

The 1998

UK BUSINESS & THE ENVIRONMENT

Trends Survey

INTRODUCTION

In April 1998, the third UK Business and The Environment Trends Survey was carried out amongst 300 of the Top 1000 UK companies and 50 leading opinion-formers, including government agencies, academics, trade associations and lobby groups.

This annual survey provides a unique and comprehensive insight into levels of business concern about the environment, the corporate policies that are being pursued and the benefits of implementing environmental improvement programmes.

It also highlights those factors inhibiting UK industry from taking steps to improve its environmental performance and investigates business reaction to possible changes in Government policies aimed at encouraging industry to improve its environmental performance.

In particular, this year, the survey explored business and opinion-former reaction to specific Labour Government pledges on the key environmental issues including measures to reduce pollution and the likely introduction of 'green' taxes.

The research was sponsored by Entec, a leading environmental and engineering consultancy, in association with Green Alliance, a leading environmental pressure group. The survey was devised and conducted by The Moffatt Associates Partnership, an independent market research consultancy.



RESEARCH HEADLINES

- UK business is increasingly aware and concerned about the environment and welcomes Government incentives to improve performance. 80% of companies say they attach more importance to environmental issues than a year ago compared with 67% in 1997. Furthermore, only 4% of companies now say their activities have no impact on the environment compared with 8% in 1997.
- However, opinion-formers are not convinced about this increase in the level of corporate concern with only 52% (unchanged from last year), saying that UK business is now placing greater emphasis on environmental issues.
- Industry's main concerns remain unchanged. At the top of the list is employee health and safety followed by water/air pollution, waste disposal and energy conservation. Amongst opinion-formers, air pollution is still the main concern but global warming has re-entered the opinion-former Top 5 list of concerns, displacing waste disposal.
- Greater business awareness of the importance of environmental issues does not appear to have prompted a significant shift in corporate policy. Whilst there is a slight increase (52% to 55%) in the number of companies who regularly take environmental protection initiatives which go beyond what is required by legislation and public pressure, the number of companies who merely comply with regulations has increased from 11% to 13% and public opinion is having less influence on corporate policy.

The research was sponsored by **Entec** in association with **GREEN ALLIANCE**

- In response to external and internal pressures, the vast majority of leading UK companies now operate a company-wide environmental policy (90%) and waste minimisation programmes (89%). Furthermore, nearly two out of three companies now employ environmental consultants, operate environmental management systems and have cut their energy consumption in the last 12 months. However, it would appear that business is less convinced of the value of environmental reporting with only 54% issuing reports in 1998 compared with 61% in 1997.
- Opinion-formers generally agree with what industry is doing. In their view, businesses should be placing the highest priority on waste minimisation, followed by energy conservation, developing company-wide policies and implementing environmental management systems.
- Despite evidence to the contrary, the business case for investing in the environment appears to remain unproven. Companies see significant PR benefits, 70% of companies have experienced a reduction in operating costs (water minimisation is seen as generating business benefits in 80% of cases). However, less than half (46%) say investing in the environment increases profitability.
- Key factors limiting corporate action on the environment are
 - (a) a growing concern about the cost of implementing programmes. In 1997, a small majority (58%) of companies reported that cost was either a limiting or very limiting factor. This year, the figure has risen to 73%.
 - (b) a lack of awareness of the business benefits fuelled by a lack of internal agreement on how to measure benefits. In 1997, the majority of companies (59%) did not see a lack of awareness as a problem but this year a majority (58%) see lack of 'benefit' awareness as restrictive. Opinion-formers agree with this assessment.
- Both industry and opinion-formers agree that it is the responsibility of government to educate people on environmental issues, that more emphasis should be placed on taxation to improve environmental performance and that the policing of existing legislation and regulations should be tightened up. They also agree that it is unrealistic for companies to expect an early financial return on investments in environmental protection.
- For the third year running, UK business believes that reducing VAT on energy efficient raw materials would be the best way of improving environmental performance, but there has been a dramatic shift in industry's attitude to the effectiveness of taxes and charges.
- In 1997, only lower VAT on energy efficient raw materials and variable charges on water pollution were considered as likely to have a positive impact on the environment. This year, a total of nine measures (including variable energy tax, increase in the landfill tax, and tax on greenfield developments) are seen as having a positive impact.
- However, industry does not want 'green' fiscal measures to be the main instrument of government policy. Industry and opinion-formers agree that (a) revenue from 'green' taxes should be used partly to fund public investment in the environment and help companies adapt to 'green' taxation and (b) any 'green' tax should be accompanied by a reduction in national insurance contributions to help offset any negative impact on employment.
- Industry and opinion-formers agree that of three Labour Government pledges on the environment, the need for an energy policy designed to promote cleaner and more efficient energy is the most important and industry would support the following measures to meet CO₂ emission targets for 2010:
 - (a) introducing a national programme for home energy efficiency;
 - (b) imposing mandatory standards of energy efficiency for new products, vehicles and buildings; and
 - (c) encouraging major investment in renewable energy sources.
- Industry and opinion-formers also agree that certain other policy options would also help improve environmental performance. As in 1997, the most popular policies are changes in advertising regulations to outlaw misleading 'green' product claims and the introduction of investment allowances for clean technology.
- Furthermore, there are signs within industry of increasing openness on environmental issues with more companies supporting compulsory environmental reporting and public access to information on pollutant levels.

B

RESEARCH OBJECTIVES

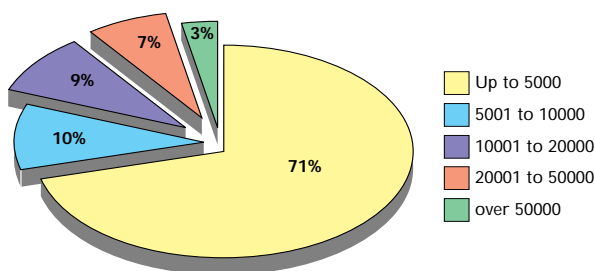
- To investigate levels of business awareness and concern about environmental issues.
- To identify current business environmental and risk management policies and priorities.
- To explore factors inhibiting corporate investment in improving environmental performance.
- To investigate the anticipated impact of actual and potential Government actions on environmental performance.

C

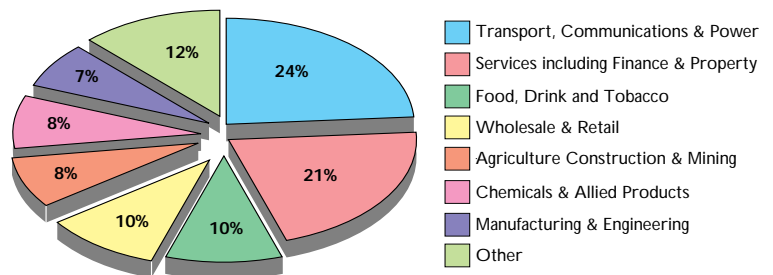
TARGETS and RESPONSES

- **Corporate Sample** - A total of 300 interviews were completed. Interviewees were senior executives with overall responsibility for environmental policy amongst the Top 1000 UK companies operating in a variety of sectors.

Respondents by Employee Size

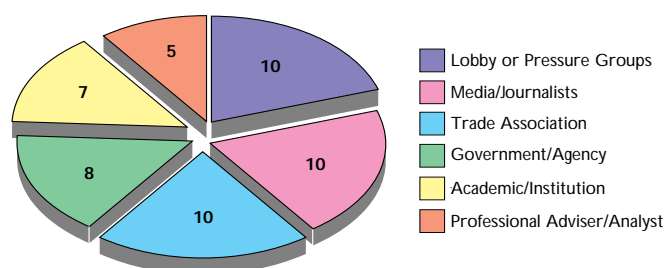


Respondents by Trade Sector



- **Opinion-Former Sample** - A total of 50 interviews were undertaken with a range of senior representatives in organisations involved in researching, commenting or campaigning on business and environmental issues including agencies responsible for implementing government policy.

Opinion-Former Respondents by Type



D

RELATIVE IMPORTANCE of ENVIRONMENTAL ISSUES

- Awareness of the impact that business has on the environment is increasing with only 4% of companies this year saying their activities have no impact on the environment compared with 8% in 1997.
- This is reinforced by a continuing upward trend in the importance attached to environmental issues. 80% of companies say they attach more importance to environmental issues than a year ago, compared with 67% in 1997.
- Opinion-formers, however, do not agree with this assessment with only 52% (unchanged from last year) saying that UK business is now placing greater emphasis on environmental issues than a year ago.

- However, perceptions about the significance of the impact of businesses on the environment are changing. In 1997, 30% of companies considered their business to have a major or significant impact on the environment, but this year the figure has fallen to 25%.
- No fewer than 97% of companies consider a variety of environmental issues (the Top 5 listed below) to be important or very important.
- The five most significant concerns for companies are the same as they were in 1997. Water pollution has moved ahead of air pollution but employee health and safety remains the most significant business concern.
- Amongst opinion-formers, air pollution is again the main concern. Global warming re-enters the Top 5 list of concerns in 1998 displacing waste disposal.

CORPORATE ISSUES ²	
1998	1997
Health & safety	Health & safety
Water pollution	Air pollution
Air pollution	Water pollution
Waste disposal	Waste disposal
Energy conservation	Energy conservation
Traffic congestion	Noise pollution
Global warming	Contaminated land
Noise pollution	Global warming
Food additives	Traffic congestion
Protecting the green belt	Food additives

OPINION-FORMER ISSUES ²	
1998	1997
Air pollution	Air pollution
Water pollution	Water pollution
Global warming	Energy conservation
Health & safety	Waste disposal
Energy conservation	Health & safety
Traffic congestion	Global warming
Waste disposal	Traffic congestion
Food additives	Contaminated land
Protecting the green belt	Noise pollution
Noise pollution	Food additives



CORPORATE ENVIRONMENTAL POLICIES & PRIORITIES

- Increases in business awareness of the importance of environmental issues does not appear to have prompted a significant shift in corporate policy. The improvement seen in 1997 in the number of companies taking steps beyond that required to comply with existing legislation appears to have fallen back in 1998 with 13% not going beyond what is legally required, compared with 11% in the previous year.
- Public pressure appears to be having slightly less influence on company policy (see below) but overall, the number of companies regularly taking initiatives which go beyond what is required by legislation and public pressure does show a small increase from 52% to 55%.

Current Business Policy	1998	1997	1996
Always comply but see no need to go beyond what is legally required	13%	11%	16%
Always comply but growing public pressure means company has to look beyond legislation	31%	37%	25%
Importance is such that the company regularly takes initiatives beyond what is required by legislation & public pressure	55%	52%	58%

- 90% of companies operate a company-wide environmental policy and 89% operate waste minimisation programmes. Both these figures are marginally higher than in 1997.

- However, it would appear that corporate interest in environmental reporting has fallen with 54% of companies issuing environmental reports in 1998 compared with 61% in 1997.
- Some 66% of companies have reduced their energy consumption in the last 12 months and over 60% operate environmental management systems.
- However, only 54% of companies set environmental standards for suppliers, 30% have environmental impairment liability insurance and only 24% have ISO 14001 accreditation.

Corporate Policy	Level of Ownership	
	1998	1997
Operate a company wide environmental policy	90%	89%
Operate waste minimisation programmes	89%	85%
Employ environmental consultants	67%	N/A
Have reduced energy consumption in the last 12 months	66%	N/A
Operate environmental management systems	64%	67%
Publish regular environmental reports	54%	61%
Set environmental standards for suppliers	54%	53%
Take out environmental impairment liability insurance	30%	N/A
Have ISO 14001 accreditation	24%	N/A

N/A - question not asked in a directly comparable form in 1997.

- In general, opinion-formers would appear to agree with what industry is doing. In their view, business should be placing the highest priority on waste minimisation, followed by energy conservation, developing company-wide environmental policies and implementing environmental management systems.
- Of high priority but of relatively less significance, according to opinion-formers, is the environmental vetting of suppliers, the issuing of regular environmental reports and the attainment of ISO 14001 accreditation.
- There has been some shift in priorities amongst opinion formers with waste minimisation moving from 5th to 1st place in the last 12 months.

Opinion-Former Policy Priorities ³	1998	1997
Overall High Priority (1998)		
Implementing waste minimisation programmes	1st	5th
Reducing energy consumption	2nd	1st
Developing a company wide environmental policy	3rd	2nd
Implementing environmental management systems	4th	7th
Developing greener products and packaging	5th	8th
Environmental vetting of suppliers and raw materials	6th	10th
Publishing regular environmental reports	7th	9th
Attaining ISO 14001	8th	N/A
Overall Low Priority (1998)		
Employing environmental consultants	9th	N/A
Taking environmental impairment insurance	10th	N/A

N/A - question not asked in a directly comparable form in 1997.



IMPACT on BUSINESS PERFORMANCE

- In terms of the payback from investing in environmental protection, the most rewarding has been the introduction of waste minimisation programmes. This has resulted in positive business benefits in over 80% of cases.
- The positive PR impact of improving corporate image and improved employee and community relations are also seen as having a positive business impact in the majority of cases.
- In financial terms, 70% of companies have experienced a reduction in operating costs and 61% an improvement in production efficiency. Almost 46% say investing in environmental protection improves profitability and only 5% say the impact on profitability is negative compared with 11% in 1997.

Impact on Business Performance ⁴					
	Significant positive 1998 (97)	Some positive 1998 (97)	Neutral 1998 (97)	Negative 1998 (97)	Don't know 1998 (97)
Reduction in waste	28.1% (21.0%)	53.5% (59.3%)	12.4% (11.7%)	2.0% (5.0%)	3.0% (3.0%)
Community relations	17.7% (19.7%)	54.8% (48.3%)	20.7% (23.0%)	0.7% (5.7%)	4.3% (3.3%)
Staff morale	12.7% (N/A)	55.9% (N/A)	25.1% (N/A)	0.3% (N/A)	4.7% (N/A)
Reduced operating costs	12.0% (12.3%)	60.2% (58.7%)	15.1% (17.3%)	7.0% (7.7%)	5.0% (4.0%)
Production efficiency	10.0% (9.7%)	51.2% (51.3%)	30.4% (26.7%)	2.0% (7.3%)	4.3% (5.0%)
Customer loyalty	10.0% (20.0%)	40.5% (52.0%)	37.8% (19.3%)	0.3% (5.0%)	9.0% (3.7%)
Investor relations	6.0% (11.0%)	35.5% (39.3%)	39.8% (34.7%)	1.3% (7.7%)	14.7% (7.3%)
Profitability	4.3% (9.7%)	41.5% (37.3%)	36.8% (36.3%)	5.4% (11.0%)	10.7% (5.7%)
Sales revenue	4.7% (5.0%)	28.4% (29.3%)	51.5% (50.7%)	2.0% (9.3%)	11.4% (5.7%)

N/A - question not asked in a directly comparable form in 1997.

- Opinion-formers, however, remain sceptical of corporate preoccupation with the potential value of an improved corporate image with only 20% of opinion-formers stressing this as the most significant potential benefit compared to 44% of companies.
- 70% of opinion-formers say the greatest potential for improved business performance through better environmental practices comes through increased production efficiency.



FACTORS LIMITING BUSINESS ACTION on ENVIRONMENTAL ISSUES

- The perceived cost of implementing environmental programmes remains the most limiting factor in improving environmental performance and is becoming more restrictive. In 1997, a small majority (58%) of companies reported that cost was either limiting or very limiting. In 1998, this figure has increased to 73%.

- The improvements seen in 1997 in terms of increased awareness of the business benefits of environmental programmes, has been reversed. In 1997 a lack of awareness of benefits was not seen as limiting by 59% of companies. Re-inforced by a lack of agreement on how to measure the business impact of environmental policies this lack of 'benefit' awareness has now become a limiting or very limiting factor for 58% of companies.

Corporate Limiting Factors ⁵		Very limiting/limiting	Not limiting
73%	Cost of implementation		26%
58%	Lack of awareness of benefits		40%
51%	Lack of agreement on measuring benefits		45%
49%	Lack of knowledge or information		49%
38%	Lack of down the line support		61%
34%	Lack of customer pressure		62%
33%	Lack of technology		66%
30%	Lack of investor pressure		58%
30%	Lack of competitor pressure		64%
25%	Lack of Board level support		73%

- Opinion-formers maintain that lack of awareness of benefits is the most limiting factor in hindering environmental performance improvements, and indeed that all the factors listed were a restricting influence on corporate action to some extent.
- The most noticeable area of disagreement between companies and opinion-formers in the ranking of limiting factors remains the lack of Board level support, which is seen as limiting or very limiting by nearly 90% of opinion-formers, but by only 25% of companies.
- Opinion-formers suggest that lack of technology is becoming less of a limiting factor (26/24 in 1998 compared with 30/19 in 1997) but companies appear to be experiencing the opposite (33%/66% in 1998 compared with 29%/69% in 1997).

Opinion-Former Limiting Factors ⁵		Very limiting/limiting	Not limiting
48	Lack of awareness of benefits		2
45	Lack of knowledge or information		5
46	Cost of implementation		3
44	Lack of Board level support		5
45	Lack of down the line support		5
38	Lack of agreement on measuring benefits		12
33	Lack of investor pressure		17
33	Lack of customer pressure		15
31	Lack of competitor pressure		19
26	Lack of technology		24



- Both industry and opinion-formers agree that it is the responsibility of Government to educate people on environmental issues, that more emphasis should be placed on taxation to improve environmental performance and that the policing of existing legislation and regulations should be tightened up. They also agree that it is unrealistic for companies to expect an early financial return on investments in environmental protection.
- Industry and opinion-formers differ in their views on the stringency of regulations. Industry agrees that current UK regulations are not overly stringent but industry believes UK regulations should not be more onerous than EU standards so as not to hinder competitiveness, whilst opinion formers would like to see even more stringent standards applied in the UK than EU directives require.

Corporate Agreement with Policy Statements ⁶				
	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly
UK regulations should be no more onerous than EU standards	52.5%	23.7%	15.1%	7.0%
It is unrealistic to expect early financial return on environmental investment	32.1%	40.1%	18.1%	8.4%
It is the Government's responsibility to educate people on the environment	33.4%	34.1%	18.7%	12.4%
The policing of environmental regulations is not rigorous enough	27.4%	29.8%	31.1%	8.7%
Government should put more emphasis on taxation to improve environmental performance	20.4%	31.4%	25.8%	21.1%
Environmental regulations and legislation are too stringent	3.3%	17.1%	51.8%	25.8%

■ overall agree
 ■ overall disagree

Opinion-Former Agreement with Policy Statements ⁶				
	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly
The policing of environmental regulations is not rigorous enough	22	16	8	3
It is the Government's responsibility to educate people on the environment	22	16	6	5
Government should put more emphasis on taxation to improve environmental performance	18	21	6	4
It is unrealistic to expect early financial return on environmental investment	12	16	13	7
UK regulations should be no more onerous than EU standards	7	12	21	9
Environmental regulations and legislation are too stringent	2	3	18	26

■ overall agree
 ■ overall disagree

REACTIONS to POSSIBLE TAXES and CHARGES

- Attitudes on the effectiveness of taxation to improve environmental performance have shifted dramatically in the last 12 months. In 1997, only lower VAT on energy efficient raw materials and variable charges on water pollution were considered as likely to have a positive effect on environmental performance. In 1998, a total of nine environmental measures are seen as having a positive impact on the environment.
- Not surprisingly, industry appears to favour the tax incentive approach to improving environmental performance rather than the imposition of charges. For the third year running UK industry believes that the most effective route to environmental improvements is to reduce VAT on energy efficient raw materials.
- As in 1997, but increasing in significance, the second most effective measure according to business, would be to introduce variable charges on water pollution.
- Measures which business does not, on balance, consider effective in improving environmental performance are basing company car tax on private not business usage, a tax on quarrying damage and taxes on inner city office parking.

Impact of Taxes & Charges on Environmental Performance⁷

	Improve	Not improve	Difference	Not relevant	Don't know
Lower VAT for energy efficient materials	54.8%	17.7%	37.1%	15.7%	10.7%
Variable charges on discharging pollutants into water	54.2%	17.1%	37.1%	21.7%	6.4%
Variable energy tax	50.5%	25.4%	25.1%	7.0%	16.1%
Increase in the landfill tax	51.2%	31.8%	19.4%	8.4%	7.7%
Tradable permits for pollutant discharges	37.5%	20.7%	16.8%	24.1%	17.1%
Taxes to discourage the use of particular substances	33.8%	17.1%	16.7%	42.5%	5.4%
Road tax graded by engine size	45.2%	33.8%	11.4%	12.7%	7.4%
Tax on pesticide use	25.8%	16.4%	9.4%	51.5%	5.7%
Taxing greenfield developments	27.8%	21.4%	6.4%	44.5%	5.4%
Company car tax based on private not business use	34.4%	35.8%	-1.4%	13.4%	15.7%
Tax on quarrying damage	13.4%	20.1%	-6.7%	52.5%	13.0%
Inner city office parking tax	21.4%	37.1%	-15.7%	33.8%	7.0%

■ overall agree
 ■ overall disagree

- For the first time in three years, opinion-formers report that variable charges on discharging pollutants into water should not receive the highest priority.
- Encouraging fuel efficiency through road tax graded on engine size should receive the highest priority according to opinion-formers, followed by the protection of greenfield sites, both of which industry suggests will not be as effective as alternative measures.
- Unlike companies, opinion-formers believe high priority should be given to taxing inner city office parking.

Opinion-Former Priorities for Taxes and Charges⁸

	High priority	Low priority	Don't know
Road tax graded by engine size	36	13	-
Taxing greenfield developments	35	11	3
Increase in the landfill tax	32	15	2
Variable charges on discharging pollutants into water	34	9	6
Lower VAT for energy efficient materials	31	15	3
Inner city office parking tax	33	10	6
Taxes to discourage the use of particular substances	32	12	4
Tax on pesticide use	28	15	6
Variable energy tax	26	15	7
Tax on quarrying damage	22	22	5
Company car tax based on private not business use	27	11	10
Tradable permits for pollutant discharges	18	20	11



VIEWS on "GREEN" TAXATION

- Industry and opinion-formers agree that revenues raised from "green" taxation should, at least in part, be used for public investment in environmentally beneficial projects and in helping companies adapt to "green" taxation.
- Furthermore, industry and opinion-formers also agree that any "green" tax imposed on industry should be accompanied by a reduction in national insurance contributions to counter any negative impact on employment.
- There is strong support amongst both industry and opinion-formers for an independent commission to review proposals for 'green' taxes.
- Whilst there is a growing realisation in UK industry that taxation and charges would impact positively on environmental performance, on balance industry does not support the use of "green" taxes as the main instrument of public environmental policy.

Impact of Taxes & Charges on Environmental Performance⁹

	Companies			Opinion-Formers		
	Agree	Disagree	Difference	Agree	Disagree	Difference
A proportion of the revenue generated from "green" taxes should be earmarked for environmentally beneficial public investment	89.0%	8.7%	80.3%	90%	8%	82%
Some of the money should be used to help industry adapt to new taxes	86.0%	10.7%	75.3%	76%	18%	58%
The Government should set up an independent commission to review proposals for "green" taxes	77.9%	18.7%	59.2%	82%	14%	68%
"Green" taxes should be accompanied by a reduction in National Insurance contributions	63.5%	28.1%	35.4%	56%	36%	20%
"Green" fiscal measures must be the main instrument to achieve environmental protection	40.1%	55.9%	-15.8%	46%	46%	-

■ overall agree
 ■ overall disagree



REDUCING CO₂ EMISSIONS

- Industry would support the following legislative measures to meet CO₂ emission targets for 2010:
 - a) introduce a national programme of home energy efficiency;
 - b) impose mandatory standards of energy efficiency for new products, vehicles and buildings; and
 - c) encourage major investment in renewable energy sources.
- Industry however would not support restrictions on road transport or regular fuel price increases above the rate of inflation.
- Opinion-formers would support all of the suggested measures but show stronger support for the same measures that industry supports.

Support for Policies to Achieve CO ₂ Emissions Targets ⁹						
	Companies			Opinion-Formers		
	Agree	Disagree	Difference	Agree	Disagree	Difference
National programme of home energy efficiency	91.3%	6.0%	85.3%	94%	2%	92%
Mandatory standards for the energy efficiency of new products	91.6%	6.4%	85.2%	90%	8%	82%
Major investment in renewable energy	90.3%	7.4%	82.9%	90%	8%	82%
Restrictions on road transport	36.5%	60.2%	-23.7%	74%	22%	52%
Fuel price increases above inflation	32.1%	63.9%	-31.8%	68%	30%	38%

■ overall agree ■ overall disagree



ADDITIONAL ENVIRONMENTAL PROTECTION MEASURES

- Industry and opinion-formers agree that certain other policy options would also help improve environmental performance. As in 1997, the most popular policies are changes in advertising regulations to outlaw misleading “green” product claims and the introduction of investment allowances for clean technology.
- Within industry, there are signs of increasing openness on environmental issues with more companies supporting compulsory environmental reporting and public access to information on pollutant levels.

Policy Options to Improve Environmental Performance¹⁰

	Company agreement		Opinion-Former agreement	
	1998	1997	1998	1997
Changes in advertising regulations to outlaw misleading "green" product claims	94%	92%	80%	94%
Investment allowances for clean technology	92%	94%	88%	88%
Compulsory standards for product labelling	84%	N/A	80%	N/A
Full public access to levels of pollutants produced by individual companies	72%	64%	88%	82%
EU code on environmental liability	70%	73%	76%	68%
Compulsory environmental reporting standards	66%	58%	76%	72%
Compulsory environmental liability insurance	49%	63%	46%	52%

N/A - question not asked in a directly comparable form in 1997.



GOVERNMENT POLICY PLEDGES

- Industry and opinion-formers agree on the relative importance of Government policy pledges on the environment.
- An energy policy is seen as the most important issue (supported by 95% of companies), very closely followed by an integrated transport strategy. Also considered important, but less so, is the protection of the natural habitat and endangered species.

Importance of Government Policy Pledges

	Companies ranking	Opinion-Former ranking
An energy policy designed to promote cleaner and more efficient energy use	1	1
A national integrated transport policy	2	2
Strengthened protection for natural habitats and endangered species	3	3

NOTES

1. All company related percentages are based on 300 responses and are rounded to the nearest integer or 1 decimal place.
2. Respondents were asked to rate the issues as "Very important" (weighted 2) or "Important" (weighted 1). Ranking was established by totalling scores.
3. Respondents were asked to categorise each of the issues into "Very high priority" (weighted 3), "High priority" (weighted 2), "Low priority" (weighted 1) or "Very low priority" (weighted 0). Ranking was established by totalling scores.
4. Respondents were asked to categorise each benefit into "Significant positive impact" (weighted 2), "Some positive impact" (weighted 1), "No discernible impact" (weighted 0) or "Negative impact" (weighted -1). Ranking was established by totalling scores.
5. Respondents were asked to categorise each factor into "Very limiting" (weighted 2), "Limiting" (weighted 1) or "Not limiting" (weighted 0). Ranking was established by totalling scores.
6. Respondents were asked to categorise each statement into "Agree strongly" (weighted 2), "Agree slightly" (weighted 1), "Disagree slightly" (weighted -1) or "Disagree strongly" (weighted -2). Ranking was established by totalling scores.
7. Ranking is based on the differences between the percentage anticipating improvement and the percentage not anticipating improvement.
8. Respondents were asked to categorise the measures into "High priority" (weighted 2) or "Low priority" (weighted 1). Ranking was established by totalling scores.
9. Ranking is based on the differences between the percentages of companies agreeing and disagreeing with the statement.
10. Ranking is based on the percentage of companies agreeing in 1998.

If you require further information on this survey please contact Clive Moffatt or Lindsay Clements at:
The Moffatt Associates Partnership, 241-243 Baker Street, London. NW1 6XE.

Tel: +44 (0) 20 7317 2770 Fax: + 44 (0) 20 7317 2779 E-mail: info@moffatt-associates.com