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Event sustainability management systems — Requirements with guidance for use

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National foreword

This British Standard is the UK implementation of ISO 20121:2012.
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INTERNATIONAL STANDARD

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Event sustainability management systems — Requirements with guidance for use

Systèmes de management responsable appliqués à l'activité événementielle — Exigences et recommandations de mise en œuvre

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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.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO 20121 was prepared by Project Committee ISO/PC 250, *Sustainability in event management*.

Introduction

Events are sometimes, by their nature, high profile and transient, with both positive and negative social, economic and environmental impacts. This International Standard has been drafted to help organizations and individuals improve the sustainability of their event-related activities.

This International Standard specifies the requirements of an event sustainability management system to improve the sustainability of events. It is applicable to all types and sizes of organizations involved in the design and delivery of events and accommodates diverse geographical, cultural and social conditions. At the same time it requires organizations to recognize their relationship with and impact on society and society's expectations of events.

A management system standard challenges an organization to improve its process and thinking to lead to continual performance improvement and allows the organization the flexibility to be more creative about the delivery of event-related activities without detracting from the aim of the event. A management system standard is not a checklist or a reporting framework or a method of evaluating event sustainability performance.

This International Standard is intended to be applied flexibly and will allow organizations that have not formally addressed sustainable development to start to implement an event sustainability management system. Organizations with existing management systems will be able to integrate the requirements of this International Standard into their existing systems. All organizations will benefit from the process of continual improvement over time.

The complexity of the system and the extent of documentation and the resources devoted to it will be proportional to its defined scope, the size of the organization and the nature of the organization's activities, products and services. This is particularly the case for small and medium sized enterprises.

The success of the system depends on commitment from all levels and functions, especially from top management. In addition, in order for such a management system to be successful, it needs to be flexible and integrated within the event management process and not just regarded as a component to be added on. For maximum effectiveness, its influence needs to extend throughout the supply chain, as well as the identified stakeholders. Figure 1 provides an overview of the event sustainability management system model for this International Standard.

This International Standard can be used to prove compliance, as detailed in the Scope.

Plan

Continual improvement

Do

Check

Act

Identify and engage interested parties **(4.2)**

Determine scope of the management system **(4.3)**

Define governing principles of sustainable development **(4.5)**

Establish and document policy **(5.2)**

Assign and communicate roles and responsibilities **(5.3)**

Identify and evaluate issues. Set objectives and plans to achieve them **(6)**

Provide resources and ensure sufficient competencies and awareness **(7.1 - 7.3)**

Maintain internal and external communications **(7.4)**

Create and maintain documentation and procedures required for system effectiveness **(7.5)**

Establish and implement process for operational control and supply chain management **(8)**

Monitor and evaluate system performance, including internal audits and management review **(9)**

Identify nonconformities and take corrective action **(10.1)**

Figure 1 — Event sustainability management system model for this International Standard

INTERNATIONAL STANDARD

Event sustainability management systems — Requirements with guidance for use

1 Scope

This International Standard specifies requirements for an event sustainability management system for any type of event or event-related activity, and provides guidance on conforming to those requirements.

This International Standard is applicable to any organization that wishes to:

— establish, implement, maintain and improve an event sustainability management system;

— ensure that it is in conformity with its stated sustainable development policy;

— demonstrate voluntary conformity with this International Standard by

— first party (self-determination and self-declaration),

— second party (confirmation of conformance by parties having an interest in the organization, such as clients, or by other persons on their behalf), or

— an independent third party (e.g. a certification body).

This International Standard has been designed to address the management of improved sustainability throughout the entire event management cycle.

Additional guidance and information is provided in the annexes to support its implementation.

2 Normative references

There are no normative references.

3 Terms and definitions

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

3.1
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its **objectives** (3.6)

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: For organizations with more than one operating unit, a single operating unit may be defined as an organization.

3.2
sustainability
degree of **sustainable development** (3.3) in the context of the **organization** (3.1) or **event** (3.8)

3.3
sustainable development
development that meets the needs of the present without compromising the ability of future generations to meet their own needs

Note 1 to entry: The process provides an enduring, balanced approach to economic activity, environmental responsibility and social progress.

Note 2 to entry: Sustainable development is about integrating the goals of a high quality of life, health and prosperity with social justice and maintaining the earth's capacity to support life in all its diversity. These social, economic and environmental goals are interdependent and mutually reinforcing. Sustainable development can be treated as a way of expressing the broader expectations of society as a whole.

[SOURCE: ISO 26000:2010, 2.23, modified — Note 1 to entry has been added.]

3.4
risk
effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential "events" (as defined in ISO Guide 73:2009, 3.5.1.3) and "consequences" (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of events and consequences.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated "likelihood" (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

Note 5 to entry: In Notes 3 and 4 to entry, the term "event" does not refer to the term "event" as defined in 3.8.

3.5
policy
intentions and direction of an **organization** (3.1) as formally expressed by its **top management** (3.25)

3.6
objective
result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels [such as strategic, organization-wide, project, product and **process** (3.27)]. An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as an event sustainability objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as an event sustainability objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of event sustainability management systems standards, event sustainability objectives are set by the organization, consistent with the event sustainability policy, to achieve specific results.

3.7
target
detailed performance requirement, applicable to the organization, that arises from the **objectives** (3.6) and that needs to be set and met in order to achieve those objectives

Note 1 to entry: Targets may apply to an organization's activities, products or services. They may also apply to **events** (3.8) in whole or in part.

[SOURCE: ISO 14001:2004, 3.12, modified — Term has been shortened from "environmental target"; Note 1 to entry has been added.]

3.8
event
planned gathering with respect to time and a place where an experience is created and/or a message is communicated

3.9
event management cycle
stages and activities of an **event** (3.8) (including products and services involved), from research, conception and planning through to implementation, review and post-event activities

3.10
event organizer
entity that produces and/or manages all or some aspects of an **event** (3.8)

Note 1 to entry: An event organizer can be a company, a body or an **organization** (3.1).

Note 2 to entry: The event organizer is not necessarily the **event owner** (3.11).

3.11
event owner
entity that commissions the **event** (3.8)

Note 1 to entry: For the purposes of this International Standard, the event owner could be the **event organizer** (3.10).

3.12
end user
user taking the role of consumer

EXAMPLE   Being at the end of a value or delivery chain.

3.13
attendee
organization and/or individual that takes part in an **event** (3.8) for the primary purpose of receiving services or content

3.14
participant
organization (3.1) and/or individual that takes an active part in the contents of an **event** (3.8)

3.15
accessibility
usability of a product, service, environment or facility by people with the widest range of capabilities

Note 1 to entry: This definition is related to the fundamental principle of universal accessibility in the United Nations Convention on the Rights of Persons with Disabilities[13], which outlines the requirements to be fulfilled by environments, processes, goods, products and services, objects, instruments, tools and devices in order to be understandable, usable and viable for all people in safe and comfortable conditions, and as independently and naturally as possible.

3

Note 2 to entry: This definition also refers to ISO 26800, which states the extent to which products, systems, services, environments and facilities can be used by people from a population with the widest range of characteristics and capabilities to achieve a specified goal in a specified context of use.

3.16
interested party
stakeholder
person or **organization** (3.1) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

Note 1 to entry: This can be an individual or group that has an interest in any decision or activity of an organization.

3.17
inclusivity
practice of fair treatment and meaningful involvement of all **interested parties** (3.16)

Note 1 to entry: Inclusivity refers to all interested parties, regardless of race, age, gender, colour, religion, sexual orientation, culture, national origin, income, disability (mental, intellectual, sensorial and physical) or any other form of discrimination.

3.18
integrity
adherence to ethical principles

Note 1 to entry: Behaviour that is in accordance with accepted principles of right or good conduct in the context of a particular situation and is consistent with international norms of behaviour.

3.19
legacy
resulting remains of an **event** (3.8)

Note 1 to entry: Legacy includes the enduring physical, economic, social and environmental impacts of an event or events.

Note 2 to entry: Legacy also includes non-material elements, including new capacities acquired as a consequence of events, e.g. new knowledge, training, standards, best practices, skills, **organizations** (3.1), systems, relationships, partnerships and innovations.

3.20
stewardship
responsibility for **sustainable development** (3.3) shared by all those whose actions affect environmental performance, economic activity, and social progress, reflected as both a value and a practice by individuals, **organizations** (3.1), communities, and competent authorities

3.21
transparency
openness about decisions and activities that affect society, the economy and the environment, and willingness to communicate these in clear, accurate, timely, honest and complete manner

Note 1 to entry: Transparency also includes openness about the outcomes of decisions and activities.

[SOURCE: ISO 26000:2010, 2.24, modified — Note 1 to entry has been added.]

3.22
supplier
organization (3.1) providing products, services or facilities

3.23
supply chain
sequence of activities or parties that provides products or services to the **organization** (3.1)

[SOURCE: ISO 26000:2010, 2.22, modified — Note has been deleted.]

3.24
management system
set of interrelated or interacting elements of an **organization** (3.1) to establish **policies** (3.5) and **objectives** (3.6) and **processes** (3.27) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The system elements include the organization's structure, roles and responsibilities, planning, operation, etc.

Note 3 to entry: The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

3.25
top management
person or group of people who directs and controls an **organization** (3.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the **management system** (3.24) covers only part of an organization then top management refers to those who direct and control that part of the organization.

3.26
requirement
need or expectation that is stated, generally implied or obligatory

Note 1 to entry: "Generally implied" means that it is customary or common practice for the organization and interested parties that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, for example in documented information.

3.27
process
set of interrelated or interacting activities which transforms inputs into outputs

3.28
procedure
specified way to carry out an activity or a **process** (3.27)

Note 1 to entry: A procedure may not always be formally documented.

[SOURCE: ISO 9000:2005, 3.4.5, modified — Note 1 to entry has replaced the two original notes.]

3.29
best practice
documented process or product developed by the user community, consisting of suppliers and customers, teaming for the purpose of establishing industry guidelines

[SOURCE: ISO 14621-1:2003, 2.1.1]

5

3.30
competence
ability to apply knowledge and skills to achieve intended results

3.31
documented information
information required to be controlled and maintained by an **organization** (3.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media and from any source.

Note 2 to entry: Documented information can refer to

— the **management system** (3.24), including related **processes** (3.27)

— information created in order for the organization to operate (documentation);

— evidence of results achieved (records).

3.32
performance
measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the management of activities, **processes** (3.27), products (including services), systems or **organizations** (3.1).

3.33
outsource (verb)
make an arrangement where an external **organization** (3.1) performs part of an organization's function or **process** (3.27)

Note 1 to entry: An external organization is outside the scope of the **management system** (3.24), although the outsourced function or process is within the scope.

3.34
monitoring
determining the status of a system, a **process** (3.27) or an activity

Note 1 to entry: To determine the status, there may be a need to check, supervise or critically observe.

3.35
measurement
process (3.27) to determine a value

Note 1 to entry: For the purposes of this International Standard, "value" may be taken to mean numerical or ethical values.

3.36
audit
systematic, independent and documented **process** (3.27) for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

Note 2 to entry: "Audit evidence" and "audit criteria" are defined in ISO 19011.

3.37
effectiveness
extent to which planned activities are realized and planned results achieved

3.38
conformity
fulfilment of a **requirement** (3.26)

3.39
nonconformity
non-fulfilment of a **requirement** (3.26)

3.40
corrective action
action to eliminate the cause of a **nonconformity** (3.39) and to prevent recurrence

Note 1 to entry: In the case of other undesirable outcomes, action is necessary to minimize or eliminate the causes and to reduce the impact or prevent recurrence. Such actions fall outside the concept of "corrective action" in the sense of this definition.

3.41
continual improvement
recurring activity to enhance **performance** (3.32)

3.42
context
environment in which the **organization** (3.1) seeks to achieve its **objectives** (3.6)

[SOURCE: ISO Guide 73:2009, 3.3.1.1 and 3.3.1.2, modified]

Note 1 to entry: Context can be external or internal. See Clause A.3.

3.43
preventive action
action to eliminate the cause of a potential **nonconformity** (3.39)

3.44
impact
positive or negative change to society, economy or the environment, wholly or partially resulting from past and present decisions and activities

4   Context of the organization

4.1   Understanding of the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its event sustainability management system.

NOTE 1   The term "issue" in this subclause is synonymous with "context" as defined in 3.42.

NOTE 2   The organization is as outlined in 4.3 and 4.4.

4.2   Understanding the needs and expectations of interested parties

The organization shall determine:

—   the interested parties that are relevant to the event sustainability management system;

—   the requirements of these interested parties (i.e. their needs and expectations whether stated, implied or obligatory).

The organization shall establish, implement and maintain a procedure for the identification of and engagement with interested parties on the identified and emerging sustainable development issues relating to its role in the value chain of events. The organization shall document the outputs from its engagement with interested parties.

The identification of interested parties shall, where applicable, encompass the following:

a) event organizer;

b) event owner;

c) workforce;

d) supply chain;

e) participants;

f) attendees;

g) regulatory bodies;

h) community.

4.3 Determining the scope of the event sustainability management system

The organization shall determine the boundaries and applicability of the event sustainability management system to establish its scope.

When determining this scope, the organization shall consider

— the external and internal issues referred to in 4.1, and

— the requirements referred to in 4.2.

The scope shall be available as documented information.

4.4 Event sustainability management system

The organization shall establish, implement, maintain and continually improve an event sustainability management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard.

4.5 Sustainable development principles, statement of purpose and values

The organization shall define its governing principles of sustainable development in the form of a statement of purpose and values. The organization's governing principles of sustainable development regarding event management shall include, at least, considerations for stewardship, inclusivity, integrity and transparency. The organization shall define and document its primary purpose and values with respect to its activities, products and services that relate specifically to events.

The principles, purpose and values of the organization shall provide a framework for setting its policies, objectives and targets, as defined within the scope of its event sustainability management system.

5   Leadership

5.1   Leadership and commitment

Top management shall demonstrate leadership and commitment with respect to the event sustainability management system by:

— ensuring that policies and objectives are established for the event sustainability management system and are compatible with the strategic direction of the organization;

— ensuring the integration of the event sustainability management system requirements into the organization's business processes;

— ensuring that the resources needed for the event sustainability management system are available;

— communicating the importance of effective event sustainability management and conforming to the event sustainability management system requirements;

— ensuring that the event sustainability management system achieves its intended outcome(s);

— directing and supporting persons to contribute to the effectiveness of the event sustainability management system;

— promoting continual improvement;

— supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

NOTE   Reference to "business" in this International Standard is intended to be interpreted broadly to mean those activities that are core to the purposes of the organization's existence.

5.2   Policy

5.2.1   Top management shall establish a sustainable development policy that:

a)   is appropriate to the purpose of the organization;

b)   provides a framework for setting sustainable development objectives;

c)   includes a commitment to satisfy applicable requirements;

d)   includes a commitment to continual improvement of the event sustainability management system.

The sustainable development policy shall:

— be available as documented information;

— be communicated within the organization;

— be available to interested parties, as appropriate;

— include a commitment to leadership within the field of event sustainability management;

— reference its statement of purpose and values;

— include the organization's commitment to its governing sustainable development principles within its defined scope.

5.2.2   The organization shall retain documented information on the policy.

The sustainable development policy shall represent the foundation for all event-related activities, products and services. The sustainable development policy shall take into consideration requirements as they relate to:

a)   supply chain organizations (product, facility and service providers);

b)   the event management cycle, from conception and planning through to implementation, review and post-event activities;

c)   output from engagement with interested parties (see 4.2);

d)   the needs of end users;

e)   legacy issues.

5.3   Organizational roles, responsibilities and authorities

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

Top management shall assign the responsibility and authority for:

—   ensuring that the event sustainability management system conforms to the requirements of this International Standard;

—   reporting on the performance of the event sustainability management system to top management.

6   Planning

6.1   Actions to address risks and opportunities

6.1.1   General

When planning for the event sustainability management system, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed to:

—   ensure the event sustainability management system can achieve its intended outcome(s);

—   prevent, or reduce, undesired effects;

—   achieve continual improvement.

The organization shall plan:

a)   actions to address these risks and opportunities;

b)   how to:

    —   integrate and implement the actions into its event sustainability management system processes (see 8.1);

    —   evaluate the effectiveness of these actions (see 9.2).

When carrying out planning activities, the organization shall ensure operational adherence to, and the enhancement of, the governing principles of sustainable development relating to event management.

6.1.2 Issue identification and evaluation

The organization shall establish, implement and maintain a procedure to identify its sustainable development issues and to evaluate their significance associated with its event-related activities, products and services within the defined scope of the management system.

The identification of issues shall, where applicable, encompass the following:

a) environmental – resource utilization, materials choice, resource conservation, emissions reduction, biodiversity and nature preservation, releases to land, water and air;

b) social – labour standards, health and safety, civil liberties, social justice, local community, indigenous rights, cultural issues, accessibility, equity, heritage and religious sensitivities;

c) economic – return on investment, local economy, market capacity, shareholders value, innovation, direct and indirect economic impact, market presence, economic performance, risk, fair trade and profit sharing.

In addition to those sustainable development issues that an organization can control directly, an organization shall also consider issues that it can influence.

The criteria used for the evaluation of significance shall be documented and shall include a consideration of feedback from interested parties, and the identification of new emerging issues. The outputs of the procedure shall be documented, kept up to date and shared with relevant interested parties.

NOTE   Many issues cut across economic, social and environmental categories. These could include food and beverage, governance, transport, venue selection, supplier selection, accessibility, animal welfare, corruption, product responsibility, etc.

6.1.3 Legal and other requirements

The organization shall establish, implement, maintain and revise periodically a procedure to identify, and have access to, current and emerging legal and other requirements, to which the organization subscribes.

In countries where the law or its implementation does not provide for minimum environmental, social or economic safeguards, an organization should aspire to achieve international best practice where deemed to not conflict with national law.

The organization shall ensure that the applicable legal requirements and other requirements to which it subscribes are taken into account and complied with in establishing, implementing and maintaining its management system.

6.2 Event sustainability objectives and how to achieve them

The organization shall establish event sustainability objectives at relevant functions and levels. The organization shall ensure that supporting targets are established.

The event sustainability objectives shall:

a) be consistent with the sustainable development policy;

b) be measurable (if practicable);

c) take into account applicable requirements;

d) be monitored;

e) be communicated;

f) be updated as appropriate;

g) be based upon

   1) statement of purpose and values,

   2) legal and other requirements,

   3) technological options,

   4) financial, operational and business requirements,

   5) legacy issues,

   6) consideration of alternative options for improved event sustainability to find the best overall available solution(s),

   7) the greatest improvement practically possible, within the objective's timescale and the organization's capacity to address it,

   8) interested party feedback, and

   9) relevant supply chain issues.

The organization shall retain documented information on the event sustainability objectives.

When planning how to achieve its event sustainability objectives, the organization shall determine:

— what will be done;

— what resources will be required;

— who will be responsible;

— when it will be completed;

— how the results will be evaluated.

7 Support

7.1 Resources

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the event sustainability management system.

Resources shall include staffing, competency, training, infrastructure, technology and finance.

7.2 Competence

The organization shall:

— determine the necessary competence of person(s) doing work under its control that affects its event sustainability performance;

— ensure that these persons are competent on the basis of appropriate education, training, or experience;

— where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;

— retain appropriate documented information as evidence of competence;

— review and update training and development programmes periodically to ensure essential competencies and associated training needs are identified and provided.

NOTE   Applicable actions can include, for example: the provision of training to, the mentoring of, or the re-assignment of current employed persons; or the hiring or contracting of competent persons.

7.3   Awareness

Persons doing work under the organization's control shall be aware of:

— the sustainable development policy;

— their contribution to the effectiveness of the event sustainability management system, including the benefits of improved event sustainability performance;

— the implications of not conforming with the event sustainability management system requirements.

7.4   Communication

The organization shall determine the need for internal and external communications relevant to the event sustainability management system including:

— on what it will communicate;

— when to communicate;

— with whom to communicate;

— how to communicate.

The organization shall establish, maintain and implement procedures for external communication with relevant suppliers and other interested parties.

The organization shall identify, with its interested parties, the most effective means of communication and shall take into account the interests of those different groups.

The communications shall include, where appropriate, the following:

a)   the organization's governing principles of sustainable development;

b)   the purpose of the event;

c)   a system for managing improved event sustainability;

d)   issues, objectives and targets;

e)   guidance, best practice for achieving objectives and targets;

f)   relevance to interested parties;

g)   progress in relation to performance;

h)   feedback from interested parties/stakeholders.

7.5 Documented information

7.5.1 General

The organization's event sustainability management system shall include:

— documented information required by this International Standard;

— documented information determined by the organization as being necessary for the effectiveness of the event sustainability management system;

— documents determined by the organization to be necessary to ensure the effective planning, operation and control of processes that relate to its significant sustainable development issues.

The organization shall ensure, where appropriate, that its suppliers contribute to its documentation.

NOTE   The extent of documented information for an event sustainability management system can differ from one organization to another due to

— the size of organization and its type of activities, processes, products and services,

— the complexity of processes and their interactions, and

— the competence of persons.

7.5.2 Creating and updating

When creating and updating documented information, the organization shall ensure appropriate:

— identification and description (e.g. a title, date, author or reference number);

— format (e.g. language, software version, graphics) and media (e.g. paper, electronic);

— review and approval for suitability and adequacy.

7.5.3 Control of documented information

Documented information required by the event sustainability management system and by this International Standard shall be controlled to ensure:

— it is available and suitable for use, where and when it is needed;

— it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

For the control of documented information, the organization shall address the following activities, as applicable:

a) distribution, access, retrieval and use;

b) storage and preservation, including preservation of legibility;

c) control of changes (e.g. version control);

d) retention and disposition;

e) prevention of the unintended use of obsolete information.

Documented information of external origin determined by the organization to be necessary for the planning and operation of the event sustainability management system shall be identified as appropriate, and controlled.

NOTE   Access implies a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information, etc.

8   Operation

8.1   Operational planning and control

The organization shall plan, implement and control the processes needed to meet requirements, and to implement the actions determined in 6.1, by:

— establishing criteria for the processes;

— implementing control of the processes in accordance with the criteria;

— keeping documented information to the extent necessary to have confidence that the processes have been carried out as planned.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

The organization shall ensure that outsourced processes are controlled.

The organization shall maintain procedures for those activities critical to the successful implementation of the event sustainability management system, where their absence could lead to a departure from the governing principles of sustainable development, purpose, values, policy, objectives and targets. Such procedures shall, where appropriate, cover emergency situations and suppliers.

8.2   Dealing with modified activities, products or services

Where new or modified activities, products or services, or changing operational circumstances are encountered, issues, objectives, targets and plan(s) shall be reviewed and amended where relevant to ensure that the best overall solution is delivered adhering to the organization's statement of purpose and values and sustainable development policy.

8.3   Supply chain management

The organization shall establish the relevance of each of the objectives, targets and plan(s) to individual suppliers, and shall include sufficient and relevant information in tender or other documentation to enable its suppliers to demonstrate their capability to support the objectives.

When requesting tenders or equivalent documents, an organization shall make assessments based on the supplier's ability to meet or contribute towards objectives, targets, cost-effectiveness and quality.

If organizations do not go through a tender process, they shall justify their process and show how they consider sustainable development issues when choosing suppliers.

9 Performance evaluation

9.1 Performance against governing principles of sustainable development

The organization shall establish its approach to evaluating current and target performance against its statement of purpose and values and the governing principles of sustainable development relating to event management (see 4.5).

9.2 Monitoring, measurement, analysis and evaluation

The organization shall determine:

— what needs to be monitored and measured;

— the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results;

— when the monitoring and measuring shall be performed;

— when the results from monitoring and measurement shall be analysed and evaluated.

The organization shall retain appropriate documented information as evidence of the results.

The organization shall evaluate the event sustainability performance and the effectiveness of the event sustainability management system.

Additionally, the organization shall:

a) take action, when necessary, to address adverse trends or results before a nonconformity occurs;

b) include the documenting of information to track performance, relevant operational controls, conformance with the organization's objectives and targets, and evaluation of compliance;

c) identify lessons learned from each event and feed the acquired knowledge into the planning and delivery of future events/event-related activity to improve its event sustainability performance: this information should be made available to interested parties.

Where required or practical, equipment that is provided by the organization and used for gathering data for the event sustainability management system shall be calibrated and maintained. Documents of this process shall be retained in accordance with the organization's procedures.

9.3 Internal audit

The organization shall conduct internal audits at planned intervals to provide information on whether the event sustainability management system:

a) conforms to:

— the organization's own requirements for its event sustainability management system;

— the requirements of this International Standard;

b) is effectively implemented and maintained;

c) is being effective in achieving the sustainable development policy, objectives and targets.

The organization shall:

— plan, establish, implement and maintain an audit programme(s), including the frequency, methods, responsibilities, planning requirements and reporting. The audit programme(s) shall take into consideration the importance of the processes concerned and the results of previous audits;

— define the audit criteria and scope for each audit;

— select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;

— ensure that the results of the audits are reported to relevant management;

— retain documented information as evidence of the implementation of the audit programme and the audit results.

9.4   Management review

Top management shall review the organization's event sustainability management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.

The management review shall include consideration of:

a)   the status of actions from previous management reviews;

b)   changes in external and internal issues that are relevant to the event sustainability management system;

c)   information on the event sustainability performance, including trends in

— nonconformities and corrective actions,

— monitoring and measurement evaluation results, and

— audit results;

d)   opportunities for continual improvement;

e)   evaluations of compliance;

f)   communications with interested parties and changes in the expectations of interested parties;

g)   the extent to which objectives and targets have been met;

h)   status of corrective and preventive action;

i)   changing circumstances, including developments in legal and other requirements related to its sustainable development policy;

j)   progress against governing principles of sustainable development.

The outputs of the management review shall include decisions related to continual improvement opportunities and the possible need for changes to the event sustainability management system.

The organization shall retain documented information as evidence of the results of management reviews.

Reviews shall be continual and conducted at intervals that maximize learning opportunities from different events and shall be appropriate to the scale and frequency of event delivery.

Management reviews shall assess the need for changes to the management system, including the statement of purpose and values, sustainable development policy and objectives and targets.

For the event sustainability management system to continue to conform to this International Standard, the organization shall ensure, through management review, that it remains aligned with its governing principles of sustainable development relating to event management.

10 Improvement

10.1 Nonconformity and corrective action

When nonconformity occurs, the organization shall:

a) identify the nonconformity;

b) react to the nonconformity and, as applicable,

— take action to control and correct it, and

— deal with the consequences;

c) evaluate the need for action to eliminate the causes of the nonconformity, in order that it does not recur or occur elsewhere, by

— reviewing the nonconformity,

— determining the causes of the nonconformity, and

— determining if similar nonconformities exist, or could potentially occur;

d) implement any action needed;

e) review the effectiveness of any corrective action taken;

f) make changes to the event sustainability management system, if necessary;

g) recommend preventive action;

h) ensure, where appropriate, that suppliers contribute to conformity evaluation and to addressing nonconformity.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

The organization shall retain documented information as evidence of:

— the nature of the nonconformities and any subsequent actions taken; and

— the results of any corrective action.

The organization shall establish, maintain and implement procedures defining responsibility and authority for handling and investigating nonconformities, taking action to mitigate any impacts caused, and for initiating and completing corrective and preventive action.

10.2 Continual improvement

The organization shall continually improve the suitability, adequacy or effectiveness of the event sustainability management system.

Annex A
(informative)

Guidance on planning and implementing this International Standard

A.1 General

The information contained in this annex is for guidance only, and may not be relevant for every user of this International Standard.

Each clause in this annex includes a reference to the corresponding clause/subclause in the main body of the text of this International Standard.

A.2 Scope (see Clause 1)

An event cannot claim to be compliant to this International Standard. It is only the management system, i.e. the way the event has been planned and delivered, that can claim conformity to this International Standard.

An event organizer or agency could decide to manage some, but not all of their events in compliance with this International Standard. In this scenario, they cannot claim conformity for the organization's management system, or for all of the events that they organize, but simply the management system for the ones that are compliant with this International Standard.

Suppliers will define in the scope of their system which parts of their products and services are event-related and are included in the management system. It is only these areas that can claim that they are managed in compliance with this International Standard.

A.3 Understanding of the organization and its context (see 4.1)

To understand an organization and its context, analyse the organization's main business and its environmental, social and economic (sustainability) issues (for further guidance see Annex C) and the impacts created by these issues. An example of an external issue might be the business impacts on the local environment, while an internal issue could be staff training.

The definitions below, taken from ISO Guide 73:2009, provide further guidance on external and internal context.

— **external context**: external environment in which the organization seeks to achieve its objectives

   NOTE   External context can include:

   — the cultural, social, political, legal, regulatory, financial, technological, economic, natural and competitive environment, whether international, national, regional or local;

   — key drivers and trends having impact on the objectives of the organization; and

   — relationships with, and perceptions and values of external stakeholders.

— **internal context**: internal environment in which the organization seeks to achieve its objectives

   NOTE   Internal context can include:

   — governance, organizational structure, roles and accountabilities;

— policies, objectives, and the strategies that are in place to achieve them;

— the capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies);

— information systems, information flows and decision-making processes (both formal and informal);

— relationships with, and perceptions and values of, internal stakeholders;

— the organization's culture;

— standards, guidelines and models adopted by the organization; and

— form and extent of contractual relationships.

A.4 Identification and engagement of interested parties (see 4.2)

Interested party engagement and identification is also referred to as "stakeholder engagement".

To identify the group of interested parties, it is important to consider who is affected or involved in the event-related activity. This may include visitors, exhibitors, performers, local residents, police, local authority, suppliers and sub-contractors for the event.

Once a list of interested parties has been established, they should be informed that this International Standard is being implemented and be provided with a copy of the sustainable development policy, with a request for feedback, including any ideas on how to improve sustainability performance and/or ways that the objectives will impact on them. The communication with the interested parties should be a continuous process, rather than a one-off communication.

Engagement with interested parties is undertaken to improve the understanding of the economic, social and environmental impacts of the event activities. This includes activities associated with the full lifecycle stages of events, as well as indirect impacts.

In light of the unique nature of the events sector (frequency of events, typology, etc.), engagement with interested parties will be proportionate to the level of collaboration. The list of stakeholders should be reconsidered for each event.

The following are examples of generic groups of interested parties who could be consulted:

NOTE   Certain interested parties could fall into different categories, e.g. fire and police could be placed in supply chain and/or in regulatory body.

a)   event organizers, e.g. event managers, partners;

b)   event owners, e.g. commissioners, sponsors, founders and investors;

c)   workforce, e.g. employees, labour unions, staff and volunteers;

d)   supply chain, e.g. venue, product and service suppliers (including sponsors); this category could also include emergency services, fire, ambulance, etc.;

e)   participants, e.g. speakers, performers, athletes, exhibitors, contestants, etc.; this category could include end users (the needs of end users vary: those for the under-represented, e.g. the elderly and persons with disabilities, require particular considerations to be taken into account);

f)   attendees, e.g. customers, audience, fans, spectators, visitors, delegates (also includes end users);

g) regulatory bodies, e.g. local authorities/municipalities and licensing authorities, police; this category could include central government and statutory consultees;

h) community, e.g. local community and neighbourhood, including civil society, indigenous people and minorities, non-governmental organizations (NGOs), media, protestors; this category could include sector interest organizations (industry bodies and associations) and networks; consumer and/or environmental groups or organizations representing people with disabilities; when considering concerns of the different interested parties, the needs of persons with disabilities should be taken into account.

Interested parties could also include sponsors, owners and funders.

Some interested parties may not belong to an organized group. Many interested parties may not be organized at all and for this reason may be overlooked and ignored. This may be especially important with respect to vulnerable groups and future generations.

Possible outputs from engagement with interested parties could include the following:

— meetings and minutes meeting;

— surveys;

— social media;

— purchase orders;

— contracts;

— clients/participants feedback;

— white paper;

— position paper;

— press releases, articles;

— newsletters;

— questions and answers sections;

— training;

— mediation;

— arbitration;

— social dialogue.

See Table A.1 for further guidance.

Table A.1 — List of interested parties

Stakeholder	Role
Top management	Person or entity that has final responsibility for decision making.
Event organizer	Person or entity that produces and/or manages all or some aspects of an event.
Event owner	Person or entity that commissions the event.
Event manager	Person or entity that produces and/or manages all aspects of the event. The event manager is not necessarily the owner of the event.
Partner and Sponsor	An organization or individual that funds the event or provides products or services in place of funding.
Founder and Investor	An organization or individual that funds the event, in agreement to the intentions of such event.
Workforce	Body of people working for the organization or event.
Employee	Person who is paid to work for an event.
Staff	Person who works in each event.
Volunteer	Person who does a job willingly without being paid.
Supply chain	Sequence of activities or parts that provides products or services to the organization.
Supplier	Entity that provides products and/or services related to the event.
Venue	The site where the event is held.
Emergency services	Institutions in cooperation regarding call requests during the event, i.e. fire, ambulance, etc.
Participants	An organization or individual that takes an active part in the contents of an event.
Attendee	An organization or individual that takes part in an event for the primary purpose of receiving services or contents.
Regulatory body	Organizations that have the power to regulate an area of business and/or industry.
Central government	The government of a whole country.
Local authority (e.g. state, prefecture, city)	Organization that is responsible for the government of a local area.
Community	A group of organizations and/or individuals who share the same religion, job, etc.
Local community	Those residing near the location of the event.
Sector interest organization (trade/industry bodies)	Industry/industry bodies to which the organization belongs.
Relevant non-governmental organization (e.g. environmental groups)	Non-governmental organization, non-profit organization relevant to the purpose of the event/organization.
Media	An organization or individual that provides news and information for the public.

A.5 Determining the scope of the management system (see 4.3)

To determine the scope of the management system, decide for which part(s) of the event, series of events and/or organization this International Standard is going to be implemented. An event organizer that organizes many different events may decide to implement this International Standard for a single event, a group of events or simply to use the management system for all the events he/she organizes. An organization that works as a supplier to the event industry may decide to implement this International Standard on the portion of business that supports the events industry. Stating which parts of the business will implement this International Standard means that they are the only parts of the business for which any form of compliance can be claimed.

A.6 Sustainable development principles, statement of purpose and values (see 4.5)

The organization should state its main purpose in the context of events. For example, is it an event organizer organizing many different events each year, or a supplier providing carpet for the events industry? The organization also needs to state what its company values are regarding sustainable development and its work within the events industry. To do this, reference may be made to the guidance given in Table A.2, based on the sustainable development principles in ISO 26000. For example, an organization may state that one of its values is "inclusivity" (ensuring all of its services or events are open to all, avoiding all forms of discrimination).

The organization's governing sustainable development principles should include, as a minimum, stewardship, inclusivity, integrity and transparency. Further guidance on social responsibility can be found in ISO 26000.

In order to avoid discrimination, the organization should take into account the fundamental principle of universal accessibility, as stated in the United Nations Convention on the Rights of Persons with Disabilities, Article 3, General principles[13].

The statement of purpose and values should form the foundation for the organization's sustainable development activities. It should help align the primary purpose with related sustainable development activities, thereby increasing transparency of governance.

The leadership of the organization should promote the values that express the types of behaviour an organization has or wants to become known for.

There should be no contradiction between principles, purpose and values.

Table A.2 — Governing principles of sustainable development relating to event management

Principles	Questions
Inclusivity	How to identify those who could affect or be affected (interested parties) by decisions and actions?
	How do interested parties contribute their views, and how do they do so a continual basis?
	How to help interested parties understand the reasons for the organization's decisions and the implications of its actions?
	How to be sure that no groups or individuals are disadvantaged or kept uninformed?
	Are there interests beyond the immediate interested parties that should be considered?
	How to take into account the interested parties' rights and interests?
Integrity	How to try to deal with others with integrity?
	How is diversity encouraged and developed?
	How to ensure that bribery, abuse, oppression and corruption and complicity are avoided?
	How to demonstrate that decisions and actions are unbiased, and that they comply with relevant rights, legal obligations and regulations?
	How to demonstrate accountability for action(s) in a way that is consistent with all other governing principles?
	How to take into account ethical considerations in the decision-making process?
	How to ensure that alcohol and drug-related violence is avoided?
Stewardship	Will organizational decisions lead to significant environmental (including biodiversity) or societal change or loss? If so, have alternatives been evaluated?
	In any activity, will the use of resources and its consequential impact be considered and monitored?
	How are sustainable development management skills developed, shared, applied and recognized?
	How to account for decisions and activities in situations where the rule of law does not provide sufficient environmental, social and economic safeguards?
Transparency	How to ensure that relevant and reliable information is available in an accessible, low-cost and comparable way?
	How are reasonable views or requests for further information considered and responded to in a timely manner?
	How are significant interests, influences or beneficiaries documented, communicated and managed?
	How are decision makers identified and the reasons for decisions documented and communicated, and to whom?
	How to ensure that information is accurately conveyed to interested parties?

A.7 Leadership (see Clause 5)

Leadership can be shown, for example, by motivating and empowering persons to contribute to the effectiveness of the event sustainability management system, decisions taken to deal with issues, communication with employees and partners or with the press.

A.8 Policy (see 5.2)

The following list sets out what the sustainable development policy should include:

— sustainable development issues related to the scope;

— a commitment to lead by example on event sustainable development issues;

— a statement of purpose and values;

— a commitment to meeting all the legal regulations that apply to the event and/or organization, e.g. health and safety, noise regulations, waste regulations, disability and non-discrimination legislation;

— a commitment to continual improvement and to improve performance each year, or for each event.

The sustainable development policy should be signed by top management.

Organizations might already have existing documentation developed for other standards that they can use as a start point for their sustainable development policy. Examples and more guidance on elements of a sustainable development policy might be found in ISO 14001, ISO 26000 and other relevant documents related to event sustainability.

Legal and other requirements should not be limited to those that are directly applicable to event management. For example, event organizers/owners collect, communicate and/or handle personal information and should demonstrate a commitment to protect the security of such information and the privacy of participants, employees and/or partners/suppliers.

Organizations implementing this International Standard will require their suppliers to contribute to the event sustainability management system. The sustainable development policy should be useful in identifying the likely requirements (i.e. product, facility, service providers, tender specifications and conditions of contract).

A commitment to leadership within the field of event sustainability management should be proportionate to the size and potential influence of the organization. Leadership may involve implementation of new sustainability practices or promotion of sustainable development through relevant communications.

Legacy issues may include facilities, infrastructure, workforce, knowledge, universal accessibility, concept, spirit of the event, use of the land after the event, change in residents consciousness, etc.

A.9 Actions to address risks and opportunities (see 6.1)

To address risks and opportunities, consider the external and internal issues relating to the organization and its interested parties, and identify potential positive or negative effects that could occur before, during or after the planned activity. Examples include the security of attendees, water pollution or impact on the local economy (see Annex C for further guidance).

A.10 Issue identification and evaluation (see 6.1.2)

To identify and evaluate the issues, a methodology needs to be found to assess how significant the direct and indirect issues are, and to help determine upon which ones to focus.

Further guidance from ISO 26000 is available on what sort of issues to consider and how to evaluate them, e.g. bringing together department heads to brainstorm the main impacts of an event, or a portion of an event.

It makes sense to decide the severity of the impact and select which issues are to be addressed. To finalize the issues and objectives, the interested parties need to be consulted to get their feedback. Once the issues have been finalized, the objectives and targets for improvement can be set.

For example, the biggest issue may be identified as air pollution due to carbon dioxide and monoxide, nitrogen oxides and sulphur dioxide emissions from delivery vehicles and participant travel.

This is the point at which the organization should take steps to understand what their positive and negative sustainable development issues may be.

NOTE   See Annex C for further guidance on issue identification.

Since an organization may have many sustainable development issues, it should establish criteria and a method to determine those that it considers significant. There is no single method for determining significant sustainable development issues. However, the method used should provide consistent results and establish and apply evaluation criteria.

The organization should evaluate issues to determine those over which it has control and those over which it has influence. The evaluation should also identify issues which will result in significant impacts, but over which the organization does not exercise control or influence.

When identifying and evaluating its significant sustainable development issues, the organization should consider the need to retain the information for historical purposes, as well as how to use it in designing and implementing its event sustainability management system.

A.11   Legal and other requirements (see 6.1.3)

These may include current and emerging:

a)   national legal requirements;

b)   state/provincial/departmental legal requirements;

c)   local governmental legal requirements.

Examples of other requirements to which the organization may subscribe include:

—   agreements with public authorities;

—   agreements with customers;

—   non-regulatory guidelines;

—   voluntary principles or codes of practice;

—   voluntary environmental labelling or product stewardship commitments;

—   requirements of trade associations;

—   agreements with community groups or non-governmental organizations;

—   public commitments of the organization or its parent organization;

—   corporate/company requirements;

—   international conventions, treaties, and accords, e.g. international agreements promoted by organizations such as the United Nations or the International Labour Organization.

The determination of how legal and other requirements apply to an organization's sustainable development issues is usually accomplished in the process of identifying these requirements. It may not be necessary, therefore, to have a separate or additional procedure in order to make this determination.

Furthermore, where national law or its implementation does not provide for minimum environmental, social or economic safeguards, an organization should accept that respect for the rule of law is mandatory, while adhering to the principle of respecting international norms of behaviour (see ISO 26000).

A.12 Event sustainability objectives and how to achieve them (see 6.2)

Consideration should be given to what the objectives are regarding sustainable development issues.

To finalize the objectives and targets for improvement, the interested parties will need to be consulted to get their feedback.

For example, as noted in Clause A.10, the biggest issue may be identified as air pollution due to carbon dioxide and monoxide, nitrogen oxides and sulphur dioxide emissions from delivery vehicles and participant travel. The objective might be to reduce emissions from delivery vehicles by 25 % and per participant travel related emissions by 25 %. To do this, it would be necessary to measure the miles to assess the impact and it might be advisable to consider using a freight company that consolidates freight into fewer vehicles and promoting public transport for visitors, negotiating combined ticket prices or facilitating a car pool scheme.

From a practical point of view, the effort required to manage sustainable development issues should be proportional to the nature and significance of the issues identified.

Objectives should be specific, measurable, achievable, reasonable and time-bound. In setting objectives, all possible methods of addressing issues should be considered. Consideration should be given to the use of new and/or innovative technologies (e.g. on-site composting of food waste or engagement with interested parties using new web-based tools). In the planning and construction of new venues, consideration should be given to legacy issues, such as the impacts on local communities, universal accessibility and the global environment as well as the potential long-term use of the new facilities. Consideration should also be given to raise users' awareness on sustainable development issues.

Set challenging performance targets, particularly when there is a great capacity to address the objectives. Targets should be measurable, where practicable, and should take into account the organization's technological options, its financial, operational and business requirements and its legacy potential.

There is often more than one approach that can be implemented to provide the solution, and these approaches are referred to as the alternative plans. The final plan is the approach that is adopted to deliver the event.

It might not be possible to achieve all of the performance targets; consequently, the final plan might represent the optimal trade-off of performance across a range of objectives/targets. For example, one venue might be more suitable than others on the basis of facilities (e.g. disability access), however, another venue might have better transport links, offering opportunities to reduce transport-related impacts. The decision as to which venue to use could be made on the basis of the ability to address outstanding issues in subsequent years.

Targets should be quantified with key performance indicators (KPIs) wherever practicable. Organizations are encouraged to identify indicators likely to help establish a comparative and coherent evaluation of events; all information should be recorded in a final plan.

NOTE   Targets represent the minimum acceptable performance level.

It should be noted that there is no requirement to meet the same performance level for each objective.

Organizations are encouraged to identify indicators that can contribute to consistent benchmarking across events.

A.13 Resources (see 7.1)

Resources should be provided to successfully implement an event sustainability management system. Assess the requirements in the event planning stage and document the provision of necessary resources.

The nature and scale of the event activities, the frequency of occurrence and the event duration should be considered when allocating resources.

a) Staffing, expertise, training

The organization should acquire the skills and knowledge required to implement the event sustainability management system. This can be through recruitment of skilled staff, through training and professional development of current staff, through volunteers, through using experienced and knowledgeable suppliers, or through contracting expert consultants or advisors.

An assessment should be made regarding skilled staff required to meet the objectives, the cost versus benefit of skilled staff allocation, and the knowledge the organization will leave in legacy in the workforce, supply chain, and event host community and destination.

b) Infrastructure and technology

There should be an assessment of the requirements for, and an appropriate allocation of, equipment, materials, products, supplies and services to support the successful implementation of an event sustainability management system and to meet their objectives.

The level of investment in infrastructure and technology needs to be weighed against the benefits of meeting the sustainable development objectives. The provision of, and investment in, infrastructure and technology should be commensurate with the nature and scale of the event. Consideration should also be given to legacy opportunities of infrastructure and technology resources procured by the organization.

c) Finance

Provision of adequate resources to implement an event sustainability management system successfully will often have a budgetary impact. Assess the financial implication in providing the resources needed, undertake a cost/benefit analysis and consider any financial planning and cash flow implications of this resource allocation.

A.14   Competence (see 7.2)

Management will determine the level of experience, competence and training necessary to ensure the capability of personnel implementing the event sustainability management system.

Identify the awareness, knowledge, understanding and skills needed by any person with the responsibility and authority to perform tasks on the organization's behalf. This could be documented in a job description to be accompanied by training plans or service agreement. It could include being aware of the risks created by that person's activities and those of others relevant to their work.

Awareness, knowledge, understanding and competence may be obtained or improved through training education or work experience.

The organization should require that contractors working on its behalf are able to demonstrate that their employees have the requisite competence and/or appropriate training.

Training and development programmes may be reviewed and updated periodically to ensure that essential competencies of the organization, the effect that its newly implemented policies have had on its interested parties and the associated training needs are identified and provided.

Training may include the following:

a) sustainable development policy, processes and requirements;

b) significant sustainable development issues, approaches and desired outcomes;

c) legal compliance issues;

d) consequences of non-compliance with sustainable development policy, processes and requirements;

e) practical and technical skills for sustainable event production operations;

f) management system approach.

A.15 Communication (see 7.4)

Communication is important to ensure the effective implementation of the event sustainability management system. Methods of internal communication may include regular work group meetings, newsletters, bulletin boards and intranet sites, as well as various media formats, e.g. Braille, phonic guidance and sign language

Implement a procedure for external communications with relevant suppliers and other interested parties. This procedure may include a dialogue with interested parties and consideration of their relevant concerns. Organizations should take into consideration the views and information needs of all interested parties, in particular with respect to external communication.

When considering external communication, take into consideration the views and information needs of all interested parties.

External communication could include the use of, or compliance with, relevant certified programs, products, services, standards and certifications.

Where external reporting is undertaken, a recognized format should be used to enable interested parties to compare performance between similar events. A recognized format could include those set by legislation, accounting standards and other organizations, such as the Global Reporting Initiative and the Association of Chartered Certified Accountants.

Guidance on environmental communications can be found in ISO 14063.

Guidance on communications can be found in ISO 26000.

A.16 Documented information (see 7.5)

This International Standard requires documentation. This documentation should be reviewed and updated regularly.

Documentation of the event sustainability management system, as well as issues arising from its implementation for an event, are essential in demonstrating transparency and accountability, as well as enabling the possibility of third party verification.

Documentation should be proportionate and appropriate to the event sustainability management system and the issues involved. Minutes, emails and other less formal or less management-system-focused communications often provide sufficient documentation.

Organizations that collect data about interested parties may be subject to national legal requirements.

The subclauses of this International Standard which require documentation are the following:

a) Identification and engagement of interested parties (4.2);

b) Determining the scope of the event sustainability management system (4.3);

c) Sustainable development principles, statement of purpose and values (4.5);

d) Policy (5.2);

e) Organizational roles, responsibilities and authorities (5.3);

f) Issue identification and evaluation (6.1.2);

g) Event sustainability objectives and how to achieve them (6.2);

h) Supply chain management (8.3);

i) Monitoring, measurement, analysis and evaluation (9.2);

j) Nonconformity and corrective action (10.1).

It is recommended to establish and document procedures for storage, processing, distribution and final destruction of any document, including confidential records, in order to ensure the security of such information and the privacy of participants, employees and/or partners/suppliers.

The expression "control of documented information" refers to the idea of recording information described in ISO 9001.

It is necessary to give some consideration to accessibility of documentation (see ISO/IEC Guide 71).

A.17   Operational planning and control (see 8.1)

For operational planning and control, it is important to ensure that:

a) the roles and responsibilities of the team have been clarified;

b) the teams are trained to carry out their respective tasks;

c) the right mechanisms are in place to meet the targets;

d) the right contracts have been negotiated with the suppliers and delivery is managed effectively;

e) the lines of communication with interested parties are kept open;

f) there is adequate documentation to demonstrate that the system has been managed effectively.

Evaluate those operations that are associated with identified significant issues and ensure that they are conducted in a way that will control or reduce the adverse impacts associated with them, in order to fulfil the requirements of the sustainable development policy and to meet its objectives and targets. This should include all parts of the operation, including contracted-out or outsourced.

This International Standard is process-based. As defined in ISO 9000:2005, 3.4, a process is a "set of interrelated or interacting activities which transforms inputs into outputs". As defined in ISO 9000:2005, 3.4.5, a procedure is a "specified way to carry out an activity or a process". Processes may include procedures. Neither processes nor procedures need to be documented, unless the absence of documenting will result in not effectively implementing the management system.

In some situations, formalized procedures and/or documented processes are important because their absence could lead to a departure from the organization's purpose, values, sustainable development policy, objectives and targets.

The value of documenting a procedure is that it captures and stores knowledge and provides a common delivery process. This ensures that the procedure will be executed in the same manner regardless of the people doing the procedure. Excessively prescriptive procedures may limit the creativity and innovative thinking when managing events.

Where appropriate, event sustainability management systems developed for one event may be shared, modified, adapted and improved for application in other events, in order to avoid duplication of effort at the start of each event management cycle.

Where appropriate, such procedures should cover emergency situations and suppliers. Establish, implement and maintain procedure(s) to identify potential emergency situations and potential accidents that can impact on sustainability and how to respond to this. Review periodically and, where necessary, revise emergency preparedness and response procedures in particular after accidents or emergency situations have occurred.

Implementing actions to manage risk and opportunities will involve drawing on the skills and competencies of those members with required training, and those of the supply chain (contractors, consultants and advisors).

A.18   Supply chain management (see 8.3)

For further information on supply chain management, see Annex B.

A.19   Performance against governing principles of sustainable development (see 9.1)

When establishing the approach to evaluating current and target performance against the statement of purpose and values, there are many theoretical concepts and practical methodologies which could be adopted, e.g. the use of a sustainability maturity matrix (see BS 8900:2006). In this approach, individual issues as identified in 6.1.2 are categorized into, and aligned with, the governing principles of sustainable development relating to event management.

Routinely track and review progress with a desire to continuously improve. An example of this is a maturity matrix, which is a model based upon the degree of performance desired or implemented to establish current level of performance (see Table A.3).

Prepare a maturity matrix or a similar management tool based on the example given in Table A.3 and take into consideration the principles (see guidance in Table A.2) and practices that are relevant to the organization. For brevity, the term "maturity matrix" indicates either approach.

Determine the current position in the maturity matrix, by identifying the most applicable criteria. Particular attention should then be given to areas which have been identified as weaknesses or potential growth areas.

The matrix should be kept up to date to reflect changing circumstances. The position of the organization depicted by the matrix should be used in the review process and/or used to demonstrate sustainable development progress to interested parties.

In order to better implement its principles, consider the use of high technology (computing, internet) to establish an easier access to information for the interested parties.

Whichever strategic performance evaluation approach is adopted, demonstrate progress with respect to sustainable development to remain in compliance with this International Standard.

Table A.3 — Example of maturity matrix: approach taken by organization in relation to sustainability

Principle	Minimal	Improving	Engaged
Inclusivity How involved are the stakeholders and how are the issues identified and addressed	Limited number of stakeholders consulted. Limited amount of information shared. Limited options given to stakeholders on how they can get involved. Limited time and resource given to identifying issues.	Comprehensive list of stakeholders created. All stakeholders given the opportunity to provide feedback in a structured and fair way. Key issues addressed. Lessons learned from addressing key issues shared with peers, including using this acquired knowledge as a part of the marketing, with the goal of creating a competitive advantage.	Constant engagement with stakeholders. Constant education of stakeholders. Consider issues in a structured way. Take action to address all issues. Consider stakeholder feedback when addressing issue.
Integrity How open, honest and transparent is the approach	Short term profit. Immediate financial and reputational gains. Reaction in response to shareholder/stakeholder/ peer pressure. Reaction to market trends with minimal response.	Consideration of how suitable development may affect the organization's reputation or may be a risk to it. Reaction in response to other companies behaviour towards sustainability.	Long term business development and profit. Implementation of sustainability as a strategic process and advantage aligned with broader organizational strategy, including vision, mission and goals.
	Application of standards only when legally required. Application of sustainable initiatives only when legally required.	Application of standards which may affect the organization's reputation. Application of standards which align with the business vision and mission. Application of sustainability initiatives under pressure from shareholders (e.g. community involvement programmes).	Application of all new relevant industry standards. Clearly written and communicated sustainable development policy. Staff, supplies, stakeholders are all aware of, understand and behave in accordance with the sustainable development policy.
Stewardship How is this topic being managed with suppliers, stakeholders, internal teams	Meeting legal requirements only. No focus given to sustainability.	Sustainability is public relations/ marketing initiative. Basic internal programme for sustainability exists involving a limited number of staff.	All staff well trained and able to change their ways of working and implement increased sustainability with reward/ incentive scheme. Company lessons learned on sustainability are shared externally with peers.
	Minimal training given. No education specifically on sustainability green.	New employees given education on sustainability. Limited education plan available.	All staff trained and able to adapt their ways of working and implement increased sustainability with a reward/incentive scheme. The organization's lessons through sustainability are communicated externally with peers.
	Suppliers are chosen on price only. Supplier payment is delayed as long as possible.	Supplier payment is within time frame stated by supplier. Some sustainability factors are considered, including location of supplier, types of materials used.	Supplier payment is immediate. Sustainable procurement strategy in place. Suppliers are asked to share their sustainability development policy and demonstrate their commitment to sustainability. Suppliers are considered on all factors, including location, transport used, materials used, cost, equal opportunity employment, disability employment and post-use life of material. Educational assistance and encouragement given to smaller suppliers, or suppliers new to sustainability.
	No assessments have been undertaken. Lack of awareness for environmental assessments.	Basic environment policies and standards applied. Basic internal training provided in environmental assessments.	Potential environmental impacts and risks considered and business decisions made based on these considerations.
Transparency How clear is the approach	No one acts on the feedback or considers the feedback as lessons learned to take on in the future.	Feedback reviewed by middle management only. Feedback reviewed but with limited action.	All levels of the company are exposed to, pay attention to and implement lessons learned from the feedback.
How this affects the future	It is not considered, no one reports on sustainability.	Selective elements are considered.	All elements are considered. Reports are made and shared with all stakeholders.

A.20   Monitoring and measurement (see 9.2)

At this stage, it is important to ensure that there is a procedure in place to measure against targets and to raise an alert if there is a high risk of not achieving the target. It is also important to check how the management system is working and to ensure that any lessons learned are fed forward to the next event to improve performance. Monitoring compliance and conformity need not be a burdensome process. Corrective action when the wrong piece of equipment is supplied or when sound levels are too high, for example, will usually be taken immediately and will not require a high degree of formality. Some requirements and targets, however, might need a schedule of monitoring by qualified operators and/or corrective action might need to be considered by several people in consultation.

Quantifiable issue-specific objectives, targets, or other performance indicators should be established to track progress toward continual improvement. Performance indicators should be selected which take into account scale and values as well as the scope and nature of event-related activities, e.g. the amount of waste, or the participation ratio of people with disabilities.

Where appropriate and applicable, a baseline measurement should be established for each performance indicator so that continual improvement can be demonstrated. Where targets have been set that require instrumentation to monitor KPIs (e.g. weighing the amount of waste generated), the instruments used need to be maintained so that they provide adequately precise data.

Where requirements have been made to suppliers that affect sustainable development issues, the organization should include these requirements within the scope of the management system.

A.21   Internal audit (see 9.3)

The management system audit needs to be within the scope of the event sustainability management system. Internal audits of a management system based on this International Standard can be performed by personnel from within the organization, or by external persons selected by the organization, working on its behalf. In either case, the persons conducting the audit should be competent and in a position to do so impartially and objectively. In smaller organizations, auditor independence can be demonstrated by an auditor being free from responsibility for the activity being audited.

A.22   Management review (see 9.4)

It is important to ensure that a full management review is conducted of the sustainable event management system that has been implemented. This is to ensure that it is still working effectively and still relevant, and that any required improvements are made. The review should track the progress against sustainable development principles, which can be achieved using various measurement tools, such as the maturity matrix included here. The review should make recommendations for improvement and check performance against targets and objectives.

The management review should cover the scope of the event sustainability management system, although not all elements need to be reviewed in total and the review process may take place over a period of time. An organization does not necessarily need to wait until an event has actually taken place before they perform a review.

A.23   Nonconformity and corrective action (see 10.1)

Nonconformities occur because of a non-fulfilment of requirements and should be evaluated in terms of their significance of the problem and their potential impact. The organization should identify sources of the problem and should eliminate the causes of nonconformities.

There are many ways to determine the causes of a nonconformity. The organization should balance the investment in the corrective action against the impact of the problem being considered. The organization

should ensure that the people involved in investigating and resolving nonconformities are competent, experienced and knowledgeable. Effective implementation of corrective actions ought to ensure that nonconformities do not reoccur.

A.24   Claiming compliance

Once the management system has been implemented, there are several ways to claim compliance:

a)   by simply claiming compliance with this International Standard (ISO 20121),

b)   by being audited by a second party, i.e. by one of the suppliers or the interested parties, and making a statement of conformity, or

c)   by being certified by a third party, i.e. by paying a certification company to audit and certify the system.

Annex B
(informative)

Supply chain management

B.1 General

In many cases, the majority of event production activities are undertaken through the supply chain's provision of products, materials and contracted services (including workforce). Procurement, therefore, is a key area in which sustainability performance can be improved. This annex provides information on sustainable procurement.

Supply chain management is the practice of improving the way a company finds the products or services it needs for its customers. A company's success is intertwined with the actions, practices and products of its suppliers. Best practice is to develop and refine sustainable procurement policies and maintain clear and open communication with suppliers.

Sustainable procurement practices can result in improved environmental performance (lower waste-disposal and training costs, fewer environmental-permitting fees, and, frequently, reduced materials costs), increased social awareness (child labour concerns, employment of people with disabilities, local sourcing), and economic returns (fair trade).

B.2 What is sustainable procurement and why is it required?

Sustainable procurement requires engagement with a wide range of suppliers, from specialists to non-specialists.

Sustainable procurement is the integration of sustainable development issues into all aspects of the procurement cycle, including:

— defining the need for sustainable procurement;

— evaluating possible options;

— design and specification;

— supplier selection;

— tender or equivalent evaluation;

— post-contract management;

— supplier development;

— performance review.

Four key aims should be addressed when integrating sustainable development management into the procurement process:

a) minimizing negative impacts of products and/or services (e.g. impacts on health, air quality, generation of hazardous waste, social impacts due to alcohol and other drugs);

b) minimizing demand for resources (e.g. by using resource-efficient products such as energy efficient appliances, fuel-efficient vehicles and products incorporating recycled content);

c) minimizing the negative impacts of the supply chain itself, in particular the social aspects [e.g. by giving preference to local suppliers and "sheltered workshops" (where the workforce includes a proportion of those with disabilities) and organizations that meet minimum ethical, human rights and employment standards, including equal opportunities];

d) ensuring that fair contract terms are applied and respected.

B.3 When should sustainable procurement issues be considered?

Sustainable development issues should be considered at the earliest stage of the procurement process by building relevant criteria into product/service specifications. This allows options to be selected that meet the specification, but that also provide the best value for money. This approach avoids potential conflicts between environmental, social and economic issues arising later in the procurement process.

B.4 What does sustainable procurement involve?

Key steps that should be undertaken (in no particular order) are:

a) establishing a policy for sustainable procurement;

b) producing tender specifications that incorporate sustainable development performance criteria;

c) engaging in dialogue with suppliers/potential suppliers;

d) assessing tender submissions and evaluating sustainable development performance throughout the procurement cycle.

B.5 Sustainable procurement policy and strategic planning

A procurement policy should be established and documented that is aligned with the event sustainability management policy, which elaborates on (in the context of sustainable procurement) the issues, objectives, KPIs and targets established for the event as a whole. The sustainable procurement policy should:

a) define the scope (i.e. extent) of sustainable procurement, e.g. economic, social, environmental and natural resources, life cycle approach, key event themes, etc.;

b) state the desired performance level, e.g. simply "basic legal compliance", or extending to "beyond best current practice" including building sustainability values into supplier strategies;

c) define the approach/criteria for assessing suppliers during tender evaluation;

d) assess consistency and alignment of performance requirements for suppliers with the organization's expectations for itself.

B.6 Techniques for assessing and managing sustainable development issues in procurement

The following considerations should be taken into account in defining the approach to assessing/managing suppliers and prospective suppliers:

— the extent to which the supplier's products/services are critical to the purchasing organization;

— the level of expenditure relative to the size of the supplier, in order to establish the degree of influence that can be exerted;

— the significant social, economic, environmental and natural resource issues and associated risks relating to the product/service;

— separating suppliers by industry, service or product type in order to develop appropriate means of communicating/engaging with them.

The organization should select from appropriate approaches, tools and techniques to assess and manage sustainable procurement. These include the following:

a) weighting/scoring systems: quantitative/qualitative ways of assessing the merits of proposed solutions applied to the KPIs;

b) life cycle assessment and whole life costing: the real impacts of products and/or services based on a "cradle-to-cradle" approach, i.e. a holistic approach which assesses the environmental aspects and potential impacts associated with the manufacture, use and disposal of a product;

c) the environmental purchasing hierarchy: "rethink, eliminate, reduce, re-use, recycle, dispose", an approach to minimizing natural resource impacts which is similar to the waste management hierarchy;

d) supplier code of conduct, which can be employed by the contracting organization in order to ensure that their suppliers conform with the environmental, social and ethical elements of sustainable procurement,

e) industry best practice: standards for sustainable development management for specific industry sectors/areas defined by the industry and representing the industry's assessment of appropriate performance levels;

f) best value, defined by the UK government as "the optimum combination of whole life costs and benefits to meet the customer's requirement"[14]; this approach enables sustainable development, including quality management, to be taken into account when service delivery options are being considered.

B.7 Developing a dialogue with suppliers

There are two broad approaches that can be used to establish sustainable development goals for suppliers; the "command and control" approach and the "partnership" approach.

a) Command and control approach: This approach involves close management and regulation of suppliers and includes specifying standards and checklists with which organizations may insist their suppliers comply. Although it can be effective, it can also be inflexible by making suppliers react to precise requirements rather than proactively engaging with the objectives for sustainable development. This sometimes leads to a tick-box approach, whereby the supplier takes the minimum measures to meet the performance standard required.

b) Partnership approach: This approach involves relationship building with the supplier and uses influence, information and education with the aim of ensuring that both the supplier and the organization are working towards similar goals. In the long term, the partnership approach tends to be more effective than command and control approach; however, it requires more effort and investment. Where particular

products and services are required on a routine basis, it might be more appropriate to invest in the partnership approach.

It is likely that organizations will adopt a combination of the above techniques.

B.8 Assessment of tender submissions

Requests for proposals should reference the terms of the sustainability policy. Tender submissions should be evaluated using the criteria and assessment techniques outlined previously.

B.9 Sustainable procurement – Monitoring and reporting

Where practicable, the strategy implementation should be monitored throughout the implementation stage using appropriate KPIs and benchmarks. Information collected during the monitoring process should then be assessed and reported upon. The lessons learned should be documented and incorporated into the review process in order to identify improvements for future activities.

Annex C
(informative)

Evaluation

C.1 Guidelines for identification of issues

When determining significant sustainable development issues, organizations may wish to include consideration of the following factors, as appropriate:

a)   the event type, purpose, nature of activities and size;

b)   the location of the event, including

   1)   whether there is a strong legal framework that regulates many of the activities related to sustainable development, and

   2)   the social, environmental and economic characteristics of the location;

c)   the characteristics of the workforce or employees, including contracted labour and volunteers (age, skills, education and training);

d)   event organizations in which the organization participates, including

   1)   the activities related to sustainable development undertaken by these organizations, and

   2)   the codes or other requirements related to sustainable development promoted by these organizations;

e)   the concerns of internal and external interested parties, relevant structures for, and the nature of, decision making in the event management;

f)   the supply chain of the event.

It is also important for the organization to be aware of current attitudes towards, the level of commitment to and the understanding of sustainable development and sustainability by top management.

Table C.1 provides a non-exhaustive list of issues for organizations to consider in fulfilling the requirements of 6.1.2. There are numerous other sources of event-specific and general information available at national and international levels. Key sources of information on issue identification are ISO 26000 and the Global Reporting Initiative Event Organizers Sector Supplement[12].

Table C.1 — List of issues for organizations to consider in fulfilling issue identification and evaluation

Issue	Description and comments
Accessibility	Accessibility issues associated in the context of location, facilities, services provided including marketing and communications, etc.
Accommodation	Location and credentials of accommodation.
Animal welfare	Activities at significant risk of impacting on animals/wildlife.
Anti-competitive behaviour	Activities at significant risk of anti-competitive behaviour, anti-trust and monopoly practices.
Bribery and corruption	Anti-corruption, gifts and gratuities policies.
Communication	Activities at significant risk of not providing factual and unbiased information and fair contractual practices.
Local community	Impacts of activities on communities, including entering, operating and exiting.
Labour standards	Processes for interested parties to communicate complaints and grievances to be documented and responded to.
Conditions of work and social protection	Activities at significant risk of breaching terms and conditions in International Labour Law, of not providing equal opportunity for a diverse workforce (i.e. gender, age, ethnicity, disability and other indicators of diversity), of not respecting rights to exercise freedom of association and collective bargaining and of the use of abusive labour practices such as forced, compulsory or child labour concerning contracted labour, volunteers and the supply chain.
Consumer practices	Activities at significant risk of not fulfilling needs of consumers/attendants regarding safety, information, freedom of choice, accessibility and usability (universal design concept), unfair terms and conditions, availability of effective consumer redress and education on impacts of consumer choice. This could also include considering health and safety risks of minors including protection from exposure to alcohol and other drugs.
Discrimination and vulnerable groups	Activities at significant risk of discriminating, or breaching the rights of, vulnerable groups (e.g. children and youth at risk, the elderly, persons with disabilities, the internally displaced, refugees or returning refugees, and women) and indigenous people.
Economic performance	Direct economic value generated and distributed, including revenues, operating costs, donations and other community investments.
Materials choice	Efficient use of all materials in buying and use, considering the full lifecycle.
Energy	Consideration for energy efficiency and sustainable energy supply will reduce the use of fossil fuels and their impacts.
Food and beverage	Catering services are accessible and offer choice and balance and are safe and hygienic.
Health and safety at work	Activities at significant risk of impacting the health and safety for contracted labour, volunteers and the supply chain.
Human development and training in the workplace	Workforce by employment type, contract and region and programmes for skills management and support continued employability of workforce and supply chain.
Illegal drugs and anti-doping	Activities at significant risk of involving the use of illegal drugs and doping.
Indirect economic impacts	Indirect economic impacts including the development of any infrastructure, employment opportunities, services provided to the public and fair profit sharing.
Market presence	Practices in relation to spending on locally-based suppliers and local hiring.
Prevention of use of banned chemicals	Preventing the use of banned chemicals and, where possible, chemicals identified by scientific bodies or any other interested parties as being of concern.
Emissions reduction	Emissions relating to greenhouse gases, ozone-depleting substances, toxics (e.g. NO, SO, and particulates), water discharges and spillages.
Biodiversity and natural preservation	Valuing and protecting the variety of life in all its forms, protecting and restoring ecosystem services and using land and natural resources sustainability in connection with venue location, catering (e.g. endangered species), and use of materials, etc.
Resource utilization	Activities at risk of not using resources, including energy, water and materials, in a responsible and efficient way, by combining or replacing non-renewable resources with sustainable, renewable resources, e.g. by using innovative technologies. Consider also resource conservation.
Security practices	Security policies and procedures (including observance of the special needs of people with disabilities when designing emergency and evacuation systems) and human rights.
Sourcing and procurement of products and services	Sustainability criteria in accordance with this list for sourcing and procurement activities.
Transport and logistics	Impacts of transporting people (access to transport for people with disabilities) and goods.
Water and sanitation	Water of good quality and readily accessible or impacted by regional constraints (e.g. water scarcity). Sustainable sanitation solutions.
Venues	Location and credentials of venues (e.g. Brownfield, Greenfield, Existing Venue).
Waste	Prevention, reduction, diversion and management of waste.
Noise	Unacceptable sound levels in the surrounding community.

C.2 Determining relevance and significance of issues

C.2.1 General

In an initial review of the significance of the issues, there could be benefit in taking a very broad view of possible relevance. To start the identification process, an organization should, where appropriate:

a)   list the full range of the activities connected to the event;

b)   identify the activities of the event controlled by the organization itself and by the organizations within its control and influence; the activities of suppliers and contractors can have impacts on the sustainability of the event;

c)   determine which issues might arise when the event and others within the value chain carry out these activities, taking into account all relevant legislation;

d)   examine the range of ways in which the organization's decisions and activities can cause impacts on interested parties and on sustainability of the event;

e)   identify the societal expectations of sustainable behaviour concerning these impacts;

f)   identify all issues of sustainability that relate to day-to-day activities of the event, as well as those that arise only occasionally under very specific circumstances.

Interested parties should be involved in the identification process to broaden the perspective on the issues.

C.2.2 Determining significance

Once an organization has identified the broad range of issues relevant to its activities, it should look carefully at the issues identified and develop a set of criteria for deciding which core subjects and issues have the greatest significance. Possible criteria should include the following:

a)   the extent of the impact of the issue on interested parties and sustainable development;

b)   the potential effect of taking action or failing to take action on the issue;

c)   the level of concern of the interested parties about the issue;

d)   the potential effect of the related action compared to the resources required for implementation;

e)   the current performance of the event compared to existing laws and regulations, international standards, and international event industry best practice.

C.2.3 Compliance with regulations

In some instances, an organization might assume that because it operates in an area with laws that address core subjects of sustainability, then compliance with the law will be sufficient to ensure that all the relevant aspects of such subjects are addressed. A careful review of the issues may reveal, however, that some relevant issues are not regulated, or are covered by regulations that are not adequately enforced, or are not explicit or sufficiently detailed (e.g. the exposure of minors to alcohol marketing).

Even for issues covered by the law, responding to the spirit of the law may in some cases involve action beyond simple compliance. As an example, although some environmental laws and regulations limit emissions of air or water pollutants to specific amounts or levels, a responsible organization is likely to strive to use best practice to further reduce its emissions of those pollutants, or to change the processes it uses so as to completely eliminate such emissions.

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