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Five Star Environmental Sustainability Audit

Specification August 2025

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1. Introduction to the Five Star Audit model

This document is intended to provide a summary of British Safety Council Five Star Audit process, together with details of the 2025 audit specification.

The Five Star Audit process involves an in-depth examination of an organisation's entire environmental sustainability management system(s) and associated arrangements. The audit focuses on the key aspects of managing environmental sustainability in the workplace and offers a structured path for continual improvement towards best practice status.

Utilising extensive worldwide industry experience and acknowledging aspects of internationally recognised Environmental Sustainability management practices and standards, British Safety Council has developed a unique Five Star Audit model that objectively evaluates Environmental Sustainability management systems and associated arrangements against current best practice techniques. The audit model is reflective of the recognised **PLAN – DO – CHECK – ACT** management cycle.

Five Star Environmental Sustainability Audit: 2025 specification



Best Practice Indicators:

- Leadership and commitment
- Stakeholder engagement
- Risk management
- Supply chain management
- Continual improvement

2.

Five Star Audit process

The Five Star Audit is carried out using a process of objective and subjective verification:

The auditor will review all aspects of the organisation’s Environmental Sustainability systems and associated arrangements against the requirements of British Safety Council’s Five Star Audit 2023 specification. **Five of the elements of Section 1 will be scored on the maturity of the system and will require specific documented evidence to attain scores** (A sample can be seen in Table 9). However, the auditor will also assess the effectiveness of implementation of these environmental sustainability arrangements through an inspection of relevant (agreed) site(s) and sampling of operational activities.

During the audit process, management, staff, and other stakeholders will be interviewed (as agreed) to confidentially discuss aspects of environmental sustainability relevant to their roles and responsibilities.

A subsequent report is produced identifying the strengths and areas for improvement within the organisation’s environmental sustainability arrangements. The report also includes observations and recommendations, action planning for consideration and a quantified (graded) outcome.

Five Star Audit 2025: Audit delivery process steps



Review of environmental sustainability documentation



Interview with management, staff and other stakeholders



Site tour, inspection and operational sampling

3.

Scoring and grading system

The Five Star Audit process outcome is determined by application of British Safety Council's quantified system of evaluation (see below).

The overall audit grading is as follows:

Marks %	Star rating
92 – 100: Excellent (best practice verified in most elements)	★★★★★
85 – 91.9: Very good (best practice verified in many elements)	★★★★
75 – 84.9: Good (best practice verified in some elements)	★★★
60 – 74.9: Adequate (significant improvements required to achieve best practice)	★★
50 – 59.9: Less than adequate (extensive improvements required to achieve best practice)	★

The Five Star Audit process focuses on four sections (49 elements) and best practice indicators (BPI) as shown below:

Section	Audit criteria	Maximum accredited audit figure
1.	Organisational leadership, commitment and planning	1,750 points
2.	Implementation and operation	1,500 points
3.	Performance monitoring and measurement	1,000 points
4.	Evaluation and continual improvement	750 points
		Total: 5,000 points

- BPI 1: Leadership and commitment
- BPI 2: Stakeholder engagement
- BPI 3: Risk management
- BPI 4: Supply chain management
- BPI 5: Continual improvement

The four sections of the audit are divided into 48 scored elements which attract a maximum numerical value of 5000 points. Wherever an element of the audit is not applicable to the organisation, it is excluded from the audit (scoring is adjusted accordingly).

Individual element findings and outcomes are detailed within the subsequent audit report.

Throughout the audit, best practice indicators are evaluated either as elements within their own right, or alternatively as scoring areas within other elements. The overall scoring for each of these indicators is illustrated separately within the report's executive summary against an indicative level of best practice. This aspect of the audit process is designed to encourage organisations to focus upon continually developing their environmental sustainability arrangements and culture.

4.

Maturity Model

As part of the British Safety Council’s commitment to support the continual improvement in Environmental Sustainability, the 2025 specification now includes objective requirements to assess the maturity of the Environmental Sustainability against the FOUR stages of the FSESA model.

The model detailed in this document sets out what evidence must be provided to the auditor at the time of the audit that would be deemed as appropriate to comply with one of the TWELVE elements. Each level is defined as follows.

Maturity Terminology	Maturity level
Effective	Indicates Environmental Sustainability Management is deemed to meet and exceed the needs of the organisation and its stakeholders.
Managed	There is conventional Environmental Sustainability Management in place which is consistently applied alongside a developing level of innovation that feeds continuous improvement.
Inconsistent	Environmental Sustainability Management has been established but there are inconsistencies present that restrict the opportunities for improvement and innovation.
Minimum	The organisation offers the basic levels of Environmental Sustainability compliance. Opportunities to improve are restricted or there is not currently a process in place to encourage innovation and improvement.
Nothing in Place	The organisation does not have any audit evidence, or does not have any processes, policies, and/or procedures to cover this element.

5.




Audit report and action planning

Upon completion of the audit process, a comprehensive report is prepared by the auditor and will be issued within 28 days. The report content will include:

- Executive summary (including graphical performance indicators)
- Overall star grading and sectional scoring
- Observations
- Recommendations for improvement
- Action planning tables

The recommendations against the requirements of the Five Star Audit Specification 2025 are presented in tabulated colour coded format (as per the key below):

Grading system

Colour code	Priority	Definition
	High: Less than 60% awarded in this element	Recommendations to be implemented as a high priority action
	Medium: Between 60% and 99% awarded in this element	Recommendations to be implemented as a medium priority action
	Low: 100% awarded in this element	Monitor existing arrangements in this area to ensure effectiveness
	Not applicable	The requirements of this element are not applicable

The **green** coded area indicates **full marks** have been awarded in respect of the Five Star Audit scoring criteria. However, the organisation should continue to monitor the arrangements in order to maintain best practice.

The **amber** coded area indicates where **some** marks have been deducted.

The **red** coded area indicates where **significant** marks have been deducted in respect of the Five Star Audit scoring criteria.

Wherever marks have been deducted, a recommendation will be provided that, if followed and effectively implemented, will assist the organisation in working towards best practice standards.

The action planning tables are also designed to allow the organisation to plan for implementation of the recommendations by self-populating the relevant columns as appropriate. If any elements of the audit specification are not applicable to the audited organisation, then these will be indicated as N/A.

As with any time-bound audit, observations and recommendations made are based upon the agreed scope and depth of information made available during the audit process.

6.

Preparing for the audit

In order for the audit process to be as effective as possible, it is important that pre-audit preparations are agreed and completed.

Once all logistical arrangements have been confirmed with the relevant British Safety Council account manager, the allocated auditor will contact the appropriate person within the organisation no later than 10 days before the audit start date to discuss and agree the audit details (timings, interviews, site inspections, induction process, security / PPE arrangements, etc.).

This specification document outlines the best practice requirements for each of the elements (see section 8) and includes an indication of typical forms of information and documentation that the auditor is likely to request for review, together with personnel who may be required for interview.

It is necessary to have the required documentation readily available (either electronically or in hard copy) for the auditor. Some of this material may be retained by the auditor during the audit process (with explicit consent of the auditee) but will be returned upon completion of the audit process. Electronic copies shared will only be retained until 10 days following the publishing of the report has elapsed should any challenge be raised by the client.

All British Safety Council auditors are mindful of operational demands and requirements and will apply as much flexibility with the audit schedule as is reasonably practicable to accommodate such matters.

7.

Standardisation and quality assurance

British Safety Council auditors are appropriately qualified, highly experienced environmental sustainability professionals who are subject to a robust internal quality assurance and appraisal process, in addition to the requirements of relevant professional bodies with whom they are members.

All audit reports are technically verified, and quality endorsed before being issued to clients. Auditors may also be subject to “on-site” monitoring (subject to client agreement) on a sampling basis.

Mandatory auditor standardisation meetings also take place on a regular basis. This specification document is reviewed at least annually to reflect changes in legislation, relevant developments and trends in environmental sustainability to best practice technique as well as a drive for continuous improvement.

8. Specification details

Element Headings

Section 1		Section 2		Section 3		Section 4	
PLAN		DO		CHECK		ACT	
Organisational leadership, commitment and planning		Implementation and operation		Performance monitoring and measurement		Evaluation and continual improvement	
1.01	Leadership and commitment	2.01	Managing and minimising greenhouse gases (GHG) towards net zero	3.01	Monitoring objectives, targets, KPIs and programmes	4.01	Top management review
1.02	Scope and context for environmental sustainability	2.02	Managing and minimising air emissions	3.02	Systems auditing (internal and external)	4.02	Resources and support
1.03	Performance benchmarking	2.03	Managing and minimising environmental nuisance	3.03	Workplace inspections	4.03	Environmental, social and sustainability governance
1.04	Compliance obligations	2.04	Managing and minimising energy use	3.04	Supply chain monitoring	4.04	Compliance obligations
1.05	Corporate environmental and sustainability policies	2.05	Managing and minimising water use and discharges	3.05	Stakeholder engagement and communication	4.05	Knowledge management, competency, and training
1.06	Stakeholder engagement and communication	2.06	Circular economy thinking and asset management	3.06	Incident reporting and investigation	4.06	Corporate culture for environmental sustainability
1.07	Organisational roles, responsibilities, and accountabilities	2.07	Managing and minimising waste	3.07	Cost/benefit analysis	4.07	Corporate environmental, social and sustainability reporting
1.08	Strategic and operational risks and opportunities	2.08	Managing and minimising hazardous substances	3.08	Monitoring knowledge management, competence, and training	4.08	Future environmental sustainability opportunities
1.09	Setting objectives, targets, KPIs and programmes	2.09	Biodiversity management and enhancement	3.09	Monitoring corporate culture for sustainability		
1.10	Provision of resources and support	2.10	Contaminated land and groundwater management	3.10	Trend analysis and data reliability		
1.11	Knowledge management, competency and training management	2.11	Management and application of local environmental planning				
1.12	Management of change	2.12	Managing and minimising transport and travel management				
1.13	Digitalisation, information and data management	2.13	Emergency response and crisis management				
1.14	Supply chain management						
1.15	Emergency response and crisis management						
1.16	Business resilience and recovery						
1.17	Corporate culture for sustainability						
1.18	Eco-design, environmental labelling, and claims						

9.

Specification guidance

Five Star Audit 2023: Specification details. (Please note: This table contains information that will be reviewed during the audit process).

	PLAN	DO	CHECK	ACT
Subject area	Section 1 Organisational leadership, commitment and planning (1,750 points)	Section 2 Implementation and operation (1,500 points)	Section 3 Performance monitoring and measurement (1,000 points)	Section 4 Evaluation and continual improvement (750 points)
Leadership and commitment and environmental sustainability management system	<p>Refer to Maturity Model in Section 9 for specific evidence requirements for 1.01.</p> <p>An environmental sustainability policy statement, endorsed by senior management, that is appropriate to the purpose of the organisation and appropriate to the nature, scale and environmental sustainability impacts of its activities, products and services as well environmental sustainability risks and opportunities.</p> <p>An environmental sustainability policy statements, endorsed by senior management, that is appropriate to the purpose of the organisation and appropriate to the nature, scale and environmental sustainability impacts of its activities, products and services as well environmental sustainability risks and opportunities.</p> <p>Environmental sustainability polices provides a framework for setting environmental sustainability objectives specific to the context of the site/ organisation, and a commitment to satisfy applicable requirements compliance obligations and protect the environment using life cycle thinking .</p> <p>Environmental sustainability polices are consistent with the scope of the environmental sustainability management system and in line with all business/ corporate requirements.</p> <p>Understanding of key global (UNSDGS), governmental and sector environmental sustainability strategies in the context of the organisation and scope of the environmental sustainability management system</p> <p>Provision of resources to implement best practice managerial, practical and procedural controls for each of the clauses.</p> <p>Primary related elements (1.01), (1.02), (1.05), (1.07), (1.08), (1.10), (1.16), (1.17)</p>	<p>Evidence that the documented policy statements are being communicated to, and understood by employees, management, and other interested parties via appropriate communication channels (verified through interview) supporting the promotion of a positive environmental culture.</p> <p>Effective implementation of environmental sustainability policy commitments and statements through observation and interviews</p> <p>Effective implementation of environmental sustainability risk assessment and controls (sampling)</p> <p>Primary related elements (All Section 2 elements where applicable)</p>	<p>Interviews with senior management, staff and stakeholders, including contractors and suppliers as necessary.</p> <p>Demonstrable commitment and evidence of promoting a positive environmental culture (verified through interview) at all levels.</p> <p>Minutes of top management and other relevant meetings</p> <p>Review of Objectives Targets, KPIs, and Programmes</p> <p>Corporate and other environmental sustainability management reports</p> <p>Performance Data, Trend Analyses and Data Reliability assessment</p> <p>Leadership knowledge of Cost/Benefit Analyses</p> <p>Minutes from management and other relevant meetings</p> <p>Inspection and audit reports</p> <p>Evidence of environmental sustainability risk assessment reviews</p> <p>Primary related elements (3.01), (3.05), (3.06), (3.07), (3.08)</p>	<p>Evidence that senior (top) management carry out a formal review of OHSMS performance.</p> <p>Evidence of policy statement</p> <p>Reviewed.</p> <p>Effectiveness of Leadership, resources and support.</p> <p>Evidence of strategy planning reflective of top management review and outcomes.</p> <p>Interview with top management</p> <p>Corporate and/or CSR reporting</p> <p>Evaluation of Knowledge management, competency and training.</p> <p>Future environmental sustainability opportunities endorsed by leadership.</p> <p>Primary related elements (4.01), (4.02), (4.06), (4.07), (4.08)</p>

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Specification guidance

	PLAN	DO	CHECK	ACT
Subject area	Section 1 Organisational leadership, commitment and planning (1,750 points)	Section 2 Implementation and operation (1,500 points)	Section 3 Performance monitoring and measurement (1,000 points)	Section 4 Evaluation and continual improvement (750 points)
Stakeholder engagement and communication	<p>Determination of all the interested parties and suppliers that are relevant to the scope of the environmental sustainability management system.</p> <p>Policy, planning and processes for effective consultation and communication with stakeholders (internal and external) to promote a positive culture towards environmental sustainability implementation.</p> <p>Stakeholder participation in policy and environmental sustainability programme development as appropriate.</p> <p>Evidence of a range of environmental sustainability forums using a range of appropriate communication channels</p> <p>Schedule for environmental sustainability committee meetings, records of communication, documented information and responding to stakeholder communications.</p> <p>Training schedules and individual personal development plans relevant to consultation and communication</p> <p>Primary related elements (1.02), (1.05), (1.06), (1.07), (1.08), (1.14)</p>	<p>Evidence of stakeholder involvement in development of environmental sustainability risk management and controls (verified through sampling, interview and review)</p> <p>Evidence of environmental sustainability (SHE) committee meetings (and other such forums)</p> <p>Evidence of stakeholder involvement in development of environmental sustainability risk management and controls (verified through sampling, interview and review)</p> <p>Training records, customer requirements and performance reviews, contractor management and performance reviews, employee appraisals and performance reviews.</p> <p>Evidence of environmental sustainability committee meetings (and other such forums)</p> <p>Environmental sustainability induction and awareness records.</p> <p>Primary related elements All section elements where applicable</p>	<p>Monitoring of consultation and communication methods.</p> <p>Customer reviews, employee, customer and culture surveys</p> <p>Evidence of completed actions arising from environmental committee meetings (and other such forums)</p> <p>Evidence of completed actions arising from leading and lagging performance indicators (inspections, audits, investigation etc)</p> <p>Supply chain monitoring records</p> <p>Stakeholder feedback and complaints</p> <p>Evidence of stakeholder's involvement in monitoring of environmental sustainability objectives and programmes where applicable.</p> <p>Primary related elements (3.01), (3.02), (3.04), (3.03), (3.04), (3.05), (3.09)</p>	<p>Evaluation of consultation and communication methods for their effectiveness.</p> <p>Evaluation of training for all stakeholders</p> <p>Evidence of completed actions arising from environmental sustainability committee meetings (and other such forums)</p> <p>Evidence of completed actions arising from leading and lagging performance indicators (inspections, audits, investigations etc.)</p> <p>Corporate reporting to internal and external stakeholders</p> <p>Primary related elements (4.01), (4.02), (4.03), (4.05), (4.07)</p>

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Specification guidance

	PLAN	DO	CHECK	ACT
Subject area	Section 1 Organisational leadership, commitment and planning (1,750 points)	Section 2 Implementation and operation (1,500 points)	Section 3 Performance monitoring and measurement (1,000 points)	Section 4 Evaluation and continual improvement (750 points)
Organisational roles, responsibilities, accountabilities	<p>Defined roles, responsibilities, authorities, accountability, within the environmental sustainability management system at all levels</p> <p>Qualified environmental and/or sustainability staff applicable to their roles</p> <p>Cross functional teams and demonstrable involvement in environmental sustainability development of policies, procedures and practices</p> <p>Evidence of integrating environmental sustainability management roles and responsibilities across the organisation.</p> <p>Job roles and descriptions clearly defined.</p> <p>Executives, directors, and senior managers' roles and responsibilities clearly defined.</p> <p>Staff and employee handbooks/ Job descriptions clearly outlining environmental sustainability roles, responsibilities, authorities, and accountability across the organisation.</p> <p>Horizontal and vertical integration of environmental sustainability management across the organisation</p> <p>Identification of adequate resources for current needs</p> <p>Responsible actions allocated within environmental sustainability management planning.</p> <p>Demonstrable management support for lines of responsibility</p> <p>Setting environmental sustainability objectives (organisational and individual)</p> <p>Appraisal planning</p> <p>CPD development plans, appraisal process and identification of training needs</p> <p>Regular CPD/appraisal reviews</p> <p>Identification of adequate resources for future needs.</p> <p>Primary related elements (1.01), (1.05), (1.06), (1.07), (1.11), (1.17)</p>	<p>Qualified environmental and/or sustainability staff</p> <p>Interviews with key staff involved implementation to test their roles, responsibilities, accountabilities.</p> <p>Primary related elements All section elements where applicable</p>	<p>Evidence of effective leadership, authority and accountability at a local level</p> <p>Evidence of effective supervision and role competency, capability and capacity</p> <p>Training and individual development records</p> <p>CPD programmes, employee understanding and awareness (verified through interview and inspection)</p> <p>Appraisal and CPD records</p> <p>Primary related elements (3.01), (3.04), (3.05), (3.09)</p>	<p>Evaluation of training, competence and capability.</p> <p>Performance appraisal processes identifying opportunities for continual improvement and support for the effective development and implementation of the environmental sustainability management system.</p> <p>Confirmation of a positive environmental culture, enhanced awareness, understanding and development of job roles through interview and appraisal records</p> <p>Demonstrable evidence of management involvement (minutes of meetings, investigations, site inspections, environmental sustainability risk assessment, etc.)</p> <p>Primary related elements (4.01), (4.02), (4.06)</p>

	PLAN	DO	CHECK	ACT
Subject area	Section 1 Organisational leadership, commitment and planning (1,750 points)	Section 2 Implementation and operation (1,500 points)	Section 3 Performance monitoring and measurement (1,000 points)	Section 4 Evaluation and continual improvement (750 points)
Knowledge management, competency and training.	<p>Structured approach to knowledge management and training</p> <p>Training course document management systems</p> <p>Management of internal IT and eLearning platforms related to environmental sustainability training and awareness</p> <p>Setting up training databases, external & internal</p> <p>Data mining best practices / lessons learned/after training action analysis</p> <p>Evidence of training needs analyses and competency in relation to environmental sustainability</p> <p>Environmental sustainability CPD and appraisal systems</p> <p>Evidence of effective communication of policy statement and content of environmental sustainability management system to all stakeholders</p> <p>Setting environmental sustainability training Key Performance Indicators (KPIs)</p> <p>Primary related elements (1.05), (1.07), (1.08), (1.09), (1.10), (1.11), (1.17)</p>	<p>Interviews with selected staff with environmental sustainability roles</p> <p>HR records and interviews</p> <p>Compliance related documentation such as MCERTS qualifications (UK only)</p> <p>Training and awareness materials and content</p> <p>Review of training needs analyses in relation to environmental sustainability implementation</p> <p>Primary related elements All section elements where applicable in relation to implementation</p>	<p>Staff appraisals and feedback mechanism</p> <p>Competency assessments</p> <p>Review of environmental sustainability training Key Performance Indicators (KPIs)</p> <p>Primary related elements (3.01), (3.04), (3.05), (3.08), (3.09)</p>	<p>Evaluation of training materials and knowledge management system</p> <p>Evaluation of CPD and future staff training plans.</p> <p>Primary related elements (4.01), (4.02), (4.05), (4.06)</p>
Information Management, Data Reliability and Trend Analyses	<p>Policy/process for information control</p> <p>Strategic and/or operational balance scorecards</p> <p>IT platforms for storage, management, retrieval and referencing of environmental sustainability documentation.</p> <p>Clear link to other management systems (if referenced)</p> <p>Environmental sustainability planning documentation and information consistent with policy requirements</p> <p>Procedure and understanding of data reliability in relation to monitoring parameters.</p> <p>Primary related elements (1.10), (1.11), (1.13)</p>	<p>Monitoring data and information for relevant operational and managerial environmental objectives targets and KPIs</p> <p>Use and planned maintenance of monitoring equipment/ infrastructure.</p> <p>Accessing relevant environmental sustainability data and interviews with staff and data users</p> <p>Primary related elements All section elements where applicable in relation to implementation.</p>	<p>Compliance data and associated monitoring equipment/infrastructure management and associated calibration data</p> <p>Trend analyses on environmental data against objectives targets and KPIs</p> <p>Assessment of data reliability records and documents</p> <p>Audit records of environmental sustainability data</p> <p>Review of incident and inspection data.</p> <p>Primary related elements (3.01), (3.02), (3.03), (3.06), (3.07), (3.10)</p>	<p>Evaluation of Strategic and/or operational balance scorecards and/or organisational data</p> <p>Top management review</p> <p>Data evaluation records</p> <p>Evaluation of compliance related data</p> <p>Evaluation of data trends related to environmental sustainability data and relevant management responses.</p> <p>Primary related elements (4.01), (4.02), (4.04)</p>

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Specification guidance

	PLAN	DO	CHECK	ACT
Subject area	Section 1 Organisational leadership, commitment and planning (1,750 points)	Section 2 Implementation and operation (1,500 points)	Section 3 Performance monitoring and measurement (1,000 points)	Section 4 Evaluation and continual improvement (750 points)
Emergency incident and business recovery planning	<p>Commitment to management of emergency events, staff welfare etc.</p> <p>Emergency management policy/process</p> <p>Defined roles and responsibilities</p> <p>Competency policy/process</p> <p>Consultation with and participation of relevant stakeholders in development of business recovery/emergency planning</p> <p>Emergency procedure planning</p> <p>Risk assessment process</p> <p>Training/competency matrix</p> <p>Environmental plans</p> <p>Environmental objectives and targets</p> <p>Primary related elements (2.01), (2.19), (2.20)</p>	<p>Evidence of emergency procedure testing (fire drills, environmental incidents, recovery tests, etc.)</p> <p>Stakeholder awareness (interviews)</p> <p>Signage (escape routes etc.)</p> <p>Provision of equipment (fire extinguishers, first aid etc.)</p> <p>Inspection and maintenance records</p> <p>Training records</p> <p>Risk assessment sampling</p> <p>All section elements where applicable in relation to implementation</p>	<p>Review of evacuation tests</p> <p>Loss/damage analysis</p> <p>Audit and inspection reports</p> <p>Primary related elements (3.03), (3.04), (3.06), (3.10)</p>	<p>Records of management review of environmental sustainability management</p> <p>Improved emergency planning and arrangements</p> <p>Evidence of legislative updates to environmental sustainability management</p> <p>Primary related elements (4.01), (4.02), (4.03), (4.07)</p>
Development and maintenance of a positive an environmental sustainability culture	<p>Process for stakeholder consultation and participation</p> <p>Evidence of top management commitment and ownership</p> <p>Mentoring and coaching Environmental Sustainability Management plan</p> <p>Environmental Sustainability Management objectives.</p> <p>Specific development programmes</p> <p>Terms of reference for environmental sustainability (and other) forums.</p> <p>Environmental Sustainability Management plans/programmes</p> <p>Planning for participation of stakeholders in development of Environmental Sustainability Management</p> <p>Environmental Sustainability Management support programmes and planning</p> <p>Training matrix/programme CPD development and appraisal</p> <p>Primary related elements (1.01), (1.11), (1.17)</p>	<p>Minutes from Environmental Sustainability Management meetings.</p> <p>Training records Audit reports</p> <p>Stakeholder surveys Inspection reports</p> <p>Change management plans.</p> <p>Risk assessment sampling.</p> <p>Appraisal and development records</p> <p>Primary related elements. All applicable elements in this section</p>	<p>Management reports Environmental Sustainability Management plan monitoring External accreditation.</p> <p>Evidence of stakeholder participation in performance reviews</p> <p>Contractor approval records</p> <p>Review of training needs</p> <p>Primary related elements (3.01), (3.02), (3.04), (3.06), (3.08), (3.09)</p>	<p>External accreditation</p> <p>Forward planning and objective setting</p> <p>Appraisal reviews corporate reports</p> <p>Primary related elements (4.01), (4.02), (4.03), (4.05), (4.06), (4.07), (4.08)</p>

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	PLAN	DO	CHECK	ACT
Subject area	Section 1 Organisational leadership, commitment and planning (1,750 points)	Section 2 Implementation and operation (1,500 points)	Section 3 Performance monitoring and measurement (1,000 points)	Section 4 Evaluation and continual improvement (750 points)
Management of change	<p>Policy/process for management of change that includes environmental sustainability parameters.</p> <p>Defined roles and responsibilities</p> <p>Evidence of consultation with and participation of stakeholders with change management process.</p> <p>Evidence of that includes environmental sustainability parameters. risk assessment for change management.</p> <p>Primary related elements (1.01), (1.11), (1.12)</p>	<p>Effective environmental sustainability risk control</p> <p>Implementation (observation and review)</p> <p>Training records</p> <p>Environmental sustainability committee meeting minutes</p> <p>Environmental sustainability Risk assessment (change management sampling)</p> <p>Inspection and audit outcomes</p> <p>Primary related elements All applicable elements in this section</p>	<p>Review of change management policy/process</p> <p>Change management project review</p> <p>Top management review process</p> <p>Primary related elements (3.01), (3.02), (3.03), (3.04), (3.06), (3.08), (3.09), (3.10)</p>	<p>Effective monitoring of audit outcomes Inspection records</p> <p>Project meeting minutes</p> <p>Environmental sustainability surveys</p> <p>Environmental sustainability risk assessment reviews</p> <p>Effective understanding and awareness of amended risk assessment, operational controls and procedures (verified through interview and observation)</p> <p>Primary related elements (4.01), (4.02), (4.03), (4.05), (4.06), (4.07), (4.08)</p>

10. Maturity Model

Within this latest specification five elements have been selected whereby clients will be objectively assessed and scored for compliance. The table below are some of the specific evidence requirements that are needed to attain the prescribed marks. The full list will be provided once a five-star audit has been confirmed.

Element	Nothing in Place (0 Marks)	Minimum (40 marks)	Inconsistent (60 Marks)	Effective (80 marks)	Effective (100 marks)
Leadership and commitment 1.01	No evidence of any leadership and commitment	<ul style="list-style-type: none"> Senior person has signed off the Environmental Policy. There is a Senior Manager designated accountable for Environmental Sustainability. Subject matter management's personal objectives include Environmental Sustainability targets. A representative from senior management has had formal training in their Environmental Sustainability responsibilities within the last 5 years. 	<ul style="list-style-type: none"> Senior person has signed off the Environmental Policy. There is a Senior Manager designated accountable for Environmental Sustainability. Subject matter management's personal objectives include Environmental Sustainability targets. Some Senior leadership have had formal training in their Environmental Sustainability responsibilities within the last 5 years. 	<ul style="list-style-type: none"> Senior people have signed off the Environmental Policy. There is a Senior Manager designated accountable for Environmental Sustainability. Most Senior management personal objectives include Environmental Sustainability targets. Most Senior leadership have had formal training in their Environmental Sustainability responsibilities within the last 5 years. 	<ul style="list-style-type: none"> Senior person has signed off the Environmental Policy. There is a Senior Manager designated accountable for Environmental Sustainability. All Senior management personal objectives include Environmental Sustainability targets. All Senior leadership have had formal training in their Environmental Sustainability responsibilities within the last 5 years.
Performance Benchmarking 1.03	No evidence of any external and internal benchmarking	<ul style="list-style-type: none"> No external benchmarking process or procedure exists, and no external and internal benchmarking sources identified. No appropriate KPIs that would allow for internal AND external benchmarking have been set and no evidence of monitoring undertaken with data. No system exists of extracting, collecting, and analysing benchmarking data. No appropriate internal benchmarking KPIs are undertaken that compares metrics (performance benchmarking) and/or practices (practice benchmarking) from different units, product lines, departments, programs, geographies, etc., within the organisation. Benchmarking is NOT undertaken at all functional and operational levels. 	<ul style="list-style-type: none"> Informal external benchmarking process or procedure exists, and no external and internal benchmarking sources identified. No appropriate KPIs that would allow for internal AND external benchmarking have been set and no evidence of monitoring undertaken with data. No system exists of extracting, collecting, and analysing the benchmarking data. No appropriate internal benchmarking KPIs are undertaken that compares metrics (performance benchmarking) and/or practices (practice benchmarking) from different units, product lines, departments, programs, geographies, etc., within the organisation. Benchmarking may be informally understood and undertaken but in limited operational levels. 	<ul style="list-style-type: none"> A formal internal AND external benchmarking process or procedure exists but is limited in range of both external and internal extent of benchmarking sources. A limited series of appropriate KPIs that would allow for internal AND external benchmarking have been set and evidence of monitoring undertaken with data. An informal or formal system exists of extracting, collecting, and analysing the benchmarking data. Five or less limited internal benchmarking KPIs are undertaken that compares metrics (performance benchmarking) and/or practices (practice benchmarking) from different units, product lines, departments, programs, geographies, etc., within the organisation. Benchmarking is NOT undertaken at all functional and operational levels but may be limited to some. 	<ul style="list-style-type: none"> A formal internal AND external benchmarking process or procedure with a wide range of both external and internal extent of benchmarking sources. A wide-ranging series of appropriate KPIs that would allow for internal AND external benchmarking have been set and evidence of monitoring undertaken with data. A formal reporting system exists of extracting, collecting, and analysing the benchmarking data. A wider range (five or more) internal benchmarking KPIs are undertaken that compares metrics (performance benchmarking) and/or practices (practice benchmarking) from different units, product lines, departments, programs, geographies, etc., within the organisation. Benchmarking undertaken at all functional and operational levels. KPIs data such as GRI Indications are published in an externally verified corporate report.

Element	Nothing in Place (0 Marks)	Minimum (40 marks)	Inconsistent (60 Marks)	Effective (80 marks)	Effective (100 marks)
Strategic and Operational Risk 1.08	No evidence of any strategic and Operational Risk	<ul style="list-style-type: none"> No materiality matrix undertaken. Organisation is not aware of the ISO31000 model with no risk management framework that aligns strategic and operational risks. No strategic risk identified, and very limited operational aspects and impacts type risk approach undertaken. Does not use the principles of effective and efficient risk management in the way risk is managed. Has not developed a plan for integrating risk into an organisation's existing arrangements. No specific understanding when questioned of how organisational culture influences the design and implementation of risk management at ANY level. Does not communicate and consult with stakeholders any aspect of risk. 	<ul style="list-style-type: none"> Not documented nor published materiality matrix highlighting the key strategic risks the organisation faces. Organisation is not aware of the ISO31000 model with no risk management framework that aligns strategic and operational risks. No strategic risks identified and only an aspects and impacts type risk approach undertaken. Does not use the principles of effective and efficient risk management in the way risk is managed. Has not developed a plan for integrating risk into an organisation's existing arrangements. No specific understanding when questioned of how organisational culture influences the design and implementation of risk management at ANY level. Does not communicate and consult with stakeholders any aspect of risk. In depth monitoring and review of BOTH strategic and organisational level risk management plan and process and continually improve based on context and lessons learned. 	<ul style="list-style-type: none"> A documented but not published materiality matrix highlighting the key strategic risks the organisation faces. Organisations are not certified but have applied elements of the ISO31000 model with no risk management framework that aligns strategic and operational risks. Both risk matrices are separate and not aligned Uses some of the principles of effective and efficient risk management in the way risk is managed. Has not developed a plan for integrating risk into an organisation's existing arrangements. Limited understanding of how organisational culture influences the design and implementation of risk management related only to operational level risk and not strategic. Limited communication and consultation with stakeholders on then only operational aspects and impacts of risk. Monitor and review the and organisational level risk only management plan and process and continually improve based on context and lessons learned. 	<ul style="list-style-type: none"> A published materiality matrix highlighting the key strategic risks the organisation faces. Organisation is certified to OR has applied the ISO31000 model with full understanding for a risk management framework that aligns strategic and operational risks. Uses the principles of effective and efficient risk management in the way risk is managed; Has developed a plan for integrating risk into an organisation's existing arrangements. Understand how organisational culture influences the design and implementation of risk management at BOTH strategic and organisational level. Communicate and consult with stakeholders on all aspects of strategic and operational risk. In depth monitoring and review of BOTH strategic and operational level risk management plan and process and continually improve based on context and lessons learned.

10.

Maturity Model

Element	Nothing in Place (0 Marks)	Minimum (40 marks)	Inconsistent (60 Marks)	Effective (80 marks)	Effective (100 marks)
Corporate culture for sustainability 1.17, 3.09, 4.06	<p>No evidence of any corporate culture for sustainability</p>	<ul style="list-style-type: none"> • Organisation has no publicly available sustainability strategy and sustainability nor have included environmental sustainability in the organisations mission statement, value systems, KPI and goal setting. • No organisational environmental sustainability culture survey has been undertaken. • Environmental sustainability key performance indicator, a measurable and quantifiable metric used to track progress towards a specific goal or objective have not been determined. • Employees do not have a clear understanding of sustainability concepts and how their role align to the organisational environmental sustainability values. • Employees grasp of sustainability is very weak, with no process of motivating them to discuss and act on sustainability. • No or very weak examples of both senior leadership and employees leading on environmental sustainability initiatives. • Leadership and management have no personal and organisational environmental sustainability focus such as objectives and targets. • No rewarding system that revolves around and includes environmental sustainability is in place for all staff. • The organisation does not foster a safe space for employees to express their thoughts and promote environmental sustainability thinking. • The organisation does not provide a structure for inducing environmental sustainability change through support from managers and colleagues. 	<ul style="list-style-type: none"> • Organisation has a very weak and/or unstructured sustainability strategy but have not included environmental sustainability in the organisations mission statement, value systems, KPI and goal setting. • No organisational environmental sustainability culture survey has been undertaken. • Environmental sustainability key performance indicator, a measurable and quantifiable metric used to track progress towards a specific goal or objective have not been widely determined. • Employees may have some understanding of sustainability concepts and how their role align to the organisational environmental sustainability values. • Employees grasp of sustainability is variable, with an informal process of motivating them to discuss and act on sustainability. • Weak examples of both senior leadership and employees leading on environmental sustainability initiatives. • Leadership and management have no formal personal and organisational environmental sustainability focus such as objectives and targets. • An informal rewarding system that revolves around and includes environmental sustainability is not in place for all staff. • The organisation does not foster a safe space for employees to express their thoughts and promote environmental sustainability thinking. Only has a EHS meeting. • The organisation provides an informal structure for inducing environmental sustainability change through support from managers and colleagues. Mainly a EHS meeting. 	<ul style="list-style-type: none"> • Organisation has a publicly available sustainability strategy (to include environmental sustainability), and sustainability is included in the organisations mission statement, value systems, KPI and goal setting. • An in depth organisational environmental sustainability culture survey been undertaken but limited in number undertaken so trends in understanding environmental sustainability culture have not been undertaken. • Environmental sustainability key performance indicator, a measurable and quantifiable metric used to track progress towards a specific goal or objective fully embedded in some (but not all) functions. • Most employees have a clear understanding of sustainability concepts and how their role align to the organisational environmental sustainability values. • Most employees grasp of sustainability is strong, motivating them to discuss and act on sustainability. • Some limited examples of both senior leadership and employees leading on environmental sustainability initiatives. • A rewarding system that revolves around and includes environmental sustainability is in place but limited in application. • The organisation openly fosters a safe space for employees to express their thoughts and promote environmental sustainability thinking. • The organisation provides a structure for inducing environmental sustainability change through support from managers and colleagues. This shows that sustainability is one of the core values and that the organisation nurtures sustainable initiatives and mindsets. 	<ul style="list-style-type: none"> • Organisation has a publicly available sustainability strategy (to include environmental sustainability), and sustainability is included in the organisations mission statement, value systems, KPI and goal setting. • A wide scale in depth organisational environmental sustainability culture survey been undertaken over several phases (years) and trends in understanding environmental sustainability culture are undertaken. • Environmental sustainability key performance indicator, a measurable and quantifiable metric used to track progress towards a specific goal or objective fully embedded throughout all functions. • All employees have a clear understanding of sustainability concepts and how their role align to the organisational environmental sustainability values. • Employees grasp of sustainability is very strong, motivating them to discuss and act on sustainability. • Examples of both senior leadership and employees leading on environmental sustainability initiatives. • A clear rewarding system that revolves around and includes environmental sustainability is in place. • The organisation openly fosters a safe space for employees to express their thoughts and promote environmental sustainability thinking. • The organisation provides a structure for inducing environmental sustainability change through support from managers and colleagues. This shows that sustainability is one of the core values and that the organisation nurtures sustainable initiatives and mindsets

Element	Nothing in Place (0 Marks)	Minimum (40 marks)	Inconsistent (60 Marks)	Effective (80 marks)	Effective (100 marks)
Knowledge management, competency, and training 1.11. 3.08, 4.05	<p>No evidence of any Knowledge management, competency, and training implementation.</p>	<ul style="list-style-type: none"> A job specific induction program is in place but does NOT take into consideration the environmental sustainability risks and requirements associated with the person's work activity. A general environmental sustainability (EHS) induction program is in place. Environmental sustainability training needs analysis done in ad hoc manner. A general induction program is in place which covers only OH&S risks and requirements with very limited recourse to wider environmental sustainability. No KMS system in place 	<ul style="list-style-type: none"> A job specific induction program is in place that takes into consideration the environmental sustainability risks and requirements risks associated with the person's work activity. A general environmental sustainability (EHS) induction program is in place. Environmental sustainability training needs identification done. Environmental sustainability training Matrix and Training Calendar available (who attends which training) R&R includes some aspects of Environmental sustainability competency requirements. Environmental sustainability training effectiveness (assessment of understanding) checks carried out at times. A general induction program is in place which covers mainly environmental sustainability risks and requirements but limited Environmental sustainability. An informal and variable KMS in place to: <ul style="list-style-type: none"> Acquiring knowledge Applying knowledge Retaining knowledge Handling knowledge 	<ul style="list-style-type: none"> A documented learning / environmental sustainability training needs analysis done. environmental sustainability training Matrix and Training Calendar available. A job specific induction program is in place that takes into consideration the environmental sustainability risks and requirements associated with the person's work activity. A general induction program is in place which covers environmental sustainability risks and requirements. The effectiveness of environmental sustainability training programs includes an assessment of understanding which is on completion of the course. R&R includes some aspects of environmental sustainability competency requirements. Refresher trainings carried out on key topics. CPD program is in place. A formal KMS system in place to: <ul style="list-style-type: none"> Acquiring knowledge Applying knowledge Retaining knowledge Handling knowledge 	<ul style="list-style-type: none"> A job specific environmental sustainability induction program is in place that takes into consideration the environmental sustainability risks and requirements associated with the person's work activity. A standalone environmental sustainability induction is in place that highlights the risks and requirements. A documented learning needs analysis is undertaken at least every two years. R&R must include core environmental sustainability competency requirements. There must be a documented procedure for the management of environmental sustainability competence and training. The delivery of environmental sustainability training programs considers the ability, learning style and language. Environmental sustainability Training programs include an assessment of understanding which is done within three months of the training event. Evidence of environmental sustainability training effectiveness. Refresher environmental sustainability trainings carried out on key / critical topics. Matured CPD program coming out of various analysis is in place. A formal KMS system in place to: <ul style="list-style-type: none"> Acquiring knowledge Applying knowledge Retaining knowledge Handling knowledge (see column one)

Element	Nothing in Place (0 Marks)	Minimum (40 marks)	Inconsistent (60 Marks)	Effective (80 marks)	Effective (100 marks)
Management of Change 1.12	No evidence of any Management of Change	<ul style="list-style-type: none"> A simple procedure on MoC is in place. A checklist is used to address the points related to intended change. Simple risk assessment is carried for some changes. There is a communication process, however it doesn't reach all stakeholders in MoC. 	<ul style="list-style-type: none"> The procedure contains some elements of MoC. Some determination of planned, unplanned, temporary, or permanent change categorised. Basic assessment of environmental sustainability risk for a change event included. Simple environmental sustainability risk assessment is carried for some changes Evidence of understanding of elements Management of Change of 'What can go wrong' with the implementation of intended change has been recorded. Those concerned get communicated before and after the change has been implemented. Ad hoc involvement of the stakeholders. 	<ul style="list-style-type: none"> The procedure contains many essential elements of MoC. Some determination of planned unplanned, temporary, or permanent change categorised. Good assessment of environmental sustainability risk for a change event included with documented evidence of an event undergone the formal process of MoC. The team undertaking change clearly understand the benefit of environmental sustainability assessment before initiating MoC. Impact on environmental sustainability is analysed through risk assessment before initiating change. MoC documentation and communication to those concerned is defined. Evidence of stakeholders' involvement in MoC process. 	<ul style="list-style-type: none"> Defined document procedure for management of change. Determination of planned unplanned, temporary or permanent change categorised. Evidence of stakeholder involvement in the MoC process. There must be defined responsibilities roles and accountabilities. The process must include assessment of potential environmental sustainability risk and opportunities resulting from the change. Process includes the re-assessment of competency. Defined communications strategy on completion of change and records / documentation updated. Controls on temporary changes ensured. Organisational change is considered within any MoC process. People involved in MoC have undergone training. Evidence that the changes in processes, equipment, people have undergone formal process of MoC with sign off the concerned

Element	Nothing in Place (0 Marks)	Minimum (40 marks)	Inconsistent (60 Marks)	Effective (80 marks)	Effective (100 marks)
Supply chain Management 1.14 3.04	No evidence of any Supply chain Management.	<ul style="list-style-type: none"> • Organisation has NO documented Procedure or Process for the approval of contractors /suppliers / outsourcing. • Organisation has NO signed and dated publicly available sustainable purchasing policy. • The environmental sustainability performance of key contractor / suppliers is NOT monitored. • Environmental incidents / near misses / complaints involving contractors / suppliers are NOT included within relevant organisational statistics. • Evidence that reports of non-conformances / poor performance of contractors / suppliers are NOT escalated to senior management and that contractors / suppliers are informed of the findings arising from formal monitoring. 	<ul style="list-style-type: none"> • Organisation has an informal but not documented Procedure or Process for the approval of contractors /suppliers / outsourcing. • The process includes prior approval based on three or less of the below: <ul style="list-style-type: none"> – formal assessment and approval by competent persons internally – confirmation of all relevant documentation – relevant risk assessment(s) and method statement(s)? – competency requirements – Insurance documentation – Environmental/ HSE policy and arrangements – external accreditation – previous performance (including any compliance breaches) – client references • Organisation has NO signed and dated sustainable purchasing policy • The environmental sustainability performance of key contractor / suppliers is only informally monitored in an ad hoc way. • Environmental incidents / near misses / complaints involving contractors / suppliers are not included within relevant organisational statistics. • No evidence that reports of non-conformances / poor performance of contractors / suppliers escalated to senior management and that contractors / suppliers are informed of the findings arising from formal monitoring. 	<ul style="list-style-type: none"> • Organisation has a formal documented Procedure or Process for the approval of contractors /suppliers / outsourcing. • The process includes prior approval based on most of the below: <ul style="list-style-type: none"> – formal assessment and approval by competent persons internally – confirmation of all relevant documentation – relevant risk assessment(s) and method statement(s)? – competency requirements – Insurance documentation – Environmental/ HSE policy and arrangements – external accreditation – previous performance (including any compliance breaches) – client references • Organisation has signed and dated sustainable purchasing policy but IS NOT publicly available. • The environmental sustainability performance of key contractor / suppliers is informally monitored. • Environmental incidents / near misses / complaints involving contractors / suppliers are sometimes included within relevant organisational statistics. • Some evidence that reports of non-conformances / poor performance of contractors / suppliers escalated to senior management and that contractors / suppliers are informed of the findings arising from formal monitoring. 	<ul style="list-style-type: none"> • Organisation has a formal documented Procedure or Process for the approval of contractors / suppliers / outsourcing. • The process includes prior approval based on ALL of the below: <ul style="list-style-type: none"> – formal assessment and approval by competent persons internally – confirmation of all relevant documentation – relevant risk assessment(s) and method statement(s)? – competency requirements – Insurance documentation – Environmental/ HSE policy and arrangements – external accreditation – previous performance (including any compliance breaches) – client references • Organisation has signed and dated publicly available sustainable purchasing policy. • The environmental sustainability performance of key contractor / suppliers is formally monitored. • Environmental incidents / near misses / complaints involving contractors / suppliers are included within relevant organisational statistics. • Evidence that reports of non-conformances / poor performance of contractors / suppliers escalated to senior management and that contractors / suppliers are informed of the findings arising from formal monitoring.



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