ประกาศกระทรวงอุตสาหกรรม

ฉบับที่ ๔๔๑๙ (พ.ศ. ๒๕๕๕)

ออกตามความในพระราชบัญญัติมาตรฐานผลิตภัณฑ์อุตสาหกรรม

พ.ศ. ๒๕๑๑

เรื่อง กำหนดมาตรฐานผลิตภัณฑ์อุตสาหกรรม

การจัดการสิ่งแวดล้อม : การสื่อสารด้านสิ่งแวดล้อม : แนวทางและตัวอย่าง

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อาศัยอำนาจตามความในมาตรา ๑๕ แห่งพระราชบัญญัติมาตรฐานผลิตภัณฑ์อุตสาหกรรม พ.ศ. ๒๕๑๑ รัฐมนตรีว่าการกระทรวงอุตสาหกรรมออกประกาศกำหนดมาตรฐานผลิตภัณฑ์อุตสาหกรรม การจัดการสิ่งแวดล้อม : การสื่อสารด้านสิ่งแวดล้อม : แนวทางและตัวอย่าง มาตรฐานเลขที่ มอก. 14063 - 2555 ไว้ ดังมีรายละเอียดต่อท้ายประกาศนี้

ทั้งนี้ ให้มีผลตั้งแต่วันประกาศในราชกิจจานุเบกษาเป็นต้นไป

ประกาศ ณ วันที่ ๒๔ เมษายน พ.ศ. ๒๕๕๕

หม่อมราชวงศ์พงษ์สวัสดิ์ สวัสดิวัตน์

รัฐมนตรีว่าการกระทรวงอุตสาหกรรม

มาตรฐานผลิตภัณฑ์อุตสาหกรรม
การจัดการสิ่งแวดล้อม :
การสื่อสารด้านสิ่งแวดล้อม : แนวทางและตัวอย่าง

บทนำ

เป็นเวลากว่าสองทศวรรษ ที่การสื่อสารข้อมูลที่เกี่ยวข้องกับคุณค่าด้านสิ่งแวดล้อม การปฏิบัติงาน ผลการปฏิบัติงาน
ถือเป็นกิจกรรมสำคัญขององค์กร เนื่องจากสาธารณชนและผู้มีส่วนได้เสียให้ความสนใจเพิ่มขึ้น รวมถึงการที่ภาครัฐ
มีกิจกรรมที่เกี่ยวข้องกับสิ่งแวดล้อมมากขึ้น องค์กรทั่วโลกต้องพบกับความต้องการที่สูงขึ้นในการที่จะต้องแสดงมุมมอง
นำเสนอ และอธิบายกิจกรรม ผลิตภัณฑ์และบริการที่เกี่ยวข้องกับสิ่งแวดล้อมซึ่งดำเนินการโดยองค์กรเหล่านี้
นอกจากนี้องค์กรยังต้องรับฟังผู้มีส่วนได้เสียมากขึ้น และนำมุมมองและความต้องการเหล่านี้มาเป็นส่วนหนึ่งของ
การสื่อสารด้านสิ่งแวดล้อม

องค์กรจำเป็นต้องได้รับและให้ข้อมูลเกี่ยวกับ ความเกี่ยวข้องกับสิ่งแวดล้อม การตอบสนองต่อปัญหาสิ่งแวดล้อม
และแผนงานด้านสิ่งแวดล้อม ทั้งนี้ ขึ้นกับปัจจัยที่เกี่ยวข้องหลายประการ เช่น สถานที่ตั้ง ขนาด และกิจกรรมขององค์กร
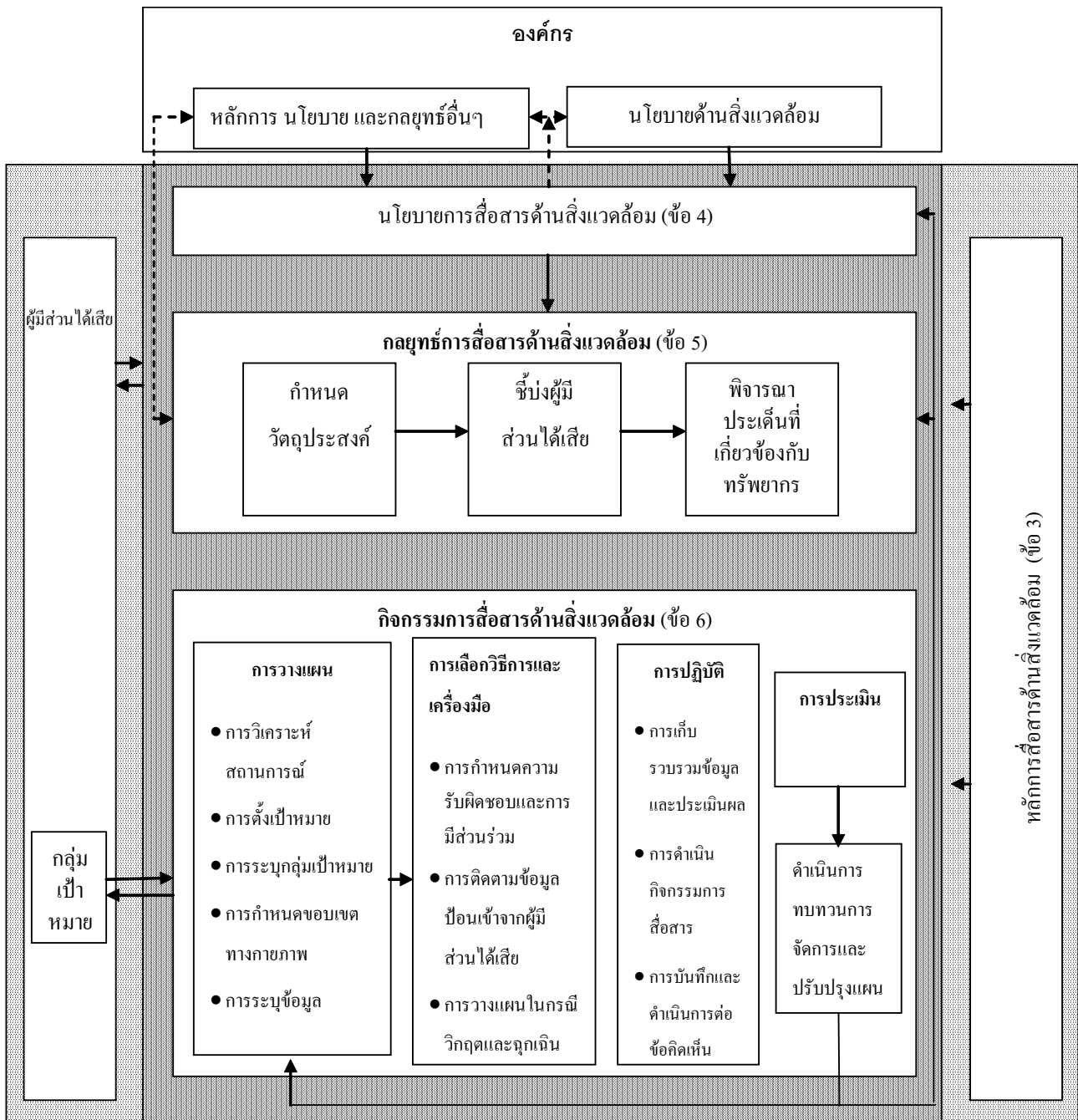
แรงจูงใจในการสื่อสารอาจมาจาก

- ผลประโยชน์ขององค์กรในการเปิดเผยข้อมูลเกี่ยวกับการปฏิบัติงานด้านสิ่งแวดล้อม
- การร้องขอข้อมูลจากลูกจ้างหรือผู้ลงทุน หน่วยงานราชการ กลุ่มชุมชน ลูกค้าหรือผู้ขาย หรือกลุ่มผู้สนใจอื่น ๆ
- ความจำเป็นเพื่อการอภิปรายกับผู้มีส่วนได้เสีย โดยเฉพาะกับกลุ่มเป้าหมาย
- การบริหารความเสี่ยงด้านสิ่งแวดล้อม
- ข้อกำหนด กฎหมาย
- การตอบสนองต่อข้อร้องเรียนที่มาจากผู้มีส่วนได้เสีย
- ความสำคัญที่เพิ่มขึ้นของประเด็นด้านสิ่งแวดล้อม

การสื่อสารด้านสิ่งแวดล้อมเป็นกระบวนการการแลกเปลี่ยนข้อมูลเพื่อสร้างความไว้วางใจ ความน่าเชื่อถือและ
ความร่วมมือ เพื่อสร้างความตระหนัก และใช้เป็นข้อมูลในการตัดสินใจ กระบวนการต่าง ๆ ที่นำมาใช้และเนื้อหาที่
แตกต่างของการสื่อสารด้านสิ่งแวดล้อมขึ้นอยู่กับวัตถุประสงค์และสถานการณ์ปัจจุบันขององค์กรและควรมาจาก
ข้อมูลที่องค์กรมีอยู่

การสื่อสารด้านสิ่งแวดล้อมเป็นกิจกรรมที่มีขอบข่ายมากกว่าการรายงานด้านสิ่งแวดล้อม อาจมีวัตถุประสงค์และรูปแบบ
ที่แตกต่างกันไป องค์กรสามารถจัดทำขึ้นเป็นการเฉพาะกิจหรือเป็นแผนงาน เช่น ผู้จัดการโรงงานเข้าร่วมกิจกรรมของ
ชุมชนและตอบคำถามในระหว่างการร่วมกิจกรรมซึ่งเป็นแบบเฉพาะกิจ ส่วนแผนงานการสื่อสารด้านสิ่งแวดล้อม
อาจครอบคลุมตั้งแต่การมีส่วนร่วมของผู้มีส่วนได้เสียอย่างมีขอบเขต หรือเปิดโอกาสให้ผู้มีส่วนได้เสียได้มีส่วนร่วม
อย่างเต็มที่ ดังนี้

1) การสื่อสารทางเดียว เกิดขึ้นเมื่อองค์กรเผยแพร่ข้อมูลโดยไม่ได้เปิดโอกาสให้มีการตั้งคำถามหรือการอภิปราย
เช่น การนำเสนอรายงานด้านสิ่งแวดล้อม

2) การสื่อสารสองทาง เกิดขึ้นเมื่อมีการแลกเปลี่ยนข้อมูลและความคิดเห็นระหว่างองค์กรและผู้มีส่วนได้เสีย

3) องค์กรสร้างความร่วมมือกับผู้มีส่วนได้เสีย โดยให้ความสำคัญกับการมีส่วนร่วมในการตัดสินใจซึ่งรวมถึงการนำ
ข้อเสนอแนะที่มีประสิทธิผลที่ส่งผลกระทบต่อองค์กรและ/หรือชุมชนท้องถิ่นมาใช้ในการตัดสินใจ

การดำเนินงานร่วมกับผู้มีส่วนได้เสียเป็นโอกาสให้องค์กรได้เรียนรู้ปัญหาและประเด็นที่ผู้มีส่วนได้เสียให้ความสำคัญ
ซึ่งนำไปสู่การแลกเปลี่ยนความรู้ซึ่งกันและกันโดยส่งผลกระทบต่อความคิดเห็นและความรับรู้ของทั้งสองฝ่าย
และหากกำหนดวิธีการดำเนินงานเฉพาะและปฏิบัติอย่างเหมาะสมก็จะนำไปสู่ความสำเร็จและสร้างความพึงพอใจให้กับ
ทั้งสองฝ่าย ในบางกรณีสิ่งที่สำคัญของการสื่อสารด้านสิ่งแวดล้อม คือการเข้าใจรูปแบบการสื่อสาร พฤติกรรมของ
ผู้มีส่วนได้เสีย(หรือกลุ่มเป้าหมาย)แต่ละราย กระบวนการสื่อสารด้านสิ่งแวดล้อมที่มีประสิทธิผลมากที่สุดคือ การที่
องค์กรมีการติดต่อกับผู้มีส่วนได้เสียทั้งภายนอกและภายในอย่างต่อเนื่อง โดยถือเป็นส่วนหนึ่งของกลยุทธ์การสื่อสาร
องค์กรโดยรวม

องค์กร

หลักการ นโยบาย และกลยุทธ์อื่นๆ

นโยบายด้านสิ่งแวดล้อม

นโยบายการสื่อสารด้านสิ่งแวดล้อม (ข้อ 4)

ผู้มีส่วนได้เสีย

กลยุทธ์การสื่อสารด้านสิ่งแวดล้อม (ข้อ 5)

กำหนดวัตถุประสงค์

ชี้บ่งผู้มีส่วนได้เสีย

พิจารณาประเด็นที่เกี่ยวข้องกับทรัพยากร

กิจกรรมการสื่อสารด้านสิ่งแวดล้อม (ข้อ 6)

การวางแผน

- การวิเคราะห์สถานการณ์
- การตั้งเป้าหมาย
- การระบุกลุ่มเป้าหมาย
- การกำหนดขอบเขตทางกายภาพ
- การระบุข้อมูล

การเลือกวิธีการและเครื่องมือ

- การกำหนดความรับผิดชอบและการมีส่วนร่วม
- การติดตามข้อมูลป้อนเข้าจากผู้มีส่วนได้เสีย
- การวางแผนในกรณีวิกฤตและฉุกเฉิน

การปฏิบัติ

- การเก็บรวบรวมข้อมูลและประเมินผล
- การดำเนินกิจกรรมการสื่อสาร
- การบันทึกและดำเนินการต่อข้อคิดเห็น

การประเมิน

ดำเนินการทบทวนการจัดการและปรับปรุงแผน

กลุ่มเป้าหมาย

หลักการสื่อสารด้านสิ่งแวดล้อม (ข้อ 3)

รูปที่ 1 แสดงความสัมพันธ์และกระบวนการสื่อสารด้านสิ่งแวดล้อม

หมายเหตุ 1. หัวข้อที่เป็นตัวหนาและตัวเลขแสดงถึงข้อกำหนดของมาตรฐานฉบับนี้

2. ลูกศรเส้นประแสดงถึงความสัมพันธ์ระหว่างการสื่อสารด้านสิ่งแวดล้อมกับส่วนต่าง ๆของงค์กร ลูกศรเส้นทึบ แสดงถึงความสัมพันธ์ภายในระหว่างระบบการสื่อสารด้านสิ่งแวดล้อม

3. กรอบสีเทาแสดงถึงขอบเขตของระบบการสื่อสารด้านสิ่งแวดล้อม และกรอบสีเทาเข้ม แสดงถึงส่วนทับซ้อนของระบบการสื่อสารด้านสิ่งแวดล้อมกับกิจกรรมองค์กร

การสื่อสารด้านสิ่งแวดล้อมให้ประโยชน์หลายอย่าง เช่น

- ช่วยให้ผู้มีส่วนได้เสียเข้าใจความมุ่งมั่น นโยบายและการปฏิบัติงานขององค์กร
- ให้ข้อมูลป้อนเข้าหรือข้อแนะนำสำหรับการปรับปรุงสมรรถนะด้านสิ่งแวดล้อม ในกิจกรรม ผลิตภัณฑ์ บริการขององค์กรและ การพัฒนาไปสู่ความยั่งยืน
- พัฒนาความเข้าใจในความต้องการ และปัญหาของผู้มีส่วนได้เสีย เพื่อนำไปสู่การเสริมสร้างความไว้วางใจ และการเจรจา
- ส่งเสริมความน่าเชื่อถือ ความสำเร็จ และสมรรถนะ ด้านสิ่งแวดล้อมขององค์กร
- เพิ่มความสำคัญและระดับของความตระหนักด้านสิ่งแวดล้อมเพื่อสนับสนุนวัฒนธรรมความรับผิดชอบต่อสิ่งแวดล้อมและค่านิยมภายในองค์กร
- จัดการกับความกังวลและข้อร้องเรียนของผู้มีส่วนได้เสียเกี่ยวกับการปฏิบัติการและอันตรายด้านสิ่งแวดล้อมจากภาวะฉุกเฉิน
- เสริมสร้างการรับรู้ของผู้มีส่วนได้เสียที่มีต่อองค์กร
- เพิ่มการสนับสนุนทางธุรกิจและความเชื่อมั่นของหุ้นส่วนธุรกิจ

การสื่อสารด้านสิ่งแวดล้อมเป็นหนึ่งในประเด็นสำคัญที่ทุกองค์กรควรดำเนินการแม้ว่าจะมีระบบการจัดการสิ่งแวดล้อมหรือไม่ก็ตาม การสื่อสารด้านสิ่งแวดล้อมนอกจากเป็นการตั้งคำถามให้กับองค์กรและผู้บริหารแล้วยังเกี่ยวเนื่องกับการสร้างคุณค่าให้กับองค์กรด้วย และเพื่อให้มั่นใจว่ากระบวนการสื่อสารประสบความสำเร็จ องค์กรต้องพิจารณาตัวเองว่าเป็นส่วนหนึ่งของความรับผิดชอบในสังคมและบริหารจัดการกับความคาดหวังด้านสิ่งแวดล้อมของผู้มีส่วนได้เสีย

ขอบข่าย

มาตรฐานผลิตภัณฑ์อุตสาหกรรมนี้ให้แนวทางองค์กรสำหรับหลักการทั่วไป นโยบาย กลยุทธ์ และกิจกรรมที่เกี่ยวข้องกับการสื่อสารด้านสิ่งแวดล้อมทั้งการสื่อสารภายนอกและภายในองค์กร ซึ่งสามารถใช้ประโยชน์ในการตรวจสอบและการจัดทำแนวทางสำหรับการสื่อสาร และสามารถประยุกต์ใช้ได้กับทุกองค์กรโดยไม่จำกัดขนาด ประเภท ที่ตั้ง โครงสร้าง กิจกรรม ผลิตภัณฑ์ หรือบริการ และไม่จำกัดว่าองค์กรมีระบบการจัดการสิ่งแวดล้อมหรือไม่

มาตรฐานผลิตภัณฑ์อุตสาหกรรมฉบับนี้ไม่มีจุดมุ่งหมายสำหรับใช้เป็นข้อกำหนดในการรับรองหรือการจดทะเบียน หรือการจัดทำเพื่อให้สอดคล้องกับข้อกำหนดระบบการจัดการสิ่งแวดล้อมอื่น ๆ แต่สามารถใช้ร่วมกับอนุกรมมาตรฐาน ISO 14000 ได้

บทนิยาม

รายละเอียดให้เป็นไปตามมาตรฐาน ISO 14063 : 2006 ข้อ 2

หลักการของการสื่อสารด้านสิ่งแวดล้อม

รายละเอียดให้เป็นไปตามมาตรฐาน ISO 14063 : 2006 ข้อ 3

นโยบายการสื่อสารด้านสิ่งแวดล้อม

รายละเอียดให้เป็นไปตามมาตรฐาน ISO 14063 : 2006 ข้อ 4

กลยุทธ์การสื่อสารด้านสิ่งแวดล้อม

รายละเอียดให้เป็นไปตามมาตรฐาน ISO 14063 : 2006 ข้อ 5

กิจกรรมการสื่อสารด้านสิ่งแวดล้อม

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ภาคผนวก

รายละเอียดให้เป็นไปตามมาตรฐาน ISO 14063 : 2006 Annex A

Contents

Page

iii

-8-

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.

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

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ISO 14063 was prepared by Technical Committee ISO/TC 207, *Environmental management*.

Introduction

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

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

— the interest of the organization to share information on its environmental practices;

— a request for information by employees or investors, a government agency, a community group, a customer or supplier, or any other interested party;

— the need to discuss with interested parties, especially with target groups, a proposed action of the organization, such as expansion of an existing facility, or siting of a new facility, or the introduction of a new product or service;

— environmental risk management;

— a regulatory requirement;

— response to complaints from interested parties;

— the increasing importance of addressing environmental issues.

Environmental communication is the process of sharing information to build trust, credibility and partnerships, to raise awareness, and to use in decision making. The processes used and the content of environmental communication will vary with the objectives and circumstances of the organization and should be built on substantive information.

0.2 Environmental communication is broader than environmental reporting. It has many purposes and takes many forms. Environmental communication can be *ad hoc* or planned. An example of *ad hoc* communication occurs when a facility manager attends a community event and answers questions. Planned communication can cover the range from limited to full participation of interested parties as shown below.

a) One-way communication occurs when the organization distributes information, for example when an organization issues an environmental report with no opportunity for questions or discussion.

b) Two-way communication occurs with an exchange of information and ideas among the organization and interested parties.

c) In participatory decision-making, including effective feedback that affects the organization and/or the local community, an organization collaborates with interested parties.

0.3 Engagement with interested parties provides an opportunity for an organization to learn their issues and concerns; it can lead to knowledge being gained by both sides and can influence opinions and perceptions. When properly done, any particular approach can be successful and satisfy the needs of the organization and interested parties. In some cases, understanding the communication pattern/behaviour of each interested party (or target group) is also important in environmental communications. The most effective environmental communication process involves ongoing contact by the organization with internal and external interested parties, as part of the organization's overall communications strategy.

Figure 1 shows the interrelationships and flow of environmental communication.
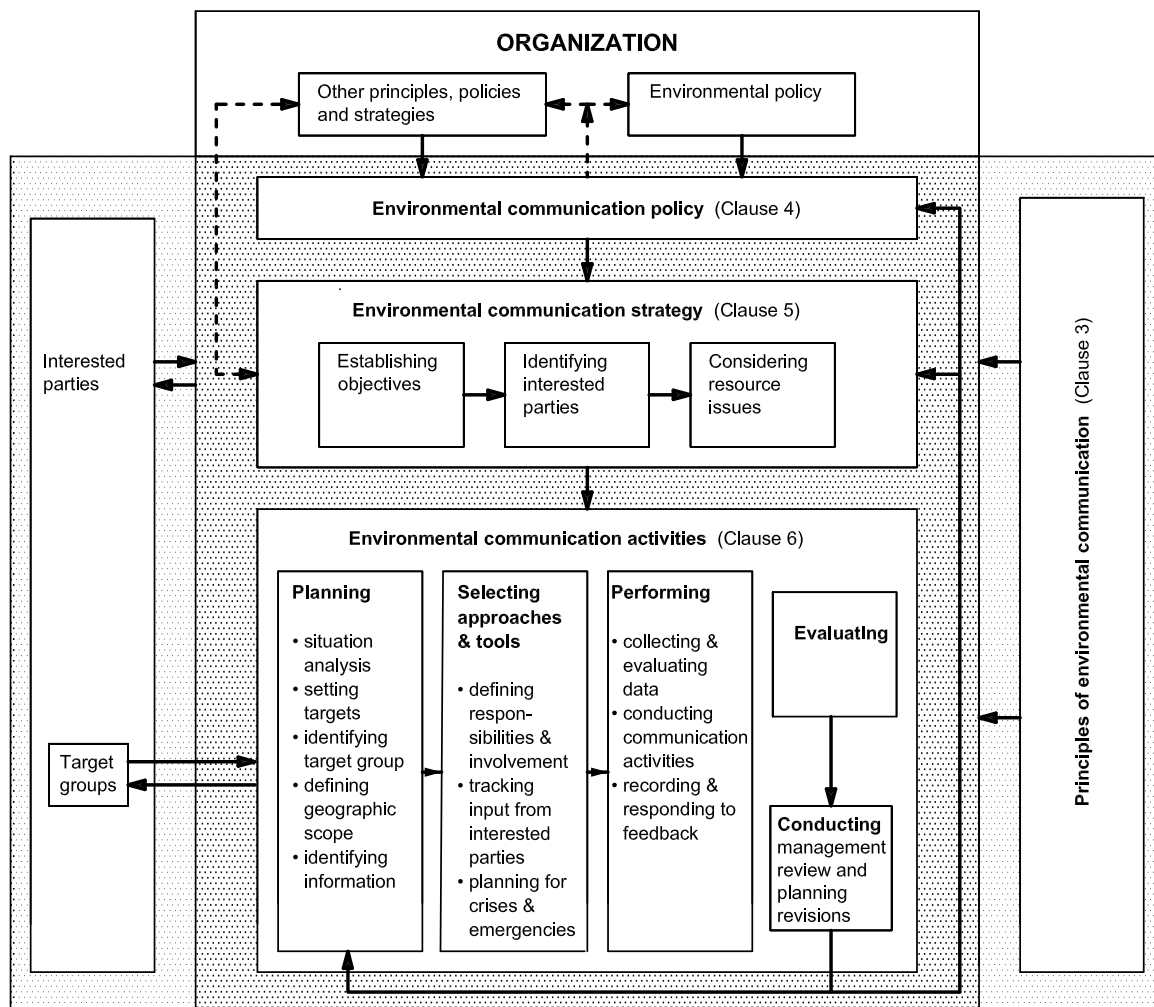
NOTE 1   Titles in bold and numbered refer to the clauses in this International Standard.

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

NOTE 3   Shading indicates the scope of the environmental communication system; darker shading indicates the overlap of the environmental communication system with the organization.

Figure 1 — Environmental communication

0.4   Environmental communication often results in many benefits, such as

— assisting interested parties in understanding an organization's environmental commitments, policies and performance,

— providing inputs/suggestions for improving the environmental performance of an organization's activities, products and services, and progress toward sustainability,

— improving understanding of interested parties' needs and concerns to foster trust and dialogue,

— promoting an organization's environmental credentials, achievements and performance,

— raising the importance and level of environmental awareness to support an environmentally responsible culture and values within the organization,

— addressing interested parties' concerns and complaints about operational and emergency environmental hazards,

— enhancing interested parties' perceptions of the organization, and

— increasing business support and shareholder confidence.

Environmental communication is one of the crucial issues to be dealt with by any organization, with or without an environmental management system (EMS) in place. Environmental communication is more than a question of organization and management, it relates to organization values as well. To ensure successful communication processes, it is important for the organization to consider itself a responsible partner within society and to address the environmental expectations of interested parties.

Environmental management — Environmental communication — Guidelines and examples

1 Scope

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

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

NOTE 1   A reference table to the ISO 14000 series is provided in Annex A.

NOTE 2   ISO 14020, ISO 14021, ISO 14024 and ISO 14025 provide specific environmental communication tools and guidance relating to product labels and declarations.

2 Terms and definitions

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

2.1
environmental communication
process that an organization conducts to provide and obtain information, and to engage in dialogue with internal and external interested parties to encourage a shared understanding on environmental issues, aspects and performance

2.2
environmental communication policy
overall intentions and directions of an organization related to its environmental communication as formally expressed by top management

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

2.3
environmental communication strategy
organization's framework for implementing its environmental communication policy and for the setting of environmental communication objectives and targets

2.4
organization
company, corporation, firm, enterprise, authority or institution, or part or combination thereof, whether incorporated or not, public or private, that has its own functions and administration

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

[ISO 14001:2004, 3.16]

ISO 14063:2006(E)

2.5
interested party
person or group concerned with or affected by the environmental performance of an organization

[ISO 14001:2004, 3.13]

2.6
target group
interested party or parties selected as the focus of an organization's environmental communication activity

2.7
environmental communication objective
overall environmental communication goal consistent with the environmental communication policy that an organization sets itself to achieve as part of its environmental communication strategy

2.8
environmental communication target
detailed performance requirement, applicable to the organization, which arises from the environmental communication objectives and which needs to be set and met in order to achieve those objectives

3   Principles of environmental communication

3.1   General

It is essential that an organization apply the principles described below to its environmental communication.

3.2   Principles

3.2.1   Transparency

Make the processes, procedures, methods, data sources and assumptions used in environmental communication available to all interested parties, taking account of the confidentiality of information as required. Inform interested parties of their role in environmental communication.

3.2.2   Appropriateness

Make information provided in environmental communication relevant to interested parties, using formats, language and media that meet their interests and needs, enabling them to participate fully.

3.2.3   Credibility

Conduct environmental communication in an honest and fair manner, and provide information that is truthful, accurate, substantive and not misleading to interested parties. Develop information and data using recognized and reproducible methods and indicators.

3.2.4   Responsiveness

Ensure that environmental communication is open to the needs of interested parties. Respond to the queries and concerns of interested parties in a full and timely manner. Make interested parties aware of how their queries and concerns have been addressed.

3.2.5 Clarity

Ensure that environmental communication approaches and language are understandable to interested parties to minimize ambiguity.

4 Environmental communication policy

4.1 Management commitment

The organization's top management should set, express its commitment to, and promote the environmental communication policy. The policy should be consistent with the principles in Clause 3 and should clearly state the following:

a) commitment to engage in dialogue with interested parties;

b) commitment to disclose information about its environmental performance;

c) significance of internal and external environmental communication in the organization;

d) commitment to implement the policy and provide the necessary resources;

e) commitment to address key environmental issues.

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

4.2 Developing the policy

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

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

Important factors that should be considered when developing an environmental communication policy include

— the organization's business sector and its product or service portfolio,

— organization's size,

— organizational infrastructure,

— corporate governance,

— market and brand strategies,

— the existence of an environmental management system,

— consideration of environmental aspects and impacts,

— interaction with related aspects like health and safety and other sustainability approaches,

— legal requirements regarding disclosure of environmental information,

— local, regional, national and international voluntary codes of ethics/conduct,

— expectations of interested parties, and

— the public's "right to know".

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

3

5 Environmental communication strategy

5.1 General considerations

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

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

Practical help box 1 — Developing the environmental communication strategy

When developing the environmental communication strategy, the questions below can be helpful.

- Why is the organization engaging in environmental communication and what are its purposes?

- What are the organization's key environmental issues and impacts?

- What are the main issues to be covered, messages to be conveyed, and communication techniques, approaches, tools and channels to be used?

- How much time is needed to implement the strategy?

- How will the strategy involve and coordinate the environmental managers, interested parties, individual(s) responsible for environmental issues and individual(s) who are responsible for the organization's internal and external communication?

- What are the local, regional, national and international boundaries for the strategy?

Once defined, the strategy should be approved by top management and then used as the basis for the organization's environmental communications activities.

5.2 Establishing environmental communication objectives

An organization should set environmental objectives, which are useful because they can provide the basis for an effective environmental communication strategy. When setting its environmental communication objectives, an organization should ensure that they are aligned with its environmental communication policy, take account of the views of internal and external interested parties, and are consistent with the environmental communication principles in Clause 3. On setting objectives for its environmental communication activities, the organization should consider its priorities and desired results, making sure that the objectives defined are expressed in such a way that no further explanations are necessary.

Practical help box 2 — Priorities for setting objectives

Priority considerations for setting objectives may include

- environmental issues related to the organization's specific activities, products and services,

- complying with applicable legal requirements and with other requirements to which the organization subscribes,

- influencing public policy on environmental issues,

- providing information and encouraging understanding by interested parties about the environmental activities, aspects, impacts and performance of the organization,

- meeting the environmental information expectations of interested parties,

- establishing ongoing dialogue on environmental matters,

- minimizing internal and/or external conflicts,

- improving the organization's credibility and reputation,

- improving public knowledge and the environmental image of the organization's products and services, and

- stimulating environmental innovation and creativity.

Examples of objectives and their relation to targets are provided in 6.1.3, Help box 5.

5.3 Identifying interested parties

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

Subsequently, target groups will be identified for more specific environmental communication activities (see 6.1.4).

5

Practical help box 3 — Examples of interested parties

Some examples of interested parties that could be considered by an organization include

- past, present and future employees and their representatives,
- customers and consumers,
- suppliers, contractors, wholesalers and distributors,
- competitors,
- shareholders,
- banks and financial/investment community,
- insurance companies,
- rating agencies,
- public authorities,
- legislators,
- regulators,
- politicians and opinion leaders,
- neighbours and local community,
- communities associated with supply chain organizations,
- schools, academics and researchers,
- professionals involved in environmental issues,
- media organizations, and
- non-governmental organizations.

5.4 Considering resource issues

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

6 Environmental communication activities

6.1 Planning an environmental communication activity

6.1.1 General

Organizations will typically undertake a range of environmental communication activities in implementing their environmental communication policy. In advancing the environmental communication strategy and objectives, specific environmental communication activities should be developed, taking into account the environmental issue, geographic boundaries and interested parties.

Practical help box 4 — Planning an environmental communication activity

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

- Is this activity consistent with the environmental communication principles in Clause 3 and the organization's policy?

- If appropriate, does this activity enhance two-way communication?

- Can this activity promote consensus with interested parties?

- Does this activity offer an opportunity to reach and interact with its target group(s) and potentially address their interests?

- Does this activity provide an opportunity to address multiple issues in depth?

- Does this activity focus on the key issues?

- Does the activity provide information tailored to the target group(s)?

- Is this activity relatively easy to implement?

- Does the activity provide for information transfer at relatively low cost?

- Is this activity easy to update?

- Is the effectiveness of this activity measurable?

- Is this activity a good vehicle for education?

- Is this activity creating a constructive atmosphere?

- Is this activity an effective way to get publicity or increase public awareness?

6.1.2 Situational analysis

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

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

a) existing environmental communication activities and commitments;

b) identification and understanding of issues of concern to interested parties;

c) expectations and perceptions of the interested parties about the organization;

d) environmental awareness of interested parties, such as local communities;

e) communication media and activities that have proven to be the most effective in communicating with interested parties in similar situations;

f) identification of the opinion leaders and their influence on issues related to environmental communication;

g) public image of the organization on a specific issue;

h) latest developments and trends on environmental issues related to the organization's specific activities, products and services;

i) economic and financial implications;

j) knowledge and understanding of the values and cultures of interested parties.

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

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

ISO 14063:2006(E)

EXAMPLE   **Case 1: The costs of NOT conducting environmental communication**

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

NOTE   For more information, see Bibliographic Reference [8].

6.1.3 Setting environmental communication targets

An organization should decide what it intends to achieve with an environmental communication activity. Targets should be established that are consistent with the environmental communication objectives and that are specific, measurable, achievable, realistic and time-related. This will allow the organization to evaluate the environmental communication activity and determine whether or not the target has been met.

Practical help box 5 — Examples of objectives and targets

Objective: Gain acceptance of a significant change at a facility based upon discussions with the community.

Targets:

- Reach 90 % of the neighbouring homes with the brochure explaining the change and the environmental impacts.

- Reach 75 % acceptance in a survey with the community.

- Conclude communication effort 3 months before proposed change starts.

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

Targets:

- Reach 80 % of the purchasers of a specific product.

- Get feedback from 65 % of customers of a specific product regarding their understanding of the organization's environmental performance level.

- Conclude communication effort 2 months before the final version of the sustainability report is produced.

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

Targets:

- Reach 95 % of raw material suppliers and 65 % of suppliers of consumption items.

- Get questionnaire return from 100 % of raw material suppliers and 85 % of suppliers of consumption items.

- Provide conclusions to allow changes in procurement procedures by given date.

6.1.4 Identifying target groups

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

It is not uncommon to identify conflicting interests among different target groups. As a result, the environmental communication activities need to address and respond to different and often conflicting demands from target

groups, in particular those that are the most influential and who may negatively impact the outcomes of an environmental communication activity.

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

6.1.5 Defining geographic scope

For each environmental communication activity, the organization should define the areas or locations on which it will focus its environmental communication activities because different places, with different languages, culture and habits, may affect public needs and perception about the organization. The focus of any particular communication activity can range from a local community to the broader public, which may be located far from any facility or office of the organization.

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

6.1.6 Identifying environmental information

The organization should anticipate environmental issues of concern to interested parties. This will help focus the collection of information environmental impacts and performances of its products, services, processes and activities. Based on the targets set for an environmental communication activity, appropriate quantitative and qualitative data and information can be selected or generated. Such information should be aligned to current standards and guidelines on environmental performance and performance indicators.

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

There are many sources and types of information available within most organizations, particularly those with an environmental management system such as that of ISO 14001, including

- information on the organization's strategies and their environment implications,

- environmental policies, management practices and performance measures, possibly available from an organization's environmental management system,

- lists of environmental aspects and impacts of activities, products and services,

- life cycle assessment of products and activities,

- data and other documentation used for environmental labels and declarations,

- lists of environmental indicators,

- data from environmental performance evaluations,

- routinely and occasionally collected information, such as the reports from facilities located in a specific area, reports from subsidiaries (for a holding company), research reports, monitoring, control and measurement data registers and analysis reports, etc.,

- routine regulatory reports,

- record of compliance with applicable legal requirements and with other requirements to which the organization subscribes,

- plans, records and guidance on emergency response, and response to accidents,

- manuals and records of employee training on the safe handling of materials,

- professional qualification records of the organization's employees responsible for environmental matters (managers, technicians, experts),

- relevant financial and accounting data, and

- information from community outreach activities.

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

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

NOTE 1   ISO 14031 and ISO/TR 14032 provide guidance on development of environmental performance indicators.

EXAMPLE   **Case 2: Identifying environmental performance indicators for an electronic equipment manufacturer**

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

— identify the important external and internal interested parties and determine their key concerns and expectations regarding the organization's environmental performance,

— identify environmental performance indicators to be addressed in the environmental report and the priority of these indicators among interested parties,

— assess the performance of the organization against these indicators, and

— produce an organization environmental performance profile and communicate the results back to the interested parties.

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

Interviews were held between 5 to 15 representatives from each target group, totalling 75. The individuals were asked "Which environmental issues do you consider important for the organization to be addressing and reporting on in their

environmental reports?" Over 100 issues were identified, which were distilled into 11 indicators of environmental performance and management performance.

A workshop was also held, attended by 12 interested parties, to discuss and confirm the 11 indicators and to determine the relevant priority of each parameter.

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

NOTE 2   For more information, see Bibliographic Reference [9].

6.2   Selecting environmental communication content, approaches and tools

6.2.1   General

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

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

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

a)   consider behavioural aspects and the social, cultural, educational, economic and political interests of target groups,

b)   use appropriate language,

c)   make use of visual images or electronic media where appropriate, and

d)   be consistent with the selected approach and, where relevant, with other information on environmental issues previously communicated by the organization.

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

Tables 1 to 3 give details of communication approaches and tools.

Table 1 — Written communication approaches and tools

Technique	Description	Strengths	Weaknesses	Keep in mind
Websites	Electronic communication medium, accessible to all online external and internal interested parties. Can include downloadable reports, educational material, or links to websites where users can provide feedback to the organization.	Offer great potential to reach out to many people on many issues (and to offer tailored information). Easy to update, with potential to effect two-way communication.	Companies often put brochure ware on their websites, which misses the opportunity for interactivity (e.g. video, real data, e-mail feedback).	Keep technical computer requirements to a low level - not everybody has the latest computer hardware. Need not be expensive. Answers to frequently asked questions can be provided on the website, with a phone number provided for more detailed inquiries.
Environmental or sustainability reports	Comprehensive presentation of commitment and performance on a number of key issues. Extracts or summaries of these reports can be included in other communication of the organization, e.g. financial reports.	Opportunity to address multiple issues in depth. Basic approach for building trust and credibility. Create internal transparency about all relevant issues of an organization.	Hard work to produce and can be difficult to update frequently. May provide information in a form that does not permit comparison with similar organizations. May set expectations that one will be distributed every year.	Address external and internal interested parties' interests. Include difficulties and failures as well as successes. Appropriate sector reporting standards or indicators should be used to enable benchmarking.
Printed material (reports, brochures and newsletters)	*Report or brochures* — A brief summary of the facility or specific project of interest, key issues and how people can participate. *Newsletter* — Periodic update of facility activities. Informs and maintains links with interested parties.	Can cover a single issue if necessary. Inexpensive and quick to produce. Informs large numbers of people. Newsletters can be effective for both external and internal interested parties.	Can be misinterpreted. Only basic information given. No direct feedback. May be difficult to distribute in remote areas.	Issues must be researched. Use basic language. Use photos and maps. Be objective. Include contact name, telephone number and address. Literacy may be an issue and cartoons or graphics can help.
Product or service information labels or declarations	Description of the significant environmental issues associated with a product service. In the case of products, it can be attached to product or available separately.	Can inform customers about the environmental attributes of a product or service.	May cause confusion because information is presented in brief form.	Form and content of environmental product labels may conform to the requirements of ISO 14020, ISO 14021, ISO 14024 and ISO 14025
Posters/ Displays	A description of a project, highlighting issues and set up in a public place.	Provide general information at relatively low costs. Reach many that may not participate otherwise.	Giving information, rather than receiving it.	Keep to main points. Use photos and maps. Update regularly. Advertise the location of the display. Provide contact name and number.
Letters	Letters on specific issues to and from named individuals.	Can address particular interested parties' needs. Quick and easy to produce.	Can be overly formal. Generally poor way to communicate complex information.	Reading level of recipients. Make one argument well.

Table 1 — Written communication approaches and tools (*continued*)

Technique	Description	Strengths	Weaknesses	Keep in mind
E-mail	Electronic method of sending information and messages. Offers an opportunity to send electronic copies of paper publications.	Inexpensive and easy way for people to send and receive messages and information. Quick exchange, dissemination is immediate. Opportunity to reach a large number of people quickly.	Not everyone has access to a computer or the ability to access e-mails. Message might be deleted before it is read if people think it is unimportant.	When sending attachments, ensure that the recipient has access to compatible software.
Media/ Newspaper feature articles	Explain features of a facility or project.	Can reach a large audience. Convenient for the public. Good vehicle for education.	Likely to be edited by the paper so that only part of the story is told. In remote areas or developing countries, not necessarily widely available.	Local media and nationwide media may require different approaches, style and level of detail.
Media/News releases	Information is prepared and distributed to the media for its use.	An effective and cheap way to get publicity and interest.	Media will not cover unless the story is deemed newsworthy. Likely to be edited to meet guidelines.	Avoid misrepresenting the organization's environmental performance.
Media/ Advertising	Paid for promotional material, e.g. a straight advert in a newspaper, or sponsorship of a section (such as the environment page of the regional paper).	Reaches a large audience.	Can be expensive. May have limited life span. Limited opportunity to describe complex issues.	Audience profile of publication/programme within which the advertisement appears.

Table 2 — Verbal communication approaches and tools

Technique	Description	Strengths	Weaknesses	Keep in mind
Public meetings	A way to present information and exchange views. Addresses specific agenda or project aspect. Consists of presentations and question-and-answer sessions or formal, timed testimony.	Seen as "legitimate" consultation. Information provided to large number of people. Costs are low. People usually willing to attend.	Interactions can be limited. Does not ensure all views are heard. May become an emotional shouting match. Vocal minority may dominate.	Often best to use after smaller activities (interviews, focus groups) to know what the interested parties' reaction will be in advance. Advertise the meeting well. Staff needs proven experience. Use an independent chairperson and/or a facilitator/moderator if possible.
Interested party interviews/ Personal contact	Talking with people in their homes, offices, or a neutral location.	Two-way exchange of information. People feel they have been heard. Specific issues can be addressed. An honest talk may build trust. Interviews help identify key issues and concerns and establish relationships.	Difficult to identify all interested parties. Time constraining. Non-community feel. May be threatening for some. May sometimes be culturally inappropriate.	Identify individuals who represent the types of interested parties who could be or are being affected by a specific activity. Accept that some people may want professional representation. Often good to include influential interested parties. Meet at a location that is convenient for interested parties.
Focus groups	Meeting with a small group of interested parties with a similar background (e.g., government officials or residents) to discuss a particular topic.	Allows a free exchange of ideas because participants feel comfortable being with their peers. Often a consensus can be reached about the most important issues.	Time consuming to conduct focus groups with all important interested parties.	Often best used after some initial interviews with interested parties to identify the main issues that may be raised.
Surveys	Questionnaires used with interested parties (may be conducted by an independent organization if deemed necessary) to gather demographic information from the respondents and indicate their issues and concerns.	Helpful to use when a company is planning to establish itself in a community or if a major change in operations is being considered. Also good to update on some regular basis (e.g. every 2 years).	Surveys may be labour intensive depending on the complexity of the questionnaire, the way questions are asked (personally or via web for example), the number of persons in the sample and the number and size of the geographical locations chosen.	Surveys can be conducted door-to-door or over the telephone. They may also be written or be performed over the internet.
Open houses, Information days, Site visit, Videos	Open houses are usually held at a central, public spot, and provide a chance for people to ask questions and discuss issues. Information days can be combined with site visits to give the public a chance to see a facility first hand and ask questions. Videos can be used at any of these events to explain facility operations.	Allow for direct interaction. Provide opportunity to correct misinformation and explore issues. Can be useful for reaching both external and internal interested parties.	Are more giving than receiving. Can be expensive, require many staff hours. Rely on staff knowledge and skills.	Must be well advertised. Staff must be well briefed. Project manager should be present. Issues raised must be recorded. Staff should not be defensive but be listening actively to interested parties' comments.

14

Table 2 — Verbal communication approaches and tools (*continued*)

Technique	Description	Strengths	Weaknesses	Keep in mind
Guided tours with an environmental focus	Visits offered to target groups to areas or installations of interest to the organization.	Provide opportunity for face-to-face contacts between the organization personnel and the visiting parties. Allows on-the-spot opportunity to show the organization's environmental activities.	May be interpreted as a public relations exercise if only the good aspects are shown. Is limited in terms of the number of people reached by the effort. Can be expensive, require many staff hours. Rely on staff knowledge and skills.	The visit should touch on the issues directly related to the organization's products, processes and activities or to issues related to the organization's business.
Workshops, Conferences, Dialogue events	They are opportunities for a range of interested parties to discuss ideas, concerns, and issues.	They can be very productive and helpful in reaching consensus on issues with high priority.	They can be time-consuming to organize to ensure that a good mix of interested parties is present.	It is usually most effective to host such an event after either interviews or focus groups to provide information on the type of issues that may be raised.
Media/Radio interviews	Short programmes usually aimed at discussing or responding to narrow or focused issues.	Avenue to reach many people.	It is not possible to control the questions that will be asked. Unless the radio station permits listeners to phone in, it is difficult to have any type of exchange.	Keep messages sharp, clear, and simple. Give these interviews if some major decision is being considered that would be of interest to the broad community.
Citizen Advisory Groups or Community Liaison Groups	Group made of people from outside the organization with various interests and expertise that meet periodically to give advice on environmental issues from an interested party point of view.	Investigate issues, put forward suggestions. Two-way exchange of information. Shows that the organization is willing to work with people. Helps maintain the visibility of the organization in the community.	Can have limited power. May not represent all interests, different levels of expertise. Information not always passed on to community. Advisory group members may get out of touch with those they represent.	Must represent full range of interests. The role and authority of the group must be clearly defined. Should have pre-determined life span. Members must communicate with the community.
Help desk	Phone advice and information available to interested parties about the environmental and other aspects of products.	Provides opportunity for interested parties to ask and receive responses to specific questions about products.	Calls may cover any subject. Callers may not always listen carefully to answers and may therefore misinterpret responses.	Staff must be well trained and well informed about environmental aspects of the organizations activities, products and services. If responding to difficult questions, it is sometimes better to offer to get back to the caller or to send a written response.

Table 2 — Verbal communication approaches and tools (*continued*)

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

Table 3 — Other communication approaches and tools

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

6.2.2 Defining responsibilities and involvement (internal and external)

The responsibilities of top management should include the following:

a) being involved in the environmental communication processes to become familiar with the environmental impacts of their strategies, planning, products and services, processes and further activities, as well as with the requirements of the interested parties;

b) taking a leading role in promoting an internal environment that stimulates and acknowledges those who are actively involved with environmental communication;

c) encouraging regular communication to all employees on the initiatives and results of environmental communication.

Specific responsibility for gathering information for environmental communication should be assigned so that there is coordination between the individual(s) responsible for formulating this information and individuals who are responsible for conducting outreach and communication. In small organizations, the responsibility for an environmental communication activity may be assigned to one individual.

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

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

ISO 14063:2006(E)

6.2.3 Tracking input from interested parties

The organization may develop or refer to a logbook or electronic register that records relevant contact between the organization and interested parties. Such a record should include, as minimum, relevant contact information for the interested party and the date and nature of the past interaction or communications, taking into account any data protection requirements. Tracking and maintaining such information will allow the organization

— to recall the history of specific interested party communication, inquiries or concerns,

— to understand the nature of various interested party engagements over time, and

— to improve an organization's effectiveness in developing future communication and in following up and addressing the concerns of specific interested parties as needed.

6.2.4 Planning for environmental communication activities on environmental crises and emergencies

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

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

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

— to keep affected communities informed about measures being taken and aware of exposure risks,

— to reduce or avoid health problems with workers and nearby residents,

— to reduce or avoid impacts on the environment, and

— to ensure that authorities are kept informed as appropriate.

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

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

Practical help box 7 — Some considerations in planning for an environmental communication activity related to crises or emergencies

Planning can include

- potential incident/accident scenarios,

- possible exposed population and its vulnerability,

- mitigating actions that the organization has in place,

- environmental impacts that may be expected locally or on a larger scale,

- media and the methods that can be used to inform the affected population about what to do,

- messages designed for specific audiences,

- infrastructure that will be used in the response process,

- assigning in advance the responsibilities and authority for communicating during crises and keeping interested parties informed,

- guidance or requirements from authorities and industrial trade or professional associations;

- advanced training and or exercises,

- reaction to negative media coverage, and

- relevant legal requirements and consequences.

Some examples of environmental communication activities during crises and emergencies are

- to hold a press conference to discuss the situation,

- to host a community meeting to discuss what happened, allowing an opportunity for interested parties to express concerns, and for the organization to hear concerns and respond directly, and provide information on the organization's response, current status and follow-up and preventative measures,

- to keep the media informed about current status, updated information and follow up activities,

- to co-ordinate responses with local and other appropriate authorities,

- to take initiatives to identify the root cause of the accident, prevent reoccurrence and report on progress, and

- to provide information to interested parties on where to ask questions, express concerns, and obtain information.

6.3   Performing an environmental communication activity

6.3.1   Collecting and evaluating data

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

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

6.3.2   Conducting environmental communication activities

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

ISO 14063:2006(E)

When communicating with target group(s), an organization should

a) designate those working for the organization, or on its behalf, to serve as spokespeople and media sources,

b) provide spokespeople with speaker or media training before they undertake their ongoing communication roles,

c) consider whether to use an independent third party or consultant to produce information that will be provided,

d) actively promote and respond to input and feedback,

e) try to provide advance notice of publication for review and consideration by interested parties,

f) ensure that the timing of the communication is appropriate for its internal business cycles, external events, interested parties' availability and interest,

g) consider whether to use a facilitator or mediator,

h) avoid jargon, overly technical and inconsistent information, and

i) be open to a variety of possible communication approaches informed by the interests and needs of targets group(s).

If the environmental communication activity will involve the discussion of information provided by the organization, the organization should ensure that all target group(s) receive the information sufficiently in advance of the date for discussion to permit adequate time for review and consideration. An organization should take into account that voluntary groups may require more time to review information than a business or government body.

EXAMPLE   **Case 3: Conducting environmental communication activities, using various approaches and tools**

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

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

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

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

NOTE   For more information, see Bibliographic Reference [10].

6.3.3   Recording and responding to feedback

A valuable part of communication is the feedback that is received from the target group(s). By evaluating their reaction the organization can verify how the communication was received and whether the target group(s) understood the communication. When the communication has succeeded in these respects, there is still a need

for the organization to obtain feedback from the different target group(s) and then to respond, showing that the organization understands their views, is interested in them, and will consider them.

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

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

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

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

6.4 Evaluating environmental communication

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

a) its environmental communication policy;

b) how it has applied the principles of environmental communication;

c) whether its objectives and targets have been achieved;

d) the quality and appropriateness of the information provided to target groups and the environmental communication activity;

e) the way in which the environmental communication was conducted;

f) the responses of interested parties;

g) whether the communication programme has fostered effective and meaningful dialogue with target groups;

h) whether the procedures and approach were transparent;

i) whether the environmental communication addressed the needs of the target groups;

j) whether target groups know that they were heard and were made aware of how their input was to be used;

k) whether target groups understood the purpose and content of the environmental communication;

l) whether appropriate follow up was provided for the issues raised by target groups.

The results of the evaluation should provide a basis for top management's review of its environmental communication. policy.

Practical help box 8 — Environmental communication indicators

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

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

Some examples are as follows:

- number of visitors per unit of time to parts of the organization engaged in environmental activities (e.g. visitors/year);

- number of letters/phone calls/e-mails per unit of time received from interested parties about environmental issues, (e.g. e-mails per month) and analysis of content being negative or positive;

- number or rate of complaints about certain environmental aspects, activities or issues;

- number of award applications;

- number of awards received;

- number of articles published by media;

- number of visitors to the organization's environmental information pages on its web site (e.g. visitors per month);

- rate of response to an environmental survey/questionnaire;

- number of outreach activities conducted, and analysis of which ones were most effective according to the target groups via an evaluation survey/questionnaire.

6.5 Conducting management review and planning revisions

Top management may wish to review and revise its environmental communication policy or its other policies and strategies based on the result of the evaluations described in 6.4. Reviews should include assessing opportunities for improvement and the need for changes to the environmental communication, including the environmental communication policy, strategy and activities. An organization should ensure broad involvement of those working for the organization or on its behalf.

In determining the need for revisions, an organization should

a) assess the adequacy of resources provided for the environmental communication,

b) assess the data collection process, and

c) distinguish between improvements necessary to the information provided to interested parties (including the process of developing the information) versus the communication process (including approaches taken).

When deciding whether or not to make a change to environmental communication policy, strategy and activities, the organization should consider how the interested parties will perceive the change and communicate the reasons to them.

Annex A
(informative)

Reference table within the ISO 14000 series

Environmental communication is an important feature of the whole ISO 14000 family of standards (including ISO 19011). This annex identifies clauses, subclauses and annexes where environmental communication activities are referenced, required or advised, and where this International Standard may provide help with implementing the other standards. This annex can also be used in implementing this International Standard by providing users with applicable references to communication elements in other relevant environmental management standards. See website www.iso.org/iso14063 for more information on environmental communication within the ISO 14000 series.

Table A.1 — Reference table within the ISO 14000 series

International Standards	Clauses, subclauses and Annexes	Titles
ISO 14001:2004 *Environmental management systems — Requirements with guidance for use*	4.2/A.2	Environmental policy
	4.3.3/A.3.3	Objectives, targets and programmes
	4.4.1/A.4.1	Resources, roles, responsibility and authority
	4.4.2/A.4.2	Competence, training and awareness
	4.4.3/A.4.3	Communication
	4.4.6/A.4.6	Operational control
	4.4.7/A.4.7	Emergency preparedness and response
	4.6/A.6	Management review
ISO 14004:2004 *Environmental management systems — General guidelines on principles, systems and support techniques*	4.1.4	Initial environmental review
	4.2	Environmental policy
	4.3.2	Legal and other requirements
	4.3.3	Setting objectives and targets
	4.4	Implementation and operation
	4.4.1	Resources, roles, responsibility and authority
	4.4.3	Communication
	4.4.4	Documentation
	4.4.6.1	Identifying needs for operational control
	4.4.7	Emergency preparedness and response
	4.5.3	Nonconformity, corrective action and preventive action
	4.6	Review of the environmental management system
ISO 14015:2001 *Environmental management systems — Environmental assessment of sites and organizations (EASO)*	4.2.5	Assessment plan
	5	Reporting
ISO 14020:2000[a] *Environmental labels and declarations — General principles*	3	Objective of environmental labels and declarations
	4.5	Principle 4
	4.9	Principle 8
	4.10	Principle 9

Table A.1 — Reference table within the ISO 14000 series (*continued*)

International Standards	Clauses, subclauses and Annexes	Titles
ISO 14021:1999[a] *Environmental labels and declarations — Self-declared environmental claims (Type II environmental labelling)*	4	Objective of self-declared environmental claims
	5.9	Other information or claims
	6.5	Access to information
ISO 14024:1999[a] *Environmental labels and declarations — Type I environmental labelling — Principles and procedures*	4	Objective of Type I environmental labelling
	6.2	Consultation with interested parties
	6.6	Reporting and publication
ISO 14025:2006[a] *Environmental labels and declarations — Type III environmental declarations — Principles and procedures*	4	Objectives
	5.5	Involvement of interested parties
	5.9	Transparency
	6.5	Involvement of interested parties
ISO 14031:1999 *Environmental management — Environmental performance evaluation — Guidelines*	3.1	General overview
	3.3.4	Assessing information
	3.3.5	Reporting and communication
	3.4	Reviewing and improving EPE (Check and Act)
ISO/TR 14032:1999 *Environmental management — Examples of environmental performance evaluation (EPE)*	3.2.4	Using data and information
	Annexes A to Q	Examples of application
ISO 14040:2006 *Environmental management — Life cycle assessment — Principles and framework*	4.1	Principles of LCA
	6	Reporting
	7.3.3	Critical review by panel of interested parties
ISO 14044:2006 *Environmental management — Life cycle assessment — Requirements and guidelines*	4.2.2	Goal of the study
	5	Reporting
	6.3	Critical review by panel of interested parties
ISO/TS 14048:2002 *Environmental management — Life cycle assessment — Data documentation format*	4.2	Reporting
ISO 14050:2002 *Environmental management — Vocabulary*	All	Terms and definitions
ISO/TR 14061:1998[b] *Information to assist forestry organizations in the use of Environmental Management System standards ISO 14001 and ISO 14004*	7	Self-declaration, second-party auditing, and third-party certification of a forestry organization's environmental management system
	8	Communication
ISO/TR 14062:2002 *Environmental management — Integrating environmental aspects into product design and development*	5.4	Communication

Table A.1 — Reference table within the ISO 14000 series (*continued*)

International Standards	Clauses, subclauses and Annexes	Titles
ISO 14064-1:2006 *Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals*	3	Principles
	7	GHG reporting
ISO 14064-2:2006 *Greenhouse gases — Part 2: Specification with guidance at the project level for quantification, monitoring and reporting of greenhouse gas emission reductions or removal enhancements*	3	Principles
	4	Introduction to GHG projects
	5.2	Describing the project
	5.13	Reporting the GHG project
ISO 14064-3:2006 *Greenhouse gases — Part 3: Specification with guidance for the validation and verification of greehouse gas assertions*	3	Principles
ISO 19011:2002 *Guidelines for quality and/or environmental management systems auditing*	5.4	Audit programme implementation
	6.5.1	Conducting the opening meeting
	6.5.2	Communication during the audit
	6.5.7	Conducting the closing meeting
a These International Standards deal with product environmental communication.		
b Now withdrawn.		

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[4]   ISO 14024:1999, *Environmental labels and declarations — Type I environmental labelling — Principles and procedures*

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