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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 oeuvre*

ICS: 03.100.70; 13.020.20

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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.

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

This second edition of ISO 20121 cancels and replaces ISO 20121:2012, which has been technically revised.

The main changes compared to ISO 20121:2012 are as follows:

- the text, clause sequence and relevant definitions have been aligned with the revised version of the ISO/IEC Directives, Part 1, 2022, Consolidated with the ISO Supplement, Annex SL “Harmonized Structure”;
- the text has been reviewed and improved to take into consideration: alignment with global sustainability frameworks; enhancement of meeting environmental, social and governance (ESG) requirements and reducing ESG impacts; making the standard more user friendly and accessible.

Any feedback or questions on this document should be directed to the user’s national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

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

This document 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 document 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 document 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.

This document can be used to prove compliance, as detailed in the **Scope**.

# Event sustainability management systems — Requirements with guidance for use

## 1 Scope

This document 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 document is applicable to any organization that wishes to:

- a) establish, implement, maintain and improve an event sustainability management system;
- b) ensure that it is in conformity with its stated sustainable development policy;
- c) **achieve the intended result(s) of its event sustainability management system;**
- d) demonstrate voluntary conformity with this document 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);
  - an independent third party (e.g. a certification body).

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

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

## 2 Normative references

There are no normative references in this document.

## 3 Terms and definitions

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

**ISO and IEC maintain terminology databases for use in standardization at the following addresses:**

— ISO Online browsing platform: available at <https://www.iso.org/obp>

— IEC Electropedia: available at <https://www.electropedia.org>

### 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: If the organization is part of a larger entity, the term “organization” refers only to the part of the larger entity that is within the scope of the event *sustainability* (3.2) *management system* (3.23). 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* (3.7)

Note 1 to entry: When considering sustainability, reference should be made to applicable normative and legal frameworks, such as the United Nation's Sustainable Development Goals (SDGs). See [Annex A](#).

## 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: Depending on the activity considered, the *organization* (3.1) should take into account the most relevant UN SDGs when defining its sustainable development policy.

[SOURCE: ISO 26000:2010, 2.23, modified — Note 1 to entry has been added, and Note 2 to entry revised.]

## 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 [3.7](#).

## 3.5

### **policy**

intentions and direction of an *organization* (3.1) as formally expressed by its *top management* (3.24)

## 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) and can apply at different levels [such as strategic, organization-wide, project, product and process (3.26)].

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* (3.7) *sustainability* (3.2) 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* (3.1), consistent with the event sustainability *policy* (3.5), to achieve specific results.



**3.7****event**

planned physical, digital or hybrid gathering with respect to time and a place where an experience is created and/or a message is communicated

**3.8****event management cycle**

stages and activities of an *event* (3.7) (including products and services involved), from research, conception and planning through to implementation, review and post-event activities

**3.9****event organizer**

entity that produces and/or manages all or some aspects of an *event* (3.7)

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* (3.10).

**3.10****event owner**

entity that commissions the *event* (3.7)

Note 1 to entry: For the purposes of this document, the event owner could be the *event organizer* (3.9).

**3.11****end user**

user taking the role of consumer

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

**3.12****attendee**

organization and/or individual that takes part in an *event* (3.7) for the primary purpose of receiving services or content

**3.13****participant**

*organization* (3.1) and/or individual that takes an active part in the contents of an *event* (3.7)

**3.14****accessibility**

usability and display of a product, service, information, environment or facility to enable the participation of 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, 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.

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 objective in a specified context of use.

**3.15****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.

**3.16**  
**inclusivity**

practice of fair treatment and meaningful involvement of all *interested parties* (3.15)

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.

Note 2 to entry: For further information, see ISO 53800 *Guidelines for promotion and implementation of gender equality and women's empowerment* (ISO 53800 is currently in development by ISO/PC 337, and is at the Draft International Standard, DIS, stage).

**3.17**  
**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.

**3.18**  
**legacy**

tangible (hard legacy) and intangible (soft legacy) enduring result(s) and *impact* (3.42) of an *event* (3.7)

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

Note 2 to entry: Soft 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.

Note 3 to entry: Legacy includes planned and unplanned results of hosting an event on *interested parties* (3.15). Legacy can be of greater relevance to larger events and should be considered in the issue identification and evaluation (see A.8 and A.12).

**3.19**  
**stewardship**

responsibility, management and care for sustainable development (3.1.3) 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.

**3.20**  
**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.]

**3.21**  
**supplier**

*organization* (3.1) providing products, services or facilities

**3.22**  
**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.]

**3.23****management system**

set of interrelated or interacting elements of an *organization* (3.1) to establish *policies* (3.5) and *objectives* (3.6) and *processes* (3.26) to achieve those objectives

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

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

**3.24****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* (3.23) covers only part of an organization then top management refers to those who direct and control that part of the organization.

**3.25****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* (3.1) and *interested parties* (3.15) that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, e.g. in *documented information* (3.30).

**3.26****process**

set of interrelated or interacting activities that uses or transforms inputs to deliver a result

Note 1 to entry: Whether the result of a process is called an output, a product or a service depends on the context of the reference.

**3.27****procedure**

specified way to carry out an activity or a *process* (3.26)

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

[SOURCE: ISO 9000:2015, 3.4.5, modified — Note 1 to entry has been modified.]

**3.28****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]

**3.29****competence**

ability to apply knowledge and skills to achieve intended results

**3.30  
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* (3.23), including related *processes* (3.26)
- information created in order for the organization to operate (documentation);
- evidence of results achieved (records).

**3.31  
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* (3.26), products, services, systems or *organizations* (3.1).

**3.32  
monitoring**  
determining the status of a system, a *process* (3.26) or an activity

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

**3.33  
measurement**  
*process* (3.26) to determine a value

Note 1 to entry: For the purposes of this document, “value” may be taken to mean numerical or ethical values.

**3.34  
audit**  
systematic, independent and documented *process* (3.26) 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: An internal audit is conducted by the *organization* (3.1) itself, or by an external party on its behalf.

Note 3 to entry: “Audit evidence” and “audit criteria” are defined in ISO 19011.

**3.35  
effectiveness**  
extent to which planned activities are realized and planned results achieved

**3.36  
conformity**  
fulfilment of a *requirement* (3.25)

**3.37  
nonconformity**  
non-fulfilment of a *requirement* (3.25)

**3.38****corrective action**

action to eliminate the cause of a *nonconformity* (3.37) 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.

**3.39****continual improvement**

recurring activity to enhance *performance* (3.31)

**3.40****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](#).

**3.41****preventive action**

action to eliminate the cause of a potential *nonconformity* (3.37)

**3.42****impact**

positive or negative change to the society, economy or the environment, wholly or partially, resulting from an *organization's* (3.1) past and present decisions and activities

Note 1 to entry: The impacts can be negative or positive, short-term or long-term, intended or unintended, and reversible or irreversible.

Note 2 to entry: Society includes the host community and refers to the local population or those directly involved with the event.

Note 3 to entry: see [Annex C](#) (Guidelines on Reporting).

**3.43****statement of purpose**

declaration of the organization's reason for existence.

**3.44****mission statement**

specifies what the organization does to achieve its purpose and/or vision.

**4 Context of the organization****4.1 Understanding 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 result(s) of its event sustainability management system. This shall include consideration of its social, economic, and environmental impacts.

NOTE 1 Consideration of the United Nation's Sustainable Development Goals and other relevant frameworks can assist in determining the issues to be addressed (see [Annex A.11](#)).

NOTE 2 Tools that are commonly used to determine external and internal issues include but are not limited to SWOT and PESTEL Analysis

## 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).
- which of these requirements will be addressed through the event sustainability management system.

The organization shall establish, implement and maintain a process 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 detail in documented information the outputs from its engagement with interested parties (see 7.3, 7.4 and 8.3).

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

- a) event organizer;
- b) event owner;
- c) partners;
- d) sponsors;
- e) workforce;
- f) suppliers;
- g) participants;
- h) attendees;
- i) regulatory bodies;
- j) community;
- k) local and national public authorities;
- l) trade and professional associations;
- m) non-governmental organizations.

**NOTE** Engagement with interested parties can take different forms such as: verbal conversation, written correspondence, meetings, working groups, certification labels and awards, progress plans.

## 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;
- the requirements referred to in 4.2.

The scope shall be available as documented information.

**NOTE** The documented information on scope is meant to be a factual and representative statement of the organization's business processes and operations included within the event sustainability management system boundaries and is not meant to mislead interested parties.

#### 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 document.

Each organization shall choose the most suitable way to establish, maintain, communicate and continually improve its event sustainability management system.

**NOTE** Formalizing all the processes for the event management system can be done, but is not compulsory.

#### 4.5 Sustainable development principles, statement of purpose and/or mission and values

The organization shall define its governing principles of sustainable development in the form of a statement of purpose and/or mission 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 include in documented information its primary purpose, mission, its social, environmental and economic benefits, and values with respect to its activities, products and services that relate specifically to events.

The principles, purpose and/or mission and values of the organization shall provide a framework for setting its policies, objectives, and operational plans (see [Clause 8](#)) as defined within the scope of its event sustainability management system.

### 5 Leadership

#### 5.1 Leadership and commitment

Top management and/or governing body (when applicable) shall demonstrate leadership and commitment with respect to the event sustainability management system by:

- a) ensuring that policies and objectives are established for the event sustainability management system and are compatible with the strategic direction of the organization;
- b) ensuring the integration of the event sustainability management system requirements into the organization's business processes;
- c) ensuring that the resources needed for the event sustainability management system are available;
- d) communicating the importance of effective event sustainability management and conforming to the event sustainability management system requirements;
- e) ensuring that the event sustainability management system achieves its intended result (s);
- f) directing and supporting persons, including staff, to contribute to the effectiveness of the event sustainability management system;
- g) promoting continual improvement;
- h) supporting other relevant roles to demonstrate their leadership as it applies to their areas of responsibility.

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

## 5.2 Policy

Top management and/or governing body (when applicable) shall establish a sustainable development policy that:

- a) is appropriate to the purpose of the organization;
- b) provides a framework for setting short, medium and long term sustainable development objectives;
- c) includes a commitment to satisfy applicable requirements;
- d) includes a commitment to continual improvement of the event sustainability management system ;
- e) includes a commitment to take into consideration legacy issues;
- f) includes a commitment to take into consideration the needs of end users.

The sustainable development policy shall:

- be available as documented information;
- if applicable include a 3 to 10 year vision based on the long-term sustainable development objectives;
- include details of the main objectives;
- be communicated within the organization;
- be available to interested parties, as appropriate;
- include a commitment to lead within the field of event sustainability management;
- reference its statement of purpose and/or mission and values;
- include the organization's commitment to its governing sustainable development principles within its defined scope.

## 5.3 Roles, responsibilities and authorities

Top management and/or governing body 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:

- a) ensuring that the event sustainability management system conforms to the requirements of this document;
- b) 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 result(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.

**NOTE** Further advice and guidance on risk management and risk management principles is available in ISO 31000.

### 6.1.2 Issue identification and evaluation

The organization shall establish, implement and maintain a process 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 event sustainability management system.

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

- a) environmental – resource utilization, materials choice, circularity, resource conservation, emissions reduction, climate change, environmental resilience, biodiversity and nature preservation, releases to land, water and air, digital responsibility;

**NOTE 1** Environmental resilience is the capacity of an ecosystem to respond to a disturbance by resisting damage and recovering quickly without shifting to an alternative state or losing function or services.

**NOTE 2** Digital responsibility is using technology in an ethical, responsible way, to reduce the environmental footprint and allow positive social impacts.

- b) social – human and child rights, labour standards, health and safety, mental health, civil liberties, social justice, local community, indigenous rights, cultural issues, accessibility, social impacts, wellbeing, diversity, equity and inclusion and religious sensitivities;
- c) economic – local economy, market capacity and presence, employment, shareholders value and return on investment, innovation, direct and indirect economic impact, risk, fair trade, economic inclusion, professional skills 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 detailed in documented information and shall include a consideration of feedback from interested parties, and the identification of new emerging issues. The outputs of the process shall be detailed in documented information, kept up to date and shared with relevant interested parties.

**NOTE 3** 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.

**NOTE 4** See Annex C for further guidance. The list of issues contained in Table C.1 is non-exhaustive. Event organisers, particularly for major international events, are encouraged to consider a maximum of sustainability issues when developing their event management system.

### 6.1.3 Legal and other requirements

The organization shall periodically review, establish, implement, and maintain (and when necessary, revise) a process 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 norms and 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 in establishing, implementing and maintaining its event sustainability management system.

## 6.2 Event sustainability objectives and planning to achieve them

The organization shall establish event sustainability objectives at relevant functions and levels.

The event sustainability objectives shall:

- a) be consistent with the sustainable development policy;
- b) be measurable (if practicable);
- c) be consistent with the organization's short and/or medium and/or long term sustainable development objectives (see 5.2);
- d) take into account applicable requirements;
- e) be monitored;
- f) be communicated;
- g) be updated as appropriate;
- h) be available as documented information.

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.

## 6.3 Planning of changes

When the organization determines the need for changes to the event sustainability management system, the changes shall be carried out in a planned manner.

# 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.

## 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**.

Appropriate documented information shall be available as evidence of competence.

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 processes 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) a statement of the organization's purpose **and/or mission and values**;
- c) a system for managing improved event sustainability;
- d) issues and objectives;
- e) guidance, best practice for achieving objectives;
- f) relevance to interested parties;
- g) progress in relation to performance;

h) feedback from interested parties.

To communicate responsibly, the organization shall take care to ensure that no communication is made that misleads the public on the real environmental, quality, and social positive impact, of a product or a service or on the reality of the organization's sustainable development approach, regardless of how it is communicated.

**NOTE** See also Annex C.3 [Guidelines on Reporting]

## 7.5 Documented information

### 7.5.1 General

The organization's event sustainability management system shall include:

- a) documented information required by this document;
- b) documented information determined by the organization as being necessary for the effectiveness of the event sustainability management system;

**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;
- the competence of persons.

### 7.5.2 Creating and updating documented information

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 document shall be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed;
- b) 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:

- distribution, access, retrieval and use;
- storage and preservation, including preservation of legibility;
- control of changes (e.g. version control);
- retention and disposition.

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 [Clause 6](#), by:

- establishing criteria for the processes;
- implementing control of the processes in accordance with the criteria.

Documented information shall be available 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 **externally provided processes, products or services** that are relevant to the event sustainability management system are controlled.

### 8.2 Dealing with modified activities, products or services

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

### 8.3 Supply chain management

The organization shall determine and apply criteria to select and evaluate suppliers and other interested parties from the supply chain, that affect or can affect the performance of the event sustainability management system and the performance of the events.

The organization shall engage with suppliers and other relevant interested parties and encourage the implementation of sustainable procurement.

When preparing tender and other procurement documents, the organization shall include requirements that support the achievement of the organization's objectives and operational planning arrangements. These requirements can be related to the sustainability performance of suppliers and their products and/or services, and shall be taken into consideration in the selection process of the supplier, alongside other criteria.

If the organization does not apply a formal tender process, it shall ensure its supplier selection and evaluation process takes into account sustainability considerations.

The organization shall retain documented information of these activities.

NOTE For further information on supply chain management, and on evaluations of suppliers' performance post-events, see [Annex B](#) and ISO 20400 *Sustainable procurement*.

## 9 Performance evaluation

### 9.1 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.

Documented information shall be available 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 preventive action, when necessary, to address adverse trends or results before a nonconformity occurs;
- b) include the creation of documented information to track performance, relevant operational controls, conformance with the organization's objectives, 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 relevant 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. Documented information shall be available as evidence of the calibration and maintenance.

### 9.2 Internal audit

#### 9.2.1 General

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 document;
- b) is effectively implemented and maintained;
- c) is being effective in achieving the sustainable development policy and objectives.

#### 9.2.2 Internal audit programme

The organization shall plan, establish, implement and maintain (an) audit programme(s), including the frequency, methods, responsibilities, planning requirements and reporting.

When establishing the internal audit programme(s), the organization shall consider the importance of the processes concerned and the results of previous audits.

The organization shall:

- a) define the audit objectives, criteria and scope for each audit;
- b) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- c) ensure that the results of audits are reported to relevant managers.

Documented information shall be available as evidence of the implementation of the audit programme(s) and the audit results.

NOTE See ISO 19011:2018 Guidelines for auditing management systems.

### 9.2.3 Performance against governing principles of sustainable development

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

NOTE 1 Evaluations of performance can include future and current performance.

NOTE 2 For further information see the maturity matrix in [Annex A, Table A.5](#).

## 9.3 Management review

### 9.3.1 General

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

### 9.3.2 Management review inputs

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) changes in needs and expectations of interested parties that are relevant to the event sustainability management system;
- d) information on the event sustainability performance, including trends in
  - nonconformities and corrective actions;
  - monitoring and measurement evaluation results;
  - audit results;
- e) opportunities for continual improvement;
- f) evaluations of compliance;
- g) communications with interested parties;
- h) the extent to which objectives **have** been met;
- i) status of corrective and preventive action;
- j) changing circumstances, including developments in legal and other requirements related to its sustainable development policy;

k) progress against governing principles of sustainable development.

### 9.3.3 Management review outputs

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.

Reviews shall be 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.

Documented information shall be available as evidence of the results of management reviews.

## 10 Improvement

### 10.1 Continual improvement

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

### 10.2 Nonconformity and corrective action

When nonconformity occurs, the organization shall:

- a) react to the nonconformity and, as applicable,
  - take action to control and correct it;
  - deal with the consequences;
- b) evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
  - reviewing the nonconformity;
  - determining the causes of the nonconformity;
  - determining if similar nonconformities exist, or can potentially occur;
- c) implement any action needed;
- d) review the effectiveness of any corrective action taken;
- e) make changes to the event sustainability management system, if necessary.

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

Documented information shall be available as evidence of:

- the nature of the nonconformities and any subsequent actions taken;
- the results of any corrective action.



## Annex A (informative)

### Guidance on planning and implementing this document

#### A.1 General

The information contained in this annex is for guidance only, and is not necessarily relevant for every user of this document.

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

#### A.2 Scope (see [Clause 1](#))

It cannot be claimed that an event is compliant to this document. It is only an organization's event sustainability management system, i.e. the way the event is planned and delivered, that can be claimed to be in conformity to this document.

An event organizer or agency may decide to manage some, but not all of their events in compliance with this document. In this scenario, they cannot claim conformity for their organization's overall management system, or for all of the events that they organize, but simply the relevant parts of their event sustainability management system for the specific events that are compliant with this document.

Suppliers will need to define in the scope of their event sustainability management system which of their products and services are event-related and are covered by the compliant parts of their system. It is only these areas that the suppliers can claim are managed in compliance with this document.

#### 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, 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)

#### A.4.1 General

Interested party engagement and identification may also be referred to as “stakeholder engagement”.

To identify relevant interested parties, it is important to consider who is affected or involved in the event-related activity. This can 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 document 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 life cycle 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 interested parties should be reconsidered for each event.

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

- a) event organizers, e.g. event managers;
- b) event owners, e.g. commissioners, founders and investors;
- c) partners and sponsors;**
- d) workforce, e.g. employees, labour unions, staff and volunteers;
- e) suppliers, e.g. venue, product and service suppliers (including sponsors); this category could also include emergency services, fire, ambulance, etc.;
- f) 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);
- g) attendees, e.g. customers, audience, fans, spectators, visitors, delegates (also includes end users);
- h) regulatory bodies, e.g. local authorities/municipalities and licensing authorities, police; this category could include central government and statutory consultees;
- i) community and organizations e.g. local community and neighbourhood, indigenous people and minorities, non-governmental organizations (NGOs), civil society, institutions, industry bodies, associations, networks, consumers, media and protestors.

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

When considering concerns of the different interested parties, the environment, human and child rights and the needs of persons with disabilities should be taken into account.

Interested parties may also include sponsors, owners and funders.

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

#### **A.4.2 Outputs from engagement with interested parties**

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

- a) meetings and minutes of meetings;
- b) surveys;
- c) social media;
- d) purchase orders;
- e) contracts;
- f) clients/participants feedback;
- g) white paper;
- h) position paper;
- i) press releases, articles;
- j) newsletters;
- k) questions and answers sections;
- l) training;
- m) mediation;
- n) arbitration;
- o) social dialogue.

#### **A.4.3 Identification of interested party requirements**

The identification of interested party requirements should, where applicable, encompass the following:

- a) applicable laws;
- b) permits, licences or other forms of authorization;
- c) government regulations;
- d) requirements related to climate change, climate action or race to zero;
- e) judgments of courts or administrative tribunals;
- f) requirements of a larger entity to which the organization belongs;
- g) treaties, conventions and protocols;
- h) relevant industry codes and standards;

- i) contracts which have been entered into;
- j) agreements with customers, community groups or non-governmental organizations;
- k) agreements with public authorities and customers;
- l) requirements by adopting voluntary principles or codes of practice;
- m) voluntary labelling or environmental commitments;
- n) obligations arising under contractual arrangements with the organization;
- o) obligations related to universal accessibility codes and regulations.

NOTE 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.

Table A.1 (continued)

Stakeholder	Role
Sector interest organization (trade/industry bodies)	Industry/industry bodies to which the organization belongs.
Relevant non-governmental organization	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 document is going to be implemented. An event organizer that organizes many different events may decide to implement this document 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 document on the portion of business that supports the events industry. Stating which parts of the business will implement this document means that they are the only parts of the business for which any form of compliance can be claimed.

When determining the scope, the organization should also specify the time boundaries, for example, the life cycle stages of the event which are considered within scope.

### A.6 Sustainable development governing 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.

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

**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, by decisions taken to deal with issues, by 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.

An organization can already have existing documented information developed for implementing other standards that it can use as a starting point for its sustainable development policy. Examples and more guidance on elements of a sustainable development policy can 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.

An organization implementing this document should require its suppliers to contribute to its 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, the organization will need to consider the external and internal issues relating to itself and its interested parties and identify potential positive or negative effects that could occur before, during or after the planned activity (see [6.1.2](#) and [Annex C](#) for further guidance and a list of issues to consider).

## **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 for improvement can be set.

For example, the biggest environmental issue could be identified as air pollution due to carbon dioxide and monoxide, nitrogen oxides and sulphur dioxide emissions from delivery vehicles and participant travel, or the biggest social issue could be identified as child labour use in the supply chain.

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

NOTE See [Annex C](#) for further guidance on issue identification.

Since an organization can 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 documented 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;
- universal accessibility codes and regulations.

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 can be unnecessary, therefore, to have a separate or additional process 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 non-exclusive listing of recommendations and guidance that may be used in the implementation of this document is given in [Table A.3](#)



**Table A.3 — A non-exclusive listing of recommendations and guidance that may be used in the implementation of this document**

Recommendation or guidance
United Nations Sustainable Development Goals (SDGs)
International Convention on the Elimination of All Forms of Racial Discrimination (1965)
Convention on the Elimination of All Forms of Discrimination against Women (1979)
Convention on the Rights of the Child (1989)
Convention on the Rights of Persons with Disabilities (2006)
UN Global compact guidelines
UNDP SDG Impact Standards
UNECE Gender Responsive Standards Initiative (UNECE GRSI)
UN Guiding Principles on Business and Human Rights
UN Convention on the Rights of Persons with Disabilities
UN Department of Economic and Social Affairs – Sustainable development. Guidelines and training World Business Council on Sustainable Development DNV SDG Certification Scheme
Relevant documents of the OECD
“Net Zero Carbon Events” initiative
BVC SDG Certification Scheme
ISO 14044 Environmental management — Life cycle assessment — Requirements and guidelines
ISO 14046 Environmental management — Water footprint — Principles, requirements and guidelines
ISO 14063 Environmental management — Environmental communication — Guidelines and examples
ISO 14064-1 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals
ISO 17029 Conformity assessment — General principles and requirements for validation and verification bodies
ISO 19011 Guidelines for auditing management systems
ISO 22095 Chain of custody – General terminology and models
ISO 22313 Security and resilience – Business continuity management systems – Guidance on the use of ISO 22301
ISO 22379 Security and resilience — Guidelines for hosting and organizing citywide or regional events
ISO 22395 Security and resilience – Community resilience – Guidelines for planning recovery and renewal
ISO/TS 37151 Smart community infrastructures – Principles and requirements for performance metrics
ISO 44001 Collaborative business relationship management systems — Requirements and framework
ISO 56002 Innovation management — Innovation management system — Guidance

Table A.4 gives a listing of the UN SDGs against related applicable ISO standards

**Table A.4 — United Nations Sustainable Development Goal number and related applicable ISO standards**

UN SDG no.	Related applicable ISO Standards
1	ISO 20400 Sustainable procurement – Guidance
2	ISO 22000 Food safety management systems – Requirements for any organization in the food chain
3	ISO 45001 Occupational health and safety management systems – Requirements with guidance for use
4	ISO 30415 Human resource management – Diversity and inclusion;
5	ISO 30415 Human resource management – Diversity and inclusion;

**Table A.4 (continued)**

UN SDG no.	Related applicable ISO Standards
6	the ISO 14000 series on Environmental management
7	ISO 50001 Energy management systems – Requirements with guidance for use
8	ISO 45001 Occupational health and safety management systems – Requirements with guidance for use
9	ISO 56001 Innovation management – Fundamentals and vocabulary
10	ISO 26000 Guidance on social responsibility
11	ISO 37101 Sustainable development in communities – Management system for sustainable development – Requirements with guidance for use
12	ISO 20121 Event sustainability management systems – Requirements with guidance for use; the ISO 14020 series on Environmental labels and declarations; ISO 20400 Sustainable procurement – Guidance
13	The ISO 14000 series on Environmental management
14	The ISO 14000 series on Environmental management; the ISO 14020 series on Environmental labels and declarations
15	The ISO 14000 series on Environmental management, including ISO 14055 Environmental management – Guidelines for establishing good practices for combatting land degradation and desertification – Part 1: Good practices framework; ISO 38200 Chain of custody of wood and wood-based products
16	The ISO 37000-series on the Governance of organizations

## 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 its objectives for improvement, the organization will need to consult its interested parties to get their feedback.

For example, as noted in [Clause A.10](#), the biggest environmental issue could 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 and per participant travel related emissions. 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.

Alternatively, the biggest social issue could be identified as child labour in the supply chain, with an objective being to ensure suppliers have a child labour policy aligned with relevant ILO and human rights conventions.

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 (SMART). 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 engage interested parties and raise users' awareness on sustainable development issues.

Set challenging performance objectives, particularly when there is a great capacity to address them. Objectives 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 objectives; consequently, the final plan might represent the optimal trade-off of performance across a range of objectives. 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.

Objectives 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.

It should be noted that objectives represent the minimum acceptable performance level and 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 detail in documented information 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, materials 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, materials 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, materials and technology resources procured by the organization.

A detailed resource management plan could be used that includes data from the initial planning phase to reuse of materials or, as a last resort, its end of life.

#### **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 may be detailed 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 can 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 should 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 process for external communications with relevant suppliers and other interested parties. This process may include the need for dialogue with interested parties and consideration of their relevant concerns. An organizations should take into consideration the views and information needs of all interested parties, in particular with respect to external communication.

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

External communications done through websites should consider the existing guidelines for website accessibility, as defined by ISO/IEC 40500:2012 – Information technology — W3C Web Content Accessibility Guidelines (WCAG) 2.0.

Where external reporting is undertaken, a recognized format should be used to enable interested parties to inspire performance between similar events.

Where external reporting is undertaken, it is recommended Annex [C.3](#) is used.

## A.16 Documented information (see [7.5](#))

The implementation of a management system requires documented information. This documented information should be reviewed and updated regularly.

Documented information 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.

Documented information 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 documented information.

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

The subclauses of this document which require documented information 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) Roles, responsibilities and authorities ([5.3](#));
- f) Issue identification and evaluation ([6.1.2](#));
- g) Event sustainability objectives and planning to achieve them ([6.2](#));
- h) Supply chain management ([8.3](#));
- i) Monitoring, measurement, analysis and evaluation ([9.2](#));
- j) Nonconformity and corrective action ([10.2](#)).

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

It is necessary to give some consideration to accessibility of documented information (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 objectives;
- 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 documented information 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. This should include all parts of the operation, including contracted-out or externally provided.

This document is process-based. As defined in [3.26](#), a process is a “set of interrelated or interacting activities which transforms inputs into outputs”. As defined in [3.27](#), 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 detailed in documented information, unless the absence of such documented information 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 risk of departure from the organization’s purpose, values, sustainable development policy, and objectives.

The value of providing a procedure in documented information 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 can 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, processes should be implemented to cover emergency situations and suppliers. Establish, implement and maintain processes 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 processes, in particular after accidents or emergency situations have occurred.

Implementing actions to manage risks 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 expected 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 8900-1:2013). 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 digital 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.

**Table A.5 — Example of maturity matrix: approach taken by organization in relation to sustainability**

<b>Principle</b>	<b>Minimal</b>	<b>Improving</b>	<b>Engaged</b>
Inclusivity How involved are the interested parties and how are the issues identified and addressed	Limited number of interested parties consulted. Limited amount of information shared. Limited options given to interested parties on how they can get involved. Limited time and resource given to identifying issues.	Comprehensive list of interested parties created. All interested parties 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 interested parties. Constant education of interested parties. Consider issues in a structured way. Take action to address all issues. Consider interested parties 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/ interested parties / peer pressure. Reaction to market trends with minimal response.	Consideration of how suitable development can affect the organization's reputation or can 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 can 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, interested parties are all aware of, understand and behave in accordance with the sustainable development policy.

**Table A.5 (continued)**

Principle	Minimal	Improving	Engaged
Stewardship How is this topic being managed with suppliers, interested parties, 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 interested parties.

**A.20 Monitoring and measurement (see 9.1)**

At this stage, it is important to ensure that there is a process in place to measure against objectives and to raise an alert if there is a high risk of not achieving the objective. 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 objectives, 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, 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 objectives 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 9.2)**

The organization may define its internal audits to cover whatever scope it chooses, and may choose to go beyond the requirements of this document. However, it is necessary for internal audits to cover the scope of the event sustainability management system, and to examine conformity to it. It is not necessary for every internal audit to cover the entirety of the event sustainability management system, but the programme(s) of internal audits needs to do so.

Internal audits of a management system based on this document 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 9.3)**

It is important to ensure that full management reviews are conducted of the event sustainability 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 reviews should track the progress against sustainable development principles, which can be achieved using various measurement tools, such as the maturity matrix included in [Table A.5](#). The reviews should make recommendations for improvement and check performance against objectives.

The management reviews should cover the scope of the event sustainability management system, although not all elements need to be considered at every review and the reviews may take place over a period of time. An organization does not necessarily need to wait until an event has actually taken place before it performs a review.

### **A.23 Nonconformity and corrective action (see 10.2)**

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 conducting a self-determination and by making a self-declaration claiming compliance with this document (ISO 20121),
- b) by being audited by a second party, i.e. by one of the suppliers, regulatory bodies or other interested parties, and making a statement of conformity, or

- c) by being certified by a third party, i.e. by paying an independent certification body/registrar to audit and certify the event sustainability management 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 an organization finds the products or services it needs for its customers. An organization'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 enhanced policy and contractual provisions, 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, competitiveness).

#### 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 detailed in documented information that is aligned with the event sustainability management policy, which elaborates on (in the context of sustainable procurement) the issues, objectives and key performance indicators (KPIs) 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-grave” 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”; 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 objectives 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 objectives. 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 detailed in documented information 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 should 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;
  - 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.

**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.

Table C.1 (continued)

Issue	Description and comments
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 detailed in documented information 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 life cycle.
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 rights	Rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status.
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.



**Table C.1** (continued)

Issue	Description and comments
Security practices	Security policies and processes (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, or 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 can 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.

## C.3 Guidelines for reporting

The objective of reporting is to provide transparency on how an organization contributes or aims to contribute to sustainable development. It enables an organization to publicly disclose its most significant social, economic and environmental impacts, how it manages them and its legacy.

As such, all organizations with an event sustainability management system should report on their sustainability strategy. This reporting should aspire to achieve international best practice, where deemed to not conflict with applicable regulations. If an organization subscribes to a reporting regulation, it should report in compliance with it. Examples of international and regional reporting frameworks include (non-exclusively): the GRI Sustainability Reporting Standards (GRI Standards), for GHG emissions, refer to the “Net Zero Carbon Events” initiative (hosted by the Joint Meetings Industry Council and supported by UNFCCC), the UN SDGs, the UN FCCC Sports for Climate Action Framework, the European Sustainability Reporting Standards (ESRS).

In line with this document’s event sustainability management system requirements, and in order to enhance accountability and transparency, organizations are encouraged to publish a sustainability report that includes the following elements (reference to the relevant clause in this document is included in brackets):

- scope of the event sustainability management system (4.3);
- sustainable development principles, statement of purpose and/or mission and values (4.5);
- sustainability policy (5.2);
- interested parties’ engagement process (4.2);
- main sustainability issues (6.1.2);
- event sustainability objectives (6.2);
- impact (9): an overview of the extent to which sustainability objectives and targets have been met and planned actions implemented.

Reports are written with the intention of being read by internal and external stakeholders. The organization should include in its reports:

- a) presentation of the organizational structure (staff, stakeholders etc.) (3.1);
- b) organizational context: the context of your organization and how it sits within the landscape of your industry (4);
- c) leadership and commitment (5.1);

- d) links with main international frameworks (e.g. UN SDGs) ([4](#) and [6.1.3](#));
- e) testimonies/case studies of stakeholders on actions implemented, results, key operations and highlights etc ([7](#), [8](#));
- f) results reported by the organization (which should cover all material issues addressed by the organization([6.1.2](#))); to ensure the credibility of the event management system, it is encouraged that the report includes the following results:
  - 1) carbon emissions measurement, particularly as linked to transport, the main source of carbon emissions in the event industry;
  - 2) amount of waste avoided, generated and recovered/recycled/reused;
  - 3) the percentage of suppliers with sustainability criteria integrated;
  - 4) the number of sustainability related incidents (such as environmental justice, work related injuries, discrimination, forced labour, privacy breaches) and corrective actions taken.

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