

**ISO 14001: A Case Study in Certification  
at Bayer Pharmaceuticals in Berkeley, California**

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**Abstract**

The ISO 14001 standard is a voluntary international standard outlining the framework for the creation and implementation of an environmental management system (EMS). Being certified as an ISO 14001 company is considered highly prestigious and valuable but few American companies have chosen to build an EMS and gain certification, possibly due to concerns that ISO 14001 tends to only create a "paper EMS" that does not add environmental value to the company. The Bayer Pharmaceuticals site in Berkeley, California is the only Bayer site in North America currently certified. This study employs a case study methodology to conduct an analysis of the company's certification process in order to lead to an understanding of the factors that prevented the Bayer process from resulting in a valueless ISO 14001 certification. Evidence suggests that the two most important factors in determining whether the ISO 14001 EMS improves the environmental performance of an organization are (1) auditor bias/knowledge of environmental policy and science; and (2) motivating factors within the company for achieving certification.

# Iso 14001 A Case Study In Certification At Bayer

**Michael Hoelscher**



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