

ISO 14001:2015: What do the changes to the standard mean for users?

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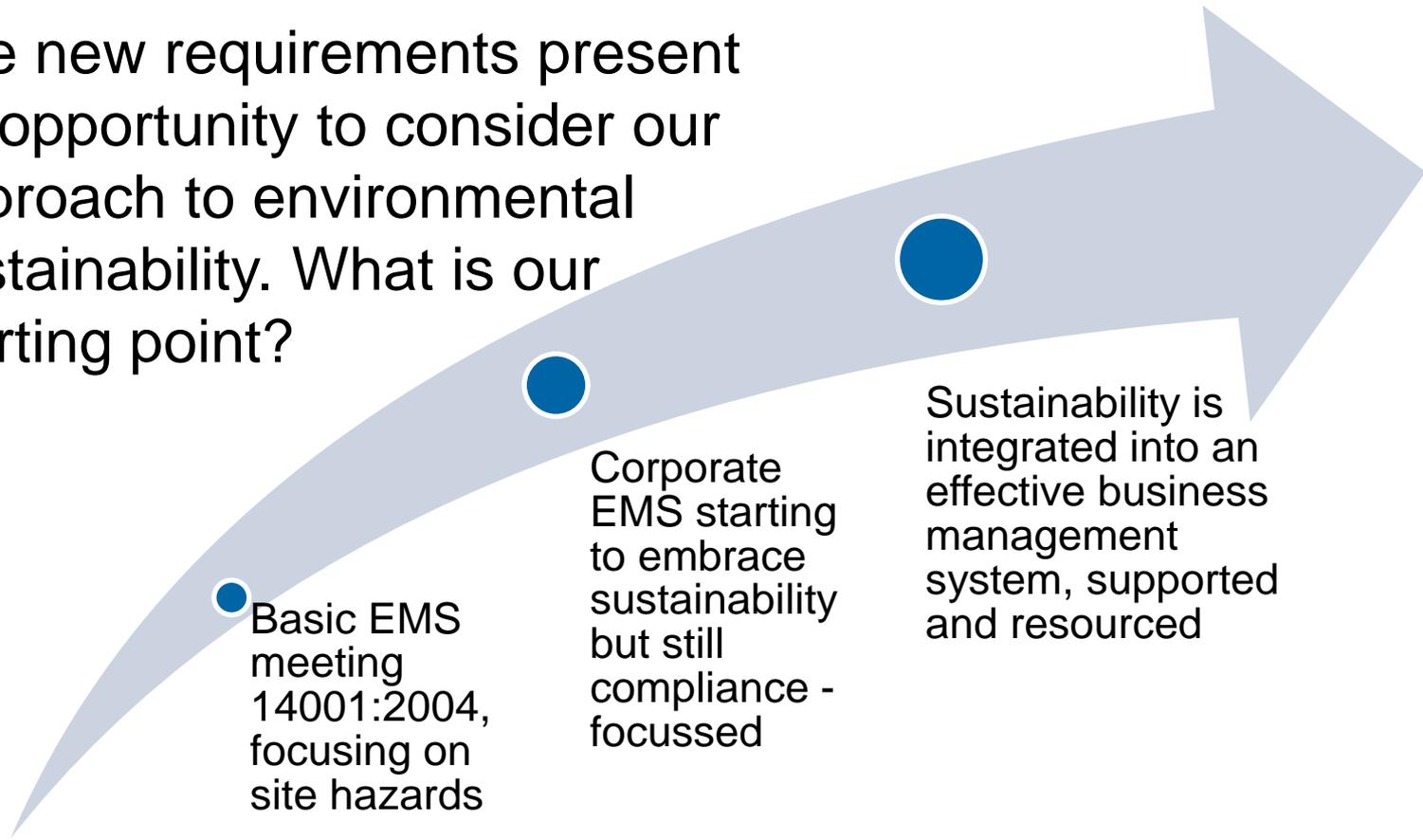


What do the changes to the standard mean for users?

- ISO 14001:2015 is not a blueprint for a sustainable organisation.
- The new requirements provide a framework for establishing a vision or goals and tools for managing environmental sustainability performance
- We need to ask ourselves some questions:
 - What would add value for our business? What do our stakeholders expect of us?
 - How far can or should we go, what is feasible and beneficial?
 - How are we performing now? How do we improve management of environmental performance?
 - What scale of change is needed, how great is the challenge?

What do the changes to the standard mean for users?

The new requirements present an opportunity to consider our approach to environmental sustainability. What is our starting point?



Context – establishing our strategy and scope

Context is important. In order to plan for change, we must consider:

- Environmental conditions
- External cultural, social, political, financial circumstances
- Internal characteristics of the organisation
- Stakeholder needs and expectations

Taking account of these factors, we then establish:

- The scope and boundaries of the EMS, including within the organisation and taking a lifecycle perspective
- How to integrate environmental management into business processes

Strategic level

How should organisations plan to establish their context?

- Who should be involved?
- What processes can be developed?
- What will be the output (evidence)

How should stakeholder concerns be captured?

- Are there existing processes for stakeholder engagement (may be fragmented)?
- Need to determine 'real' issues (and what are the materiality criteria?)

How can these considerations be incorporated in to (and influenced by) broader business strategy?

Role of leadership

They are accountable for the effectiveness of the EMS

- They must communicate importance of good environmental management
- They must direct and support....
- They must promote continual improvement
- They must ensure policy and objectives are developed, resources are available, integration of EMS into business processes, EMS is effective
 - i.e. They can delegate some responsibilities

How can top management discharge these responsibilities?

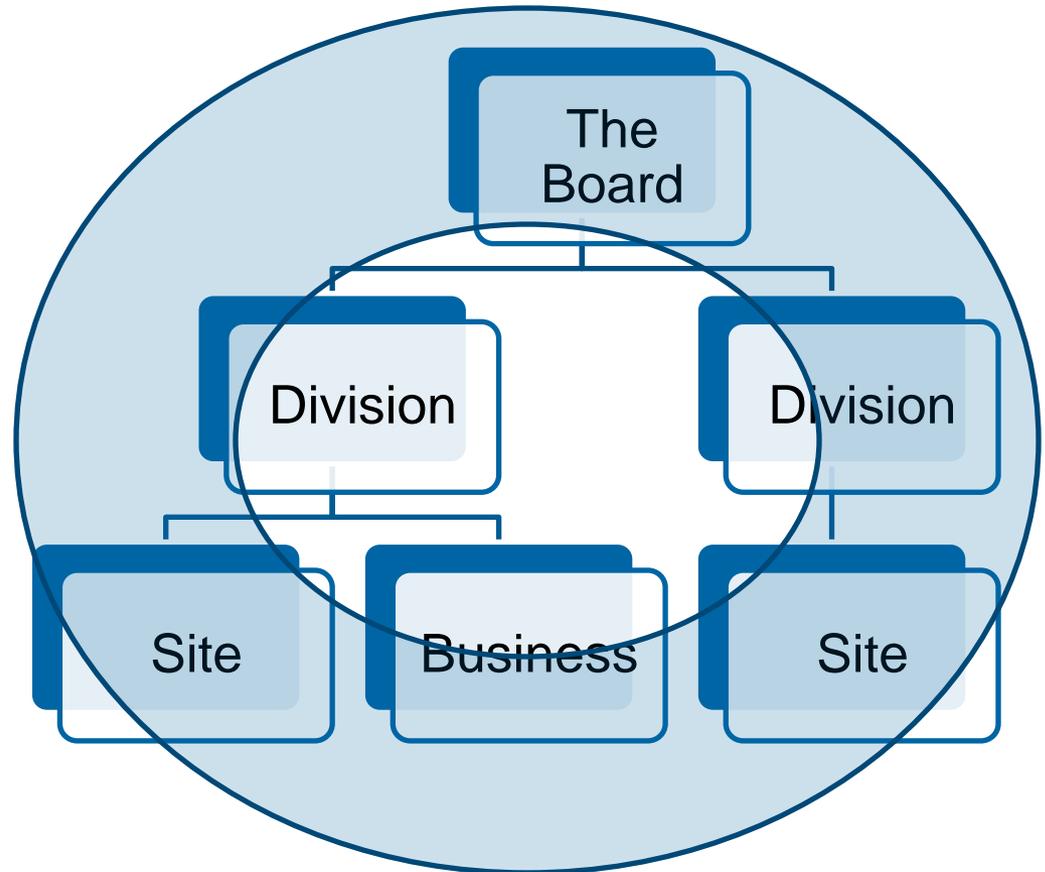
- Be seen to devote time to environmental issues
- Include environment on the agenda
- Lead initiatives or strategy development
- Appreciate the value environmental sustainability can add

Role of leadership

Corporate EMS

Who are top management?

- Those who direct and control an organisation at the highest level
- Need to consider the scope of the EMS
 - Organisation-wide or site-specific, for example
 - Can senior management outside the EMS entity direct and control?

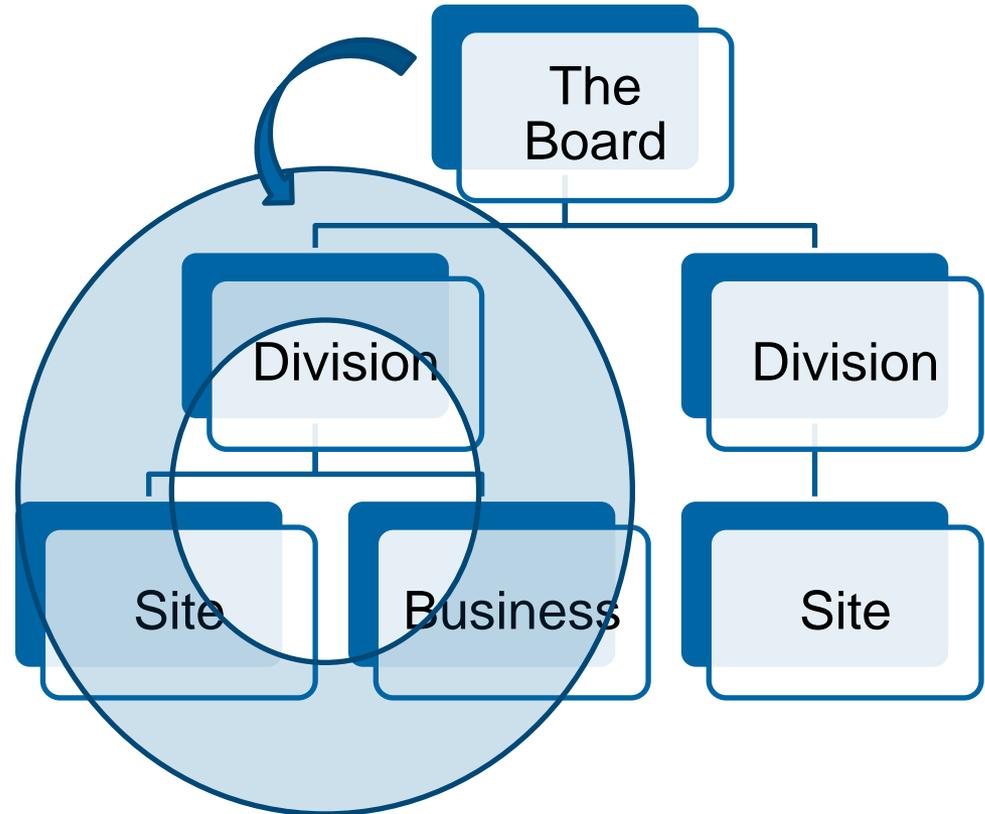


Role of leadership

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Divisional EMS



Risks and opportunities

- Final text has a simplified clause structure for risks and opportunities, to avoid implying a multi-stage risk assessment process
- What approach should organisations take?
 - Consider context and stakeholders to identify broad risks and opportunities related to the environment
 - Take account of environmental aspects, as well as compliance obligations
 - To plan actions to manage risks and opportunities
 - Also need to ensure that the EMS can achieve its intended outcomes (i.e. address risks to its effectiveness)
 - And to prevent undesired effects
 - Negative impacts on the environment or the organisation
 - Failure to deliver positive outcomes

Extent of control and influence

Especially relevant to planning, and operational control

- Take a lifecycle perspective (not full LCA)
- Revised, more comprehensive definition of lifecycle
 - Refers to services, as well as products
 - More comprehensive set of lifecycle stages
- Environmental aspects - that it can control and those that it can influence, and their associated environmental impacts, considering a life cycle perspective
 - Need to take account of context, stakeholders, intended outcomes of EMS
 - These establish criteria for evaluating significance and prioritising action
- Operational planning & control – where should control & influence be applied?
 - Within the organisation's processes
 - Outsourced processes
 - Design, supply and procurement

Compliance

Determining compliance obligations

- High level understanding of stakeholder concerns, including key areas of legislation (context)

Detailed understanding at operational level

Process(es) for determining compliance status

- Not just a periodic compliance audit
- Need mechanisms for regular, ongoing checking of compliance status
 - Monitoring and measuring
 - Inspection and checking, internal audit
 - Mechanisms to evaluate and respond to this information
 - Take action to return to compliance
 - Competence of staff to address compliance issues



Competence requirements

The only new requirement in the competence clause is for evaluating the effectiveness of measures for improving competence; but

- Other clauses introduce new competence requirements:
 - Top management need to understand the aims of the EMS
 - Staff in other functions need to understand how they influence environmental performance
 - Greater emphasis on broader environmental sustainability
 - Internal auditors will need to be able to address all of this, plus have the confidence to deal with senior management

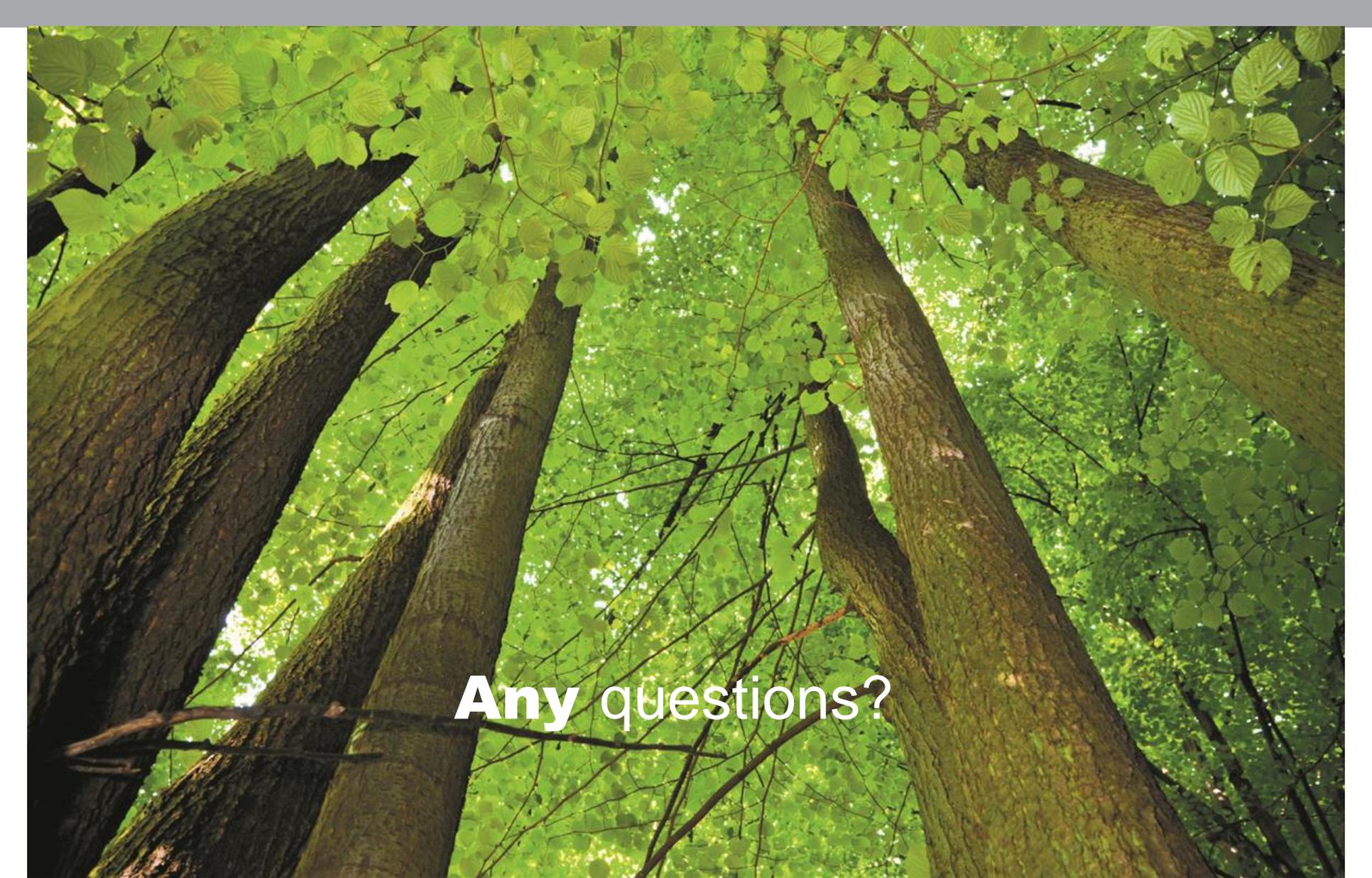
Key points

Think holistically

- In a strategic sense
 - What are the risks and opportunities for developing and maintaining a sustainable business?
 - Need to demonstrate that environmental sustainability can add value throughout the business
- Also remember that ISO 14001:2015 is not a linear standard
 - Clause requirements inter-relate, not stand-alone

Don't forget the Annex – for interpretation of the requirements
Implementation guidance in ISO 14004 – due in early 2016





Any questions?



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