 350  
“sustainability moments,” 385
- DuPont, 56, 191, 228, 294, 337, 365  
zero waste target, 28, 320
- e3bank, 298
- EA Logistics, 249
- Earthster, 103, 108
- Eastman Chemical Company, 256–257
- Eastman Kodak, xiv, 56  
Total productive maintenance, 229–230
- Eaton Corp., 229
- eBay, 172–173, 263, 302–303
- e-BlueHorizons, 335
- Eckert, Bob, 6
- Eco-Advantage, xvi, 4, 15, 17, 18–20, 23–35, 36, 111, 169, 183, 318  
core elements, 5–14, 38–39
- Ecobilan, 103
- Eco-Car Companies, 65
- Eco-efficiency, 8–9, 15, 19, 24, 27, 29, 38, 45, 111, 113, 116, 169, 182, 223, 298, 300, 318, 320, 333, 349, 354–355
- Ecoflation, 64
- eco-footprint, 115, 190, 194, 209, 320, 376
- ecomagination, 3–4, 56, 170, 191, 269–270, 272, 274, 320, 350
- EcoNation, 139
- Eco-Premium, 198, 383
- Eco-Related Costs and Benefits, 36, 41–42, 46, 301, 302, 303–306
- eco-risk, 6–7, 19, 59–62, 207
- eco-sales and marketing, 268–286. *See also* Marketing
- EcoSecurities, 335
- eco-sensitivity, 208
- Ecosmart LED bulbs, 149
- ecosystem services, 67, 80, 98, 107
- ECOvention, 139
- EDF: Climate Corps Program in partnership with NetImpact, 364
- Education, 51, 68, 112, 282, 345–347. *See also* Training
- Eileen Fisher: Eco collection, 336
- Eker, Bard, 235
- Electricité de France (EDF), 353
- Electric Utility Industry Sustainable Supply Chain Alliance, 213
- Electronics Industry Citizenship Coalition (EICC), 216–217
- Electronic Waste Recycling Act (EWRA), 197
- El Nido Resorts, 11
- eMonitor, 150
- employees:  
attitude assessment, 342–344  
engagement strategy, 112, 127, 324, 342, 344–355, 356–357  
labor rights, 23, 68, 74  
mobilization, 31–32, 340–357  
recognizing opportunities for efficiency, 52, 53, 126, 221–222, 223, 345  
safety, 24, 68, 74, 233, 249  
wages, 23, 341, 354–355 (*see also* compensation)
- Endangered Species Chocolate, 360
- endocrine disruptors, 388
- end-of-life, 7, 40, 114, 175, 196, 197
- Energy. *See also* fuels; Renewable Energy  
demand, 67, 150, 158, 329  
efficiency, 67, 163, 164, 222–224, 229–230, 243, 311, 330  
prices, 9, 25, 38, 63–64, 145, 253, 273, 329  
energy audit, 164, 243–244
- Energy Expert, 160
- Energy Service Companies (ESCOs), 151–152
- Energy Star, 11, 52, 127, 138, 145, 146, 152, 153–154, 156, 158, 164, 165, 166, 174–175, 182, 187, 188, 210, 375
- EnerNOC Inc., 150
- Engagement. *See* employees: engagement strategy; Stakeholders: Engagement
- Enterprise Rent-A-Car, 139
- Environment, Health and Safety (EHS), 101, 218, 226, 317, 323
- Environmental Defense Fund, 53, 79, 129, 141, 163, 247, 257, 264, 265, 266, 267  
Corporate Partnership Program, 337, 338, 360, 362, 363–364, 369, 370  
recommended questions for partnerships, 362  
relationship with FedEx, 257
- environmental disasters, 6, 64, 288, 294, 365, 381
- Environmental exposure: AUDIO analysis. *See* AUDIO assessment
- Environmental Financial Statement, 53, 303, 310
- Environmental Footprint, 19, 60, 61, 120, 132, 133, 135, 152, 161, 172, 173–174, 177, 179, 182, 210, 236, 367. *See also* Carbon footprint; eco-footprint  
downstream, 61, 70–71, 367  
upstream, 61, 70–71, 367
- Environmental Impact, 25–26  
Biodiversity, 23, 67, 71, 74, 80, 84, 97–98, 107, 363  
Ecosystems, 67, 80, 84, 96, 97–98, 107, 222  
Metrics, 51, 81–109
- environmental initiatives, 50, 53, 59, 186, 212, 294, 298, 303, 305, 337, 357, 363, 365, 366, 379.  
*See also* Global Reporting Initiative
- Environmental Issues, Top 12, 67
- environmental leaders, 3–4, 13–14, 80, 261, 281, 319–320, 363, 367, 370, 375
- Environmental Lens, 6, 14, 18, 300
- Environmentally Preferable Products, 164, 168, 210–211, 218, 219
- Environmental Management Accounting (EMA), 303–306, 309
- Environmental Management System, 3, 31, 112, 193, 244, 323–324, 327
- environmental problems, 15, 28–29, 190, 202, 270, 282, 370. *See also* environmental disasters; pollution

- Environmental Protection Agency, 50, 148, 176, 178, 218, 225–226, 234, 291, 295, 367, 389
- 2010 Greenhouse gas reporting rule, 32, 63, 81, 87, 183, 325, 331, 376
- Battles with GE, 3
- Building Upgrade Value Calculator, 147, 164
- Climate leaders program, 87, 115, 118, 364
- Non-compliance Report, 289
- Programs and awards, 53, 106, 108, 142, 146, 166, 167, 188, 218, 243, 244, 375 (*see also* Design for the Environment; Energy Star)
- Small Business Environmental Homepage, 290, 296
- SmartWay program, 249, 253–254, 265, 266, 311, 364
- environmental strategy, 16, 17, 30, 59, 297, 326.  
*See also* Eco-Advantage; Green Strategy
- Environmental Support Solutions, 229
- environmental thinking, 14, 160, 316
- EPOCH Environmental Compliance and Task Management Software, 290
- Epstein, Marc, xvi, 297, 306, 310
- e-recycling laws, 176
- Ernst & Young, xiv, 329
- Esty, Dan, 4, 11, 17, 47, 68, 72, 320, 390
- Esty Environmental Partners, xiv, 61, 111
- Ethics, 13, 24, 60, 68, 74, 120, 199, 211, 368, 369
- European Union, 108, 175, 196, 197, 233, 273, 281, 287, 358
- Emissions Trading System (ETS), 328, 330, 376
- REACH Directive, 63, 196, 293, 389–390
- e-waste, 84, 94, 126, 169, 170, 175, 176–177, 188, 197, 343
- Extended Producer Responsibility, 7, 25–26, 61, 197, 205, 208
- externalities, 42, 98, 305
- Eye For Transport, 245
- Facebook, 185, 277, 348
- factory gates, 19, 61, 69, 100
- Falken, Sidney, 375
- Faronics Power Save power management system, 174
- Federal Trade Commission (FTC), 278, 285
- FedEx, xiv, xv, 200–201, 245, 246
- Relationship with Environmental Defense Fund, 257
- FilterForGood, 281
- Fisheries, 67, 71, 210, 367
- Fisher-Price, 6, 293
- Fisker Automotive, 65
- Food Safety, 15, 29, 63, 67, 71
- Ford, Bill, 271
- Ford Motor Company, xiv, xv, 221, 230, 236, 255, 271
- Alan Mulally, 319
- donation to Conservation International, 363
- Materiality Matrix, 78
- supply chain, 334
- sustainability team, 77
- Forest Ethics, 205
- forestry, 65, 96, 102, 107, 185, 215, 219, 329, 338, 339, 346, 371, 387. *See also* Deforestation
- Forest Stewardship Council, 138, 210, 215, 281, 379
- Forrester Research, 179, 184
- Fortune magazine, 3, 135
- Forum for the Future, 43, 284, 307, 338
- fossil fuels, 25, 67, 84, 87, 154, 156, 254–255, 330, 331. *See also* Natural Gas; Oil; Propane
- Freecycle, 360
- Fresh and Easy Neighborhood Market, 149
- Friend, Gil, xvi, 35, 45, 91, 192
- Frito-Lay's, 197, 336
- FTSE4Good, 120
- fuels. *See* Biofuels; clean fuels; Diesel fuel; fossil fuels; Natural Gas; Oil; Propane
- Gasoline additive producers, 64
- GE. *See* General Electric
- GEMl, 50, 77, 80, 107, 109, 209, 217–218, 264, 370
- General Electric, xiv, xv, 5, 53, 54, 95, 103, 107, 135, 294, 337
- battles with EPA, 3
- Ecomagination, 3–4, 56, 170, 191, 269–270, 272, 274, 320, 350
- GE nx aircraft engine, 4
- green aura, 13, 320
- Jeff Immelt, CEO, 3–4, 13–14, 320, 340
- Portfolio approach, 47
- Powersuite, 323
- Session E meetings, 354
- transformation to environmental leader, 3–4, 13–14
- Treasure hunts, 223, 347, 336
- General Mills, 217, 237, 321
- General Motors (GM), 25, 56, 65, 210
- Hummer, demise of, 329
- Generation Y, 277
- Gerber, Gary, 127
- Gilbert, Dan, 263
- Global Environment and Management Institute, 50, 77, 80, 107, 109, 209, 217–218, 264, 370
- Map of Future Forces Affecting Sustainability, 77, 80
- globalization, 77
- Global Reporting Initiative (GRI), 83, 183, 378–379, 386
- template evolution, 378
- Global warming, 67, 86–87, 101, 247, 363
- Global Water Disclosure Project, 380
- Globescan, 268, 284
- goals: stretch, 28, 82
- Goldman Sachs, 95, 120
- Gomez, Raul, 358
- Goodrich Corporation: Kaizen strategy, 233
- Goodwill, 176
- goodwill, 4, 29, 39, 57, 75, 261, 288, 359, 361
- Google, xv, 127, 132, 135, 152, 178, 179, 352, 353
- Finance, 81
- Go to Meeting, 133
- government:
  - federal, 41, 145, 204, 254, 291, 294, 295, 331, 364 (*see also specific departments*)
  - local, 41, 145, 361, 364–365
  - regulation (*see* law and regulation)
  - state, 41, 176, 254, 364–365
- Green and Save, 130
- green as the third button, 11, 269, 275
- Green Brands Survey, 272, 284
- green buildings, 143–168
- equipment, 150, 158
- grounds and landscapes, 152–153, 159
- HVAC, 137, 147, 150, 156–157, 166
- lighting, 137, 147, 148–150, 155–156, 165
- utility tracking software, 160
- waste reduction, 153
- water, 137, 146, 151, 157–158, 166
- green chemistry, 195–196
- green construction, 161

434 Index

- green consumer segments, 273
- green design, 144, 146, 194, 198, 199–202
  - biomimicry, 200, 203
  - green chemistry, 195–196
  - packaging, 9, 23, 37, 54, 55, 56, 57, 70, 72, 82, 89, 93, 102, 113, 126, 130, 136, 169, 184, 191, 195, 206, 209, 245, 246, 250–251, 264, 278, 281–282
  - sustainable design intelligence, 192
- Greendex 2009, 268, 284
- Green-e, 210
- Green Good Housekeeping Seal, 194
- Greenhome.com, 133
- greenhouse gases (GHGs), 87. *See also carbon-related entries*
  - emissions reduction, 28, 53–54, 55, 63, 91, 111, 118, 170, 175, 195, 234, 247, 263, 267, 280, 294, 329–334, 337, 354–355, 364
  - Greenhouse Gas Protocol, 88, 331, 383, 387
  - Reporting, 32–33, 63, 81, 87, 325, 376, 383
  - Greenhouse Gas Protocol, 88, 331, 383, 387
  - Greenhouse Gas Return on Investment (GROI), 228
  - Greenhouse Strategies (GHS), 276
- green IT, 169–189
  - cloud computing, 182–183
  - datacenters, 169–170, 178–182, 182–183, 188–189
  - hardware and software, 137, 171–172, 173–174, 174–177
  - social networking, 132, 185, 277, 348
  - Virtual Desktop Infrastructure (VDI), 172
- Green IT Assessment, 170–171, 187
  - net return on investment (ROI) Calculator, 171, 187
- green labeling, 210, 219–220, 278, 281
- Green Label Plus, 138, 158
- greenlist, 195
- green marketing, 11, 268–286
- green markets, 11, 269, 273
- green office, 125–142
  - business travel and telepresence, 132–133, 139, 142, 177–178, 187–188
  - commuting emissions reduction, 134–135, 139, 142, 178, 187–188
  - food service, 131–133, 138, 141
  - green cleaning options, 130–131, 138
  - meetings and events, 133–134, 142
  - paper flow reduction, 128–130, 135–136, 137, 140–141
- Greenpeace, 285
  - Green My Apple campaign, 65
  - Guide to Greener Electronics, 174, 175
- green pioneers, 275
- Green Power, 119, 154, 160, 218, 234. *See also Renewable Energy*
- green power companies, 154, 160, 234
- green procurement, 205–220
- green product design. *See green design; products*
- green roof, 148
- Green Seal, 159, 210, 219, 272
- Green Sigma: IBM use of, 229
- GreenSpace, 182
- Green Strategy, 15–16, 59, 60. *See also Eco-Advantage; environmental strategy*
  - facing skepticism, 18, 30, 36, 42, 44, 50, 269, 277, 282, 341
  - four stage evolution, 15
  - leadership, 13, 30, 60, 80, 261, 281, 319–320, 363, 367, 370, 375
- green team, 30, 53, 125–126, 127, 128, 341, 345, 356–357
- Green to Gold: How Smart Companies . . .*, xi, xiii, 4, 17, 18, 47, 75–76, 268
  - Stakeholder engagement, chapter on, 75–76
- green value innovation, 10
- greenwashing, 214, 269, 270, 277–278, 281, 285
- Green Wave, 4, 10, 15–16, 17, 20, 27, 31, 319, 326, 329
- Green Works, 10, 11, 56, 191, 192, 195–196, 269, 384
- Green Xchange, 199
- Greenyourevent.com, 133, 142
- Groom Energy, 86
- Guidelines for sustainability reporting, 378–379, 386
- Gulf of Mexico: 2010 Oil Spill, 6, 64, 288, 381
- Hanesbrands, xiv
  - EcoSmart label, 279
  - EPA Energy Star partner of the Year Award, winner of, 375
  - Future Generations campaign, 279, 375
- Hannaford, xiv, 318
- Harley Davidson, 230
- harm charge, 330
- Harnish, Tom, 178
- Harrah's Entertainment, xiv, 342, 349
  - sustainability scorecards, 345
- Hartman Group: 2008 survey on consumer preferences, 10
- Harvard Business Review*, 35, 50, 203, 299, 310, 326, 327, 390
- Harvard Business School, xvi, 10, 287, 368
- Hayward, Tony, 6, 288
- Heavy Metals, 6, 23, 67, 70, 176
- Hedonic Pricing, 307
- Henkel, 56
- Herman Miller, 194, 198, 216, 298, 308
- Hewlett Packard, xiv, 82, 129, 132, 137, 170, 174, 176, 177, 180, 195, 214, 221, 281–282
  - employee solar electricity rebate program, 353
  - "Live Green," 348
  - lunchtime seminars, 346
  - SmartWay, 254
  - SunPower solar energy, 353
- Hilton Hotel in Houston, 151
- Hirshberg, Gary, 280
- Hitachi, 196
- Hitchcock, Darcy, 35, 327, 350
- Hitchings, David, 44, 355
- Hochradel, Steve, 136
- Holcim, 365
- Hollender, Jeffrey, 35, 386
- Home Depot, 205, 211
- Honda, 272, 274
  - Growth during recession, 12–13
- Honeywell Building Solutions, 229, 274, 337, 369
- Housatonic River, 3
- HP. *See Hewlett Packard*
- Hu, Judy, 270
- Hubbard Hal, 231
- Hudson River, 3
- Huisha Farm, 160
- Human Rights, 23, 68, 119, 120, 211, 363
- hurdle rate, 46, 47, 49
- hurdles, 298
- Hurricane Katrina, 181

- Hybrid-Electric Vehicles, 25, 65, 248, 253, 257, 259, 266, 271, 272, 273, 275, 278, 311, 353
  - Fleets, 139, 246, 266
  - Use by Purolator, 42
- Hybrid Technologies, 65
- hydrogen, 261, 266
- Hydrolift, 235
  
- IBM, xiv, xv, 36, 50, 52, 143, 169-170, 171, 173, 178, 180-181, 184, 187, 188, 229, 251, 272, 323, 349, 363
  - Carbon Information management, 91
  - perfluorooctane and perfluorooctanoic acid, 233
  - Smarter Planet, 186, 279
- IDC, 180
- IDEO, 192, 193, 202
- IKEA, xiv
  - clear action agenda, 351
  - staircase model, 215
  - sustainability training, 346, 351
- Immelt, Jeff, 3-4, 13-14, 320, 340
- Impact Analysis, 34
- Impact assessment, 61, 81-82, 88, 99, 107
- incentives, 44, 127, 142, 145, 162, 167, 187, 204, 253, 254, 257, 266, 283, 299, 311, 324, 330, 346, 352, 353, 391
- India, 95, 268, 284, 294, 361, 365, 390
  - rising energy consumption, 329
- Indonesia, 98, 361
- Industrial Ecology, 19, 192, 236-237
- Industrial symbiosis, 236-237
- inertia, 128
- informal educational programs, 346-347
- Information Age, 129
- Information Systems Audit and Control Association (ISACA), 170
- innovation, 10, 27, 28, 29, 35, 39, 56, 73, 74, 135, 170, 190, 192, 193, 198, 199, 203, 204, 221-222, 230, 272-273, 279, 310, 320, 326-327, 348, 353, 370
- Innovest, 120, 378
- Inside Out Perspective, 25, 66, 68
- installation, 40, 53, 154, 234, 306, 333
- insurance, 29, 41, 136, 145, 195, 249, 390
- intangible value, 6, 12-14, 15, 29-30, 37-40, 41, 47, 120, 145-146, 154, 300-301, 302, 303, 305, 315, 316, 320, 340-341, 345, 390
- Integrated Pest Management (IPM), 159
- Intel, 52, 96, 135, 180, 212, 221, 331
- Interface Carpet, 196
  - employee learning and development, 346
  - Mission Zero, 350
- Intergovernmental Panel On Climate Change (IPCC), 330, 338
- International Federation of Accountants, 300, 309
- International Institute for Sustainable Development, 384
- International Organization for Standardization, 33, 100-101, 285-286, 306, 323-324, 327, 370
- Internet, 135, 182, 201, 282-283, 289, 348-349, 380-381
- iPod, 65, 201, 283
- Irika Shipping, 288
- Isdell, Neville, 72
- ISO:
  - 14000, 33, 323-324, 327
  - 14021, 285, 286
  - 14040, 100, 101
  - 14044, 100, 101
  - 14051, 306
  - 26000, 370
- Issue Spotting, 8, 24-26, 34, 60-61, 62, 76-77, 78-79, 274, 292-293, 317. *See also* AUDIO assessment
- iTunes, 201
  
- Japan, 197, 221
- JC Penney, 246
  - energy captain program, 351, 354
  - Energy Center, 354
  - Energy Efficiency Awards, 354
- Johnson, Robert, 260
- Johnson, Sam, 340
- Johnson Controls, 229, 274
- Johnson & Johnson's, xv, 54, 193, 337, 369
  - Tylenol incident, 1982, 381
- Jones Apparel Group, xiv, 334
- Jones Lang LaSalle, xiv, xv, 53, 297, 298
- Joy, Bill, 199
- Junior's Cleaners, 389
- Just-in-Time Manufacturing, 222, 231-232
  
- Kaizen, 53, 229-230, 232-253, 347
- Kallasvuori, Olli-Pekka, 346
- Kalundborg, Denmark, 236-237
- Kanter, Rosabeth, 368
- Kaplan, David, 12
- Kashi, 11
- Kellogg's, 217, 367
- Kent, Muhtar, 12, 29
- Kerala, India, 361
- Ketchum, 381
- key internal stakeholders, 342
- Key Performance Indicators (KPIs), 31, 109, 114, 116, 130
- Killingly, Connecticut, 336
- Kim, Chan, 327
- Kimberly-Clark, xiv, 262, 272
  - Small steps, 345
- Kindle, 201
- Kinetic Energy Recovery Systems (KERS), 241
- Kistler, Matt, 275
- Kiva Systems, 262
- KKR, 364
- KLD, 119, 120, 378
- Kleinfeld, Klaus, 29, 324
- knowledge workers, 13, 29, 39, 341
- Koenigsegg, 65
- Kohl's, 152-153
- Koomey, Jonathan, 178, 201
- KPMG, xiv, 182
- Kraft Foods, 46, 217, 257, 362
- Kuehn, Kurt, 253, 297
  
- LaFarge, 277, 365
- Lamb, John, 172, 187
- Landor Associates, 276, 284
- Land use, 15, 23, 60, 64, 67, 71, 84, 89, 101, 291
- LaValle, Joyce, 346
- law and regulation, 9, 15, 25, 41, 63, 64, 82, 111, 113, 175, 176, 249, 266, 287-288, 288-295, 299, 316, 329, 331, 364, 389-390
  - Clean Air Act, 63, 289, 290, 291, 389
  - Clean Water Act, 289, 291
  - "Porter Hypothesis" and innovation, 287
  - Toxic Substances Control Act, 196, 291, 293, 389
- Lawrence Berkeley National Laboratory, 140, 173
- lead, 6, 176, 261, 291, 293

436 Index

- Leadership Council, 118, 370  
Leadership in Energy and Environmental Design (LEED), 52, 132, 145, 153-154, 166  
Lenovo, 174, 176  
Levi Strauss, xiv, 282  
    Life Cycle Analysis, 99  
Life Cycle Analysis, 99-104, 108-109, 216, 333, 334  
    of paper cup, 102  
    variety, 103  
Lifestyle of Health and Sustainability (LOHAS), 273, 284  
Light Emitting Diode (LED), 53, 149-150, 155, 156, 175, 196, 261, 276  
Lightning Car Company, 65  
lightweighting, 195  
Limehouse Studios, 43  
Lipp, Bob, 268  
Liquefied Natural Gas (LNG), 254, 266  
Liquefied Petroleum Gas. *See* Propane  
Lister, Kate, 178  
Liveris, Andrew, 27  
L.L. Bean, 196, 256  
    donations, 360  
load factor, 250, 260  
Lockheed Martin, xiv, 53, 135  
Locus Research, 103  
London Drugs, 261  
Lonergan, Ed, 131  
Lotusan, 190  
Lotus Notes, 323  
lovemarks, 268  
low flow toilets, 136, 151, 158  
low-hanging fruit, 34, 144, 146-148, 163, 170-177, 223, 248, 366  
Lubin, David, xiv, 35, 319-320, 326, 390  
  
Maathai, Wangari, 336  
Mack Molding, 52, 143  
Macy's, 55, 252  
Maersk, 9, 252  
Makower, Joel, xvi, 35, 104  
Manufacturing, 221-244  
    cellular, 230-231  
    chemical discharges, 225-226, 241-242  
    processes with greatest opportunity, 225-226  
    scrap, 225  
    Value stream mapping, 53, 226-227, 232  
    Wasted energy, 224-225  
Marcomm Group, 268  
Marine Stewardship Council, 131, 210, 367, 379  
Marketing:  
    Green, 11, 268-286  
    Responsible, 68  
Mars, 206  
Martin, Lauralee, xv, 298  
Maryland Department of the Environment, 364-365  
Masdar Institute of Science and Technology, 153  
Materiality, 69, 72-74, 76, 77-78, 109  
    Design Principles for Business Materiality Determination, 73  
    Scorecards, 73-74  
Mathews, Jessica, xvii, 375  
Mattel: lead paint violation in toys, 6, 293  
Matthews, John, xv, 340  
Matthews, Scott, 201  
Mauborgne, Renee, 327  
Mazur, Agnes, 200  
McAuley, Kathy, 297  
McDonalds: environmental impact data, 82  
McDonough, Bill, xvi, 192, 197-198, 202  
  
McKesson Corp, xiv, 52, 55, 246  
McKinsey, 170, 179, 298, 363  
Media, 6, 13-14, 59, 75, 97, 280, 282, 360  
Meier, Alan, 173  
Melitta, 275-276  
mercury, 149, 156, 176, 277  
Metafore, 219  
methane, 86, 87, 89, 99, 160, 234, 254, 334  
Methyl tertiary butyl ether, 389  
Metrics, 81-109, 160, 178, 179, 228, 322, 344-345, 377. *See also* benchmarking/comparative analysis  
    diversity of, 83, 85  
    importance of, 81-83  
    intensity-based data, 83, 85  
    normalized, 83, 85  
    performance indicators, 31, 45, 85, 109, 114, 116, 130  
    tracking of, 60, 81-109, 379  
    trend data, 83, 85, 383  
Metrix 4, 160  
Meyer, Russ, 276  
Microsoft, xiv, xv, 174, 182  
    brown-bag lunches, 346  
    energy bill responsibility, 354  
    Office, 178  
    Windows 7, 175  
Migita, Gwen, 349  
millennials, 277  
MillerCoors, 123, 331  
Milyoni, 135  
Mindset, 39, 199, 207, 222, 263, 297, 347, 356  
Minnesota Twins, 151  
Mitra chair, 194  
MIT, 153, 165  
Mitsubishi, 56, 191  
Montreal Protocol, 67  
Moore, Rodney, 263  
Moore Recycling, 184  
Moss, Kevin, 352  
Motorola, xiv, 174, 177, 280  
    Six Sigma, use of, 228  
MTBE, 389  
Mulally, Alan, 319  
Munczinski, Rich, 308  
Myclimate, 335  
  
Nalgene, 281  
Nardella, Tony, 128  
Nardella's Turf Care, 128  
National Institute of Building Sciences, 148, 165, 166, 167  
National Park Foundation, 360  
National Pollution Discharge Elimination System (NPDES), 183  
National Truck Equipment Association, 260  
Natural capital, 64, 68, 98, 388  
Natural disasters, 181  
Natural Gas, 151, 234, 236, 253, 254, 258, 266  
Natural Gas Vehicles (NGVs), 253, 254, 266  
Natural Logic, 45  
Natural Resources Defense Council (NRDC), 106, 140, 141, 164, 166, 337, 360, 369  
    E2 program, 363  
Natural Selection Foods, 64  
Nature Conservancy, The, 107, 337, 360, 364, 369, 370  
Nature's Path, 250, 262  
Nestle, xiv, 95, 217  
NetImpact, 338, 364  
Netjets Europe, xiv, 328

- Net Present Value, 46–47, 49, 165, 310, 317  
NetSuite, 182  
New Belgium Brewing Company, 13  
New England Aquarium: Sustainable Seafood Dashboard, 351  
new source review (NSR), 290  
*Newsweek*: Green Rankings, 120, 322  
New York Sports Club, 8  
NextEra Energy, xiv, 257  
niche markets, 10, 268, 275–276  
Nike, 66, 191, 194, 199, 200, 216, 337  
    considered index, 184  
    innovation framing, 193, 348  
    Partnership with Ashoka, 363  
    Power of One, 351  
    sports for a better world, 363  
Nissan, 283  
Nitrogen Oxides (NO<sub>x</sub>), 84, 249, 291  
Noble Automotive, 65  
Nokia, xiv, 31, 174, 346  
Noll, Rich, 375  
Non-Governmental Organizations (NGOs), 13, 26,  
    29, 32, 38, 39, 43, 60, 66, 72, 75, 76, 83, 89,  
    91, 115, 116, 118, 119, 205, 214, 271, 326,  
    330, 336–337, 342, 358, 359, 360, 361–362,  
    363–364, 365, 367, 369, 370, 376, 379–380,  
    381, 382, 384, 390  
Northeast Utilities, 213, 279, 346  
    Environmental Awards Ceremony, 32  
Northrop Grumman, xiv, 52, 143, 354–355  
    Weighted Criteria Model, 44  
Norton, Robert, 12  
Novo Nordisk, 55  
NRG Systems, 353  
NTUC Income Cooperative Limited, 136  
nuclear power, 234, 236  
NuStats, 247  
Nutrition, 24, 68, 132, 326  
nylon, 198, 320
- Ocean Conservancy, 360  
Oil, 6, 64, 67, 201, 234, 236–237, 288, 329, 381  
    Prices, 9, 25, 64, 253  
O’Keefe, John, 43  
old growth, 205  
operating and maintenance, 253, 333  
Opportunity Costs, 42  
organic cotton, 27, 216  
organic food, 25, 70, 71, 131, 132, 152–153, 268,  
    273, 280  
Osterberg, Don, 248  
Outside In Perspective, 25, 68  
outsourcing, 41, 89, 90, 151–152, 183, 231, 246  
Ownership, 30–31, 33, 168, 222, 280, 309, 310  
Ozone Layer, 25, 67, 70, 84, 278, 294
- Pacific Gas & Electric (PG&E), xiv, 90, 213, 257  
packaging, 9, 23, 37, 54, 55, 56, 57, 70, 72, 82, 89,  
    93, 102, 113, 126, 130, 136, 169, 184, 191,  
    195, 206, 209, 245, 246, 250–251, 264, 278,  
    281–282  
pairing, 47  
Palinkas, Simon, 184  
Panasonic, 174, 331  
Parker, Mark, 66  
Particulate Matter (PM), 67, 249, 256, 257, 258,  
    259, 291  
Patagonia, 11, 216  
    Environmental activism support, 360  
    Footprint Chronicles, 214, 386
- Payback schedule, 8, 47, 133, 138, 143, 154,  
    169–170, 174, 177, 181, 193, 234, 235, 248,  
    257, 261, 298, 316, 333  
PBD Worldwide Fulfillment Services, 136  
Pbworks, 135, 178  
PE International, 103  
Penman, Pat, 251  
PepsiCo, 152, 257, 348  
    dependence on water, 95  
    Good Morning Valhalla, 352  
    green team, 53  
    Indra Nooyi, CEO, 335  
    RECs, 335–336  
perchloroethylene (PERC), 389  
Performance Indicators, 31, 45, 85, 109, 114, 116,  
    130  
performance reviews, 324  
Petroleum Geo-Services (PGS), 179  
PFOA, 233  
PG&E. *See* Pacific Gas & Electric  
Philips, xiv, 56, 191  
Phoenix Press, 234  
phthalates, 175, 292–293, 388  
pilot projects, 34, 194, 318, 333–334, 349, 351  
Pittsburgh International Airport, 149–150  
Planet Metrics, 103  
Plastic bottle makers, 65, 237  
plastic bottles, 100, 101, 191  
    phthalates concern, 388–389  
Playing Field, 287, 293, 390  
point-of-use storage (POUS), 242  
Poland Spring, 55, 246  
Political Activity, 68, 74, 77  
pollution, 23, 29, 67, 70, 253, 291. *See also* Air  
    Pollution; Water: pollution of  
Pollution Prevention Pays (3P), 31, 47, 49, 53, 221,  
    223, 320  
Polman, Paul, 29–30, 336  
Poniatowski, Marty, 173  
Porter, Mike, on competitive advantages, xvi, 10, 72,  
    287  
Possibility Frontier, 34  
Poverty, 23, 68  
Powerhouse Dynamics, 150  
PowerSuite, 323  
Power Usage Effectiveness (PUE), 172, 179, 182  
precautionary principle, 113  
Preserve, 270  
Pre SimaPro, 103  
prevention of serious deterioration (PSD) rules,  
    290  
price premium, 207, 213, 234, 257, 268, 274  
price signal, 330  
PricewaterhouseCoopers, 98, 135  
Prime Time Shuttle, 255  
Prince Charles, 383  
Prius, 269, 353  
Procter and Gamble, xiv, xv, 55, 56, 82, 109, 191,  
    194, 282  
Product Differentiation, 4, 28, 38, 72, 278, 294,  
    320  
Productive to non-productive ratio, 45  
products, 56–57, 113, 190–204, 218–219. *See also*  
    Environmentally Preferable Products; Product  
    Differentiation  
Propane, 254–255, 258, 266  
PT Aqua Golden Mississippi, 361  
Pullen, Curt, 298, 299, 308  
Puma, 251  
Purolator, 42, 257

438 Index

- radiant barriers, 148, 155
- radiation, 240
- rainfall patterns, 67, 77, 329
- Rainforest Alliance, 358, 362, 371
- Ramsey, Steve, xvi, 323
- Raycroft, David, 185
- REACH Directive, 63, 196, 293, 389–390
- Recession: Going green in, 12–13, 14, 31
- recommissioning, 143, 146, 148
- recycled materials, 56, 161, 195, 209
- Recycling, 8, 23, 54, 89, 93, 96, 97, 100, 112, 113, 114, 126–128, 138, 141, 143, 151, 169, 175, 176, 188, 196, 263
- Red Bull: legal noncompliance in waste management, 8
- redesign, 10, 191, 193–196, 250, 263, 292, 318, 320
- reduce, reuse, recycle, 126–128, 166
- Refrigerants, 87
- Registration, Evaluation, Authorisation, and Restriction of Chemical substances. *See* REACH Directive
- Regulation. *See* law and regulation
- REL, 361
  - Outdoor Resource Center, 361
- Renault, 283
- Renewable Choice Energy, 335
- Renewable Energy, 55, 57, 154, 160, 167, 200, 210, 234, 236, 246, 288, 311, 335–336, 337. *See also* Green Power; solar
- Renewable Energy Certificates (RECs), 234, 335
- reporting, 32–33, 63, 81, 82, 87, 88, 91, 109, 115, 183, 299, 325, 331, 375–387. *See also* Communications
- Republic Services, 254
- Responsible Care initiative, 294, 365, 379
- Responsible Purchasing Network, 210, 218
- retrofitting, 9, 29, 47, 132, 145, 149–150, 151, 165, 254, 257, 271, 334
- Return on Investment (ROI), 36, 44, 47–48, 51, 85, 144, 165, 171, 174, 181, 187, 228, 298, 300–301, 310, 311, 333
  - Success Stories, 43, 52–57
- Return on Resources, 45
- Rice University, 297, 306
- Ricoh, 130, 172, 280–81
- right thing to do, 13, 127, 350, 375, 377
- risk:
  - Management, 24, 26, 40, 42, 59–62, 81, 111, 207–209, 297–298, 320, 355
  - Mitigating, 6–8
  - Reduction, 5, 24, 29–30, 38, 145–146, 222, 315, 320
- Riviera, 237
- Roberts, Carter, 363
- Roberts, Kevin, 268
- Rogers, Jim, 350
- route optimization, 246, 249–250, 262
- Routerank.com, 133–134
- Runnalls, David, 384
- Ruta, Gwen, 364
  
- Saatchi & Saatchi, 132, 268
- SABMiller:
  - Water Footprint, 97
  - work with WWF, 97
- Sabre, xiv
  - “Good Network,” 348–349, 356
- Sainsbury’s: Local Heroes award ceremony, 353
  
- Salt Spring Coffee Company, 88, 90
- San Jose State University, 149
- Santa Monica, California, 210
- SAP, xiv, 103, 170
  - 2009 sustainability results release, 383
- Scenarios, 7, 40–41, 77, 79, 130, 172, 302, 342
- Schenck, Rita, 104, 108
- Schneider Electric, 229
- Schneider National, 248, 252
- Schwarzenegger, Arnold, 275
- Science, 15, 25, 34, 77, 292, 330, 338, 389
- SC Johnson, xiv, 55, 195, 251, 252, 292
- scorecards, 12, 32, 44, 61, 73–74, 120, 174, 193, 214–215, 345, 355, 367, 376, 379–380
- SCOTT, 272
- Seabright, Jeff, xv, 7, 317–318
- sea levels, 67, 329
- Securities and Exchange Commission (SEC):
  - Environmental disclosure rules, 299, 376
  - new environmental reporting requirements, 63, 331
- servicization, 200–201
- Session E, 354
- Seventh Generation, 176, 184
  - radical transparency, 386
- Seymour, Sarah, 193
- Shaklee Corporation, xiv, xv, 11, 278
  - partnership with Wangari Maathai, 336
- Shareholders, 33, 38, 39, 41, 47, 75, 82, 228, 290
- Shareholder Value Added, 228
- Shaw Industries, 54, 221
- Shelby Supercars, 65
- Shell, 277, 369
  - business performance scorecard, 355
  - external review committee, 384
  - scenario planning, 77
  - “Tell Shell” invitation, 384
- Siemens, 274
  - Building Technologies Division, 229
- Sierra Club, 3, 266, 364, 384
- Sijbesma, Feike, 355
- silo thinking, 192
- Single-minute exchange of die (SMED), 230
- SiteSMART demand program, 150
- Six Sigma:
  - Green, 9, 228–229
  - Lean, 9, 228–229, 243
- Ski areas, 64
- smart irrigation control, 151, 152, 159
- smart metering, 150, 354
- Smartturn, 261
- Smucker Natural Foods, 261
- social license to operate, 39, 64, 67
- Soft drink companies, 64–65. *See also* Coca-Cola; PepsiCo
- Software as a Service (SaaS), 182
- solar, 3, 52, 53, 56, 96, 151, 154, 167, 179, 191, 198, 236, 261, 280, 346, 353
- solar hot water heaters, 151, 261, 353
- SolFocus: Greenhouse Gas Return on Investment, 228
- solvents, 194, 198, 203, 219, 248, 389
- Sonoco, 54, 221
- Sony, xiv, 174
- SOx, 84
- Spoetzel Brewery, 234
- Sports 4 Kids program, 363
- sprawl, 23, 67, 71
- Sprint, xiv, 54, 82, 191

- Stakeholders, 42, 48, 77, 78, 307, 310, 377–380
  - Engagement, 32, 74, 82, 115, 118, 315, 336–337, 342, 358–371
  - Impact Assessment, 76
  - mapping, 26, 66, 74–76, 78, 317
  - Priorities, 72, 73, 111, 316
  - shaping business landscape, 72, 390
  - stakeholder wheel, 75
- Staples, 53, 262
  - “Green Guide,” 211
- Starbucks, 199, 337
  - Farm Support Centers, 369
  - Partnership with Conservation International, 368–369
  - Support of coffee farmers, 368–369
- Star Farm, 184
- Starwood Hotels: Element Hotel line, 11
- Steelcase Inc., 198, 224–225
- Steiner, Dave, 238, 391
- stewardship, 4, 6, 19, 31, 72, 175, 177, 197–199, 319, 340. *See also* Forest Stewardship Council; Marine Stewardship Council
- STMicroelectronics: monthly automobile allowance, 354
- Sto Corp, 190
- Stoffel, Bob, 253
- Stonyfield Farms, 280, 334, 337
  - Life Cycle Assessment, 99
- storytelling, 346
- strategies. *See* climate strategy; Eco-Advantage; employees: engagement strategy; environmental strategy; Green Strategy
- Straus, Michael, 11
- Straus Communications, 11
- Straus Family Creamery, 11
- Styrofoam, 210
- Sun Edison, 154
- Sun Light & Power, 127
- Sun Microsystems, 199
- Sunset* magazine, 152
- supplier code of conduct, 114, 205, 211, 214, 216
- supplier summit, 212
- Supply Chain, 24, 38, 50, 56, 68, 74, 79, 82, 205–220, 232, 236, 293, 334, 367
  - Logistics, 24, 54–55, 82, 206, 216, 245–267
- Supply-side costing, 307
- Surfrider, 281
- Sustainability, 5
  - megatrend, as, 4, 34–35, 65, 190, 268, 315, 320, 326, 390, 391
  - Reporting, 82, 87, 109, 115, 116, 208, 325, 377–384, 386
  - targets, 28, 31, 34, 111, 114, 194, 320, 324, 325, 326, 331–332, 355, 380, 381, 391
  - vision, 5, 27–28, 30, 34, 319–320, 347, 350
- Sustainability Advantage, The* (Willard), 13, 50
- Sustainability Consortium, 104, 108, 214, 367
- “Sustainability Imperative, The” (Lubin and Esty), 35, 320, 390
- Sustainable Asset Management, 85, 378
- Sustainable Consumption Institute, 336
- sustainable development, 353. *See also* green buildings
- sustainable prosperity, 360, 388
- Sustainable Travel International, 335
- SVA, 228
- Swedish Royal Institute of Technology, 186
- Sysco, 261
- TechNavio, 176
- TechTurn, xiv, 176, 177
- Terracycle, 191, 356, 362
- TerraPass, 335
- Tesco, 82, 149, 184, 211, 274
- Tesla Motors, 65
  - electric car, 275, 329
  - stock price, 329
- Texas Instruments, 56, 206, 230
- Think tanks, 75
- Thompson, Norm, 211
- Tide, 56, 194
- Timberland, 279, 337, 353
  - Life Cycle Analysis, 99
  - product specific environmental information, 385–386
- Timex, xiv, 252
- Tioga Energy, 154–155
- Toolkit, 51, 79, 142, 243, 301
- Toshiba, 174
- Total Productive Maintenance, 229–230, 243
- Town Sports: savings from improved energy efficiency, 8
- Toxic Release Inventory, 81, 82
- Toxic Substances Control Act (TSCA), 196, 291, 293, 389
- Toxins, 67, 70, 195–196. *See also* chemicals
- Toyoda, Eiji, 221
- Toyota, 52, 274, 353, 363
  - CAPTIN, 211
  - Just-in-time manufacturing, 222
  - manufacturing process, 221–222, 363
  - Toyota Way, 222
- TOM, 344
- Trafigura, 288
- Training, 31, 68, 112, 224, 227, 229, 248, 249, 324–325, 345–347, 350–351. *See also* Education
- Transparency, 12, 32, 68, 73, 93, 104, 211, 277, 325, 352, 353–354, 366, 368, 381, 386
  - Age of Transparency, 35, 81, 299, 325
- Transportation, 24, 54–55, 82, 89, 131, 133–134, 162, 206, 209, 216, 225, 319
  - increasing efficiency, 54–55, 139, 245–267
- Travelocity, 185
- Treehugger, 277
- Triple Bottom Line, 5, 23, 35, 48, 50, 60, 66, 298
- Tropicana: Life Cycle Analysis, 99
- Trucost, 119, 378
- Trust, 12, 39, 274, 350, 352, 359, 368, 384
- Tuor, Nancy, xv
- Twitter, 132, 185, 277
- U-Haul International, 263
- Unilever, xv, 30, 32, 217
  - Capital Investment, 47
  - Laundry products, 336
  - Palm oil suppliers, 65, 367–368
  - Round Table on Sustainable Palm Oil (RSPO), 367–368
  - Value chain sustainability projects, 104–105, 336, 367–368
- United Nations: Environment Program, 80, 98, 109, 338
- United States Government Printing Office, The, 129, 136
- United States Postal Service, xiv, 255
- United Technologies, xiv, 274
- University of Arkansas, 108, 367
- University of Maryland Manufacturing Assistance Program, 365

440 Index

- University of Wisconsin-Green Bay, 174
- UPS, 253, 255, 257, 263, 297
  - Package flow, 136, 184
  - transportation costs, 54–55, 246, 250
- Uptime Institute, 179, 187
- U.S. Climate Action Partnership (USCAP), 294, 337, 369
- U.S. Department of Energy. *See* Department of Energy
- U.S. Department of Environmental Protection. *See* Environmental Protection Agency
- U.S. EPA. *See* Environmental Protection Agency
- U.S. Green Building Council (USGBC), 52, 143, 153, 166
- USDA organic, 210
- USG, 331
  
- Value Chain, 5, 7, 89, 207, 214, 216, 326, 359, 367–369
  - Areas of Impact, 26, 40, 68–69, 111
  - costs and benefits, 317
  - Ecosystem approach, 61, 104–105, 222–223
  - value innovation, 10, 327
- values, 3, 5, 13, 29, 31, 39, 72, 77, 120, 268, 272, 274, 275, 284, 341, 343, 347, 355, 360
- Value Stream Mapping, 53, 226–227, 232
- Veolia Water Americas, xiv, 96, 107
- Verdantix, 177, 298
- Verizon Communications Inc., xiv, 181
- Vermont Business Materials Exchange, 176
- videoconferencing, 132–133, 139, 142, 177–178, 348
- virtualization, 169, 171, 172, 173, 178–179, 182, 187
- VMware, 179
- VOCs, 84, 101, 138, 158, 223, 228, 258, 291
- Volkswagen, 196
- Voluntary Inter-Industry Commerce Solutions Association, 252
  
- Walgreen's, 274
- Walmart, xiv, xv, 37, 82, 104, 198, 206, 212, 261, 274, 275, 279, 342, 356
  - breakroom light costs, 57
  - Home Entertainment Design Challenge, 195, 281
  - Personal Sustainability Project (PSP), 31, 345
  - supplier sustainability scorecards, 32, 209, 211, 214–215, 376
  - sustainable value networks, 214, 367
  - transportation costs, 54, 56, 206, 246, 250, 253, 257, 279
  - water efficiency, 96
- Warehouse Management System, 261
- Warner, John, 195
- Warner Brothers, xiv, 212, 295
- Washburn, Doug, 184
- Waste, 5, 8, 23, 28, 54, 67, 70, 74, 113, 138, 141, 153, 171, 238, 291, 320, 340. *See also* e-waste; Recycling
  - audit, 54, 93–94, 106, 141, 221
  - as lost profit, 24, 93, 222
  - in manufacturing, 9, 54, 57, 160, 197, 222, 224–226, 227, 228–229, 231–233, 234, 236–238
  - measuring, 83–85, 93–94, 106, 216
  - packaging, 9, 23, 54, 136, 169, 209, 250, 281–282
- Waste Electrical and Electronic Equipment Directive (WEEE), 188, 197
- Waste Management, xiv, 238, 367, 391
  - donation to Freecycle, 360
- Watchdogs: nongovernment organizations. *See* Non-Governmental Organizations (NGOs)
- Water, 53, 60, 69, 79–80, 84, 136, 151, 152, 157–158, 159, 166, 198, 237, 242, 361
  - footprint, 80, 95–97, 106–107, 318
  - indirect use of, 95, 96
  - pollution of, 23, 60, 67, 71, 82, 84, 96, 97, 197, 228, 287, 291, 389
  - production equivalents, 85
  - scarcity, 7, 67
- Weber, Christopher, 201
- Website: Greentogoldplaybook.com, 16, 18, 391
- WEEE, 188, 197
- Welch, Jack, 3, 13
- Wessex Water, 303
- Westerveld, Jay, 277
- Westside YMCA, 102
- Westwood Gateway Towers, 150
- Weyerhaeuser, xiv, 297, 299
- Whole Building Design Guide, 148, 165, 166, 167, 309
- Whole Foods, 11, 25, 139, 185
- Willard, Bob, 13, 50, 349, 356
- Willard, Marsha, 35, 327, 350
- Winneroski, Kevin, 263
- Winston, Andrew, xiii, 4, 11, 17, 35, 47
- wood, 54, 67, 71, 84, 93, 98, 130, 153, 198, 205, 210, 219, 221, 281, 353
- World Business Council for Sustainable Development, 50, 80, 88, 219, 330, 331, 365, 371, 379, 383
- World Energy, 8, 160
- World Resources Institute, 64, 79, 95, 106, 204, 219, 220, 330, 337, 338, 369
  - Corporate Ecosystem Services Review, 80, 107
  - Greenhouse Gas Protocol, 88, 331, 383, 387
- World Wildlife Fund, 360
  - Climate Savers Initiative, 337, 363
  - panda certification, 363
  - SABMiller, work with, 97
- WRAP, 340
  
- xeriscape principles, 152
  
- Yahoo!, xiv, 134–135, 152, 180, 279
  - “green screen,” 354
- Yale University, xv–xvi, 127, 321
- Yellow Cab Chicago, 254
- YouTube, 132, 277, 279, 356
  
- Zappos.com, 262
- Zipcar, 201