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# Environmental management — Environmental communication — Guidelines and examples

*Management environnemental — Communication environnementale — Lignes directrices et exemples*

ICS 13.020.10

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## Contents

Page

<b>1</b>	<b>Scope .....</b>	<b>1</b>
<b>2</b>	<b>Terms and definitions .....</b>	<b>1</b>
<b>3</b>	<b>Principles of environmental communication.....</b>	<b>2</b>
<b>3.1</b>	<b>Transparency .....</b>	<b>2</b>
<b>3.2</b>	<b>Appropriateness .....</b>	<b>2</b>
<b>3.3</b>	<b>Credibility .....</b>	<b>2</b>
<b>3.4</b>	<b>Responsiveness .....</b>	<b>2</b>
<b>3.5</b>	<b>Clarity.....</b>	<b>2</b>
<b>4</b>	<b>Environmental communication policy.....</b>	<b>2</b>
<b>5</b>	<b>Environmental communication strategy .....</b>	<b>3</b>
<b>5.1</b>	<b>General considerations.....</b>	<b>3</b>
<b>5.2</b>	<b>Establishing environmental communication objectives .....</b>	<b>4</b>
<b>5.3</b>	<b>Identifying interested parties.....</b>	<b>5</b>
<b>5.4</b>	<b>Considering resource issues .....</b>	<b>5</b>
<b>6</b>	<b>Environmental communication activities.....</b>	<b>6</b>
<b>6.1</b>	<b>Planning an environmental communication activity .....</b>	<b>6</b>
<b>6.1.1</b>	<b>Situational analysis .....</b>	<b>6</b>
<b>6.1.2</b>	<b>Setting environmental communication targets .....</b>	<b>7</b>
<b>6.1.3</b>	<b>Selecting target groups.....</b>	<b>8</b>
<b>6.1.4</b>	<b>Defining geographic scope of an environmental communication activity.....</b>	<b>8</b>
<b>6.1.5</b>	<b>Identifying environmental information .....</b>	<b>8</b>
<b>6.2</b>	<b>Selecting environmental communication approaches and tools.....</b>	<b>10</b>
<b>6.2.1</b>	<b>Defining responsibilities and involvement (internal and external) .....</b>	<b>15</b>
<b>6.2.2</b>	<b>Tracking input from interested parties.....</b>	<b>15</b>
<b>6.2.3</b>	<b>Planning for environmental communication activities on environmental crises and emergencies .....</b>	<b>15</b>
<b>6.3</b>	<b>Performing an environmental communication activity .....</b>	<b>16</b>
<b>6.3.1</b>	<b>Collecting and evaluating data.....</b>	<b>16</b>
<b>6.3.2</b>	<b>Conducting environmental communication activities.....</b>	<b>17</b>
<b>6.3.3</b>	<b>Recording and responding to feedback.....</b>	<b>18</b>
<b>6.4</b>	<b>Evaluating environmental communication .....</b>	<b>18</b>
<b>6.5</b>	<b>Conducting management review and planning revisions.....</b>	<b>20</b>
	<b>Annex A (informative) Reference table within the ISO 14000-series .....</b>	<b>21</b>
	<b>Bibliography .....</b>	<b>26</b>

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

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ISO 14063 was prepared by Technical Committee ISO/TC 207, *Environmental management*, Working Group 4, *Environmental communication*.

## Introduction

Over the past two decades or so, communication on environmental values, actions and performance has become an essential activity of organizations, because of increased public concern and interest, and governmental activities related to the environment. Organizations all over the world are increasingly confronted with the need to express their views, present and explain the environmental implications of their activities, products and services. There is also a growing need to listen to, and incorporate the views and requirements of interested parties as part of environmental communication.

Organizations have a need to obtain and provide information about and respond to environmental issues, concerns and programs. This is influenced by factors such as the organization's geographic location and distribution, size and types of activities. Reasons for communication may include:

- the initiative of the organization itself (e.g., a press release, a sustainability report, an open house for neighbours, a meeting with suppliers and customers on the environmental aspects of a new product);
- the need to discuss with interested parties, especially with target groups, a proposed action of the organization, such as expansion of an existing facility or siting of a new facility or the introduction of a new product or service;
- environmental risk management;
- a request for information by employees or investors, a government agency, a community group, a customer or supplier, or any other interested party;
- a regulatory requirement;
- response to complaints from interested parties; and
- the increasing importance of addressing global environmental issues.

Environmental communication is not an end in itself; it is the process of communicating environmental information to build trust, credibility and partnerships, to raise awareness, and to use in decision making. The processes used and the content of environmental communication will vary with objectives and circumstances of the organization.

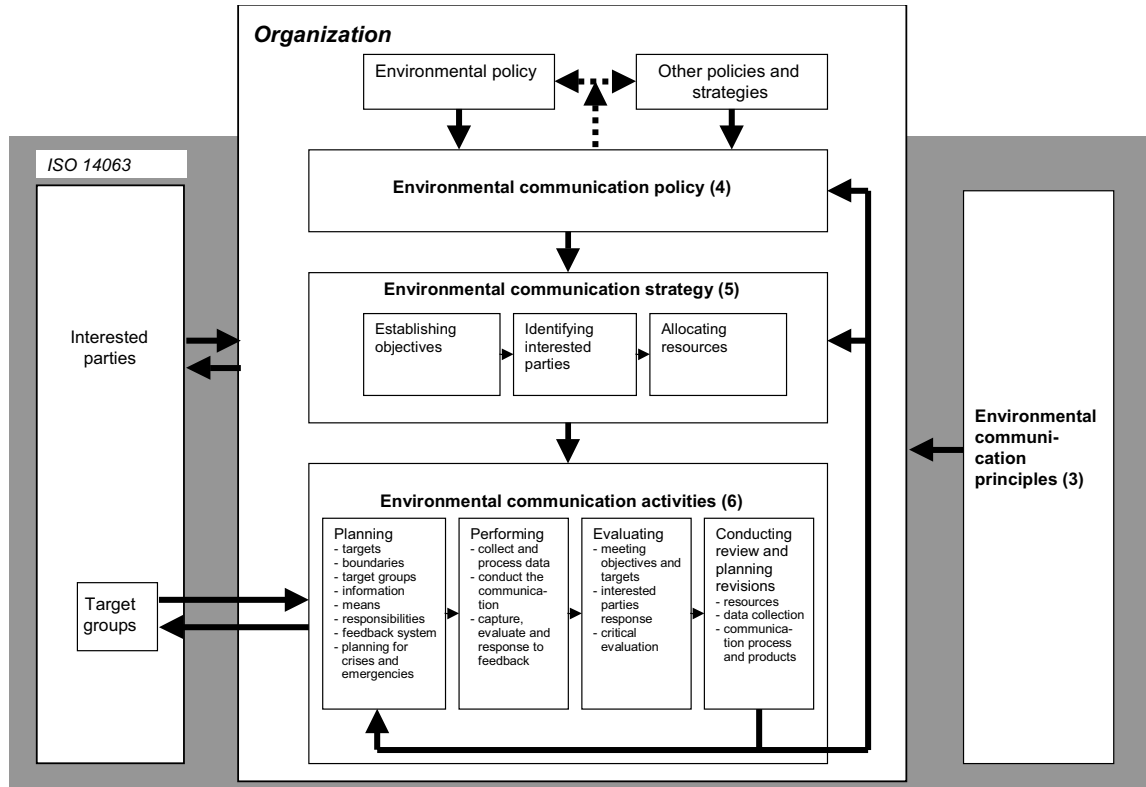
Environmental communication is broader than environmental reporting. It has many purposes and takes many forms, from limited to full participation, and many approaches. Ad hoc communication occurs when an opportunity presents itself that allows for an unplanned exchange. For example, a facility manager attends a community event and answers their questions about activities of the organization.

- One-way communication occurs when the organization distributes information, for example when an organization issues an environmental report, with no opportunity for questions or discussion.
- Two-way communication occurs with an exchange of information and ideas among the organization and interested parties.
- In participatory decision-making (including effective feedback), an organization collaborates with interested parties in making decisions that affect the organization and/or the local community.

Engagement with interested parties provides an opportunity for an organization to learn of their issues and concerns and may lead to knowledge being gained by both sides and influence opinions and perceptions. When properly done, any particular approach can be successful if it meets the needs of the organization and interested parties.

The most effective environmental communication process involves ongoing contact by the organization with internal and external interested parties, as part of the organizations overall communications strategy.

Figure 1 shows the interrelationships and flow of environmental communication.



NOTE 1 Titles in bold and numbered refer to the clauses in this International Standard.

NOTE 2 Dotted arrows indicate the environmental communication system relationship with other elements of the organization; full arrows indicate the interrelationship within the environmental communication system.

**Figure 1 – Environmental communication according to ISO 14063**

Environmental communication often results in many benefits, such as:

- assisting interested parties in understanding an organization's environmental commitments, policies and performance;
- providing inputs/suggestions for improving an environmental performance of an organizations' activities, products and services and progress toward sustainability;
- improving understanding of interested parties' needs and concerns to foster trust and dialogue;
- promoting an organization's environmental credentials, achievements and performance;
- raising the importance and level of environmental awareness to support an environmentally responsible culture and values within the organization;
- addressing interested parties' concerns and objections to operational and emergency environmental hazards;
- enhancing interested parties' perceptions of the organization, and
- increasing business support and shareholder confidence.

Environmental communication is one of the crucial issues to be dealt with by any organization, with or without an environmental management system (EMS) in place. The existence of an effective EMS within the organization allows for more effective and systematic management of environmental communication activities and will lead to improved results. However, environmental communication is not only a question of organization and management but also of the organization's values. To ensure successful communication processes it is important for the organization to consider itself a responsible partner within society and to take environmental expectations of interested parties seriously.





# Environmental management — Environmental communication — Guidelines and examples

## 1 Scope

This international standard gives guidance to an organization on general principles, policy, strategy and activities relating to both internal and external environmental communication. The standard seeks to utilize proven and well-established approaches for communication, adapted to the specific conditions that exist in environmental communication. It is applicable to all organizations regardless of their size, type, location, structure, activities, products and services, and whether or not they have an environmental management system in place.

This international standard is not intended for use as a specification standard for certification or registration purposes or for the establishment of any other environmental management system conformity requirements. It may be used in combination with any other standard within the ISO 14000 series or on its own.

**NOTE** The ISO 14020 series provides specific environmental communication tools and guidance relating to product labels and declarations.

## 2 Terms and definitions

### 2.1 environmental communication

process that an organization conducts to provide and obtain information, and to engage in dialogue with internal and external **interested parties** (2.5) to encourage a shared understanding on environmental issues, aspects and performance

### 2.2 environmental communication policy

overall intentions and directions of an organization related to its **environmental communication** (2.1) as formally expressed by top management

**NOTE** The environmental communication policy can be a separate policy or part of other policies within the organization.

### 2.3 environmental communication strategy

the organization's framework for implementing its environmental communication policy and for the setting of environmental communication objectives and targets.

### 2.4 organization

company, corporation, firm, enterprise, authority or institution, or part thereof, whether incorporated or not, public or private, that has its own functions and administration

**NOTE** For organizations with more than one operating unit, a single unit may be defined as an organization

(ISO/FDIS 14001:2004)

### 2.5 interested party

person or group concerned with or affected by the environmental performance of an organization

(ISO/FDIS 14001:2004)

## **2.6 target group**

**interested party** (2.5) or parties selected as the focus of an organization's environmental communication activity

## **2.7 environmental communication objective**

overall environmental communication goal consistent with the **environmental communication policy** (2.2) that an organization sets itself to achieve as part of its **environmental communication strategy**

## **2.8 environmental communication target**

detailed performance requirement, applicable to the organization, that arises from the **environmental communication objectives** (2.5) and that needs to be set and met in order to achieve those objectives

# **3 Principles of environmental communication**

It is essential that an organization applies the following principles to its environmental communication:

## **3.1 Transparency**

The processes, procedures, methods, data sources, and assumptions used in the environmental communication shall be made available to all participants. Interested parties shall be aware of their role in environmental communication.

## **3.2 Appropriateness**

Information provided in environmental communication shall be relevant to interested parties, using formats, language and media that meets their interests and needs, enabling them to participate in an inclusive way.

## **3.3 Credibility**

Environmental communication shall be conducted in an honest and fair manner and information provided shall be truthful, accurate, substantive and not misleading to interested parties. Information and data shall be developed using recognised and reproducible methods and indicators.

## **3.4 Responsiveness**

Environmental communication shall be open to the needs of interested parties. The queries and concerns of interested parties shall be responded to in a full and timely manner. Interested parties shall be made aware of how their queries and concerns have been addressed.

## **3.5 Clarity**

Environmental communication approaches and language shall be understandable and minimise ambiguity for interested parties.

# **4 Environmental communication policy**

The environmental communication policy expresses the intentions and directions of the top management of the organization and should be consistent with the principles in clause 3. It should clearly state the:

- organization's commitment to engage in dialogue with interested parties;
- organization's commitment to disclose information about its environmental performance;
- significance of internal and external environmental communication in the organization;

- commitment to implement the policy and provide the necessary resources; and
- commitment to address local/global key issues of environment.

The environmental communication policy may form part of, or be integrated into, an organization's communication policy or environmental policy, or be a separate policy.

The environmental communication policy should be set by the organization's top management, which should then promote and express its commitment to the policy.

In developing the policy, those responsible for environmental management within the organization should interact and engage with those responsible for communication to ensure that the policy is coherent and consistent with other policies and the values of the organization. Subsequently all levels of management should implement the policy and provide input for the formulation and modification of the policy.

An environmental communication policy does not need to be detailed but should convey to interested parties the importance that the organization places on communicating about environmental issues, environmental aspects and their associated impacts, and environmental performance. An organization's vision, mission, values and culture should play a fundamental role in developing an environmental communication policy. It is important that the organization makes a policy commitment to reflect at a local, regional and/ or national cultural characteristics in its environmental communication activities, where applicable.

Other important factors that should be considered when developing an environmental communication policy include:

- the organization's business sector and its product or service portfolio;
- organization's size;
- organizational infrastructure;
- corporate governance;
- market and brand strategies;
- environmental management system;
- consideration of environmental aspects and impacts;
- interaction with related aspects like health and safety and other sustainability approaches;
- legal requirements regarding disclosure of environmental information;
- local, national and international voluntary codes of ethics/conduct;
- expectations of interested parties; and
- public's "right to know".

The policy should be communicated to interested parties, both internal and external as appropriate.

## **5 Environmental communication strategy**

### **5.1 General considerations**

The organization's management should develop a strategy to implement its environmental communication policy. The strategy should include environmental communication objectives, identification of interested parties, an indication of when and what it plans to communicate, and a management commitment to allocate adequate resources. An organization should clarify what is possible given its resources so that it can best and most realistically meet the expectations of interested parties.

Consideration should be given to the fact that environmental communication is part of the organization's environmental activities in general and, as such, should be aligned with other elements of management systems, policies, strategies or relevant activities.

**Practical help box 1 – Developing the environmental communication strategy**

When developing the environmental communication strategy the questions below can be helpful:

- Why is the organization engaging in environmental communication and what are its purposes?
- What are the main issues to be covered, messages to be conveyed, and communication and consultation techniques, approaches, tools and channels to be used?
- What internal or external participants will be involved in the environmental communication?
- Is the time needed to implement the strategy short, medium or long term?
- How will the strategy involve and co-ordinate the environmental managers, interested parties, individual(s) responsible for environmental issues and individual(s) that are responsible for the organization's internal and external communication?
- What are the local, national, and international boundaries for the strategy?

Once defined, the strategy should be approved by the top management of the organization, and then used to develop environmental communication activities.

**5.2 Establishing environmental communication objectives**

Objectives provide the basis for evaluating the effectiveness of environmental communication. When setting its environmental communication objectives, an organization should ensure that they are consistent with its environmental communication principles, environmental communication policy, and take account of the views of internal and external interested parties.

Useful questions in setting objectives include:

- What are the priority considerations?
- What are the desired results?
- Are the objectives understandable so further explanation is unnecessary?

**Practical help box 2 – Priorities for setting objectives**

Priority considerations for setting objectives may include:

- complying with legal and other requirements;
- influencing public policy on environmental issues;
- providing information and building awareness of interested parties about the environmental activities and performance of the organization;
- meeting the environmental information expectations of interested parties;
- establishing ongoing dialogue on environmental matters;
- minimising internal and/or external conflicts;
- improving the organization's credibility and reputation;
- improving public knowledge and the environmental image of the organization's products and services; and
- stimulating environmental innovation and creativity.

Examples of objectives and their relation to targets are provided in 6.1.2 help box 5.

### 5.3 Identifying interested parties

In developing the environmental communication strategy and objectives, the organization should identify and list its potential internal and external interested parties that have expressed an interest in its activities, products and services. It should also identify other interested parties with whom it wishes to communicate to achieve the overall objectives of its environmental communication strategy

Subsequently, target groups will be identified for more specific environmental communication activities (see 6.2.2).

#### Practical help box 3 – Examples of interested parties

Examples of interested parties include:

- Past, present and future employees and their representatives;
- Customers and consumers;
- Suppliers, contractors, wholesalers and distributors;
- Competitors;
- Shareholders;
- Banks and financial/investment community;
- Insurance companies;
- Rating agencies
- Public authorities;
- Legislators;
- Regulators;
- Politicians and opinion leaders;
- Neighbours and local community;
- Communities associated with supply chain organisations;
- Schools, academics and researchers;
- Professionals involved in environmental issues.
- Media organisations; and
- Non-governmental organizations;

### 5.4 Considering resource issues

An organization's environmental communication activities are dependent upon available resources allocated to it. The environmental communication strategy should include human, technical and financial resources, designated responsibilities and authority, and defined actions. Employees' experiences and training needs should be considered.

## 6 Environmental communication activities

### 6.1 Planning an environmental communication activity

In implementing the environmental communication policy, an organization should undertake a range of environmental communication activities. It may use existing or new communication methods and practices to communicate on its environmental issues, as appropriate. Following the environmental communication strategy and objectives, an environmental communication activity should be developed encompassing issues, geographical boundaries and interested parties.

#### Practical help box 4 – Planning an environmental communication activity

In planning an environmental communication activity an organization should consider the following questions:

- Will this activity be consistent with the environmental communication principles and policy?
- If appropriate, does this activity enhance two-way communication?
- Will this activity offer an opportunity to reach and interact with its target group and potentially address their interests?
- Does this activity provide an opportunity to address multiple issues in depth?
- Does this activity focus on the key issues?
- Does the activity provide information tailored to the target group(s)?
- Is this activity relatively easy to implement?
- Does the activity provide for information transfer at relatively low cost?
- Is this activity easy to update?
- Is this activity a good vehicle for education?
- Is this activity creating a constructive atmosphere?
- Can this activity promote consensus with interested parties?
- Is this activity an effective way to get publicity or increase public awareness?

#### 6.1.1 Situational analysis

The development or improvement of an environmental communication activity begins with an understanding of the context for the communication.

In the situational analysis, the issues the organization should consider include:

- existing environmental communication activities and commitments;
- the identification and understanding of issues of concern to interested parties;
- the expectations and perceptions of the organization held by interested parties;
- environmental awareness of interested parties, such as local communities;
- the communication media and activities that have proven to be the most effective in communicating with interested parties in similar situations;
- identification of the opinion leaders and their influence on issues related to environmental communication;

- the public image of the organization on a specific issue;
- the latest developments and trends on environmental issues related to the organization's specific activities, products and services; and
- financial implications.

A variety of tools are available to assist in the situational analysis. Examples can be found in subclause 6.2 (Table 1). The situational analysis may lead to revised environmental communication objectives.

In evaluating the context for an environmental communication activity, it is also important to consider the potential costs and consequences of *not* communicating. These can be tangible, cost more than environmental communication in the long run and also impose other costs on an organization, e.g., damage to reputation. The accompanying box highlights the implications of such a situation.

#### **CASE EXAMPLE: The costs of NOT conducting environmental communication**

A manager admitted that making a decision to burn a hazardous secondary liquid fuel at its plant, and not thoroughly discussing it with the community, resulted in a crisis. The organization did not anticipate the strength of reaction it would receive and therefore did not allocate sufficient resources for advance consultation and communication. A 90-year good working relationship between the organization and community dissolved overnight. The manager estimates that he spent the majority of two years trying to re-establish this relationship. The costs to the organization included his salary, countless time of other staff to meet with a range of interested parties, and the costs associated with hosting numerous public meetings and developing press releases and other media announcements. One outcome of this effort was the creation of a community liaison committee that included citizens who were the most vociferous about the decision to burn alternative fuels. The organization and regulators use this committee as a sounding board before making major decisions. After five years, trust has been re-established.

#### **6.1.2 Setting environmental communication targets**

An organization should decide what it intends to achieve with an environmental communication activity. Targets should be established that are consistent with the environmental communication objectives and that are specific, measurable, achievable, realistic and time-related. This will allow the organization to evaluate the environmental communication activity and determine whether the target has been met.

#### **Practical help box 5 – Examples of objectives and targets**

**Objective:** Gaining acceptance of a significant change at a facility based upon discussions with community.

**Targets:**

- Reach 90 % of the homes with the brochure of the change;
- Reach 75 % acceptance in survey with sample of the community at the public forum;
- Conclude communication effort 3 months before proposed change starts.

**Objective:** Increasing customer awareness of the organization's environmental performance.

**Targets:**

- Reach 80 % of the customers of a specific product ;
- Get feedback from 65 % of customers of a specific product regarding their understanding of the organization's environmental performance level;
- Conclude communication effort 2 months before the final version of the sustainability report is produced.

**Objective:** Improving environmental performance across the supply-chain by communicating organizational goals, objectives and targets with suppliers, tracking how supply-chain changes improve environmental performance and sharing improvement information.

**Targets:**

- Reach 95 % of raw material suppliers and 65 % of consumption items suppliers;
- Get questionnaire return from 100 % of raw material suppliers and 85 % of consumption items suppliers;
- Provide conclusions to allow changes in procurement procedures by given date.

### 6.1.3 Selecting target groups

In planning an environmental communication activity, an organization should identify the target groups among its interested parties. Good communication involves a range of possible target groups, not just those favourable to the organization or those with sufficient resources to organize and express themselves.

It is not uncommon to identify conflicting interests among different target groups. As a result, the environmental communication activities need to address and respond to different and often conflicting demands from target groups; in particular those that are the most influential and may negatively impact the outcomes of an environmental communication activity.

When undertaking an environmental communication activity, the organization should seek to understand the expectations and perceptions of target groups with respect to the organization's environmental performance. At its simplest, direct dialogue between a target group and the organization may generate the feedback required. If the organization is seeking input from target groups, it should explain why it is seeking information, and what it plans to do with the information obtained.

### 6.1.4 Defining geographic scope of an environmental communication activity

For each environmental communication activity, the organization should define the areas or locations on which it will focus its environmental communication activities because different places, with different languages, culture and habits, may affect public needs and perception about the organization.

In a particular communication activity, an organization may have its focus on a local community or on the broader public, which may be located far from any facility or office of the organization.

An organization may be involved in addressing a specific environmental issue on more than one geographic scale. For example, greenhouse gas emissions may be covered by an environmental report with a national or international focus, as well as by a local working group. Different types of information may be required for these environmental communication activities, and common information may have to be presented in different ways, depending on the needs of the interested parties involved.

### 6.1.5 Identifying environmental information

To be able to identify and interpret the significance or relevance of environmental issues, the organization should collect information on the environmental impacts and performances related to its strategies, planning, products and services, processes and further activities. Based on the targets for an environmental communication activity, appropriate quantitative and qualitative data and information can be selected or generated.

NOTE ISO 14031 and 14032 provide guidance on development of environmental performance indicators.



**Practical help box 6 – Examples of information sources for an environmental communication activity**

There are many sources and types of information available within most organizations, such as:

- information on the organization's strategies and their environment implications;
- environmental policies, management practices, and performance measures, possibly available from an organization's environmental management system;
- lists of environmental aspects and impacts of activities, products and services;
- life cycle assessment of products and activities;
- data and other documentation used for environmental labels and declarations;
- lists of environmental indicators;
- data from environmental performance evaluations;
- routinely and occasionally collected information, such as the reports from facilities located in a specific area, reports from subsidiaries (for a holding company), research reports, monitoring, control and measurement data registers and analysis reports, etc;
- routine regulatory reports;
- record of compliance with legal and other requirements;
- plans, records and guidance on emergency response, and response to accidents;
- manuals and records of employee training on safe handling of materials;
- professional qualification records of the organization's employees responsible for environmental matters (managers, technicians, experts);
- relevant financial and accounting data; and
- information from community outreach activities.

Often, the available information within an organization does not exist in a form suitable for an environmental communication activity or for dialogue with non-technical target groups. The information can be used to prepare materials or other types of communication in a form that is clear and appropriate for the relevant target groups.

This is particularly true, for example, in the case of environmental indicators, frequently used by organizations to communicate about their environmental performance. Such indicators, quantitative or qualitative, may be technical in nature, and should be explained in ways to make their use, significance and content understandable and useful to interested parties. In some cases, difficulty in collecting appropriate data could lead to revision of the approach to achieving targets.

**CASE EXAMPLE: Identifying environmental performance indicators for an electronic equipment manufacturer**

An electronic equipment manufacturer consulted 75 interested parties to determine which environmental performance indicators the organization should report on. The main stages in the process were to:

- identify the important external and internal interested parties and determine their key concerns and expectations regarding the organization's environmental performance;
- establish which environmental performance indicators should be addressed in the environmental report and the interested parties' priority ranking of these indicators;
- assess the performance of the organizations against these indicators; and
- produce an organization environmental performance profile and communicate the results back to the interested parties.

75 of the organization's interested parties participated in the process, including employees, customers and suppliers, opinion-formers, neighbours, legislators and regulators and the financial and insurance community.

Interviews were held between five and 15 representatives from each target group, totalling 75. The individuals were asked, "Which environmental issues do you consider important for the organization to be addressing and reporting on in their environmental reports?" Over 100 issues were identified, which were distilled into eleven indicators of environmental performance and business management.

A workshop was also held, attended by 12 interested parties, to discuss and confirm the eleven indicators and to determine the relevant priority of each parameter.

The outcome of the process was the production of an environmental report, providing details of the organization's environmental performance. A number of environmental performance indicators were identified that are not usually addressed in 'traditional' environmental reports, e.g. "Information technology in pursuit of sustainable development". Issues dealt with in the environmental report were prioritised according to feedback received from the interested parties, improving the report's focus on interested parties' demands and assisting the organization's allocation of resources for improving environmental performance. The approach increased the objectivity of the reporting process by incorporating the views of interested parties.

## 6.2 Selecting environmental communication approaches and tools

An organization's approach to communication will be influenced by whether it wants to consult, understand, inform, persuade or engage target groups. It is important to take into account that environmental communication is a dynamic process and that there is an ongoing change among target groups and within organizations.

In choosing the approaches to communication, it is important to keep in mind the needs and the degree of interest that the target groups involved in the communication activity have in the issues covered by the communication. In addition it is equally important to be mindful of how active the organization wishes to be in its communication. There are different approaches to communicating depending upon whether the organization and the target groups are active or passive and depending on the organization's environmental communication's objectives, the target groups and the organizational resources available for the communication.

An organization should tailor the information it provides, consistent with initial planning, for target groups. The information should:

- consider the social, educational, economic and political interests of target groups;
- use appropriate language;
- make use of visual images or electronic media where appropriate; and
- be consistent with the selected approach and, where relevant, with other information on environmental issues previously communicated by the organization.

An organization may wish to test its means of information provision prior to making any public communication. Opinion research that focuses on testing of information provision can help identify areas needing more explanation or clarification, key issues, questions that need to be addressed, etc.

Table 1 – Communication approaches and tools

Written communication approaches and tools				
Technique	Description	Strengths	Weaknesses	Keep in Mind
Websites	Electronic communication medium, accessible to all online external and internal interested parties. Can include downloadable reports, educational material, or links to websites where users can provide feedback to the organization.	Offer great potential to reach out to many people on many issues (and to offer tailored information). Easy to update, with potential to effect two-way communication.	Companies often put brochure ware on their Web sites, which misses the opportunity for interactivity (e.g. video, real data, email feedback).	Keep technical computer requirements to a low level - not everybody has the latest computer hardware. Need not be expensive. Answers to frequently asked questions can be provided on the website, with a phone number provided for more detailed inquiries.
Environmental or sustainability reports	Comprehensive presentation of commitment and performance on a number of key issues. Extracts or summaries of these reports can be included in other communication of the organization, e.g. financial reports.	Opportunity to address multiple issues in depth. Basic approach for building trust and credibility. Creates internal transparency about all relevant issues of an organisation.	Hard work to produce and can be difficult to update frequently . May provide information in a form that does not permit comparison with similar organizations.	Address external and internal interested parties' interests. Include difficulties and failures as well as successes.
Printed material (reports, brochures and newsletters)	<i>Report or brochures</i> - A brief summary of the facility or specific project of interest, key issues and how people can participate. <i>Newsletter</i> - Periodic update of facility activities. Informs and maintains links with interested parties.	Can cover a single issue if necessary. Inexpensive and quick to produce. Informs large numbers of people. Newsletters can be effective for both external and internal interested parties.	Can be misinterpreted. Only basic information given. No direct feedback. May be difficult to distribute in remote areas.	Issues must be researched. Use basic language. Use photos and maps. Be objective. Include contact name, telephone number and address.
Product or service information labels or declarations	Description of the significant environmental issues associated with a product service. In case of products, it can be attached to product or available separately.	Can inform customers about the environmental attributes of a product or service.	May cause confusion because information is presented in brief form.	Form and content of environmental product labels may conform to the requirements of ISO 14020 series.
Posters/ Displays	A description of a project, highlighting issues and set up in a public place.	Provides general information at relatively low costs. Reaches many that may not participate otherwise.	Information giving, rather than receiving.	Keep to main points. Use photos and maps. Update regularly. Advertise the location of the display. Provide contact name and number.
Letters	Letters on specific issues to and from named individuals.	Can address particular interested parties' needs. Quick and easy to produce.	Can be overly formal. Generally poor way to communicate complex information.	Reading level of recipients. Make one argument well.
Media/ Newspaper feature articles	Explains features of a facility or project.	Can reach a large audience. Convenient for the public. Good vehicle for education.	May be edited by the paper so that only part of the story is told. In remote areas or developing countries, not necessarily widely available.	Local media and nationwide media may require different approaches, style and level of detail.

<b>Written communication approaches and tools</b>				
<b>Technique</b>	<b>Description</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Keep in Mind</b>
Media/ News releases	Information is prepared and distributed to the media for its use.	An effective and cheap way to get publicity and interest.	Media will not cover unless the story is deemed newsworthy. May be edited to meet guidelines.	Avoid misrepresenting the organizations' environmental performance.
Media/ Advertising	Paid for promotional material, e.g. a straight ad in a newspaper, or sponsorship of a section (such as the environment page of the regional paper).	Reaches a large audience.	Can be expensive. May have limited life span. Limited opportunity to describe complex issues.	Audience profile of publication/program within which the advertisement appears.

<b>Verbal communication approaches and tools</b>				
<b>Technique</b>	<b>Description</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Keep in Mind</b>
Public meetings.	A way to present information and exchange views. Addresses specific agenda or project aspect. Consists of presentations and question-and-answer sessions or formal, timed testimony.	Seen as 'legitimate' consultation. Information provided to large number of people. Costs are low. People usually willing to attend.	Interactions can be limited. Does not ensure all views are heard. May become an emotional shouting match. Vocal minority may dominate.	Often best to use after smaller activities (interviews, focus groups) to know what the interested parties' reaction will be in advance. Advertise the meeting well. Staff needs proven experience. Use an independent chairperson_and/or a facilitator/moderator if possible.
Interested Party Interviews / Personal contact	Talking with people in their homes, offices, or a neutral location.	Two-way exchange of information. People feel they have been heard. Specific issues can be addressed. An honest talk may build trust. Interviews help identify key issues and concerns and establish relationships.	Difficult to identify all interested parties. Time constraining. Non community feel. May be threatening for some. May sometimes be culturally inappropriate.	Identify individuals who represent the types of interested parties who could be or are being affected by a specific activity. Accept that some people may want professional representation. Often good to include influential interested parties. Meet at a location that is convenient for interested parties.
Focus Groups	Meeting with a small group of interested parties with a similar background (e.g., government officials or residents) to discuss a particular topic.	Allows a free exchange of ideas because participants feel comfortable being with their peers. Often a consensus can be reached about the most important issues.	Time consuming to conduct focus groups with all important interested parties.	Often best used after some initial interviews with interested parties to identify the main issues that may be raised.
Surveys	Questionnaires used with interested parties (may be conducted by an independent organization if deemed necessary) to gather demographic information from the respondents and indicate their issues and concerns.	Helpful to use when a company is planning to establish itself in a community or if a major change in operations is being considered. Also good to update on some regular basis (e.g. every 2 years).	Surveys may be labour intensive depending on the complexity of the questionnaire, the way questions are asked (personally or via web for example), the number of persons in the sample and the number and size of the geographical locations chosen.	Surveys can be conducted door-to-door or over the telephone. They may also be written or be performed over the internet.

<b>Verbal communication approaches and tools</b>				
<b>Technique</b>	<b>Description</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Keep in Mind</b>
Open Houses, Information Days, Site Visit, Videos.	Open houses are usually held at a central, public spot, and provide a chance for people to ask questions and discuss issues. Information days can be combined with site visits to give the public a chance to see a facility first hand and ask questions. Videos can be used at any of these events to explain facility operations.	Allows for direct interaction, Provides opportunity to correct misinformation and explore issues. Can be useful for reaching both external and internal interested parties.	Are more giving than receiving. Can be expensive, require many staff hours. Rely on staff knowledge and skills.	Must be well advertised. Staff must be well briefed. Project manager should be present. Issues raised must be recorded. Staff should not be defensive but be listening actively to interested parties' comments.
Guided tours with an environmental focus				
Workshops, Conferences, Dialogue Events	Workshops, conferences, and dialogues are opportunities for a range of interested parties to discuss ideas, concerns, and issues.	They can be very productive and helpful in reaching consensus on issues with high priority.	They can be time-consuming to organize to ensure that a good mix of interested parties is present.	It is usually most effective to host such an event after either interviews or focus groups to provide information on the type of issues that may be raised.
Media/ Radio Interviews	Short programs usually aimed at discussing or responding to narrow or focused issues.	Avenue to reach many people.	It is not possible to control the questions that will be asked. Unless the radio station permits listeners to phone in, it is difficult to have any type of exchange.	Keep messages sharp, clear, and simple. Give these interviews if some major decision is being considered that would be of interest to the broad community.
Citizen Advisory Groups or Community Liaison Groups	Group made of people from outside the organization with various interests and expertise that meet periodically to give advice on environmental issues from an interested party point of view.	Investigate issues, put forward suggestions. Two-way exchange of information. Shows that the organization is willing to work with people. Helps maintain the visibility of the organization in the community.	Can have limited power. May not represent all interests, different levels of expertise. Information not always passed on to community. Advisory group members may get out of touch with those they represent.	Must represent full range of interests. The role and authority of the group must be clearly defined. Should have pre-determined life span. Members must communicate with the community.
Help Desk	Phone advice and information available to interested parties about the environmental and other aspects of products.	Provides opportunity for interested parties to ask and receive responses to specific questions about products.	Calls may cover any subject. Callers may not always listen carefully to answers and may therefore misinterpret responses.	Staff must be well-informed about environmental aspects of the organizations activities, products and services. If responding to difficult questions, it is sometimes better to offer to get back to the caller or to send a written response.

<b>Verbal communication approaches and tools</b>				
<b>Technique</b>	<b>Description</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Keep in Mind</b>
Presentation to groups	Talks to interested groups, usually held at the group's regular meeting place. A short presentation is followed by a question and answer session. May be used for internal or external groups.	Groups can be targeted, information can be tailored to meet group needs, and information may be passed to others. The host group may do some of the work (inviting people). Useful for indigenous communities.	Potential for hostile audience reaction. If used alone can fail to reach sections of the community.	Use it to develop working relationships. Do not exclude non-supportive groups. Provide written material to be considered before meeting. Leave written material to be taken home.
Interested party dinners/ Sustainable Business Dinners	Series of group meetings bringing together different interested parties either to launch a report or discuss sustainability.	Participants benefit from sharing their views (e.g. enjoy a meal), first hand interested parties views obtained. Constructive atmosphere in which to discuss sustainability.	Difficulties in selecting guests and steering conversation to sustainability.	Can be of different sizes, e.g. large with regional and local interested parties, or small meetings with less than 10 participants.
Theatre presentations	Use of a theatrical format to present environmental information to internal or external interested parties.	Can attract attention of interested parties. Can reach interest parties who may not read written materials.	It may be difficult to develop presentations that are appropriate for groups with varying levels of knowledge, understanding and interest.	Presentations must be well done, lively and must avoid preaching to the audience.

<b>Other communication approaches and tools</b>				
<b>Technique</b>	<b>Description</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Keep in Mind</b>
Co-operative projects.	Projects carried out jointly by an organization and groups of interested parties.	Can build trust and co-operation through working together to achieve a mutual goal.	Interested parties may have unrealistic expectations about the input and resources that an organization can provide.	In developing co-operative projects be sure to define clearly the project goals, and the roles, responsibilities, and resources to be provided by each participant.
Sustainability Agreement	An agreement reached by an organization and a community to mutually commit to sustainable development.	Assists in building relationships between a community and an organization that will foster environmental communication and interaction. Benefits can include having the organization recognised as a leader committed to improving quality of life and the environment.	Time and resources are needed to maintain community relationships.	If an organization fails to meet its commitment, its reputation may suffer because of the visibility of the agreement.
Art exhibitions	Display of artworks organized around environmental themes.	Encourages involvement of external and/or internal interested parties who may not be attracted by more conventional approaches.	May be time consuming to organize.	Exhibitions should be available for viewing during hours when people have time to attend, e.g. evenings and weekends.

### 6.2.1 Defining responsibilities and involvement (internal and external)

Top management should:

- be involved in the environmental communication processes to get familiar with the environmental impacts of their strategies, planning, products and services, processes and further activities as well as with the requirements of the interested parties;
- take a leading role in promoting an internal environment that stimulates and acknowledges those who are actively involved with environmental communication; and
- encourage regular communication to all employees on the initiatives and results of environmental communication.

An organization should assign specific responsibility for gathering information for environmental communication so that there is a co-ordination between the individual(s) responsible for formulating this information and individuals who are responsible for conducting outreach and communication. As such roles and responsibilities should be clearly defined. In small organizations the responsibility for an environmental communication activity may be assigned to one individual.

When environmental communication is carried out by internal or external communication professionals in collaboration with other professionals from various areas, the organization should consider training for its appropriate staff on aspects related to communication (media training, public speech, consultation techniques etc.) and also, on environmental issues that are relevant to the organization and to its interested parties.

The best results may come from ongoing informal dialogue between the organization and interested parties. In addition to training, developing a culture of openness, individual responsibility, and participation will help in facilitating a proactive and constructive dialogue with interested parties.

### 6.2.2 Tracking input from interested parties

The organization may want to develop or consult a logbook or electronic register that records contact between the organization and interested parties. Such a record should provide the relevant contact, the date and nature of the inquiry, concern or past communication. Organizations without a formal record may consider creating such a mechanism to track and maintain such information in the future. This will allow an organization to:

- recall the history of specific interested party communication, inquiries, or concerns;
- understand the nature of various interested party engagements over time; and
- improve an organization's effectiveness in developing future communication or following-up with and addressing the concerns of specific interested parties as needed.

### 6.2.3 Planning for environmental communication activities on environmental crises and emergencies

Although environmental communication is important at all times, it is particularly critical during environmental crises and emergencies. The organization should identify any foreseen crises and emergencies and plan the appropriate environmental communication. The planning should address relevant information for response to both potential situations and actual crises and emergency situations.

The credibility of the communication is based on the quality of planning and the organizations' response. Any deficiencies in planning or processes are likely to be highlighted under such circumstances. There is a very small margin for error, and significant consequences may result from inappropriate or poorly executed communication.

Detailed planning for an environmental communication activity during crises and emergencies is crucial:

- to keep affected communities informed about measures being taken and aware of exposure risks;

- to reduce or avoid health problems on workers and nearby residents; and
- to reduce or avoid impacts on the environment.

Such planning can greatly reduce the consequences that undesired events might have on the organization's reputation among customers and residents of local communities.

The media may play a decisive role during environmental crises or emergencies. The organization should recognise the importance of effective, transparent communication with the media. The media should be kept informed about environmental issues related to the organization so that it has an informed background and contacts to draw on in case of emergency.

**Practical help box 7 – Considerations in planning for an environmental communication activity related to crises or emergencies**

- foreseen incident/accident scenarios;
- possible exposed population and its vulnerability;
- mitigating actions that the organization has in place;
- environmental impacts that may be expected locally or on a larger scale;
- media and the methods that can be used to inform the affected population about what to do;
- infrastructure that will be used in the response process;
- assigning in advance the responsibilities and authority for communicating during crises and keeping interested parties informed;
- guidance or requirements from authorities and industrial trade or professional associations;
- advanced training and or exercises;
- reaction to negative media coverage; and
- relevant legal requirements and consequences.

Examples of an environmental communication activities during crises and emergencies:

- hold a press conference to discuss the situation;
- host a community meeting to discuss what happened, allowing an opportunity for interested parties to express concerns, and for the organization to hear concerns and respond directly, and provide information on the organization's response, current status and follow-up and preventative measures;
- keep the media informed about status, update and follow-up activities;
- co-ordinate its responses with local and other appropriate authorities;
- take initiatives to identify the root cause of the accident, prevent reoccurrence and report on progress; and
- provide information to interested parties on where to ask questions, express concerns, and obtain information.

### **6.3 Performing an environmental communication activity**

#### **6.3.1 Collecting and evaluating data**

Material for use in environmental communication should be documented so that it can be organized, maintained and easily used by those interested in the information. The document management system should be able to



provide fast access to information, especially information to be used in response to environmental crises and emergencies.

Evaluation of the data should include checks for accuracy, consistency, integrity and applicability. The collected data should be presented as information in a form suitable for its intended use and target group.

### 6.3.2 Conducting environmental communication activities

The way an environmental communication activity is conducted depends on the nature of the communication, the needs of the target groups, the organization's objectives for the communication, and the preferred approach of the organization. There may be considerable flexibility and variation in the specific details of the communication. A written communication, for example, can be disseminated in a variety of different forms; an open house can be structured in many different ways, etc.

When communicating with interested parties, an organization should:

- designate individuals from within the organization or working on its behalf to serve as spokespeople and media sources;
- provide spokespeople with speaker or media training before they undertake their communication roles;
- consider whether to use an independent third party or consultant to produce information that will be provided;
- actively promote and respond to input and feedback;
- try to provide advance notice of publication for review and consideration by interested parties;
- ensure that the timing of the communication is appropriate for its internal business cycles, external events, interested parties availability and interest;
- consider whether to use a facilitator or mediator;
- avoid jargon, overly technical or inconsistent information; and
- be open to a variety of possible communication approaches informed by the interests and needs of interested parties;

If the environmental communication activity will involve the discussion of information provided by the organization, ensure that all interested parties receive the information enough in advance of the date for discussion to permit adequate time for review and consideration. Take into account that voluntary groups may require more time to review information than a business or government body.

#### **Case Example: Conducting environmental communication activities, using various approaches and tools**

In the mid-1990s, a research facility experienced several environmental incidents related to groundwater contamination that resulted in intense reaction from neighbours, activists, elected officials, and regulators. Under new management, the facility implemented an environmental management system, ultimately receiving ISO 14001 registration. To meet ISO 14001's requirement to "consider processes for external communication on its significant environmental aspects," the facility launched a strong external environmental communications program to regain interested party trust.

Using a focus group of interested parties, employees, and management, recommendations were developed and formalised in a community involvement plan. One of the key aspects of the plan was recognition of the value of community involvement in decision making at the facility and the availability of information (good news and bad) in a timely, clear, and accurate manner.

Environmental communication at the facility is now conducted at several levels. General, big picture information is disseminated (and feedback requested) through newsletters, surveys, mailing lists, web-sites, and community meetings. For more detailed information and input into decision making, a community advisory committee was formed, consisting of representatives of 32 local groups. The committee meets regularly to bring issues to the facility and to provide feedback on decisions it is considering. To work with regulators and elected officials, an executive roundtable was created, which serves a similar function as the community advisory committee. Additionally, employees are encouraged to reach out to the community through programs such as a speaker's bureau for presentations to community groups and an envoy program to fulfil requests for information from individuals and local organizations.

Overall, the communication program has been a success. The facility brings new issues to the advisory groups for decisions and, through contingency plans, informs them of developing issues of concern. Formal systems ensure receipt and response to requests for information. The facility was also recognised with a major national environmental communications award.

### 6.3.3 Recording and responding to feedback

A valuable part of communication is the feedback that is received from the target group(s). By evaluating their reaction the organization can verify how the communication is received and whether the target group(s) understood the communication. When the communication has succeeded in these respects, there is still a need for the organization to obtain feedback from the different the target group(s) and then to respond, showing that the organization understands their views, is interested in them, and will consider them.

If an organization's communication activities have failed in any of these respects, a quick reaction may be necessary. A failure in the communication process can be remedied by providing clearer information through more direct access and discussion. A negative reaction to a communication by some of the target groups can be more serious - it may foreshadow opposition to the organization's activities. The reaction should be investigated to provide a full understanding of the concerns; at best, the issue can be resolved by improved communication. Alternatively it may require a modification of the activities to address the concerns. At worst, the proposal may be delayed, pending resolution of the concerns, or even dropped in the face of major opposition.

Organizations issuing environmental reports or other documents for public information can include forms for feedback within the reports. The feedback can assist the organization in continually improving the quality of the reports issued.

Each communication activity should include a definition of not only the information the organization is trying to give but also the information it is hoping to gain. The resources allocated to the activity should include how the feedback will be handled. Feedback gained through opinion research can be handled internally. However, an organization undertaking two-way communication must be prepared to seriously consider the feedback and to provide a prompt response. This does not mean that an organization needs to always change its activities based on this feedback, but the interested parties need to be assured that they have been heard.

Organizations should use the feedback they receive to evaluate the effectiveness of their communication activities and to refine and improve future efforts.

### 6.4 Evaluating environmental communication

An organization should allow adequate time for the environmental communication to be effective. The time needed depends on the nature of the communication, the number of interested parties and their concerns, and the type of media used. The organization should review and assess the effectiveness of its environmental communication. In evaluating the effectiveness of the communication, the organization should consider:

- its environmental communication policy;
- how it has applied the principles of environmental communication;
- whether its objectives and targets have been achieved;

- the quality and appropriateness of the information provided to target groups and the environmental communication activity;
- the way in which the environmental communication was conducted;
- the responses of interested parties;
- whether the communication program has fostered effective and meaningful dialogue with target groups;
- whether the procedures and approach were transparent;
- whether the environmental communication addressed the needs of the target group's;
- whether target groups know that they were heard and were made aware of how their input was to be used;
- whether target groups understood the purpose and content of the environmental communication; and
- whether appropriate follow-up was given to the issues raised by target groups.

The results of the evaluation should inform top management's review of its environmental communication policy.

#### **Practical help box 8 – Environmental communication indicators**

To monitor whether the previously defined environmental communication objectives and targets have been achieved, the organization should make use of environmental communication indicators. These should be carefully chosen or designed to allow tracking of critical steps and interests of various parties.

Like other indicators used by an organization, those dedicated to environmental communication should be simple, precise, easy to understand and relevant to the process they are related to. A good set of environmental communication indicators should represent quantitative as well as qualitative information.

Some examples are:

- number of visitors per unit of time to parts of the organization engaged in environmental activities (e.g. visitors/year);
- number of letters/ phone calls/ emails per unit of time received from interested parties about environmental issues, (e.g. e-mails/month) and analysis of content being negative or positive;
- number or rate of complaints about certain environmental aspects, activities or issues;
- number of award applications;
- number of awards received;
- number of articles published by media;
- number of visitors to the organization's environmental information pages on its web site (e.g. visitors per month);
- rate of response to an environmental survey/ questionnaire; and
- number of outreach activities conducted and analysis of which ones were most effective according to the target groups via an evaluation survey/questionnaire;

## 6.5 Conducting management review and planning revisions

Top management should review on a regular basis the evaluations described in subclause 6.4. An organization should undertake to improve its environmental communication efforts by revising its activities, or where appropriate, its environmental communication policy ensuring broad involvement of those working for the organization or on its behalf .

In determining the need for revisions, an organization should:

- assess the adequacy of resources provided for the environmental communication;
- assess the data collection process; and
- distinguish between improvements necessary to the information provided to interested parties (including the process of developing the information) versus the communication process (including approaches taken).

When changing environmental communication policy, strategy and activities, the organization should consider how interested parties would perceive the changes and where appropriate should communicate the reasons to them. It may also be useful to obtain feedback from interested parties after implementation of new policies and/or methods.

An organization may wish to revise its environmental communication policy or its other policies and strategies based on the result of the evaluations described in 6.4.

## Annex A (informative)

### Reference table within the ISO 14000-series

#### A.1 Reference table within the ISO 14000-series

Environmental communication is an important feature of the whole ISO 14000 family of standards (including 19011). This annex identifies clauses, subclauses, and annexes where environmental communication activities are referenced, required, or advised and where ISO 14063 may provide help with implementing the other standards. This annex can also be used in implementing this 14063 standard by providing users with applicable references to communication elements in other relevant environmental management standards. Please see website xxx.

**Table A.1 – Reference table within the ISO 14000-series**

ISO Standards	Clauses, Subclauses and Annexes N°	Titles
FDIS 14001  Environmental management systems - Specification with guidance for use	4.2 / A.2	Environmental policy
	4.3.3 / A.3.3	Objectives and targets
	4.4.1 / A.4.1	Resources, roles, responsibilities and authority
	4.4.2 / A.4.2	Training, awareness and competence
	4.4.3 / A.4.3	Communication
	4.4.6 / A.4.6	Operational control
	4.4.7 / A.4.7	Emergency preparedness and response
	4.6 / A.6	Management review
FDIS 14004  Environmental management systems - General guidelines on principles, systems and supporting techniques	4.1.4	Initial environmental review
	4.2	Environmental policy
	4.3.2	Legal and other requirements
	4.3.1	Setting objectives and targets
	4.4	Implementation and operation
	4.4.1	Resources, roles, responsibilities and authority
	4.4.3	Communication
	4.4.4	Documentation

ISO Standards	Clauses, Subclauses and Annexes N°	Titles	
	4.4.6.1	Identifying needs for operational control	
	4.4.7	Emergency preparedness and response	
	4.5.3	Nonconformity, corrective action and preventive action	
	4.6	Review of the environmental management system	
14015 Environmental management systems- Environmental assessment of sites and organizations (EASO)	4.2.5	Assessment plan	
	5	Reporting	
These standards address environmental communication for products	14020 Environmental labels and declarations - General principles	3	Objective of environmental labels and declarations
		4.5	Principle 4
		4.9	Principle 8
		4.10	Principle 9
	14021 Environmental labels and declarations - Self-declared environmental claims (Type II environmental labelling)	4	Objective of self-declared environmental claims
		5.9	Other information or claims
		6.5	Access to information
	14024 Environmental labels and declarations - Type I environmental labelling- Principles and procedures	4	Objective of Type I environmental labelling
		6.2	Consultation with interested parties
		6.6	Reporting and publication
	TR 14025 Environmental labels and declarations - Type III environmental declarations	4	Objective of Type III environmental declarations
		5.1	General
		5.2.3	Critical review
		5.4	Additional environmental information
		6.2	Suggested levels for interested-party input
		7.1	General
		A.1.2.4	Research needs

ISO Standards	Clauses, Subclauses and Annexes N°	Titles
CD 14025.2  Environmental labels and declarations - Type III environmental declarations - Principles and procedures	4	Objectives
	5.5	Interested parties
	5.9	Transparency
	6.5	Involvement of interested parties
14031  Environmental management - Environmental performance evaluation - Guidelines	3.1	General overview
	3.3.4	Assessing information
	3.3.5	Reporting and communication
	3.4	Reviewing and improving EPE (check and Act)
TR 14032  Environmental management - Examples of environmental performance evaluation (EPE)	3.2.4	Using data and information
	Annexes from A to Q	Examples of application
14040  Environmental management - Life cycle assessment - Principles and framework	4.1	Key features of LCA
	6	Reporting
	7.3.3	Review by interested parties
14041  Environmental management - Life cycle assessment - Goal and scope definition and inventory analysis	8	Study report
TR 14042  Environmental management - Life cycle assessment - Life cycle impact assessment	10	Reporting and critical review
14043  Environmental management- Life cycle assessment - Life cycle interpretation	4.1	Objectives of life cycle interpretation
	8	Reporting

ISO Standards	Clauses, Subclauses and Annexes N°	Titles
TS 14048 Environmental management - Life cycle assessment – Data documentation format	4.2	Reporting
14050 Environmental management vocabulary	All	Terms and definitions
14061 Information to assist forestry organizations in the use of Environmental Management System standards ISO 14001 and ISO 14004	7	Self-declaration, second-party auditing, and third-party certification of a forestry organization's environmental management system
	8	Communication
14062 Environmental management- Integrating environmental aspects into product design and development	5.4	Communication
CD 14064-1.2 Greenhouse gases - Part 1: Specification for the quantification, monitoring and reporting of organization emissions and removals	3	Principles
	7	GHG Reporting
CD 14064-2.2 Greenhouse gases - Part 2: Specification for the quantification, monitoring and reporting of project emission reductions and removal enhancements	3	Principles
	4	Introduction to GHG projects
	5.2	Describing the project
	5.12	Reporting the GHG project
CD 14064-1.2 Greenhouse gases - Part 3: Specification with guidance for validation and verification	3	Principles



ISO Standards	Clauses, Subclauses and Annexes N°	Titles
19011  Guidelines for quality and/or environmental management systems auditing	5.4	Audit programme implementation
	6.5.1	Conducting the opening meeting
	6.5.2	Communication during the audit
	6.5.7	Conducting the closing meeting

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**Criteria for the bibliography:**

- Not company specific
- Available in English
- Globally applicable

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