

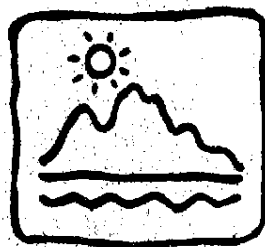
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**RJR NABISCO  
AND THE ENVIRONMENT**

**THE RJR NABISCO  
THIRD ANNUAL ENVIRONMENTAL CONFERENCE**

**Health, Safety and Environmental Management  
and RJR Nabisco's Future**

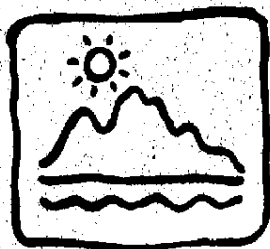
**Stouffer Mayflower Hotel**

**Washington, DC**

**March 9 & 10, 1993**



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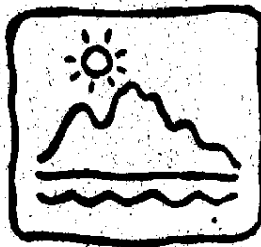


**RJR NABISCO  
AND THE ENVIRONMENT**

**THE THIRD ANNUAL  
RJR NABISCO ENVIRONMENTAL CONFERENCE  
STOUFFER MAYFLOWER HOTEL  
WASHINGTON, DC  
MARCH 9 - 10, 1993**



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## **RJR NABISCO AND THE ENVIRONMENT**

**TO:** Participants in the 1993 RJR Nabisco Environmental Conference  
**FR:** Carol Thompson Cole  
**RE:** Our Goals for the Conference

Welcome to Washington and thank you for joining us in this most important endeavor. We have worked hard to design a conference that provides tangible value to you. In fact, conversations with some of you in the past few weeks have resulted in modifications and sharpening of the agenda in order to best meet the differing needs of our three companies.

Our goals for this conference are to:

- allow you to share with each other best practices for environmental, health and safety management;
- expose you to ideas and best practices from outside of RJR Nabisco;
- give you tangible support in techniques not only to comply with environmental regulation in the countries in which we operate, but also to manage our resources proactively; and
- start a process leading to measurable progress over the next year, and one which helps us identify needs, priorities and resources in order to manage our environmental, health and safety issues effectively.

In order to make the most of this opportunity, all of us need to be willing to cross disciplinary boundaries, listen to new ideas and discuss tough issues openly. I want to assure you that this is a safe forum for open discussion and challenging conventional wisdom. We have a confidentiality agreement with our consultants, RPM Systems, Inc. so our discussions can be fully open.



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Please let me or one of the RPM staff know if you have suggestions during the course of the conference. At the conclusion of the second day, we will be asking for your evaluation and suggestions for next year's conference and for activities in which we should be engaged throughout the year to expand our environmental, health and safety programs. Please be thinking of ways in which these sessions and the information provided by the Federal Government Affairs staff can continue to be useful to you.

I look forward to our conference being very productive for us individually and collectively.

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MEASURING CORPORATE SUCCESS IN THE GLOBAL ENVIRONMENT  
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RPM SYSTEMS, INC.

3

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10

Wednesday, March 10

7:15 am Buffet Breakfast - Maryland/Massachusetts Room

8:00 am **Measuring Corporate Success in the Global Environment** - State Room

Howard J. Brown  
President  
RPM Systems, Inc.

10:00 am Break

10:15 am **Setting Goals and Identifying Barriers**

RJR Nabisco - State Room

RJ Reynolds Tobacco International - State Room

Nabisco - New Jersey Room

RJ Reynolds Tobacco - North Carolina Room

12:00 pm Room check-out

12:30 pm Lunch - Massachusetts Room  
**The Clinton/Gore Plan: Protecting Our Environment**

Katie McGinty (Invited) *John Cannon* EPA  
Special Assistant to the President for Environmental Policy  
The White House

2:00 pm **Organizing for Action**

Packaging & Quality Assurance - State Room  
Environmental Coordinators & Legal - State Room  
Public Relations & Government Relations - New Jersey Room  
Environmental Engineers/Health & Safety - North Carolina Room

3:00 pm Break

3:15 pm **Sharing Our Plans and Commitments** - State Room

4:00 pm **Corporate Perspective: Health, Safety & Environmental Issues**

Eugene R. Croisant  
Executive Vice President,  
Human Resources & Administration  
RJR Nabisco

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# RJR NABISCO THIRD ANNUAL ENVIRONMENTAL CONFERENCE

## Environmental, Health and Safety Management and RJR Nabisco's Future

Stouffer Mayflower Hotel  
1127 Connecticut Avenue, NW  
Washington, DC 20036  
March 9 & 10, 1993

### AGENDA

#### Tuesday, March 9

8:15 am Registration - Second floor General Foyer  
Continental Breakfast Available in New Jersey, North Carolina and Board Meeting Rooms

8:30 am Task Force Meetings  
(refer to task force agendas)

Environmental Engineers - New Jersey Room

Packaging & Quality Assurance - New Jersey Room

Public Relations & Government Relations - North Carolina Room

Environmental Coordinators & Legal - North Carolina Room

Health & Safety - Board Room

10:30 am Break - General Foyer

10:45 am Task Forces Reconvene

12:30 pm Lunch - New Hampshire Room

1:30 pm **An Ingredient for Success: Integrating RJR Nabisco's Environmental,  
Health & Safety Issues**  
State Room

Carol Thompson Cole  
Vice President, Government & Environmental Affairs  
RJR Nabisco, Washington

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2:00 pm - **Company Environmental, Health & Safety Reports: The**  
5:00 pm **Foundation for Planning**

2:00 pm RJ Reynolds Tobacco Company

3:00 pm RJ Reynolds Tobacco International, Inc.

3:30 pm Break and check-in

4:00 pm Nabisco

6:30 pm - **Insights from Capitol Hill: A Glimpse of the Future**  
9:00 pm La Colline, 400 North Capitol Street, NW

6:30 pm Reception

7:15 pm Dinner

8:15 pm Speakers:

Mary McGrane  
Minority Counsel  
House Energy &  
Commerce Committee

David Strauss  
Chief of Staff  
Senator John B. Breaux (D)

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Wednesday, March 10

7:15 am Buffet Breakfast - Maryland/Massachusetts Room

8:00 am **Measuring Corporate Success in the Global Environment** - State Room

Howard J. Brown  
President  
RPM Systems, Inc.

10:00 am Break

10:15 am **Setting Goals and Identifying Barriers**

RJR Nabisco - State Room

RJ Reynolds Tobacco International - State Room

Nabisco - New Jersey Room

RJ Reynolds Tobacco - North Carolina Room

12:00 pm Room check-out

12:30 pm Lunch - Massachusetts Room

**The Clinton/Gore Plan: Protecting Our Environment**

Katie McGinty (Invited) *John Cannon* *EPA*  
Special Assistant to the President for Environmental Policy  
The White House

2:00 pm **Organizing for Action**

Packaging & Quality Assurance - State Room  
Environmental Coordinators & Legal - State Room  
Public Relations & Government Relations - New Jersey Room  
Environmental Engineers/Health & Safety - North Carolina Room

3:00 pm Break

3:15 pm **Sharing Our Plans and Commitments** - State Room

4:00 pm **Corporate Perspective: Health, Safety & Environmental Issues**

Eugene R. Croisant  
Executive Vice President,  
Human Resources & Administration  
RJR Nabisco

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ENVIRONMENTAL ENGINEERS TASK FORCE  
New Jersey Room

Tuesday, March 9

8:30 am Federal Legislative and Regulatory Update

Facilitator: LeAnn Hensche, Representative, Federal Government Affairs, RJR Nabisco

Presenters:

Karen A. Mogan  
Director, Environmental  
Affairs  
National Food Processors  
Association

Marc Himmelstein  
President  
National Environmental  
Strategies

Richard N. Jarman  
Director, Technical Regulatory  
Affairs - EPA  
National Food Processors Association

Topics include: Clean Air Act Amendments; Clean Water Act; Superfund; RCRA; Pesticides; Corporate Average Recycling Plastics Act (CARP); Storm Water; Hazardous Waste.

10:30 am Break - General Foyer

10:45 am State Legislative and Regulatory Update - New Jersey Room

Facilitator: Jim Scott, Director, Packaging Development, Nabisco Biscuit Company

Presenter: Constance Campanella, President, Stateside Associates

Topics include: Trends and Influences in State Environmental Policy; Updates on State Environmental Issues; Impact of the Trends, Influences and Issues on Business; Regulatory Forecasting.

11:45 am Legal Update - Pennsylvania Room

Facilitator: Carol Thompson Cole, Vice President, Government & Environmental Affairs

Presenter: Benjamin Wilson, Attorney at Law, Beveridge and Diamond, P.C.

Topics include: Environmental Justice; Sentencing Guidelines; Clean Air Act Amendments; Enforcement and Compliance.

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12:30 pm Lunch - New Hampshire Room

Discussion (Reserved Table)

Facilitator: LeAnn Hensche, Representative, Federal  
Government Affairs, RJR Nabisco

Topics include: Planning Exercise; Stateside Associates  
Regulatory Forecasting.

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PUBLIC RELATIONS AND GOVERNMENT RELATIONS TASK FORCE  
North Carolina Room

Tuesday, March 9

8:30 am Federal and State Legislative and Regulatory Update

Facilitator: Alan Caldwell, Director, Federal  
Government Affairs, RJR Nabisco

Presenters:

Elizabeth H.A. Seiler  
Director of Environmental  
Affairs  
Grocery Manufacturers  
of America

Ann H. Mattheis  
Senior Manager, State  
Affairs  
Grocery Manufacturers  
of America

**Federal Topics include:** Clean Air Act Amendments; Clean  
Water Act; Superfund; RCRA; Pesticides; Corporate  
Average Recycling Plastics Act (CARP); Storm Water;  
Hazardous Waste.

**State Topics include:** Trends and influences in state  
environmental policy; Updates on state environmental  
issues; Impact of the trends, influences and issues on  
business.

10:00 am Stateside Associates Regulatory Forecasting

Facilitator: Alan Caldwell, Director, Federal  
Government Affairs, RJR Nabisco

Presenter: Constance Campanella, President, Stateside  
Associates

**Topic:** What is this service? How can it be helpful to  
RJR Nabisco?

10:30 am Break - General Foyer

10:45 am Discussion

Facilitator: Alan Caldwell, Director, Federal  
Government Affairs, RJR Nabisco

**Topics:** Stateside Associates Regulatory Forecasting;  
Grassroots Efforts; Should this task force convene  
between conferences? For what purpose? How often? Who  
should be included?.

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11:45 am Legal Update - Pennsylvania Room

Facilitator: Carol Thompson Cole, Vice President,  
Government & Environmental Affairs

Presenter: Benjamin F. Wilson, Attorney at Law,  
Beveridge and Diamond, P.C.

Topics include: Environmental Justice; Sentencing  
Guidelines; Clean Air Act Amendments; Enforcement and  
Compliance.

12:30 pm Lunch - New Hampshire Room

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HEALTH AND SAFETY TASK FORCE  
Board Room

Facilitator: Burleigh C.W. Leonard, Vice President, Federal Government Affairs, RJR Nabisco

Tuesday, March 9

8:30 am OSHA Reform Briefing

Presenters:

Peter Lunnie  
Senior Policy Director,  
Employment Relations  
National Association of  
Manufacturers

G. John Tysse  
Attorney at Law  
McGuiness & Williams

Gary Visscher  
Professional Staff Member  
House Education & Labor Committee

Questions for Speakers

10:30 am Break - General Foyer

10:45 am Discussion

- (1) What are the important issues for us in OSHA Reform?
- (2) How can the Federal Government Affairs Staff (Washington Office) be of assistance to you in monitoring OSHA Reform?
- (3) Are there other health and safety issues that the Washington Office should monitor and report on for you?
- (4) What is the relationship between the management of environmental issues and health and safety issues in your company?
- (5) Should this group meet periodically? If so, how often? What should be its agenda? Who should be members of such a group?
- (6) Should we continue to have a conference that covers environmental and health and safety issues? How can we strengthen the health and safety component?

12:15 pm Planning Exercise

12:30 pm Lunch - New Hampshire Room

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PACKAGING AND QUALITY ASSURANCE TASK FORCE  
New Jersey Room

Tuesday, March 9

8:30 am Federal Legislative and Regulatory Update

Facilitator: LeAnn Hensche, Representative, Federal Government Affairs, RJR Nabisco

Presenters:

Karen A. Mogan  
Director, Environmental  
Affairs  
National Food Processors  
Association

Marc Himmelstein  
President  
National Environmental  
Strategies

Richard N. Jarman  
Director, Technical Regulatory  
Affairs - EPA  
National Food Processors Association

Topics include: Clean Air Act Amendments; Clean Water Act; Superfund; RCRA; Pesticides; Corporate Average Recycling Plastics Act (CARP); Storm Water; Hazardous Waste.

10:30 am Break - General Foyer

10:45 am State Legislative and Regulatory Update - New Jersey Room

Facilitator: Jim Scott, Director, Packaging Development, Nabisco Biscuit Company

Presenter:

Constance Campanella, President, Stateside Associates

Topics include: Trends and Influences in State Environmental Policy; Updates on State Environmental Issues; Impact of the Trends, Influences and Issues on Business; Regulatory Forecasting.

11:45 am Discussion

Facilitator: Jim Scott, Director, Packaging Development, Nabisco Biscuit Company

Topics include: Source Reduction Activities; Recycled and Recyclable Activities; Life Cycle Analysis Updates; Stateside Regulatory Forecasting; Planning Exercise.

12:30 pm Lunch - New Hampshire Room

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**ENVIRONMENTAL COORDINATORS AND LEGAL TASK FORCE**  
North Carolina Room

Tuesday, March 9

8:30 am Federal and State Legislative and Regulatory Update

Facilitator: Alan Caldwell, Director, Federal  
Government Affairs, RJR Nabisco

Presenters:

Elizabeth H.A. Seiler  
Director of Environmental  
Affairs  
Grocery Manufacturers  
of America

Ann H. Mattheis  
Senior Manager, State  
Affairs  
Grocery Manufacturers  
of America

**Federal Topics include:** Clean Air Act Amendments; Clean  
Water Act; Superfund; RCRA; Pesticides; Corporate  
Average Recycling Plastics Act (CARP); Storm Water;  
Hazardous Waste.

**State Topics include:** Trends and Influences in State  
Environmental Policy; Updates on State Environmental  
Issues; Impact of the Trends, Influences and Issues on  
Business.

10:00 am Stateside Associates Regulatory Forecasting

Facilitator: Alan Caldwell, Director, Federal  
Government Affairs, RJR Nabisco

Presenter: Constance Campanella, President, Stateside  
Associates

**Topic:** What is this service? How can it be helpful to  
RJR Nabisco?

10:30 am Break - General Foyer

10:45 am Discussion

Facilitator: Carol Thompson Cole, Vice President,  
Government and Environmental Affairs, RJR Nabisco

**Topics:** Stateside Associates Regulatory Forecasting;  
Establishment of an RJRN Environmental Committee;  
Auditing and Assessments; Training; Staffing/Resources;  
Planning Exercise.

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11:45 am Legal Update - Pennsylvania Room

Facilitator: Carol Thompson Cole, Vice President,  
Government & Environmental Affairs

Presenter: Benjamin F. Wilson, Attorney at Law,  
Beveridge and Diamond, P.C.

Topics include: Environmental Justice; Sentencing  
Guidelines; Clean Air Act Amendments; Enforcement and  
Compliance.

12:30 pm Lunch - New Hampshire Room

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RJR Nabisco Third Annual  
Environmental Conference Participants

Hubert Barney  
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919-741-5020

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201-503-2311

Frank Brown  
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201-503-4295

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202-626-7208

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201-503-1365

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919-741-5622

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919-741-5622

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919-741-5440

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Senior Staff Engineer  
RJR Tobacco, W-S  
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919-741-5020

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Representative, Federal Government  
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Senior Manager, Planters Engineering  
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919-741-6803

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Manager Package Engineering  
Nabisco Foods Group - Specialty  
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201-682-6126

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201-503-2476

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Richard Marcotullio  
Vice President, Public Affairs-Public  
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919-741-5622

Marshall Miller  
Environmental Manager  
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919-741-5020

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201-682-6265

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919-741-7598

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201-515-9229

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201-682-6265

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201-503-2476

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919-741-6437

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Pat Shore  
Director, Government Relations - NC  
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919-741-7977

Robert Suber  
Director, Health & Environmental  
Sciences  
RJR Tobacco, W-S  
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919-741-7472

Bruce Sweringen  
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201-515-0358

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919-741-4163  
919-741-5020

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Environmental Engineer - Supervising  
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919-741-6803

Carl Volkert  
Director, Regulatory Compliance  
Engineering  
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201-503-2311

Nat Walker  
Director - Business Projects  
RJR Tobacco, W-S  
919-741-7685  
919-741-0881

DeeDee Whitt  
Senior Public Relations  
Representative  
RJR Tobacco, W-S  
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919-741-0881

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Ronald Yonker  
Director, Packaging Services  
Planters LifeSavers, W-S  
919-741-5572  
919-741-6803

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## HOWARD BROWN

Howard Brown is President and founder of RPM Systems, Inc. Mr. Brown has extensive experience in resource planning at the local, state, national and international level. During the last 22 years, he has served as a consultant to dozens of public agencies, large and small corporations, and non-profit institutions - designing, implementing, and evaluating innovative programs to utilize resources more effectively, and to improve public and corporate policy.

Mr. Brown has assisted numerous Fortune 500 companies and small businesses on environmental issues, including energy and water management, developing new markets for environmental products, recycling and waste management, regulatory compliance and strategic planning.

In addition to serving as President of RPM Systems, Mr. Brown was a lecturer in Resource Planning at the College of Science in Society at Wesleyan University for 13 years. While at Wesleyan, Mr. Brown supervised numerous theses and advanced research seminars on waste and resource management including the recycling of plastic beverage bottles. He also served on the University Recycling Committee, which developed a model campus-wide recycling program. Previously he lectured in planning at the Yale University School of Forestry and Environmental Studies and the School of Architecture, and at the Department of City Planning, and he served as a Research Associate at the Institute for Social and Policy Studies. Mr. Brown's teaching focused on methods of planning, the role of values in social research and modeling, and transition to an environmentally sustainable economy.

In addition to his professional and teaching experience, Mr. Brown is a founding member of Technology for Connecticut (TECHCONN) - is an innovative non-profit corporation established to facilitate the transfer of advanced technologies to solve energy and environmental problems. From 1986 - 1989 Mr. Brown served on the Board of Directors of the Economic Regeneration Institute, where he worked on development of a curriculum on economic development for community leaders. Currently, Mr. Brown is a member of the Board of Directors of the Science Museum of Connecticut. In that capacity, he is responsible for organizing and chairing a Science Advisory Board of representatives from the state's universities and major corporations. Between 1973 and 1983, Mr. Brown collaborated on numerous research projects with designer/philosopher R. Buckminster Fuller. Through this work he became (and remains) a founding member of the Board of Directors of the World Game Institute at the University City Science Center of Philadelphia. The Institute conducts research and education projects on global environment and development issues.

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Mr. Brown has also lectured on planning and economic transition at more than a dozen universities and has directed numerous research and education projects under grants from the Rockefeller Brothers Fund, the Jesse Noyes Foundation, the Winthrop Rockefeller Foundation, the Pennsylvania Commission for the Humanities, The U.S. Department of Education and other institutions. Mr. Brown holds a Masters Degree in Planning from the Yale University School of Art and Architecture and has been published on the subjects of social planning and economic transition. His books include a textbook on environmental planning methodology and a book on planning for the electric utility industry published by Yale University Press. His paper, Planning the Transition to a Regenerative Resource Economy has recently been published by the Center for Environmental Management at Tufts University.

#### CONSTANCE CAMPANELLA

As Founder and President of Stateside Associates, Ms. Campanella brings to the company over 14 years of experience in state and federal issue management. Since launching Stateside Associates in 1988 as a one-person firm, Ms. Campanella has directed its development into one of the leading state issues management companies.

Previously, Ms. Campanella served as Executive Director of the American Legislative Exchange Council, a bipartisan membership organization of state legislators. Her federal experience includes service as Special Assistant to the U.S. Deputy Secretary of Transportation and as Chief Legislative Assistant to a Member of Congress.

Ms. Campanella is a founder of the American Tort Reform Association (and remains a member of its Board of Directors) and was the first President of the Madison Group, the consortium of over 40 state public policy think tanks. She is a member of the Board of Directors of the Washington Area State Relations Group.

#### EUGENE CROISANT

Eugene Croisant is executive vice president, human resources and administration for RJR Nabisco, Inc. Formerly chief operations officer of Continental Bank Corporation, Chicago, Mr. Croisant spent his entire career with Continental Bank prior to joining RJR Nabisco in September, 1989.

Mr. Croisant joined Continental Bank in 1959 as a trainee and held a number of positions in systems and data processing, rising to vice president in 1970. The following year, he assumed responsibility for corporate personnel services. He was named senior vice president in 1974 and executive vice president in 1981

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with additional responsibility for corporate affairs. In 1985, he was named sector executive, responsible for all retail banking, systems, centralized processing and general services. He became chief operations officer in 1988.

Mr. Croisant graduated from Loyola University with a BSC degree in 1959 and an MS in industrial management in 1966.

Mr. Croisant was a consultant to the Honorable Samuel K. Skinner, when serving both as US Secretary of Transportation and White House Chief of Staff. He also has worked closely with Illinois Governor James Thompson on a number of issues.

In 1990, he was appointed by President Bush to be a Member of the Board of Directors of the National Railroad Passenger Corporation (Amtrak) for a two year term.

#### JIM DRAY

Jim Dray, Vice President, Finance and Business Development at RPM Systems, is a specialist in helping to design and implement organizations that respond effectively to environmental challenges. He has consulted to several Fortune 500 companies as well as smaller firms on streamlining work processes, effective team management and design of wide-ranging change programs. Among his specialties are team leadership, cost-benefit analysis, financial incentives and environmental monitoring systems.

At Gemini Consulting/United Research, a 500-person firm where Mr. Dray was employed from 1990 to 1991, he helped lead the development of new consulting services combining operational improvement, information technology and strategy. He evaluated client relationships and team effectiveness and created the business case for a multi-million dollar effort resulting in more than \$200 million in savings for a major chemical manufacturer. Mr. Dray also analyzed opportunities for strategic change and cost reduction at a high-tech start-up firm.

From 1986 to 1989, Mr. Dray served as Strategic Planner and New Products Manager at Digital Equipment Corporation in Maynard, MA. He developed and managed a review process to allocate \$300 million among competing investments in manufacturing technology research, and coordinated top-level task forces to determine strategic directions for manufacturing technology at Digital. Mr. Dray managed the introduction of 12 new products to Digital's factories in the United States and Europe and created a highly rated training program for 300 key new products staff on time and under budget.

Prior to his private sector experience, Mr. Dray was a Policy Analyst for the United States Congress, Office of Technology Assessment. Mr. Dray wrote Congressional testimony and chapters of six published reports on policy issues including manufacturing

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automation, artificial intelligence, and computer security. As a free lance journalist, he has also published ten major magazine articles and book chapters, and was awarded a fellowship for science journalism from the American Association for the Advancement of Science.

Mr. Dray was graduated Phi Beta Kappa from Wesleyan University and recently completed an MBA with distinction from Harvard University.

#### **VIRGINIA FOWLER**

Virginia Fowler is Director of Operations at RPM Systems, Inc. At RPM, she has coordinated preparation of over 100 Technical Audit reports on virtually every type of facility. She was responsible for developing the RPM format for energy analysis studies under Northeast Utilities' Energy Action program and this format was adopted by the \$55 million/year conservation program. In addition, she has supervised more than \$2 million in resource conservation and load management studies, as well as the implementation of resource conservation measures in scores of public and private facilities. She has also developed monitoring programs for follow-up on these studies.

Ms. Fowler is a skilled project manager. She has supervised energy conservation projects in over 250 buildings and totaling over \$10 million. She has designed facility audits and training programs and she is experienced at delivering public utility services as an independent contractor. Ms. Fowler is certified for residential, commercial and industrial energy auditing in Connecticut and California. She came to RPM from the United Illuminating Company where she served as Director of the Commercial Energy Audit Program. At UI she developed the audit program, trained auditors and developed special programs in energy management for company customers.

Ms. Fowler holds a B.A. degree in Environmental Studies and Chemistry from the University of California Santa Barbara and a Masters degree in Environmental Studies, specializing in Natural Resource Management, from the Yale University School of Forestry and Environmental Studies. She has extensive experience with environmental analysis, computer mapping, environmental and water resource policy.

#### **MARC HIMMELSTEIN**

Marc Himmelstein is currently President of National Environmental Strategies, Inc., a lobbying firm providing advice to companies, trade associations and others concerned about the policy, regulatory and environmental focus of the Federal government.

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Prior to the formation of NES, Marc was responsible for the American Petroleum Institute's relations with the executive branch of government.

Prior to joining API, Marc served as Deputy Assistant Secretary of Transportation for Legislative Affairs. Marc's extensive government service included positions in the Nixon, Ford and Reagan administrations.

Marc also worked in Bethlehem, Pennsylvania, for the Bethlehem Steel Corporation as an assistant to the Vice President of Public Affairs and in Dearborn Michigan for the Ford Motor Company.

Marc has a bachelor of science degree from the University of Tennessee and is a graduate of the University of Tennessee College of Law. He is licensed to practice law in the District of Columbia and the state of Tennessee.

In 1991, Marc was appointed by Administrator Reilly to his Clean Air Advisory Committee.

#### **RICHARD N. JARMAN**

Mr. Jarman received a B.A. degree in chemistry and biology from Hope College and a M.S. degree in Recreation and Resource Development from Texas A&M University. From 1976 to 1979, Mr. Jarman worked as an administrative assistant for advisory services with the Office of Sea Grant, National Oceanic and Atmospheric Administration, U.S. Department of Commerce. In this position, he worked with the Head of the Human Resources Division overseeing the planning and administration of the grant program for marine advisory services at Sea Grant universities throughout the coastal states. He also coordinated Sea Grant's national research program related to the use and development of marine and coastal resources for recreation and tourism development. In 1979, Mr. Jarman joined the University of Maryland Sea Grant College as a Cooperative Extension specialist and Special Assistant to the Director. After holding a number of administrative positions, he left the University of Maryland in 1988 as the program's Executive Director. While with the Maryland Sea Grant College, Mr. Jarman prepared program plans for research, education and advisory services focused on the policy and resource uses of the Chesapeake Bay region. He was the primary program liaison with the university administration, federal, state and local governments and the marine industries of Maryland. From 1988 to 1990, Mr. Jarman was the Director of Environmental Affairs for the Gerber Products Company and was responsible for overseeing the development of the company's environmental policies and programs including compliance with local, state and federal laws. In 1990, Mr. Jarman joined the National Food Processors Association in his current position. As

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Director of Technical Regulatory Affairs - EPA, he is the primary contact between the Association and the U.S. EPA and develops and implements appropriate programs and positions in response to federal environmental legislation and regulations.

Mr. Jarman has made representations to a variety of audiences including food industry executives, agricultural leaders, legislative staff, technical managers and scientists on topics including developing federal and state environmental policies, environmental program management, regulatory compliance and research needs in environmental management. Recent presentations have focused on the trends and status of federal environmental legislation and regulatory developments affecting air, water, land and chemical management policies and industrial compliance requirements.

#### **F.M. LUNNIE, JR.**

Pete Lunnie is senior policy director of employee relations for the National Association of Manufacturers. In his current position, he is responsible for a broad range of human resources issues including domestic and international labor law, civil/disability rights legislation, training and education, and work-family issues such as child care and parental leave. He has chaired employer coalitions on disability, civil rights and OSHA reform legislation. Pete has held a number of positions in NAM's Industrial Relations Department since coming to NAM in 1980.

Prior to joining NAM, Pete was a senior analyst for a Washington-based consulting firm where his principal duties involved assisting business clients in matters of worker safety and health, as well as more traditional management consulting activities. From 1972 to 1977, Pete was employed by the Occupational Safety and Health Administration where his principal duties involved standards development. He served as executive assistant to OSHA's first Administrator, directed a number of activities designed to enhance the effectiveness of the standards development process, worked with congressional staff in developing mine safety and health legislation, and served as staff director of the Department's early regulatory reform efforts in 1975-76. In 1973-74, Pete served on a White House task force charged with development of apparatus for a national energy policy that ultimately led to establishment of what is now the Department of Energy.

Current and past affiliations include the Bureau of Labor Statistics Business Research Advisory Council, Occupational Safety and Health Committee at the National Society for the Prevention of Blindness, Business Advisory Council on Federal Reports, and Board of Governors for the Washington Chapter of the Industrial Relations Research Service. A member of the National Safety Council Board of Directors, Pete serves as a lecturer on government and legislative policy for such groups as the Brookings Institute, The George Washington University and American University.

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Pete is a veteran of the United States Marine Corps with Service in Vietnam. A graduate of Ohio University, he resides in Falls Church, Virginia.

#### **ANN H. MATTHEIS**

Ann H. Mattheis is Senior Manager of State Affairs for the Grocery Manufacturers of America, a Washington, D.C.-based trade association representing the manufacturers of food and non-food products sold in retail grocery stores throughout the U.S. She manages GMA's state affairs program - state legislative and regulatory tracking, monitoring, analysis, reporting and lobbying efforts. Ann joined GMA in January, 1992.

Prior to GMA, Ann was the Associate Director of State Affairs for the American Paper Institute which represents the paper manufacturing industry. She tracked, monitored, analyzed and reported on state regulation and regulatory activities and managed API's contact lobbyists in 6 states. For the National Solid Wastes Management Association, Ann held the position of state affairs representative. She managed the legislative and public affairs activities for NSWMA in five states.

Ann holds a Masters Degree in Public Administration from the American University, Washington, D.C. and a Bachelor of Arts Degree in Government and Politics from the University of Maryland, College Park, Maryland.

#### **KAREN ANN MOGAN**

Karen A. Mogan was appointed Director, Environmental Affairs of the National Food Processors Association on July 6, 1992.

Prior to joining NFPA, Miss Mogan served 5 years as Legislative Assistant to Representative J. Roy Rowland (D-GA). In that capacity Miss Mogan was responsible for, primarily, the Congressman's Energy and Commerce Committee assignment, but also transportation, tax, foreign affairs, defense, banking and trade issues.

Previous to that position, Miss Mogan was with Representative Floyd D. Spence (R-SC) for ten years as Legislative Assistant and Legislative Director. Miss Mogan came to the political field with a background as an investigator for an insurance company and with experience as a teacher in the public school system. She holds a B.A. degree in History and Government from Virginia Polytechnic Institute and State University, having also attended the Mary Washington College of the University of Virginia.

Miss Mogan resides in Stafford, Virginia.

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## **ELIZABETH H.A. SEILER**

Elizabeth Seiler is the Director of Environmental Affairs for the Grocery Manufacturers of America, Inc. She is responsible for guiding the organization's policy development on the Resource Conservation and Recovery Act; serves as staff liaison to the Solid Waste Solutions Task Force; and to the Grocery Industry Committee on Solid Waste, co-chaired by Philip E. Lippincott, Chairman and CEO of the Scott Paper Company and James L. Moody, Jr., Chairman and CEO, Hannaford Brothers, Co. Additionally, Ms. Seiler represents the organization nationally as key spokesperson on solid waste and other environmental issues.

Formerly associated with Keep America Beautiful, Inc., Ms. Seiler served as Director of Solid Waste Programs and most recently as Director of Government and Public Affairs for that privately supported nonprofit organization dedicated to improving waste handling practices.

## **DAVID M. STRAUSS**

David Strauss, who brought a history of administrative experience and a strong relationship with Chairman Quentin Burdick (D-ND) to his post, spent most of the first session of the 102nd Congress on a federal highway bill Burdick said would "protect our \$125 billion investment in the interstate highway system."

"It will provide more flexibility to state and local governments who need federal support to improve roads and bridges," he said of the legislation, which is now law. One of Burdick's prime goals was to "balance the needs of rural America with those of our congested urban areas."

Strauss, who also focused on legislation pertaining to indoor air and radon, said a continuing objective is fighting off attempts to open up the coastal plain of the Arctic National Wildlife Refuge (ANWR) for oil drilling.

In the second session, Strauss said the Clean Water Act heads his agenda. Solid waste is another key issue on the panel's environmental agenda, especially the reauthorization of the Resource Conservation and Recovery Act (RCRA).

The committee will also zero in on the Safe Drinking Water Act, Small Communities Environmental Assistance, the Endangered Species Act, Radon and Indoor Air Pollution and the future management of ANWR.

"The committee is dedicated to minimizing environmental health risks, improving our nation's water quality, and protecting our wildlife," Strauss said. "After passing clean air legislation that was stagnant for 13 years, we won't rest on our laurels."

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Strauss says his role is to ensure that the panel continues its "tradition of bipartisan cooperation" to move important public works and environmental legislation into law. "I oversee dozens of experts in both these areas who present the facts and then write bill language based on committee consensus," he said.

Strauss was a contributor to Burdick's efforts in the 100th Congress on two critical legislative victories, the Clean Water Act and the highway bill, both of which were enacted over presidential vetoes. "David was a key figure in those fights," a colleague reports.

#### G. JOHN TYSSE

G. John Tysse is a partner in the Washington, D.C. law firm of McGuinness and Williams, where he represents management clients on employment law and federal government relations matters. As part of his practice, Mr. Tysse serves as Vice President and General Counsel of the Labor Policy Association, an association of 170 major corporations concerned with human resource policy developments at the national level. On behalf of LPA, Mr. Tysse provides technical assistance to federal legislators on emerging employment legislation.

Mr. Tysse also serves as counsel to the Equal Employment Advisory Council, an organization comprised of more than 250 large corporations dedicated to the principal of equal employment opportunity. In that capacity, he advises member companies on EEO-related compliance matters.

During Congressional consideration of the Americans with Disabilities Act, Mr. Tysse served as a special advisor to Representative Steve Bartlett (R-TX), one of the key federal legislators involved in the shaping of that landmark law. Since the ADA's enactment, Mr. Tysse has conducted numerous training seminars for companies and trade associations on what the law requires, and is one of the principal authors of the "Compliance Guide to ADA," published by the Employment Policy Foundation.

Mr. Tysse received his undergraduate degree from Hope College in Holland, Michigan, and his law degree from the Ohio State University. He is a member of the bars of Ohio and the District of Columbia.

He resides with his wife and five children in McLean, Virginia.

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## BENJAMIN WILSON

Benjamin Wilson draws his litigation expertise from experience in both the public and private sectors. A native of Jackson, MI, Mr. Wilson graduated magna cum laude from Dartmouth College in 1973 with an AB degree in history. While at Dartmouth, he was elected to Phi Beta Kappa and named both a Rufus Choate Scholar and a Senior Fellow. He received his Juris Doctor degree from Harvard Law School in 1976.

After several years in private practice with the Atlanta, GA law firm of King & Spaulding, specializing in litigation and tax matters, Mr. Wilson joined the Civil Division of the Department of Justice. At the Justice Department, he gained substantial trial expertise in commercial litigation matters, appearing on behalf of the government in the United States Court of Appeals for the Federal Circuit, the United States Court of Claims and district courts throughout the United States. While at the Department, he received Special Achievement Awards in recognition of his performance in 1981 and 1982.

Prior to joining Beveridge & Diamond, P.C., Mr. Wilson was an associate and later a partner in the law firm of Rose, Schmidt, Chapman, Duff and Hasley, specializing in civil litigation. His present litigation practice as a partner with Beveridge & Diamond, P.C. encompasses a wide range of activities in both state and federal courts, including environmental law matters, commercial litigation disputes and trademark infringement matters.

Mr. Wilson represents the Federal Deposit Insurance Corporation (FDIC) and Resolution Trust Corporation (RTC) on a wide variety of environmental issues pertaining to the sale and ownership of real property, and on wetlands and endangered species action litigation. He has also served as legal counsel for the FDIC and RTC on several complex commercial litigation.

Mr. Wilson has been lead counsel in several environmental and commercial litigation matters for major corporations and developers, including Bechtel, PepsiCo, Clorox, Hoechst Celanese, Hughes Aircraft, Kerr-McGee, and IBM. He also represents a number of cities and local government agencies including the cities of New Haven, Connecticut; Washington, DC; and the Port of Oakland, California. He is experienced in dealing with cases involving the impact of the filling of wetlands and the obligations to comply with federal and state environmental laws. Specifically, he has become involved in both regulatory and litigation issues arising out of the filling of wetlands as part of the expansion of airports and stadium projects. He has served as lead counsel in numerous "Superfund" cases and on environmental audits and assessments pertaining to the sale of corporations and their assets.

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Mr. Wilson has counseled small and developing businesses throughout his career. He has also counseled on a variety of commercial contract matters and negotiated player contracts on behalf of professional athletes.

A member of the bars of Georgia and the District of Columbia, Mr. Wilson is active in the American Bar Association; the National Bar Association, where he has served as chairman of the Environmental, Energy and Public Utilities Section; the Federal Bar Association; and the Washington Bar Association. He has authored several articles on federal taxation issues which have appeared in a variety of legal publications. He serves as Chairman of the Board of Elections and Ethics of the District of Columbia, Chairman of the Board of Directors of Healthy Babies, Inc., on the Boards of the Lawyers' Committee for Civil Rights Under Law and Funds for the Community's Future, on the Advisory Board of the National Association for Public Interest Law, and as a member of the volunteer Advocacy Advisory Committee of the District of Columbia Association for Retarded Citizens.

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**AN INGREDIENT FOR SUCCESS: INTEGRATING  
RJR NABISCO'S ENVIRONMENTAL,  
HEALTH AND SAFETY ISSUES**

**Presented by: Carol Thompson Cole**

**RJR Nabisco Third Annual  
Environmental Conference  
Stouffer Mayflower Hotel  
March 9, 1993**

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## RJR NABISCO APPROACH TO ENVIRONMENTAL MANAGEMENT

**Executive Management Support and Guidance**

**Sufficient Quantity and Quality of Resources Identified by Executive Management**

**Companies Have Line Responsibility for Environmental Management**

**Ongoing Environmental Education (Awareness), Training and Evaluation Activities at Corporate and Company Levels**

## RJR NABISCO CORPORATE ENVIRONMENTAL PROGRAM

### **Broadly Communicated Policy**

- Demonstrate that environmental commitment begins with the CEO and Executive Management team.
- Emphasize the role of every employee in the organization from top to bottom.

### **Day-To-Day Systems as Well as Long Range Planning Systems**

- Designate a corporate person responsible for coordinating environmental activities; developing and monitoring environmental standards; and assessing and reporting on performance.
- Develop procedures for products that can be manufactured, transported, used and disposed of in an environmentally responsible manner.
- Achieving success is due largely to growing awareness with corresponding behaviors by operations staff that environmental responsibility is a corporate priority.
- Have appropriate oversight and control mechanisms for product and program quality assurance and compliance.

### **Interact With Government at All Levels Directly and Through Trade Associations**

- Contribute to the creation of a coherent legislative and regulatory framework.
- Be in compliance with laws and regulations.

### **Dialogue With the Public**

- Provide oral or written information to convey commitment to environmental responsibility.

## 1992 RJR Nabisco Environmental Accomplishments

- Presented RJR Nabisco Environmental Program at Second Annual RJRN Environmental Conference in April, 1992
- Issued RJRN Environmental Commitment in June, 1992
- Developed an Environmental Corporate Public Information Package which is Distributed at meetings and in response to inquiries about policies and programs
- Provided updates on corporate, legislative and regulatory environmental, health and safety activities through telephone inquiries, written materials, i.e., Environmental Update (12/92) and participation in company or across company programs and meetings (i.e., NFG Packaging Task Force, RJRN Environmental Engineers meeting, PLS Environmental meeting and RJRT Safeday '93)
- Increased Involvement with Keep America Beautiful, Inc.
  - "No Butts About It" - dissemination of information through KAB Grassroots Litter Prevention Program (national network)
  - RJR Nabisco became member of KAB Board of Directors, 1992
  - Unveiled "How Did This Get Here?", nine minute video which reviews the seven sources of litter and the attitudes associated with littering at the KAB Annual Conference in December, 1992. The video was sponsored and made available by RJR Nabisco

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**FOCUS OF RJRN ENVIRONMENTAL, HEALTH & SAFETY ACTIVITIES IN 1993**  
(continued from 1992)

Increase environmental, health and safety efforts within manufacturing operations to continue source reduction and to improve compliance.

Emphasize employee and consumer education through:

- Company magazine articles
- Expansion of anti-litter campaigns
- Environmental messages in business and education partnership and other activities
- Expansion of internal and external recycling programs

Increase dissemination of good news to diminish and ultimately overcome negative characterizations from previous company problems, e.g. Del Monte, by environmental and public interest groups.

Increase and formalize information sharing at corporate and company levels.

Develop a corporate environmental, health and safety data base to have a ready source of information for planning purposes and to respond to inquiries. Information should be available to quickly and consistently respond to questions such as:

- What is the corporation's environmental, health and safety base line?
- Where does the corporation stand today and where does it want to be in one year, five years, ten years?
- What is our level of performance and compliance with internal policies and procedures as well as government, industry and public standards?

Formalize incorporation of environmental, health and safety factors into all corporate processes.

Complete assessment of audit and compliance functions in each company and establish standards and monitoring process.



### POINTS TO REMEMBER

Good environmental practices are good business practices.

Environmental management lends itself to principles of continuous improvement. We will never be perfect, but we can continuously improve management practices, technology, training, and information dissemination.

RJR Nabisco is an environmentally responsible corporation that must continue to build on good programs and always look for more effective ways to improve performance.

Opportunities abound for RJR Nabisco to be a leader in meeting the environmental challenge.

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*RJ Reynolds*  
Tobacco Company

SAFETY



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# Safety/Health and Environmental Affairs

## Key Issues

- Company Policy/Goals
  - Environmental
  - Safety/Occupational Health
- Legislative/Regulatory Changes
  - Input/Involvement
  - Impact
- Liability - Corporate/Individual

**SAFETY**



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## Safety/Health and Environmental Affairs

# Key Issues

### ■ Demonstration of Results

- Measurement
- PR

### ■ Development/Modification of Processes

- Minimal Emissions
- Minimal Waste

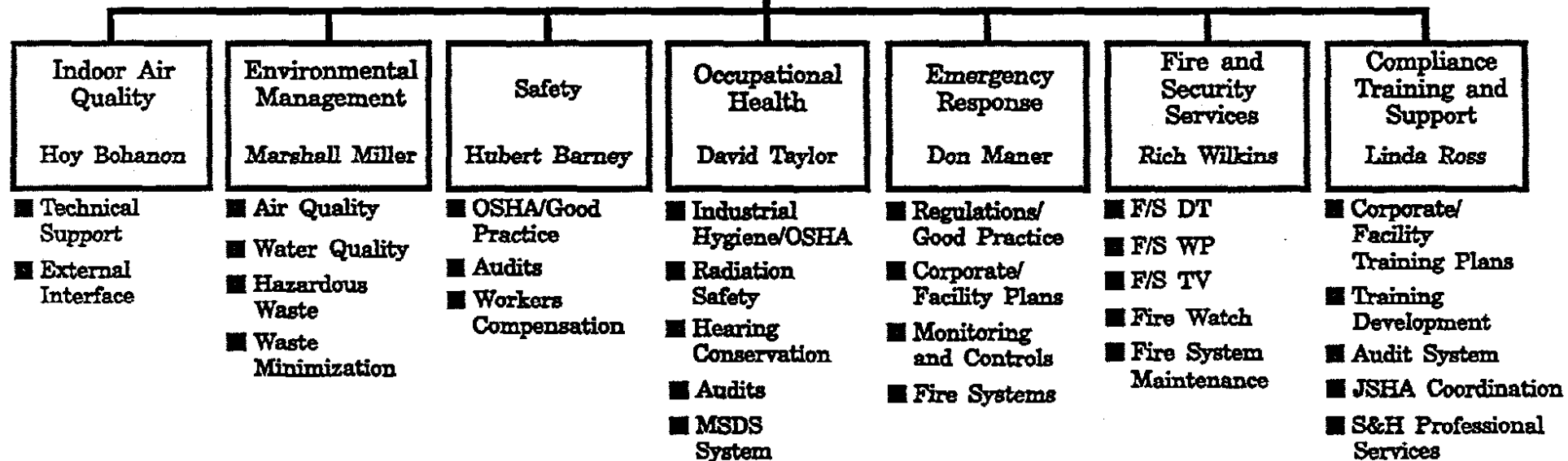
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**SAFETY**



# Safety/Health and Environmental Affairs Organization (Compliance Groups)

Safety/Health and  
Environmental Affairs  
Ed Scott



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**SAFETY**



# **Safety/Health and Environmental Affairs Functions Mission**

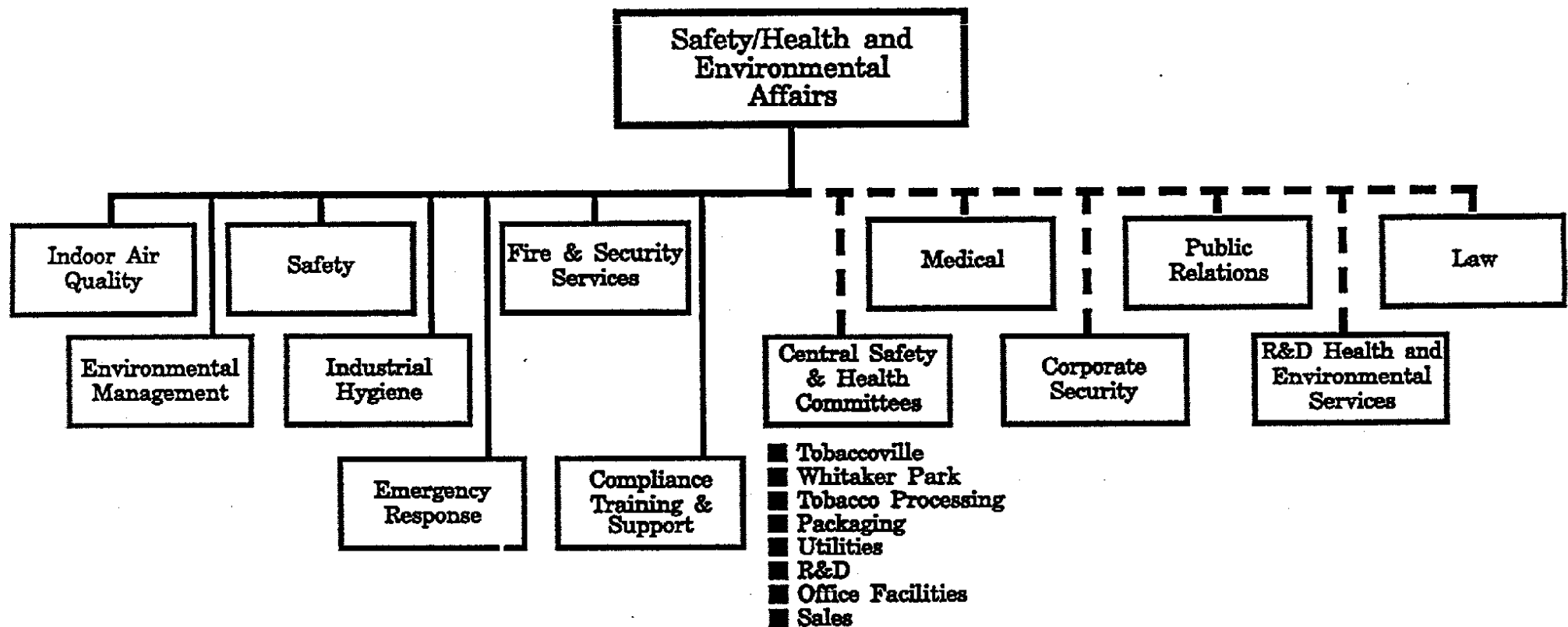
- Review regulatory requirements/changes in the safety/health and environmental areas and interface with government agencies.
- Develop and implement programs to meet regulatory, good practice and corporate objectives.
- Audit programs to ensure compliance.

**SAFETY**

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# RJRT Company – Wide Safety/Health and Environmental Affairs Functions Organization



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# Safety/Health and Environmental Affairs Advisory Committee Organization

Safety/Health and  
Environmental Affairs  
Advisory Committee  
Ed Scott

Safety/Health  
and  
Environmental  
Affairs

Hubert Barney  
David Taylor  
Marshall Miller

Medical

Steve Karr

Governmental  
and  
Environmental  
Affairs

Carol Thompson-Cole

Public  
Relations

David Fishel

Law

Mike Johnson

R&D Health  
and  
Environmental  
Services

Bob Suber

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**SAFETY**

AWAY OF LIFE



# **Safety/Health and Environmental Affairs Advisory Committee Mission**

- Establish strategic objectives/direction for regulatory compliance, corporate stewardship and public protection.
- Review safety/health and environmental affairs policy/programs to ensure compliance with strategic objectives.
- Advise RJRT executive committee on the status of safety/health and environmental efforts.

Safety/Health and Environmental Affairs  
**1992 Results**

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# 1992 Results

## ■ Organization and Accountabilities Clearly Defined

- RJRT Advisory Committee
- Safety/Health and Environmental  
Affairs Organization

**SAFETY**



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**1992 Results**

# **Central Safety Committees/ Safety & Health Professionals**

- **All Locations Covered**
- **Added Utilities, R&D, Reynolds/  
Plaza, CDC and 608 this Year**

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**SAFETY**



**1992 Results**

# **Compliance Training**

- **Identified Training Needs/  
Accountabilities**
- **Developed Implementation  
Plan**

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1992 Results

## Environmental Documentation/ Training System

- Plant Specific: Rules, Accountabilities, Permits
- Completed Major Plants, Others by 1st Quarter 1993

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**1992 Results**

# **Compliance Publicity/PR**

- **Plant Newsletters**
- **Caravan**
- **Target Vision**
- **RJRT Policy**

**SAFETY**



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1992 Results

## Contractor Safety Program

- Implemented Early 1992
- Periodic Reviews with Contractors

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**SAFETY**





1992 Results

## Emergency Response Program

- Fire, Medical, Spill and Chemical Response Plan for Each Facility
- Centralized Response Teams

**SAFETY**



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**1992 Results**

# **Waste Minimization**

- **Reduced Waste Volumes**
- **Recycled 50% of Waste Generated**

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**SAFETY**



**1992 Results**

# **Partnerships with Regulatory Agencies**

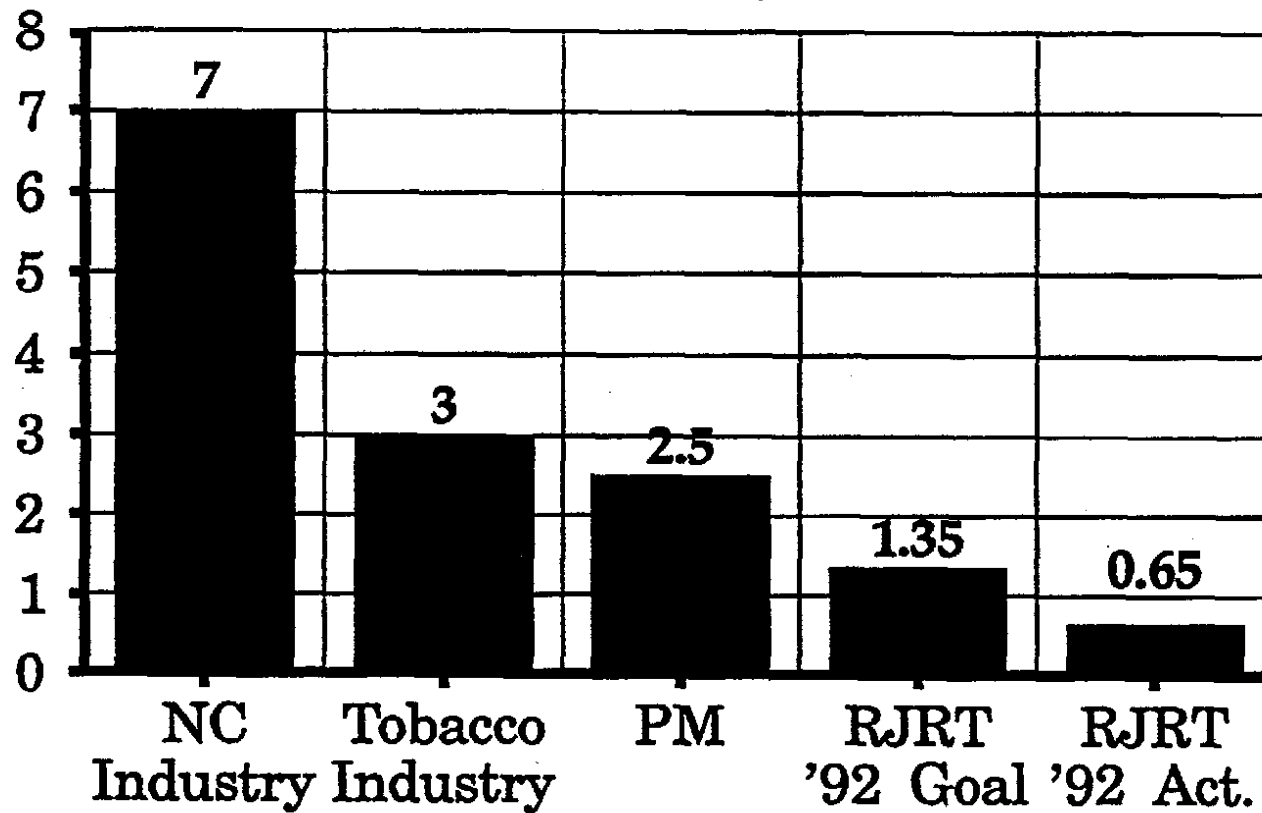
■ **OSHA - No Citations/Fines**

■ **EPA - Two NOV's/No Fines**

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## People Measurables Incident Rate



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## Safety/Health and Environmental Affairs

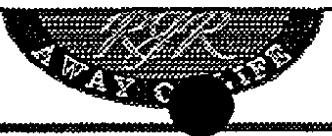
# 1993 Objectives

- Define Goals for Environmental, Safety/Health
- Track Legislative/Regulatory Changes, Provide Input as Appropriate, Develop Compliance Programs
- Implement Measurement/Audit System

## Safety/Health and Environmental Affairs

# 1993 Objectives

- Develop Program to Evaluate Existing Processes/Facilities to Minimize Emissions and Waste
- Involve Management, Supervision, and Operations Associates in All Aspects
- Enhance Training, Emergency Response, and Contractor Safety Programs



# **RJRTI ENVIRONMENTAL STRATEGIC PLAN**

**STRATEGIES, PROGRAMS, RECOMMENDATIONS**

**NOVEMBER 1992**

**R. H. COOPER  
RJRTI OPERATIONS**

**BRENDA FOLLMER  
RJRTI PUBLIC RELATIONS**

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## OVERVIEW

Environmentalism is moving into the mainstream of social, economic and political activity around the globe. The growing influence of green political parties in many countries has been reinforced by a public that feels personally threatened by such issues as ozone depletion and the greenhouse effect. Recent polls in Europe and the U.S. consistently show that the environment is capturing the attention of more people today than at any time in the past. Many of these same polls suggest that people are changing their behavior because of these concerns.

Over the next few years, public expectations are likely to escalate dramatically. Not only will the public expect companies to manage their own products and processes in a sound manner, but companies will also be pressured to ensure that their suppliers and customers are doing the same and that infrastructures are in place to help individuals be more environmentally responsible.

Legal requirements in many parts of the world will also become more pervasive and strict. Increasingly, multinational companies will be expected to manage their worldwide operations according to the standards of performance in the most environmentally advanced countries.

During this decade, the environment will be a dominant international management issue. Before the year 2000, multinational companies can expect the gaps in environmental standards between countries to become much smaller, while the pressures on corporations to apply exemplary environmental, health and safety management everywhere in the world will be much greater. This pressure will be applied multilaterally and in individual countries. By the same token, a serious commitment to high standards will earn businesses more support from governments and the public.

Given this tremendous growth of environmental consciousness among the public in general, our consumers, political leaders and the media, along with the stated goal of anti-smoking activists to enlist environmentalists in their attacks on our business, and the rapid development of new environmental issues and regulations throughout the world, R.J. Reynolds Tobacco International (RJRTI) must take further immediate steps to develop and implement effective environmental programs for its worldwide operations, both manufacturing and non-manufacturing.

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## PLAN

### OVERALL OBJECTIVE

To bring together all RJRTI environmental efforts under a coordinated program that helps strengthen management and employee recognition and support for company environmental efforts; to encourage development and implementation of programs that foster good environmental management; and to create appropriate external recognition of RJRTI's commitment to become a good environmental corporate citizen.

## **I. RJRTI ENVIRONMENTAL POLICY**

### **STRATEGY:**

Establish an RJRTI worldwide environmental policy that demonstrates our environmental concerns and provides general guidance for all internal/external environmental programs.

### **PROGRAM:**

The RJRTI Policy is intended as an internal and external guide for the company's goal of enhanced environmental quality in all operations.

### **RECOMMENDATIONS:**

1. Develop and obtain approval of an RJRTI Environmental Policy.
2. Distribute formally for inclusion in all company policy and procedures manuals.
3. Circulate to all employees through Green Sheet and E-Mail.
4. Prepare a one-color flyer containing the environmental policy, to be printed on recycled paper with post-consumer waste content, for distribution, as appropriate, to all members of general public, environmental groups, and media requesting information on RJRTI's environmental programs.
5. Reprint policy in each offshore company's internal publication.

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## **II. RJRTI HQ ENVIRONMENTAL STEERING COMMITTEE AND GLOBAL ENVIRONMENTAL COUNCIL**

### **STRATEGY:**

Establish and maintain a RJRTI HQ Environmental Steering Committee and a RJRTI Global Environmental Council as coordinating bodies for RJRTI's environmental program.

### **PROGRAM:**

1. The RJRTI HQ Environmental Steering Committee will be established to provide overall worldwide guidance and coordination of the company's environmental effort and will be responsible for:
  - Environmental policy recommendations for RJRTI's manufacturing and non-manufacturing locations
  - Review/establish guidelines for appropriate environmental programs for RJRTI manufacturing (i.e., compliance programs) and non-manufacturing locations
  - Review of RJRTI's environmental annual report (as compiled by RJRTI's Environmental Engineer, See Section III, Page 7) before submission to RJRTI and RJRN Management
  - Review of planning for environmental emergencies
  - Coordinate environmental program with TI TQM Task Force
  - Studying incorporation of safety and health issues with the Environmental Program (as has been accomplished by RJRT).

The committee will meet regularly and include representatives from the following HQ departments:

- Public Relations
- Public Affairs
- Operations
- Legal
- R&D
- Marketing/Worldwide Packaging

Other functional representatives will be brought in as required.

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2. The RJRTI Global Environmental Council will coordinate the worldwide implementation of various aspects of the RJRTI Environmental Program as established by the HQ Environmental Steering Committee and RJRTI policy. Council members will include:

- Environmental Coordinators at each manufacturing facility as appointed by regional management
- Environmental Coordinators at regional headquarters as appointed by management
- Environmental Coordinators at each non-manufacturing location as appointed by management
- RJRTI's Environmental Engineer from RJRTI HQ's Operations Department

Communications with the council will be accomplished by newsletters and memos as no formal meetings of the council are currently envisioned; however, it may be appropriate from time to time to include some council members in meetings of the HQ Environmental Steering Committee for individual environmental presentations. Council members will be encouraged to use TQM teams to address environmental issues where appropriate.

#### RECOMMENDATIONS:

1. Establish both the RJRTI HQ Environmental Steering Committee and RJRTI Global Environmental Council.
2. Establish a meeting schedule for the HQ Steering Committee.

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### **III. RJRTI ENVIRONMENTAL MANAGEMENT PROGRAM FOR RJRTI OPERATED MANUFACTURING LOCATIONS**

#### **STRATEGY:**

Develop and implement an environmental management program within RJRTI to ensure compliance of RJRTI operated manufacturing locations worldwide to the RJRN and RJRTI Environmental Policies.

#### **PROGRAM:**

An Environmental Management Program which will specifically address environmental compliance with all pertinent policies, laws and regulations by each of RJRTI operated manufacturing location, will be developed and coordinated by the Environmental Engineering Manager (HQ Operations Department).

1. The following are the key program elements:

- Environmental audits at each plant to assess needs, develop action requirements (if needed) and provide record keeping
- Establishment of formal waste minimization and/or recycling program at each RJRTI location that will supplement existing informal efforts
- Development and maintenance of manufacturing location specific environmental management guidebook for each location operated by RJRTI

Minimum contents of the guidebook to include:

- copy of all applicable environmentally related government required permits  
(water, air, stormwater, etc.)
- Specific organizational/personnel assignments (chain of command) to ensure compliance with local environmental regulations
- Annual report for each RJRTI operated manufacturing location containing the following summary information:
  - Overview of environmental plan of action
  - Summary of current recycling efforts (type of materials, quantities)
  - Summary energy management report
  - Audit summary (with summary of action requirements, if needed)

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2. The following are program elements anticipated to be completed by the RJRTI Environmental Engineering Manager (HQ Operations):
- Coordinate implementation of the Environmental Management Program (see 1. above)
  - Compile annual environmental report for presentation to the HQ Steering Committee, RJRTI Management and RJRN
  - Support RJRN Environmental Program by:
    - Attending and participating at:
      - (1) RJRN's environmental managers meetings
      - (2) RJRN's environmental meeting
    - Providing information as requested by RJRN on environmental issues related to RJRTI
  - Development in conjunction with HQ PR of internal communications vehicles to share ideas between RJRTI manufacturing locations worldwide and facilitate building of synergies between locations

#### **RECOMMENDATIONS:**

1. Environmental Engineering Manager will develop details of the program using input from regional Operations and local manufacturing management as well as recommendations from other sources including RJRTC's Environmental Manager and RJRN Environmental Coordinator.
2. HQ Environmental Steering Committee will review the elements of the program and confirm a timetable for implementation of the program.
3. Environmental Engineering Manager will coordinate the implementation of the program.

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#### **IV. RJRTI PRODUCT/PROCESS ENVIRONMENTAL ISSUES**

##### **STRATEGY:**

Identify/research/develop programs to address external environmental issues involving RJRTI products/processes.

##### **PROGRAM (A):**

The waste products of cigarettes -- specifically filters and empty packaging -- are rapidly becoming a significant environmental issue. The Coalition On Smoking Or Health (COSH) has enlisted environmentalists to its cause as one objective of its "Smokefree 2000" plan. Throughout the world, environmentally concerned citizens are becoming more vocal about cigarette litter, e.g. cigarette butts, and are using the press as potentially effective medium to spread their message.

To our knowledge, no U.S. tobacco company except RJRTC has made any effort to address this issue. Accordingly, a program addressing this issue represents a potential opportunity for RJRTI to demonstrate its commitment to smokers and to protecting the environment at the same time.

##### **RECOMMENDATIONS:**

1. Consider implementing "No Butts About It" program for possible use in selected RJRTI Markets.
2. Consider "disposable ashtrays" program (used by RJRTC) for use in selected RJRTI markets.
3. Consider RJRTC's success with packaging showing an anti-litter message for use by RJRTI.



### PROGRAM (B):

Emissions and odors from manufacturing plants are becoming issues at a number of existing and future RJRTI's plant locations. For example, Polish authorities have already demanded limited emissions from the RJRTI plant under construction and our German plants have had to install expensive state-of-the-art odor reduction units in order to meet set "odor units" requirements.

### RECOMMENDATIONS:

1. Conduct a study of the various efforts made by our manufacturing facilities worldwide to address emissions and odor reductions and share the information/study results within RJRTI operations for possible use at other RJRTI related manufacturing locations.

### PROGRAM (C):

Under regulations already in effect in Germany, recycling of cigarette packaging is required. While many issues related to this required recycling are yet to be answered, Germany is likely to be a leading indicator for the EC. Packaging changes, such as the use of a paper innerliner may be required and/or present a marketing opportunity for RJRTI products.

### RECOMMENDATIONS:

1. Maintain close contact with RJRTI-Germany on the impact of the current local regulations.
2. Keep the RJRTI environmental steering committee advised on the status of EC regulations on package recycling and be prepared to react to requirements related to cigarette packages.

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## V. PROBLEM CONTROL AND RESPONSE

### STRATEGY:

Ensure that appropriate technical resources are identified and that communication resources are in place to handle any internal or external environmental problem.

### PROGRAM:

Incidents could occur that may have a potential environmental impact on our facilities, the community at large or our customers. These could range from chemical spills to fires to contaminated tobacco. Virtually all such incidents would fall under one or more local or national environmental reporting and corrective action regulations. Information concerning these incidents may become part of the public domain either through the reporting requirements or, in the case of a fire or chemical spill, because outside emergency agencies are involved.

Internal resources have been or will be identified to coordinate the technical requirements, the reporting requirements of government and regulatory agencies and the managing of media and general public inquiries related to such possible incidents. These resources primarily involve Security, Plant Management, Operations, R&D, Public Affairs and Public Relations.

### RECOMMENDATIONS:

1. Where not already existing, each RJRTI operated manufacturing location will prepare an Environmental Response Manual.
2. The HQ Environmental Steering Committee will be involved in the review of planning for such an environmental emergency.
3. Should a major internal environmental incident occur, the steering committee will work as a single team to ensure effective coordination of technical handling, regulatory and public response.

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## VI. INTERNAL EDUCATION PROGRAM

### STRATEGY:

Strengthen management and employee support, involvement and recognition of RJRTI environmental efforts through internal environmental education and participation in local action programs.

### PROGRAM:

Currently, there is relatively little knowledge and understanding among RJRTI employees about environmental issues and how they may impact our business. An ongoing educational program is necessary for employees to be full supporters of and contributors to the company's efforts.

The RJRTI educational program will encompass specific facts regarding the company's commitment and plans, as well as general information about environmental issues such as legal compliance, recycling, landfills, biodegradability and waste incineration.

Because of the company's broad geographic spread and decentralization of management, most educational programs must by necessity be developed and implemented at the respective local market level. Likewise, costs for such programs will be absorbed by the local market. At headquarters, general guidelines for a multi-faceted communications program will be developed to address overall internal environmental educational needs, utilizing existing communications vehicles.

### RECOMMENDATIONS/ACTION PROGRAMS:

1. BOOKLET OR BROCHURE: HQ/PR will prepare a promotional piece on RJRTI environmental policy. Publication will be general in nature to avoid the need to revise as new programs are developed. Distribute to all employees.
2. CEO LETTER: Letter from the CEO will be sent to all employees. This letter will discuss the need for a cohesive company-wide environmental program, steps that are being taken to address the issue, and solicit employee support and active participation. Subsequent CEO letters will be developed as appropriate.
3. REGIONAL/SBU LETTERS: Letters from senior management at the regional and market level will be sent to employees within the respective regions/markets to underline management support and stress importance of employee participation.

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4. **IN-HOUSE PUBLICATIONS:** A story on RJRTI's environmental efforts will be developed by HQ/PR for publication in internal newsletters/magazines. Succeeding issues will carry articles, developed at the local level, on a specific company program and/or a general environmental topic, as it relates to the respective market.

As programs are implemented, additional stories -- such as success stories on individual or departmental environmental efforts; a "tips" column for work and home environmental actions; and newly proposed environmental regulations that affect our operations -- will be developed by the local market, working in conjunction with HQ/PR.

5. **FACT SHEETS:** A general fact sheet on the RJRTI's overall program will be prepared by HQ/PR for distribution to all employees. As specific market programs are developed and implemented, the fact sheet will be updated and re-issued.
6. **LOCAL MARKET EDUCATIONAL PROGRAMS:** Local market environmental coordinators will develop within their respective markets the necessary communication vehicles to ensure continued employee awareness of local market and company-wide program; e.g., brochures, fact sheets, posters, incentive awards.

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## VII. TECHNICAL SUPPORT AND TRAINING

### STRATEGY:

Provide technical support and training for RJRTI plant personnel in order to competently address environmental issues.

### PROGRAM:

A small number of RJRTI's plants have the technical expertise to address the environmental issues, others will likely need additional training and technical support. TI Operations will provide technical support where possible and work towards the cross-training of plant personnel from different locations. RJRTC technical resources will also be used where appropriate.

### RECOMMENDATION:

1. TI's Environmental Engineering Manager will identify resources and needs for technical environmental training and develop a program to address identified training needs.

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## VIII. EXTERNAL COMMUNICATIONS

### STRATEGY:

Take advantage of external opportunities, where appropriate, to communicate to selected audiences, the media and the general public RJRT's commitment and activities that address environmental issues applicable to the company's operations.

### PROGRAM:

The efforts being undertaken by RJRTI to develop an effective worldwide environmental program can be used to generate positive benefits with government officials at all levels, the media, consumers, and the general public within each of the company's markets. However, public awareness must be handled carefully and accurately, with a well-designed program aimed at building and maintaining appropriate awareness of the company's environmental activities among target audiences and demonstrating that it is an environmentally conscious company.

### RECOMMENDATIONS/ACTION PROGRAMS

#### 1. MEDIA

##### A. Q&A/RESPONSE STATEMENTS:

- (1) General environmental program media response statements and Q&A's will be prepared and updated regularly.
- (2) Emphasis will be given to ensuring that all responses are appropriate and as complete as possible for all environmental issues, whether they involve problems requiring immediate action (such as a chemical spill), longer-term efforts, or proposed regulatory actions affecting our operations.

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**B. MEDIA BACKGROUNDER:**

- (1) As appropriate, encourage reporters at local market level -- particularly those who regularly cover environmental issues -- to participate in a carefully structured background briefing on environmental issues, with emphasis on RJRTI programs.
- (2) Continue one-on-one's at least once a year to update local market-level reporters on changing internal programs, regulatory issues.

**C. BACKGROUND SOURCE:** At local level, develop contacts within the media in order to encourage favorable publicity about RJRTI. Encourage contacts to use RJRTI as background source on related environmental issues.

**D. NEWS AND FEATURE RELEASES:** A number of RJRTI's programs, as they are developed, will be appropriate subjects for news and feature stories in both the general media, targeted environmental publications, and certain trade publications. Establish a list of subjects matched to target media and seek to place minimum of one story per quarter.

**E. CONTRIBUTIONS:** Emphasis will be placed on obtaining appropriate publicity for any RJRTI contributions to support environmental groups and causes.

**2. LEGISLATIVE**

- A. Provide appropriate members of local or national government with brochure, fact sheets.
- B. Where appropriate, conduct regular environmental briefings with government officials.

**3. THIRD-PARTY GROUPS**

- A. Develop presentation for external groups, e.g., civic clubs, environmental organizations, to heighten awareness of company activities and to solicit third-party support.
- B. Where smokers' rights organizations exist, implement company-backed environmental programs among such organizations to show smokers in a favorable light and to generate additional media awareness of company efforts.

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4. CONSUMER/GENERAL PUBLIC INQUIRIES

- A. As requests increase for environmental information about RJRTI and its products, HQ/PR in conjunction with steering committee will work with local markets to develop appropriate responses. Brochures, fact sheets and other printed materials, as developed, will be utilized as part of the standard response to such inquiries.

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NFG ENVIRONMENTAL  
RJRN ANNUAL EH&S MEETING PRESENTATION

OUTLINE

	<u>TIME</u>
I. INTRODUCTORY REMARKS - CHUCK BENNETT	10 Minutes
o POSITION AND ROLE	
o VISION AND NEAR-TERM GOALS	
II. BUSINESS UNIT ACTIVITIES AND ACHIEVEMENTS	
A. NABISCO BISCUIT	
<u>COMPLIANCE MANAGEMENT</u> - DENNIS DEPOL	10 Minutes
• 1992 ACCOMPLISHMENT HIGHLIGHTS	
• KEY CONCERNS/CHALLENGES IN 1993	
• 1993 AND BEYOND: PLANS AND GOALS	
<u>PACKAGING/WASTE REDUCTION</u> - JIM SCOTT	5 Minutes
B. SPECIALTY PRODUCTS	
<u>COMPLIANCE MANAGEMENT</u> - MARTY FREEMAN	10 Minutes
• 1992 ACCOMPLISHMENT HIGHLIGHTS	
• KEY CONCERNS/CHALLENGES IN 1993	
• 1993 AND BEYOND: PLANS AND GOALS	
<u>PACKAGING/WASTE REDUCTION</u> - JOE LOBELLO	5 Minutes
C. PLANTERS/LIFESAVERS	
<u>COMPLIANCE MANAGEMENT</u> - ROBERT VIGIL	10 Minutes
• 1992 ACCOMPLISHMENT HIGHLIGHTS	
• KEY CONCERNS/CHALLENGES IN 1993	
• 1993 AND BEYOND: PLANS AND GOALS	
• <u>PACKAGING/WASTE REDUCTION</u> - ROBERT VIGIL	5 Minutes
III. WRAP UP AND CLOSURE - CHUCK BENNETT	5 Minutes

*Bob Jones  
(Assistant)*