



Globe of Honour 2026

Chief Adjudicator's Report

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In 2026, two submissions were received for the Globe of Honour awards and both (100%) were adjudged to have reached the pass standard.

There is no quota of Globes to be awarded and nor will there be in future years. If every applicant meets the minimum criteria, every applicant will be awarded a Globe of Honour.

General Comments

A maximum of 60 marks are available for the written aspect of the Globe of Honour application. With the pass standard set high, it remains important that every element of each question is answered fully. The best submissions follow the marking scheme closely and provide suitable, well-selected examples rather than broad descriptions of environmental systems or existing programmes. The previous year's Chief Adjudicator's Report remains a useful source of advice to applicants preparing future entries.

The 2026 marking scheme confirms that marks are awarded for the written application, with the Five Star Environmental Audit serving as the right of entry. Nevertheless, relevant reference to the outcomes of that recent audit is an explicit requirement of every question. A general statement about a positive audit result is not the same as demonstrating how a finding or recommendation is being used to improve environmental performance.

Both of this year's applicants achieved the pass standard and are to be commended for the time, consideration and effort devoted to their submissions. With only two applications it would be inappropriate to draw broad conclusions about the wider field. However, the assessment did reveal differences in the depth and completeness with which the organisations explained the move from audit findings to future action, ownership, measurement and cultural improvement.

The strongest responses gave a clear account of the groups involved, the arrangements used to encourage participation and the audit-related improvements which followed. Good evidence was also provided of operational managers and front-line supervisors contributing to compliance, environmental culture and performance. The more challenging elements concerned the prioritisation and governance of next-year audit actions and the distinction between established activity and future programmes intended to strengthen environmental culture.

I would again remind applicants that answers should not exceed 750 words per question (3,000 words in total) and that this word allowance is best used to answer the precise question set. The marking scheme should be referred to throughout the application process, particularly where it requires an explanation of the methods used, a range of specific examples or evidence of the improvement intended.

Specifically, the strongest submissions:

- Identified relevant employee groups and described practical means by which those groups could participate in environmental improvement.

- Provided clear, site-specific examples rather than relying on general policy statements.
- Distinguished the day-to-day role of operational managers and front-line supervisors in leading and managing environmental performance.
- Related environmental initiatives, governance and cultural measures to the recent Five Star Environmental Audit.
- Where applicable, explained future actions through ownership, milestones, performance measures and arrangements for review.

Less complete responses commonly:

- Discussed established environmental programmes when the question asked what would be done during the next year.
- Identified audit priorities without consistently explaining how they would be ranked, assigned, resourced and tracked.
- Provided historical performance evidence without always demonstrating how recent audit findings would shape future actions.
- Referred to engagement and culture without fully describing how feedback would be used, behaviours reinforced or change measured.
- Made links to audit sections without always showing the practical connection between the findings and the example described.

The high standard demanded by the Globe of Honour makes the difference between a good answer and a complete answer particularly important. A well-run environmental management programme can offer strong evidence, but the response must explain its relevance to the specific question and to the recent audit.

Applicants should also be mindful of the distinction between leading, managing and assuring improvement. Effective environmental leadership includes the active participation of the workforce and the translation of strategic aims into actions which are owned, implemented and reviewed at an operational level.

Main Business Activities

Whilst marks are not awarded for this section, it is important that applicants clearly describe the main business activities, those involved and the most significant environmental risks and issues. This section underpins the whole application by providing the adjudicator with a useful understanding of the organisation, its activities and its environmental risk profile. Applicants should ensure that the context is sufficiently specific to explain why the audit outcomes and future initiatives discussed in their responses are material.

Q1: With relevant reference to the outcomes from your recent Five Star Environmental Audit, explain how the site ensures the participation of all employee groups in the establishment and/or continual improvement of environmental programmes.

- **High scoring applicants (11–15)** – Both submissions scored within the top mark band on this question. They identified a broad range of relevant employee groups and described practical participation arrangements, including consultation, working groups, suggestion schemes, training and communication. Strong examples demonstrated improvements in environmental arrangements and engagement linked to the recent audit. To gain the very highest marks, applicants must demonstrate consistently that all relevant groups were systematically identified and included.
- **Mid scoring applicants (6–10)** – Under the marking scheme, an adequate answer would identify some employee groups and participation routes but offer less depth on the practical arrangements, coverage of the whole workforce or how participation contributed to improvement and culture.
- **Lower mark band (0–5)** – The marking scheme describes basic accounts of participation, with little information on how relevant groups were identified and included and few examples of audit-related improvement.

Q2: With relevant reference to the outcomes from your recent Five Star Environmental Audit, explain how the organisation will prioritise, govern and deliver actions from the audit to improve environmental performance during the next year.

- **High scoring applicants (11–15)** – One submission demonstrated a clear and structured approach to converting audit findings into actions, including prioritisation, assignment of ownership, milestones, tracking, senior oversight and escalation. The stronger answer linked a range of planned actions to specific audit findings and showed how delivery would be governed. Further explanation of the environmental outcomes to be achieved, as distinct from completion of actions, would have strengthened the evidence still further.
- **Mid scoring applicants (6–10)** – The other submission identified relevant environmental priorities, oversight arrangements and measures, but the full process for evaluating and ranking audit findings, allocating responsibilities and resources, and tracking each action through the next year was less clearly explained. Some examples related more to established organisational programmes than to identifiable actions arising from the recent audit.

- **Lower mark band (0–5)** – The marking scheme identifies basic descriptions of the audit output, with little detail on prioritisation, ownership, resources, timescales or assurance and few examples of how planned action will improve environmental performance.

Q3: With relevant reference to the outcomes from your recent Five Star Environmental Audit, describe how operational management and front-line supervisors lead and manage the organisation to improve environmental performance both now and in the future.

- **High scoring applicants (11–15)** – Both submissions achieved the top mark band. They showed how operational managers and front-line supervisors contribute through visible leadership, training, environmental controls, workforce engagement and performance monitoring. The stronger accounts distinguished oversight from day-to-day delivery. Further improvement could be achieved by setting out the supervisors' distinct leadership role more explicitly and linking a greater proportion of examples to specific audit outcomes and future improvement.
- **Mid scoring applicants (6–10)** – The marking scheme describes adequate answers that identify these roles and some contributions to compliance, engagement and culture, but do not fully explain the distinction between leading and managing or the contribution of operational teams to longer-term improvement.
- **Lower mark band (0–5)** – The marking scheme identifies limited role definitions, a mainly compliance-led account and few audit-linked examples of current and future environmental improvement.

Q4: With relevant reference to the outcomes from your recent Five Star Environmental Audit, explain how the organisation will use the audit output to strengthen environmental culture, participation and engagement during the next year.

- **High scoring applicants (11–15)** – One submission set out a clear next-year programme informed by audit outcomes and included relevant activities, stakeholder participation and measures by which progress could be assessed. The strongest evidence showed how environmental culture, employee engagement and organisational priorities would be developed through planned initiatives rather than simply described as existing strengths.
- **Mid scoring applicants (6–10)** – The other submission provided a broad account of engagement activities, communication and performance measures, but relied more heavily on existing and historical programmes. The explanation of how the recent audit would drive specific actions, how feedback would influence those actions and how cultural progress would be measured during the next year was less complete.
- **Lower mark band (0–5)** – The marking scheme describes a basic account of environmental culture or engagement with little detail of next-year initiatives, feedback, involvement, measures or links to recent audit outcomes.

Conclusion

This year's Globe of Honour assessment again demonstrates that successful applications require more than evidence of effective environmental management arrangements. The written submission must explain how relevant outcomes from the recent Five Star Environmental Audit are used to drive participation, action, leadership and cultural improvement.

Both organisations achieved the required standard, although the relative strengths of their answers varied. Of particular importance for future applicants is a clear distinction between reporting what has been achieved and explaining what will be done during the next year, by whom, within what timeframe and with what evidence of improvement.

The adjudication panel commends both successful applicants and encourages future entrants to make full use of the questions, marking scheme and this report when preparing their submissions. The most persuasive examples remain those which connect a defined audit outcome with appropriate action and a clear environmental benefit.