The greening of black gold: towards international environmental alignment in the petroleum industry
van de Wateringen, S.L.

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Annex II. Interview Questions, coding scheme and list of interviewees

A. Interview questions
Note: Semi-structured interviewing, not all questions asked to all interviewees; adjustment by function.

General introduction of the project

Environmental strategy

General
• What do you consider to be the major changes in the company's environmental strategy in the period 1990-2002 (motivation - why; and contents - code, policy)

Change in major topics
• Who is initiating the environmental strategy of the company
• Please describe the impact of catalyst event [identify company specific] on the development of environmental management in the company

Environmental reporting
• Who decides on external disclosure and its contents? 1990-2002
• Value/cost/benefit of external disclosure in form of environmental reports, internally, externally

Environmental structure

Contents of responsibility
• Please describe the development/major changes in the environmental management system of the company in the period 1990-2002
• What dilemma’s were you confronted with during implementation of the management system? 1990-2002
• How is the EMS implemented and by whom? 1990-2002
• What does the organisation chart of your company look like?
• Who and how do you decide on the environmental targets?
• What is your opinion with regard to the statement that the correlation between 'proactiveness' of the environmental strategy and the centralisation of those issues in the organisation is reversed after a certain period?
• Where lies the major tension/emphasis referring to the integration of environmental issues in the organisation?

Structure of ownership/operations
• Working with contractors and environmental issues; is there an explicit evaluation of past performance and part of contract?
• What is your opinion with regard to the statement that the complexity of structure of ownership (working in consortia and joint ventures) is slowing down the implementation of high standards in environmental management in the industry
• Can you describe the effect of the merger and acquisition history of your company on its environmental management?
Authority and formal responsibility

- What level within the corporation decides on appointing and location of permanent environmental staff?
- What is the financial limit in budgetary decisions relating to environmental management?
- Are environmental issues included in the remuneration policy?
- What is your opinion with regard to the statement that operational facilities and subsidiaries feel burdened by the impact of environmental standards and plans of corporate headquarters?

Monitoring and environmental performance assessment

- Reporting relationships with regard to environmental management
- Developments in internal audits 1990-2002
- Developments in certification 1990-2002
- What is your opinion with regard to the statement that the existence of initial resistance of companies to external certification has vanished into a conviction that certification is a way to check quality systems and control for liability.

Commitment

- Please describe the development in environmental commitment for the different organisational levels in the company (Level and changes, corporate, BU, subsidiary, operations)
- What is your opinion with regard to the statement that the competitive edge of the operations makes it harder for employees at the operational level to live up to the expectations at the corporate level

Reputation

- How does your company respond to the decline of the reputation of the industry during 1990-2002
- Does the company actively involve in reputation management activities? (how/since when/major issues)
- How does the company measure its reputation
- What is your opinion with regard to the statement that companies only realised in the mid-1990s that environmental reputation is important and that they are still struggling to show their improvements and convince their general audiences.
- What is your opinion with regard to the statement that a sensitive reputation profile/incident experience does impact environmental strategy but not necessarily the integration of environmental issues in the organisational structure/management.

Ranking

- Which company do you believe has environmental leadership within the sector of industry? Please rank the top 5 of the following group130 of companies and explain your impression of changes over the years. Discuss chosen ranking, specific basis of your choice of environmental leadership? (strategy, specific issue, performance)

Closing

- Have we discussed all things you consider important regarding environmental management? Is there anything you want to add to this interview?
- Can I contact you for clarification, while transcribing this interview and completing my work?
- My thanks for your co-operation and time.

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130 The sample consists of the Fortune Global 500 list, Top 14 of petroleum refining companies for 2002 by revenues; mentioned in alphabetical order to the interviewee. The companies are: BP, Pemex, ChevronTexaco, Conoco, ENI, ExxonMobil, PDVSA, Petrobras, RepsolYPF, Shell, Statoil, TotalFinaElf. Added were Pemex (category 'Crude'); excluded were Sinopec, SK and Marathon. The results are three North American, six European and three Latin American companies.)
B. Coding scheme

Marking each interview with:
Date:
Company/organisation:
Name interviewee:
How long employed by the firm:
Function (official title):
Educational background:
Responsibilities tasks activities:

List of Codes used to analyse the interviews

Environmental strategy
Environmental policy CER
Corporate environmental report CER
Stakeholders STAK
Role CEO/Board/top management CEO
Challenge CHA
Sustainability SUST
Performance PERF
Renewables RENEW
State company STA
Initiative INI

Environmental structure
Environmental management system EMS
Environmental impact assessment EIA
Audits AUD
Training TRA
Relation corporate headquarters/business units/operating companies HQ/BU
Regulation REG
ISO RC EMAS/certification ISO
Achievement ACH
Remuneration REM

Corporate strategy
Internationalisation INT
Investments INV
Home and host operations H/H

Organisational structure
Contractors/suppliers CON
Joint ventures/consortia JV
Merger MERG

Other aspects
Catalyst events CAT
Culture CUL
Reputation REP
Commitment CT
Centralisation CEN
C. List of interviewees

<table>
<thead>
<tr>
<th>Shell</th>
<th>Function</th>
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<tbody>
<tr>
<td>Daniel Bianchini</td>
<td>Reputation tracker responsibility</td>
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<tr>
<td>Steven de Bie</td>
<td>Sustainable Development Manager</td>
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<tr>
<td>Joyce Clark</td>
<td>Environmental Advisor E&amp;P</td>
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<tr>
<td>Joppe Cramwinckel</td>
<td>Sustainable Development Group</td>
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<tr>
<td>Aart Gaasbeek</td>
<td>Group HSE Assurance Advisor</td>
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<tr>
<td>Jan Hartog</td>
<td>Sr. Environmental Advisor</td>
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<tr>
<td>Lex Holst</td>
<td>Vice President Group Sustainable Development and HSE</td>
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<tr>
<td>Stephen Macklin</td>
<td>HSE Focal point, E&amp;P New Business Ventures</td>
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<tr>
<td>Volkert Zijlker</td>
<td>HSE and Sustainable Development Manager</td>
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<td>TFE</td>
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<tr>
<td>Charles Bowen</td>
<td>Environmental co-ordinator, department sustainable development and environment</td>
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<tr>
<td>Georges Dupont-Roc</td>
<td>Sustainable development and environment: vice president sustainable development</td>
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<tr>
<td>Jean-Michel Gires</td>
<td>Strategy &amp; Risk Assessment, Executive Vice President Sustainable Development and Environment</td>
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<tr>
<td>Jean-Philippe Raynaud</td>
<td>Strategy and Risk Assessment Division, sustainable development program manager, corporate</td>
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<tr>
<td>Jean-Francois Vidalie</td>
<td>Exploration and Production Head of environmental projects</td>
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<tr>
<td>Sarah Wachter</td>
<td>Corporate Communications Press Officer</td>
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<td>BP</td>
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<tr>
<td>Bill Boyle</td>
<td>Director environmental strategy, group health safety and environment</td>
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<tr>
<td>Graham Bunch</td>
<td>Water programme manager group HSE</td>
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<tr>
<td>Greg Coleman</td>
<td>Group Vice President Health Safety and Environment</td>
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<tr>
<td>Nick Coleman</td>
<td>VP Performance and Planning HSE</td>
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<tr>
<td>Robert Finney</td>
<td>Senior environmental advisor Upstream Technology Centre</td>
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<td>Colin Gomm</td>
<td>Regional director HSE Asia Pacific Region</td>
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<td>Dermot Kirk</td>
<td>Social policy and communications advisor</td>
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<td>Robert Longley Cook</td>
<td>Director European Issues Management</td>
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<td>Giles Mackey</td>
<td>Group Policy Advisor Climate Change Group HSE</td>
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<td>Ann Marie McLaughlin</td>
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<td>Liz Rogers</td>
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<td>Victor Berg</td>
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<td>Stig Bergseth</td>
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<td>Fred Cappelen</td>
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<tr>
<td>Tor Fjæran</td>
<td>Senior VP new ventures Norway, E&amp;P Norway</td>
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<td>Bjørn Kristoffersen</td>
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<td>Trude Maseide</td>
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<td>Berit Melberg</td>
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<td>Øyvind Stram</td>
<td>HSE advisor international projects</td>
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<tr>
<td>Caroline Webb</td>
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<td>Other organisations</td>
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<td>OGP- John Campbell</td>
<td>Technical director</td>
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OGP -- John Campbell Technica ll directo r