

BS 8555:2016



BSI Standards Publication

Environmental management systems – Phased implementation – Guide

bsi.

AVA **Documents**
Document Sharing Hub

Publishing and copyright information

The BSI copyright notice displayed in this document indicates when the document was last issued.

© The British Standards Institution 2016

Published by BSI Standards Limited 2016

ISBN 978 0 580 93730 9

ICS 03.100.70; 13.020.10

The following BSI references relate to the work on this document:

Committee reference SES/1/1

Draft for comment 16/30339299 DC

Publication history

First published April 2003

Second (present) edition, December 2016

Amendments issued since publication

Date	Text affected
------	---------------

Contents

0	Introduction	1
1	Scope	2
2	Normative references	2
3	Terms and definitions	2
4	Overview of the phased approach	5
5	Phase 1: Leadership, context and commitment	6
6	Phase 2: Ensure compliance	16
7	Phase 3: Plan and develop the environmental management system	20
8	Phase 4: Implement the environmental management system	29
9	Phase 5: Check and update the environmental management system	39

Annexes

Annex A (informative) The EMAS Regulation 46

Annex B (informative) Correspondence between this British Standard and BS EN ISO 14001:2015 51

Bibliography 54

List of figures

Figure 1 – Overview of the phased implementation of an environmental management system 6

Figure 2 – Phase 1: Leadership, context and commitment 7

Figure 3 – Phase 2: Ensure compliance 17

Figure 4 – Phase 3: Plan and develop the environmental management system 21

Figure 5 – Phase 4: Implement the environmental management system 30

Figure 6 – Phase 5: Check and update the environmental management system 39

List of tables

Table B.1 – Correspondence between this British Standard and BS EN ISO 14001:2015 51

Summary of pages

This document comprises a front cover, an inside front cover, pages i to ii, pages 1 to 54, an inside back cover and a back cover.



Foreword

Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 31 December 2016. It was prepared by Subcommittee SES/1/1, *Environmental management systems*, under the authority of Technical Committee SES/1, *Environmental management*. A list of organizations represented on these committees can be obtained on request to their secretary.

Supersession

This British Standard supersedes BS 8555:2003, which is withdrawn.

Information about this document

This is a full revision of the standard, and introduces the following principal changes:

- phases and stages updated to reflect changes in BS EN ISO 14001:2015; and
- removal of phase 6 and associated guidance.

Relationship with other publications

This British Standard is related to BS EN ISO 14001, but is not equivalent in technical content.

Use of this document

As a guide, this British Standard takes the form of guidance and recommendations. It should not be quoted as if it were a specification or a code of practice and claims of compliance cannot be made to it.

Presentational conventions

The guidance in this standard is presented in roman (i.e. upright) type. Any recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.

0 Introduction

0.1 General

This British Standard provides guidance for organizations on the phased development, implementation, maintenance and improvement of an environmental management system (EMS).

0.2 Benefits of an EMS

Many organizations have some form of environmental management as part of their overall business management process. However, many face challenges when implementing a formal EMS. These challenges are often around limited resources (financial and/or human) and difficulty in implementing all the requirements of standards or schemes such as BS EN ISO 14001 or the eco-management and audit scheme (EMAS)¹⁾.

The benefits of implementing a structured EMS include:

- a) meeting compliance obligations;
- b) improved financial performance;
- c) being able to proactively monitor and measure environmental performance;
- d) improved internal and external communication;
- e) understanding and managing risks and opportunities within supply and value chains;
- f) adapting to and mitigating change (e.g. climate and economic);
- g) meeting the needs and expectations of relevant interested parties;
- h) enhancing co-operation with interested parties;
- i) integration of performance evaluation techniques (e.g. as set out in BS EN ISO 14031); and
- j) co-ordination of environmental management with other management disciplines and systems (e.g. energy, quality, health and safety and/or food assurance).

0.3 Advantages of a phased approach

This British Standard is applicable to any organization, regardless of the business activity undertaken, size, complexity or level of maturity. However, organizations with limited resources and/or organizations new to environmental management might find the approach particularly useful. The flexibility offered by a phased approach can be helpful in driving positive culture change within an organization and in motivating top management to see the business value of improved environmental performance.

The phased approach allows organizations to:

- a) choose the pace of implementation of their EMS;
- b) decide which phase they want to reach and by when;
- c) develop an EMS to match the size, complexity and risks of their business;
- d) identify and maximize the areas of greatest potential return on investment;

¹⁾ EMAS is a trademark owned by the European Commission and is an example of a suitable scheme available commercially. This information is given for the convenience of users of this standard and does not constitute an endorsement by BSI of these schemes.

- e) ensure progress and self-declare or seek voluntary recognition at specified points during development and implementation of the EMS; and
- f) meet the requirements of BS EN ISO 14001 when all phases have been successfully implemented.

0.4 Structure of this British Standard

There are five phases (see Figure 1) with a number of step-by-step stages within each phase. At the end of each phase and prior to embarking on the next, organizations might consider undertaking an internal audit to satisfy themselves that the stages are complete, and that the associated guidance has been considered and, where appropriate, implemented. Each stage sets out:

- a) an introduction to explain why it is required;
- b) achievement criteria and the evidence needed to ensure the criteria have been met;
- c) how the stage should be carried out and suggested inputs; and
- d) expected example outputs.

An integral part of completing each stage is the generation and, where appropriate, documentation, of evidence needed to ensure meeting achievement criteria and delivering expected outputs. Internal (and external) audit criteria are based on identifying and evaluating this evidence.

1 Scope

This British Standard provides guidance for all organizations, particularly small and medium-sized enterprises (SMEs), on the phased development, implementation, maintenance and improvement of an EMS. It also includes guidance on the:

- a) integration and use of environmental performance evaluation (EPE) techniques during the implementation process; and
- b) co-ordination of such an EMS with other management systems, where appropriate.

The guidance in this British Standard is applicable to any organization, regardless of the nature of the business activity undertaken, location, or level of maturity.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this British Standard, the following terms and definitions apply.

3.1 audit

systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled

NOTE 1 "Evidence" consists of records, statements of fact or other information which are relevant to the audit criteria and are verifiable; and "audit criteria" are the set of policies, procedures or requirements used as a reference against which audit evidence is compared, as defined in BS EN ISO 19011:2011, 3.3 and 3.2 respectively.

NOTE 2 An internal audit is conducted by the organization itself, or by an external party on its behalf.

NOTE 3 An audit can be a combined audit (combining two or more disciplines).

NOTE 4 Independence can be demonstrated by the freedom from responsibility for the activity being audited or freedom from bias and conflict of interest.

[SOURCE: BS EN ISO 14001:2015, 3.4.1, modified]

3.2 compliance obligations

legal requirements and other requirements (admitted term) legal requirements that an organization has to comply with and other requirements that an organization has to or chooses to comply with

NOTE 1 Compliance obligations are related to the environmental management system.

NOTE 2 Compliance obligations can arise from mandatory requirements, such as applicable laws and regulations, or voluntary commitments, such as organizational and industry standards, contractual relationships, codes of practice and agreements with community groups or non-governmental organizations.

[SOURCE: BS EN ISO 14001:2015, 3.2.9]

3.3 continual improvement

recurring activity to enhance performance

NOTE 1 Enhancing performance relates to the use of the environmental management system to enhance environmental performance consistent with the organization's environmental policy.

NOTE 2 The activity need not take place in all areas simultaneously, or without interruption.

[SOURCE: BS EN ISO 14001:2015, 3.4.5]

3.4 environment

surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, humans, and their interrelation

NOTE 1 Surroundings can extend from within an organization to the local, regional and global system.

NOTE 2 Surroundings can be described in terms of biodiversity, ecosystems, climate or other characteristics.

[SOURCE: BS EN ISO 14001:2015, 3.2.1]

3.5 environmental aspect

element of an organization's activities, products or services that interacts or can interact with the environment

NOTE 1 An environmental aspect can cause (an) environmental impact(s). A significant environmental aspect is one that has or can have one or more significant environmental impact(s).

NOTE 2 Significant environmental aspects are determined by the organization applying one or more criteria.

[SOURCE: BS EN ISO 14001:2015, 3.2.2]

3.6 environmental impact

change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization's environmental aspects

[SOURCE: BS EN ISO 14001:2015, 3.2.4]

3.7 environmental management system (EMS)

part of the management system used to manage environmental aspects, fulfil compliance obligations, and address risks and opportunities

[SOURCE: BS EN ISO 14001:2015, 3.1.2]

3.8 environmental objective

objective set by the organization consistent with its environmental policy

[SOURCE: BS EN ISO 14001:2015, 3.2.6]

3.9 environmental performance

performance related to the management of environmental aspects

NOTE For an environmental management system, results can be measured against the organization's environmental policy, environmental objectives or other criteria, using indicators.

[SOURCE: BS EN ISO 14001:2015, 3.4.11]

3.10 environmental performance evaluation (EPE)

process to facilitate management decisions regarding an organization's environmental performance by selecting indicators, collecting and analysing data, assessing information about environmental performance criteria, reporting and communicating, and periodically reviewing and improving this process

[SOURCE: BS EN ISO 14031:2013, 3.10]

3.11 environmental performance indicator (EPI)

indicator that provides information about an organization's environmental performance

[SOURCE: BS EN ISO 14031:2013, 3.11]

3.12 environmental policy

intentions and direction of an organization related to environmental performance, as formally expressed by its top management

[SOURCE: BS EN ISO 14001:2015, 3.1.3]

3.13 interested parties

persons or organizations that can affect, be affected by, or perceive themselves to be affected by a decision or activity

NOTE 1 Examples can include customers, communities, suppliers, regulators, non-governmental organizations, investors and employees.

NOTE 2 To "perceive themselves to be affected" means the perception has been made known to the organization.

[SOURCE: BS EN ISO 14001:2015, 3.1.6, modified]

3.14 life cycle

consecutive and interlinked stages of a product (or service) system, from raw material acquisition or generation from natural resources to final disposal

NOTE The life cycle stages include acquisition of raw materials, design, production, transportation/delivery, use, end-of-life treatment and final disposal.

[SOURCE: BS EN ISO 14001:2015, 3.3.3]

3.15 nonconformities

any non-fulfilment of a requirement

NOTE Nonconformity relates to requirements in BS EN ISO 14001 and additional environmental management system requirements that an organization establishes for itself.

[SOURCE: BS EN ISO 14001:2015, 3.4.3, modified]

3.16 organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

NOTE The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: BS EN ISO 14001:2015, 3.1.4]

3.17 prevention of pollution

use of processes, practices, techniques, materials, products, services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts

NOTE Prevention of pollution can include source reduction or elimination; process, product or service changes; efficient use of resources; material and energy substitution; reuse; recovery; recycling, reclamation; or treatment.

[SOURCE: BS EN ISO 14001:2015, 3.2.7]

3.18 risks and opportunities

potential adverse effects (threats) and potential beneficial effects (opportunities)

[SOURCE: BS EN ISO 14001:2015, 3.2.11]

3.19 value chain

entire series of activities that create and build value at every step

4 Overview of the phased approach

The overall phased approach is shown in Figure 1.

Each phase is shown in a figure that sets out the stages in the order of implementation.

Each implementation stage is arranged under headings as follows:

- a) stage heading;
- b) introduction which includes the reason(s) for the stage and when it should be completed;
- c) achievement criteria for the stage;
- d) how to do the stage which includes inputs and who should be involved; and
- e) example outputs.

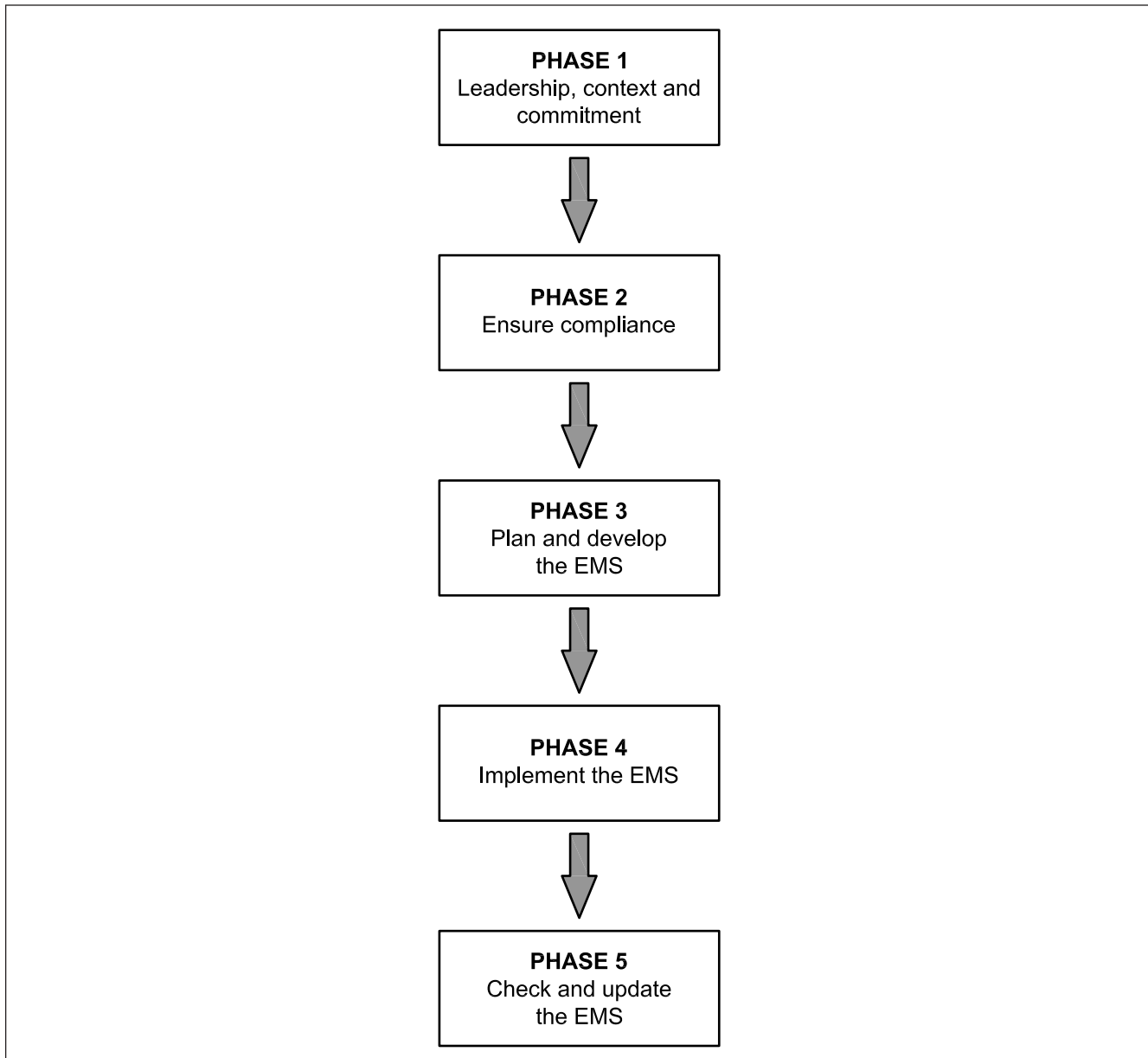
The successful completion of each phase is based upon the completion of each of the stages within that phase, following corrective action if necessary.

An internal audit at the end of each phase ensures that all the stages in that phase have been completed. Audits of phases should also review any earlier phases.

In addition to the phases:

- 1) Annex A provides sources of information on the EMAS regulation [1]; and
- 2) Annex B shows correspondence between the achievement criteria of this British Standard and BS EN ISO 14001:2015.

Figure 1 Overview of the phased implementation of an environmental management system



5 Phase 1: Leadership, context and commitment

COMMENTARY ON CLAUSE 5

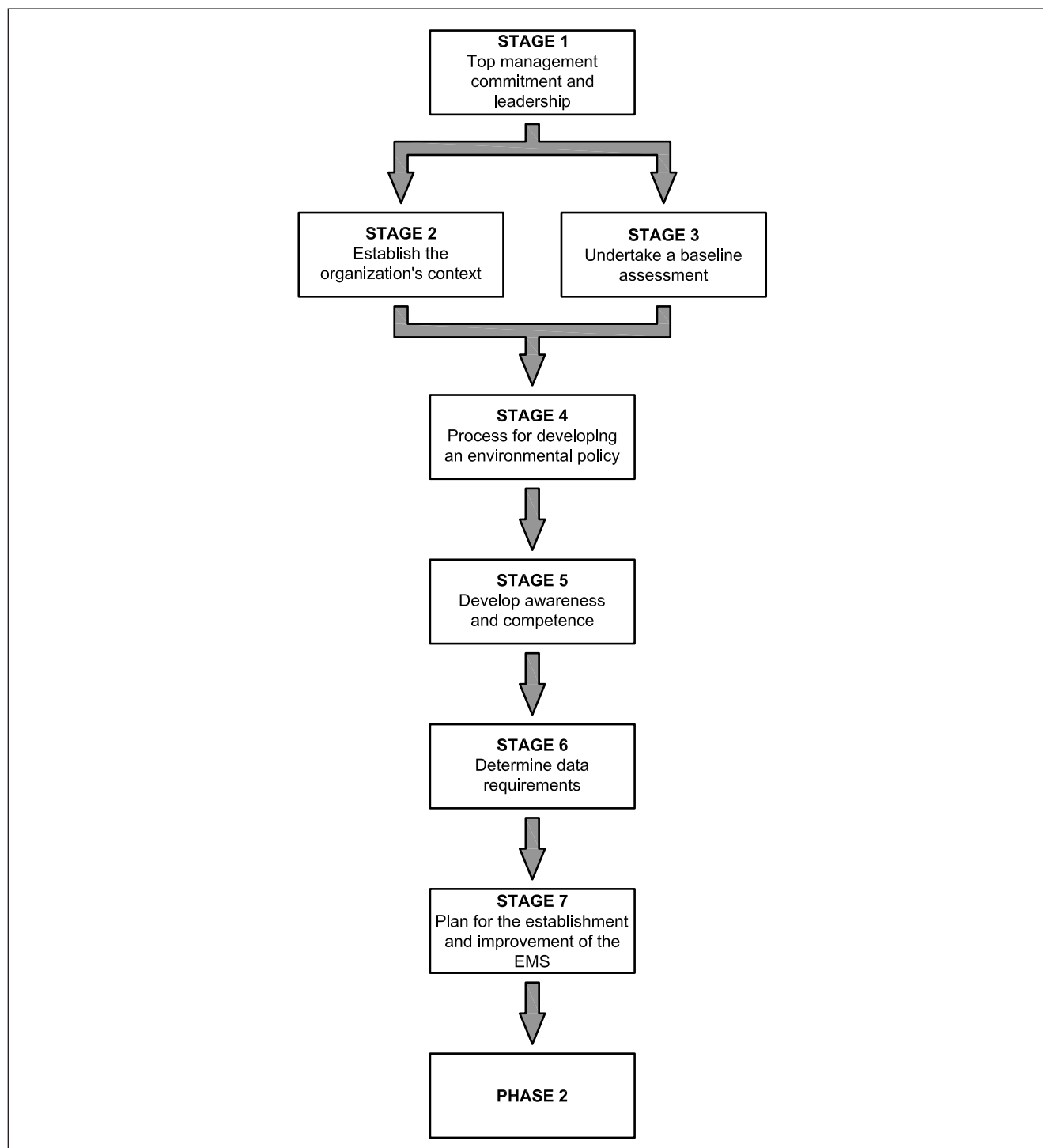
This phase describes the initial building blocks of an organization's EMS. It covers:

- a) the importance of leadership and securing top management commitment in the successful implementation of an EMS;*
- b) the need for an organization to understand its context, including the issues it faces and the views of its interested parties;*
- c) the baseline assessment of the organization's environmental impacts; and*

- d) the priorities an organization included in its environmental policy and the need to change people's behaviour by raising awareness of the EMS and its aims.

See Figure 2 for an overview of phase 1.

Figure 2 Phase 1: Leadership, context and commitment



5.1 Phase 1, stage 1: Top management commitment and leadership

5.1.1 Introduction

Top management commitment is essential to the implementation of an EMS; leadership of the EMS should:

- a) establish the importance of the EMS within the organization;
- b) encourage a consistent approach to the EMS throughout the organization;
- c) gain the commitment of key individuals working for, or on behalf of, the organization; and
- d) approve any necessary resources and changes.

5.1.2 Achievement criteria for phase 1, stage 1

The organization should:

- a) ensure that top management provides leadership of the EMS;
- b) ensure that top management:
 - 1) is accountable for the effectiveness of the EMS;
 - 2) ensures that the resources needed for the EMS are provided;
 - 3) ensures that the EMS achieves its intended outcomes;
 - 4) directs and supports persons to contribute to the effectiveness of the EMS;
 - 5) supports other relevant management roles to ensure leadership as it applies to their area of responsibility; and
- c) draft an outline of the environmental management structure and responsibilities.

5.1.3 How to do phase 1, stage 1

Inputs should include:

- a) meeting with management to explain the benefits of an EMS;
- b) information regarding potential benefits and costs;
- c) the results of initial research;
- d) any information on available resources and budgets;
- e) relevant publications and guidance, for e.g., on environmental standards and obligations; and
- f) information on formal EMS(s), for e.g., BS EN 14001 or EMAS.

Using the information gathered from the inputs, the organization should:

- 1) recognize the specific drivers for the organization to implement an EMS;
- 2) identify potential benefits and barriers;
- 3) present the case for an EMS to top management highlighting the advantages of improving environmental performance through a staged approach;
- 4) establish an EMS implementation team;
- 5) outline the management structure that can support the EMS implementation;
- 6) outline the responsibilities of managers and other key individuals working for, or on behalf of, the organization, under the EMS implementation;
- 7) maintain top management support and commitment by regularly reporting on progress; and
- 8) identify and communicate benefits accruing from EMS activity.

The following people should be involved:

- i) top management;
- ii) line managers; and
- iii) the EMS implementation team.

5.1.4 Example outputs

The following are example outputs that should be achieved from phase 1, stage 1:

- a) a clear statement of commitment and allocation of any required resources;
- b) commencement of EMS implementation; and
- c) establishment of a formal EMS implementation team.

5.2 Phase 1, stage 2: Establish the organization's context

5.2.1 Introduction

Before planning the EMS, the organization should first understand its own context, in terms of the internal and external issues it faces, environmental conditions and the views of interested parties relevant to its EMS.

NOTE Internal issues might include: activities; products and services; strategic direction; organizational culture; and capabilities. External issues might include: cultural; social; political; legal; regulatory; financial; technological; economic; natural; and competitive circumstances. Environmental conditions might include issues related to: climate change; air quality; water quality; land use; land contamination; natural resource availability; and biodiversity.

5.2.2 Achievement criteria for phase 1, stage 2

The organization should ensure an understanding of the:

- a) internal and external issues, including environmental conditions relevant to the organization; and
- b) interested parties relevant to the organization, as well as their needs and expectations.

5.2.3 How to do phase 1, stage 2

Inputs should include:

- a) meetings with management and staff about the organization, its activities, products and services;
- b) activity, product and service details;
- c) supplier and customer information;
- d) information from interested parties;
- e) information on environmental issues; and
- f) information on compliance obligations.

Using the information gathered from the inputs, the organization should:

- 1) establish who the interested parties of the organization are and gather their views;
- 2) identify the needs and expectations of interested parties from the information gathered;
- 3) undertake a review of the internal and external issues relevant to the organization;

- 4) gather information about the environmental issues relevant to the organization and its activities, products and services;
- 5) analyse the gathered information to establish a context of the organization; and
- 6) communicate the analysed information to all relevant people in the organization.

All those working on the EMS implementation should be involved.

5.2.4 Example outputs

The following are example outputs that should be achieved from phase 1, stage 2:

- a) information on the views of interested parties; and
- b) information on the internal and external issues affecting environmental management of the organization.

5.3 Phase 1, stage 3: Undertake a baseline assessment

5.3.1 Introduction

The organization should undertake a baseline assessment to obtain the evidence needed to understand its environmental context and existing level of environmental performance before building its EMS.

NOTE A baseline assessment provides a quick and easy approach to establish relevant information and considers existing management practices, environmental aspects and associated impacts, environmental costs and any key compliance obligations.

5.3.2 Achievement criteria for phase 1, stage 3

By undertaking a baseline assessment, the organization should establish environmental risks and opportunities including:

- a) the environmental aspects of the organization;
- b) compliance obligations;
- c) the site, the history of the site, and any environmental implications; and
- d) potential emergency situations, including those that can have an environmental impact.

The organization should identify data required to monitor and provide information on a) to d) as appropriate to the organization.

NOTE See 5.6 for how to determine data requirements.

5.3.3 How to do phase 1, stage 3

Inputs should include:

- a) top management commitment; and
- b) time and resources.

Using the information gathered from the inputs, the organization should:

- 1) establish the scope of the baseline assessment;
- 2) establish site information and environmental history appropriate to the nature of the organization;
- 3) identify the likely significant environmental aspects and associated impacts related to activities, products and services;

- 4) identify key compliance obligations; and
- 5) review existing management practices and processes.

NOTE Organizations might also consider a general assessment of potential environmental costs and benefits and identification of potential opportunities and barriers.

The following people should be involved:

- i) management team;
- ii) those working on the EMS implementation; and
- iii) other key information providers involved with the organization, such as suppliers, maintenance and/or customers.

5.3.4 Example outputs

The following are example outputs that should be achieved from phase 1, stage 3:

- a) a general scope of EMS;
- b) a list of likely significant environmental aspects and associated impacts;
- c) a list of compliance obligations; and
- d) identification of initial opportunities, (e.g. to make cost savings, improve environmental performance or address the concerns of interested parties).

5.4 Phase 1, stage 4: Process for developing an environmental policy

COMMENTARY ON 5.4

An environmental policy is a short public declaration that states the organization's intentions and direction related to environmental performance. It also provides the focus for the development and operation of the EMS.

The policy is a dynamic document that is updated as the EMS develops and as the context of the organization changes.

Initially, an organization has not gathered all the necessary information (e.g. compliance obligations) and established all the necessary EMS elements (e.g. environmental objectives) needed to establish a finalized and fully informed environmental policy.

This stage establishes a process for ensuring that an environmental policy is developed, taking into account the current status of the EMSs development.

5.4.1 Achievement criteria for phase 1, stage 4

The organization should establish a formal process that ensures an environmental policy is developed in line with the development of the EMS. The process should ensure that, as appropriate to the current status of the EMSs development, the environmental policy:

- a) is established by top management;
- b) is appropriate to and compatible with the purpose, strategic direction and context of the organization, including the nature, scale and environmental impacts of its activities, products and services;
- c) provides a framework for setting environmental objectives;
- d) includes a commitment to the protection of the environment, including:
 - 1) the prevention of pollution;

- 2) other specific commitment(s) relevant to the context of the organization;
- 3) a commitment to fulfil the organization's compliance obligations; and
- 4) a commitment to continual improvement of the EMS to enhance environmental performance.

This should be documented.

5.4.2 How to do phase 1, stage 4

The following should be used:

- a) any environmental views or values relating to the organization;
- b) any existing environmental policies or commitments made to date; and
- c) any current environmental issues identified from the baseline assessment.

Using the information gathered from the inputs, the organization should:

- 1) identify what commitments might be included for the organization;
- 2) introduce the organization, briefly describing its activities and any further relevant information; and

NOTE This provides the reader with an idea of the nature and scale of the organization.

- 3) gain feedback on the policy from key interested parties.

The following people should be involved:

- i) top management; and
- ii) those involved in the baseline assessment.

5.4.3 Example outputs

The following are example outputs that should be achieved from phase 1, stage 4:

- a) a process for the development of an environmental policy that outlines the organization's intentions and direction related to environmental performance, as appropriate to the current status of the EMSs development; and
- b) an environmental policy appropriate to the current status of the EMSs development.

5.5 Phase 1, stage 5: Develop awareness and competence

5.5.1 Introduction

An important part of implementing an EMS is developing a culture in which the people working for, or on behalf of, the organization know what to do and why; personnel working for the organization should be aware of the EMS and its aims, as well as possessing the knowledge and competence to enable them to get it right the first time.

NOTE The more informed and competent the organization's people are on their roles in the EMS, the higher the chances are for the EMS delivering environmental performance improvements and other benefits.

5.5.2 Achievement criteria for phase 1, stage 5

The organization should ensure that:

- a) it has planned and initiated awareness raising and environmental training within the organization as appropriate; and

- b) top management have:
 - 1) communicated the importance of effective environmental management and of conforming to the EMS; and
 - 2) promoted continual improvement.

5.5.3 How to do phase 1, stage 5

Inputs should include:

- a) top management commitment;
- b) information about the benefits of environmental management; and
- c) results from the baseline assessment.

Using the information gathered from the inputs, the organization should:

- 1) assess the culture(s) within the organization and identify activities to raise the profile and importance of environmental management (e.g. posters, presentations, newsletters and quizzes);
- 2) raise awareness throughout the organization about the environmental issues/pressures facing the organization, the environmental aspects of its activities, products and services and the importance of meeting compliance obligations;
- 3) inform all those working for, or on behalf of, the organization about the commitment to environmental management and how important it is for the organization in terms of protecting against risks and realizing benefits;
- 4) involve those working for, or on behalf of, the organization in EMS project activity as soon as practicable.

NOTE 1 The baseline assessment benefits from involving a wide range of people from different parts of the organization.

- 5) conduct an initial training needs analysis for those working for, or on behalf of, the organization which enables the organization to assess competence, progress the project and meet initial goals;

NOTE 2 It might be possible to use existing practices to assist in this.

- 6) schedule awareness activity and specific training for those working for, or on behalf of, the organization as identified in the training needs analysis and check that it supports the implementation plan; and
- 7) actively obtain feedback from people throughout the organization.

Everyone within the organization should be involved.

5.5.4 Example outputs

The following are example outputs that should be achieved from stage 1, phase 5:

- a) initiation of an environmental awareness raising programme;
- b) an initial training needs analysis focused on personnel competence; and
- c) a plan for environmental training activity.

5.6 Phase 1, stage 6: Determine data requirements

COMMENTARY ON 5.6

The collection and use of data relating to key environmental issues helps an organization to operate an effective EMS, measure and evaluate its environmental performance, and demonstrate how it is meeting its stated policy aims and objectives.

Environmental performance data can be used to support environmental reporting and communication both within and outside the organization.

Data can be used to develop environmental performance indicators (EPIs), which can be effective in maintaining the organization's focus on its environmental goals and driving continual improvement in environmental performance.

5.6.1 Introduction

The organization should determine and review the data that exists on the environmental issues identified in the baseline review and determine the data (sets) needed to track its environmental performance. In doing so, the organization should identify any gaps in data and establish the means to generate/collect additional data sets.

5.6.2 Achievement criteria for phase 1, stage 6

The organization collects data on key environmental issues that enable it to evaluate its environmental performance.

5.6.3 How to do phase 1, stage 6

Inputs should include:

- a) top management commitment;
- b) environmental policy and objectives developed in support of the policy;
- c) findings of the baseline assessment;
- d) existing information within the organization; and
- e) the needs and expectations of interested parties.

Using information from the inputs, the organization should determine data to demonstrate the key areas of environmental performance related to its operational activities and value chain.

The following people should be involved:

- 1) top management;
- 2) the EMS implementation team;
- 3) interested parties; and
- 4) any other information providers.

5.6.4 Example outputs

The following are example outputs that should be achieved from phase 1, stage 6:

- a) processes for data collection, conversion, storage, assessment/analysis, verification and communication;
- b) records of environmental performance in specified areas of the organization;
- c) information on (meeting) performance against the environmental policy and supporting objectives; and
- d) summaries of environmental performance to assist communication.