



International Standard

ISO 20121

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*

**Second edition
2024-04**

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Published in Switzerland

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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.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

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

This second edition cancels and replaces the first edition (ISO 20121:2012), which has been technically revised.

The main changes are as follows:

- the text, clause sequence and relevant definitions have been aligned with the harmonized structure for management system standards in the ISO/IEC Directives, Part 1, 2022, Annex SL, Appendix 2;
- the text has been reviewed and improved to take into consideration: enhancement of environmental, social and governance (ESG) requirements; a reduction of negative impacts and maximization of positive 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.

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 to improve the sustainability of their event-related activities.

At the same time it requires organizations to recognize their relationship with and their impact on society and society's expectations of events.

This document 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. This document 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 allows organizations that have not formally addressed sustainable development to start to implement an event sustainability management system. Organizations with existing management systems can integrate the requirements of this document into their existing systems. All organizations can benefit from the process of continual improvement over time (see [Figure 1](#)).

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 A](#) to [C](#) to support its implementation.

The complexity of the system and the extent of documentation and the resources devoted to it are 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 should 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 should extend throughout the supply chain, as well as the identified interested parties.

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

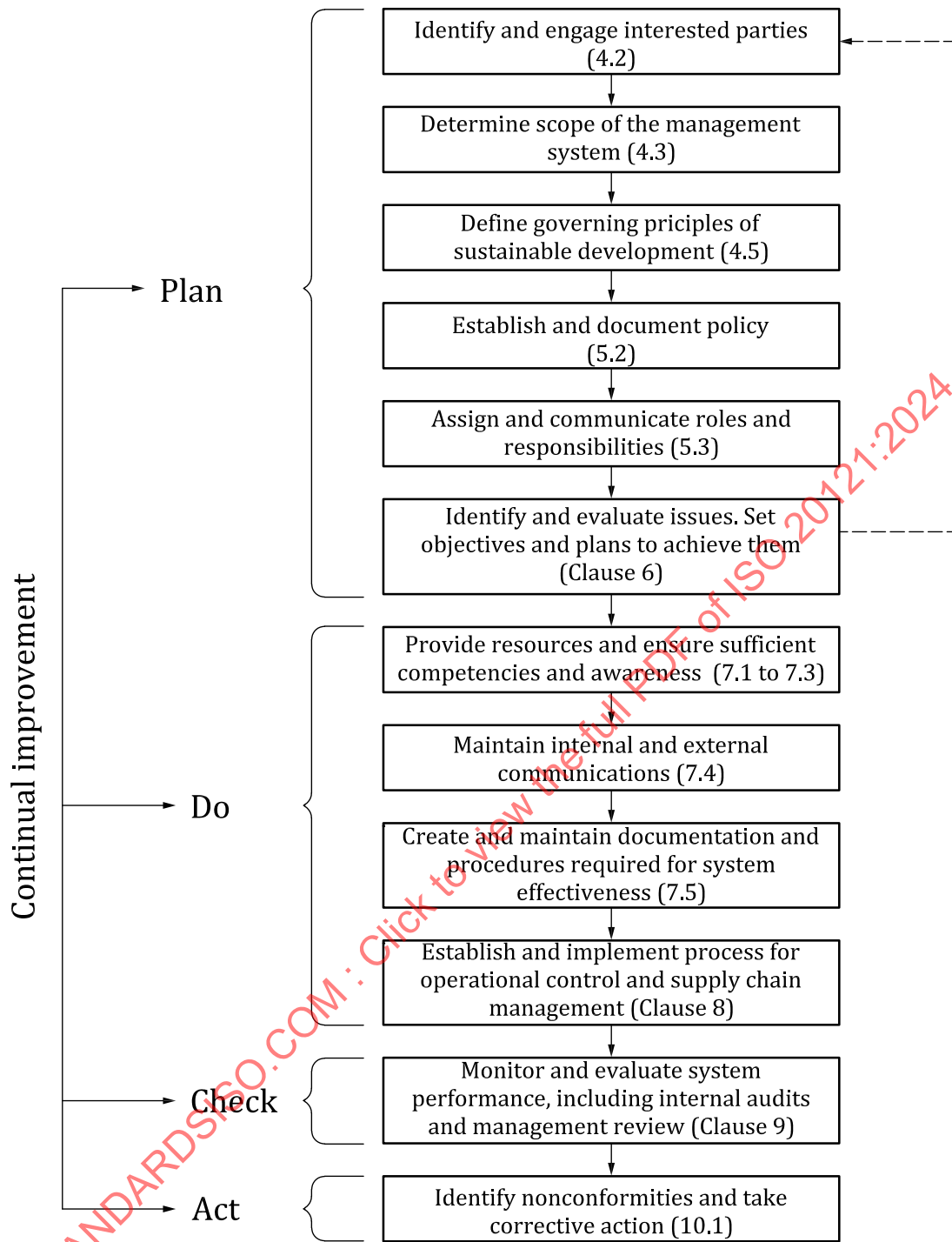


Figure 1 — Event sustainability management system model for this document

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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).

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, enterprise, authority, partnership, charity, institution, associations, non-governmental organizations 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* (3.7) *sustainability* (3.2) *management system* (3.22). 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* (3.39) of the *organization* (3.1) or *event* (3.7)

Note 1 to entry: For guidance on sustainability, refer to, for example, the United Nation's Sustainable Development Goals (SDGs), applicable international standards on environmental and social issues, including the UN Guiding Principles on Business and Human Rights^[57] and the Paris Agreement^[65]. 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* (3.25) provides an enduring, balanced approach to economic activity, environmental responsibility and social impacts.

Note 2 to entry: Depending on the activity considered, the *organization* (3.1) can take into account the most relevant SDGs when defining its sustainable development *policy* (3.5).

[SOURCE: ISO 26000:2010, 2.23, modified — The original Note 1 to entry has been replaced by two new notes to entry.]

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) and consequences (as defined in ISO Guide 73), or a combination of these.

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) of occurrence.

Note 5 to entry: In Notes 2, 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* (3.23)

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* (3.25)].

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, as a purpose, as 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* (3.22), 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

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

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

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 can be the *event organizer* (3.9).

3.11

attendee

organization (3.1) and/or individual that takes part in an *event* (3.7) for the primary purpose of receiving services or content

3.12

participant

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

3.13

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* (3.24) to be fulfilled by environments, *processes* (3.25), 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.

3.14

interested party

person or *organization* (3.1) that can affect, be affected by, or perceive itself 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.

3.15

inclusion

practice of fair treatment and meaningful involvement of all *interested parties* (3.14)

Note 1 to entry: Inclusion refers to all interested parties, regardless of characteristics outlined in the Universal Declaration of Human Rights, including: 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.

3.16

integrity

adherence to ethical principles

3.17

legacy

tangible and intangible enduring result(s) and *impact* (3.41) of an *event* (3.7)

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

Note 2 to entry: Soft legacy includes non-material elements, such as new capacities acquired as a consequence of events, e.g. new knowledge, training, standards, *best practices* (3.27), 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* (3.14). 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).

3.18

stewardship

responsibility, management and care for *sustainable development* (3.3) shared by all those whose actions affect environmental *performance* (3.30), economic activity, and social impact, reflected as both a value and a practice by individuals, *organizations* (3.1), communities, and competent authorities

3.19

transparency

openness about decisions and activities that affect society, the economy and the environment, and willingness to communicate these in a 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.]

3.20

supplier

organization (3.1) providing products, services or facilities

3.21

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 1 to entry has been deleted.]

3.22

management system

set of interrelated or interacting elements of an *organization* (3.1) to establish *policies* (3.5) and *objectives* (3.6), as well as *processes* (3.25) 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 can 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.

3.23

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

3.24

requirement

need or expectation that is stated, generally implied or obligatory

Note 1 to entry: “Generally implied” means that it is custom or common practice for the *organization* (3.1) and *interested parties* (3.14) 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* (3.29).

3.25

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.

3.26

procedure

specified way to carry out an activity or a *process* (3.25)

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.]

3.27

best practice

documented *process* (3.25) or product shown by research and/or experience, and accepted or prescribed by the user community, which produces optimal results and is established or proposed as suitable for widespread adoption

Note 1 to entry: Best practices can apply to a process, procedure, policy, approach, standard, guidelines, product or service, with reference, if applicable, to national and/or international conventions, laws, strategies and similar. A best practice specifies what ought to be done without regard to what is being done already.

3.28

competence

ability to apply knowledge and skills to achieve intended results

3.29

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

- a) the *management system* (3.22), including related *processes* (3.25);
- b) information created in order for the organization to operate (documentation);
- c) evidence of results achieved (records).

3.30

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* (3.25), products, services, systems or *organizations* (3.1).

3.31

monitoring

determining the status of a system, a *process* (3.25) or an activity

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

3.32

measurement

process (3.25) to determine a value

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

3.33

audit

systematic and independent *process* (3.25) for obtaining 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). First-, second- and third-party audits require, impartiality (particularly for second- and third-party), specific competencies, responsibility, openness, confidentiality and responsiveness to complaints.

Note 2 to entry: Specific competencies for the audit and certification of management systems are defined in ISO/IEC TS 17021-4.

Note 3 to entry: An internal audit (first party) is conducted by the *organization* (3.1) itself, or by an external party on its behalf. External audits are conducted according to a contractually enforceable agreement between the organization and the external party that issues a statement of conformity (validation/verification statement). Third-party audits are conducted by a conformity assessment body and may be in alignment with an agreed accreditation programme prescribed by the national standards body.

Note 4 to entry: “Audit evidence” and “audit criteria” are defined in ISO 19011.

3.34

effectiveness

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

3.35

conformity

fulfilment of a *requirement* (3.24)

3.36

nonconformity

non-fulfilment of a *requirement* (3.24)

3.37

corrective action

action to eliminate the cause(s) of a *nonconformity* (3.36) 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* (3.41) or prevent recurrence. Such actions fall outside the concept of “corrective action” in the sense of this definition.

3.38

continual improvement

recurring activity to enhance *performance* (3.30)

3.39

context

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

Note 1 to entry: Context can be external or internal. See [Clause A.3](#) and ISO Guide 73:2009, 3.3.1.1 and 3.3.1.2.

3.40

preventive action

action to eliminate the cause of a potential *nonconformity* (3.36)

3.41

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* (3.7).

Note 3 to entry: See [Annex C](#), which provides guidance on reporting.

3.42

mission statement

brief description of the overarching intention and goals and values of the *organization* (3.1)

3.43

SWOT

strategic planning tool used to assess the strengths, weaknesses, opportunities and threats of an *organization* (3.1) or a project

3.44

PESTLE

analysis which studies the key external factors (political, economic, sociological, technological, legal and environmental) that influence an organization

3.45

materiality assessment

process (3.25) to define the topics that have the most significant impact on the environment, the economy and on people including human rights (impact materiality) and influences or can influence the future cash flows and the value of the organization (financial materiality)

3.46

double materiality assessment

process (3.25) in which a company reporting on sustainability assesses the relevance of a sustainability matter from two perspectives:

- the organization's impact on people and the environment, e.g. damage to nature or violations of human rights (the inside-out view);
- (new) risks and opportunities for the organization created by sustainability-related developments and events (the outside-in view)

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.

The organization shall determine whether climate change is a relevant issue.

NOTE 1 Consideration of the SDGs and other relevant frameworks can assist in determining the issues to be addressed (see [Clause 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 relevant 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.

NOTE 1 Relevant interested parties can have requirements related to climate change.

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. Where appropriate, the organization shall document 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 owners, e.g. commissioners, funders and/or investors;
- b) event organizers, e.g. event managers;
- c) partners and/or sponsors;
- d) workforce, e.g. employees, labour unions, staff, advisors and volunteers;
- e) suppliers, e.g. venue, product and service suppliers (including sponsors); this category can also include emergency services, fire, ambulance, etc.;
- f) participants, e.g. speakers, performers, athletes, exhibitors, contestants;
- g) attendees, e.g. customers, audience, fans, spectators, visitors, delegates;
- h) regulatory bodies, e.g. local authorities/municipalities and licensing authorities, police; this category can include central government and statutory consultees;
- i) community and organizations e.g. local community and neighbourhood, indigenous people and minorities, non-governmental organizations (NGOs), institutions, industry bodies, destination and tourism entities, trade and professional associations, networks, consumers, media and protestors.

NOTE 2 Certain interested parties can fall into different categories, e.g. fire and police can be placed in supply chain and/or in regulatory body.

NOTE 3 Engagement with interested parties can take different forms, such as verbal conversation, written correspondence, meetings, working groups, certification labels and awards, progress plans.

NOTE 4 Refer to [Table A.1](#) for the full list of interested parties.

NOTE 5 See [Annex D](#) on human rights.

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 (see [Annex A](#)).

NOTE The documented information on the scope is meant to be a factual and representative statement of the organization's business processes and operations included within the boundaries of the event sustainability management system; it 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 may 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 and mission statement

The organization shall integrate the principles of sustainable development (stewardship, inclusion, integrity and transparency) into an overall mission statement. The organization shall define and document its purpose, mission, its social, environmental and economic benefits, risks and values with respect to its activities, products and services that relate specifically to events.

The principles, mission statement and values of the organization shall provide a framework for setting its policies (see [5.2](#)), objectives and targets, 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 of 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 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 can 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) if applicable provides a framework for setting short-, medium- and long-term sustainable development objectives of the organization or the event;
- c) includes a commitment to meet applicable requirements;
- d) includes a commitment to continual improvement of the event sustainability management system;
- e) include a commitment to assess and report on achievements and lessons learned and, where appropriate, wider outcomes (event impact and legacy);
- f) includes a commitment to take into consideration the needs of interested parties.

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 of the organization or the event;
- include details of the main objectives of the organization or the event;
- be communicated within the organization;
- be available to interested parties, as appropriate;
- reference its mission statement;
- include the organization's commitment to its governing sustainable development principles within its defined scope;
- be dated and signed by the management.

5.3 Roles, responsibilities and authorities

Top management and/or governing body (when applicable) shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

Top management and/or governing body (when applicable) 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:

- give assurance that 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 1 Further advice and guidance on risk management and risk management principles is available in ISO 31000.

NOTE 2 Further guidance on the provision of remedy can be found in [Annex D](#).

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.

NOTE 1 The issue identification process can be referred to as a materiality assessment, or as a double materiality assessment when identifying issues related to both the organization and society at large.

The identification of issues can, where applicable, encompass (but is not limited to) the following:

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

NOTE 2 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 3 Digital responsibility is using technology in an ethical (including information security and data protection), 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, wellbeing, civil liberties, social justice, local community, rights of indigenous peoples, culture and religion, accessibility, social impacts, diversity, equity and inclusion, digital responsibility;
- 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 documented and shall include a consideration of feedback from interested parties, and the identification of new and relevant emerging issues and if applicable, scientific and academic research. The outputs of the process shall be documented, kept up to date and shared with relevant interested parties.

NOTE 4 Many issues cut across economic, social and environmental categories. These can include food and beverage, governance, transport, venue selection, supplier selection, accessibility, animal welfare, corruption, product responsibility.

NOTE 5 See [Annex C](#) for further guidance. The list of issues contained in [Table C.1](#) is non-exhaustive.

6.1.3 Legal and other requirements

The organization shall establish and periodically review and 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 shall aspire to achieve international norms and best practice, taking national law into consideration.

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 (see [9.1](#));
- c) be consistent with the organization's 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 (see [5.2](#)).

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

- what will be done;
- what will be measured;
- 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 (see [8.2](#)).

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 and its associated objectives (see [Clause A.13](#)).

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 currently 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 of the organization or the event;
- 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 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, implement and maintain 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) issues and objectives;
- d) guidance, best practice for achieving objectives;
- e) relevance to interested parties;
- f) progress in relation to performance;
- g) feedback from interested parties.

To communicate responsibly, the organization shall ensure that no communication is made that misleads the public on the real environmental, quality, and social 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 [Clause C.3](#), which provides guidance 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 can imply 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 Managing changes

When circumstances change, or things do not go according to plan, the organization shall adapt processes to ensure best practical sustainability solutions are implemented in a manner that considers the organization's mission statement and sustainable development policy.

Decisions shall be monitored, evaluated and lessons learned reported to the management review (see [9.3](#)).

8.3 Supply chain management

The organization shall request, where applicable, suppliers and other relevant interested parties to show evidence for sustainability requirements in the procurement process.

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.

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 should 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.

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

The supplier's conformity with these requirements should be monitored on an ongoing basis.

The organization shall retain documented information of these activities, where applicable.

When an organization decides to entrust a supplier with the conception and production of its event to a company, via a call for tenders, it shall be aware of the impact of this consultation on the said company and ensuring open and fair competition, with clear contract requirement and timing to reply (see [Clause B.4](#) for guidance and best practices).

The tender and request for proposal process shall be developed to ensure that it is manageable for small businesses to complete.

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

Sponsors and other organizations offering value in-kind products or services should be considered as a supplier. Promotional activities, products and services offered by sponsors shall be aligned to the organization's or event's sustainable development principles, objectives and values.

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, where applicable.

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, where applicable, to track performance, relevant operational controls, conformance with the organization's objectives, and evaluation of compliance;
- c) identify lessons learned from each event and, where applicable, 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 regularly 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.

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.

Such reviews shall be conducted by one or more representatives of the organization's top management.

9.3.2 Management review inputs

The management review shall include:

- 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 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 actions;
- 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 results

The results of the management review shall include decisions related to continual improvement opportunities and any 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 event sustainability 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.

9.3.4 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 [Table A.5](#).

10 Improvement

10.1 Continual improvement

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

10.2 Nonconformity and corrective action

When a nonconformity occurs, the organization shall:

- a) react to the nonconformity and, as applicable:
 - take action to control and correct it;
 - deal with the consequences;
 - take remedial actions to address nonconformity;
- 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 conforms 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 conformity 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 conform to this document.

Suppliers shall define in the scope of their event sustainability management system which of their products and services are event-related and are covered by the conforming parts of their system. It is only these areas that the suppliers can claim are managed in conformity to 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 can be the business impacts on the local environment, while an internal issue can be staff training.

Guidance on external and internal context is as follows:

- external context: external environment in which the organization seeks to achieve its objectives;

NOTE 1 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;
 - relationships with, and perceptions and values of external interested parties.
- Internal context: internal environment in which the organization seeks to achieve its objectives.

NOTE 2 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 interested parties;
- the organization's culture;
- standards, guidelines and models adopted by the organization;
- form and extent of contractual relationships.

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

A.4.1 General

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 with the full life cycle stages of events, as well as indirect impacts. This enables the organization to build trust with interested parties; and support efforts to address risks and develop remedy mechanisms.

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

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.

Some interested parties do 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 including children.

The organization should act with additional sensitivity when engaging with these interested parties, and should recognize the specific challenges faced by, for example, children; indigenous peoples; migrant workers and their families; ethnic minorities; religious and linguistic minorities; persons with disabilities; and women. They should provide opportunities for meaningful engagement with children and ensure that their experiences and opinions are heard.

NOTE See [Table A.1](#) for further guidance.

Table A.1 — List of interested parties

Interested party	Role
Top management	Person or entity that has final responsibility for decision making.
Event manager	Person or entity that produces and/or manages all or some aspects of the event. The event manager is not necessarily the owner of the event.
Land or site owner	Individual, community or other entities that hold ownership of a property or land.
Partner and/or sponsor	Organization or individual that funds the event or provides products or services in place of funding.
Funder and/or investor	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 provides services for the event.
Volunteer	Person who does a job willingly without being paid.
Migrant workers	Person who is engaged in a remunerated activity in a State of which they are not a national, including documented and undocumented workers.
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	Site where the event is held.
Emergency services	Institutions in cooperation regarding call requests during the event, i.e. fire, ambulance, etc.
Participants	Organization or individual that takes an active part in the contents of an event.
Attendee	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	Government of a whole country.
Local authority (e.g. state, prefecture, city)	Organization that is responsible for the government of a local area.
Community	Group of organizations and/or individuals with common characteristics, identities, and practices.
Local community	Those residing near the location of the event.
Children	Individuals under the age of 18 who will fall into different interested party categories and should not be overlooked.
Indigenous peoples	Traditional owners or custodians of the land' or specify this as part of local community.
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	Organization or individual that provides news and information for the public.

A.4.2 Outputs from engagement with interested parties

Possible outputs from engagement with interested parties can 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 Legal and other requirements to consider with interested parties

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) judgments of courts or administrative tribunals;
- e) requirements of a larger entity to which the organization belongs;
- f) treaties, conventions and protocols;
- g) relevant industry codes and standards;
- h) contracts which have been entered into;
- i) agreements with customers, community groups or non-governmental organizations;
- j) agreements with public authorities and customers;
- k) requirements by adopting voluntary principles or codes of practice;
- l) voluntary labelling or environmental commitments;
- m) obligations arising under contractual arrangements with the organization;
- n) obligations related to universal accessibility codes and regulations.

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 organized. 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 and mission statement (see [4.5](#))

The organization shall 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 shall 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 “inclusion” (ensuring all of its services or events are open to all, avoiding all forms of discrimination).

The organization’s governing sustainable development principles shall include, as a minimum, stewardship, inclusion, 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 mission statement 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
Inclusion	How to identify those who could affect or be affected (interested parties) by decisions and actions? How do interested parties contribute their views, and how do they do so on a continual basis? How to help interested parties understand the reasons for the organization's decisions and the implications of its actions? How to be sure that no groups or individuals are disadvantaged or kept uninformed? Are there interests beyond the immediate interested parties that should be considered? How to take into account the interested parties' rights and interests? How are diversity, equity and inclusion encouraged and developed? Have equity deserving groups been identified? How is discrimination avoided? How will accommodations for people with disabilities be implemented as a standard practice?
Integrity	What values, principles and codes of ethics or integrity does the organization adhere to? How to identify, avoid, address, report and remedy negative impacts related to the activities and relationships? Examples can include, non-exclusively (see 6.1.2): — environmental and social impacts such as biodiversity destruction, pollution, traffic congestion, resettlement of local people, water access, suppression of human rights, crime; — economic and governance impacts, such as misuse of power, misuse of funds, lack of transparency, unregulated betting, bribery, corruption, complicity, conflicts of interest, cost of unused facilities once the event is over. How does the organization establish and manage the procedure to ensure it is compliant with all relevant laws and regulations? How to demonstrate accountability for action(s) in a way that is consistent with all other governing principles? How to ensure information security and data protection?
Stewardship	Will organizational decisions lead to significant environmental (including biodiversity) or societal change or loss? If so, have alternatives been evaluated? In any activity, will the use of resources and its consequential impact be considered and monitored? How are sustainable development management skills developed, shared, applied and recognized? How to account for decisions and activities in situations where the rule of law does not provide sufficient environmental, social and economic safeguards? How is top management informed of and involved in risk assessment and due diligence procedures?^a How to ensure that the principles of sustainable development are applied throughout the supply chain?
Transparency	How to ensure that relevant and reliable information is available in an accessible, low-cost and comparable way? How are reasonable views or requests for further information considered and responded to in a timely manner? How are significant interests, influences or beneficiaries detailed in documented information, communicated and managed? How are decision makers identified and the reasons for decisions detailed in documented information and communicated, and to whom? How to ensure that information is accurately conveyed to interested parties?
^a Due diligence refers to the process through which an organization identifies, prevents, mitigates, and accounts for how it addresses its actual and potential negative impacts on the economy, environment, and people, including impacts on human rights.	

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. Additionally, decisions can be taken to deal

with issues, by communication with employees, partners or the media. Advocating with peers to further coordinate action in support of shared sustainability objectives also encourages leadership.

A.8 Policy (see [5.2](#))

The following list sets out what the sustainable development policy applies to :

- sustainable development issues related to the scope;
- a commitment to be an example on relevant 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 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 shall consider the external and internal issues relating to itself and its interested parties and identify potential positive or negative effects that can 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 shall 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 shall be consulted to get their feedback. Once the issues have been finalized, the objectives for improvement can be set.

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](#))

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.

Examples of legal and other requirements to which the organization can subscribe include:

- applicable laws;
- permits, licences or other forms of authorization;
- government regulations;
- treaties, conventions and protocols;
- agreements with public authorities;
- agreements with customers;
- non-regulatory guidelines;
- relevant industry codes and standards;
- contracts which have been entered into;
- 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;
- obligations arising under contractual arrangements with the organization;
- international conventions, treaties, and accords.

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).

Table A.3 — A non-exhaustive list of standards and guidance from international organizations

United Nations (UN), 1948, <i>Universal Declaration of Human Rights</i>
United Nations (UN), 2021, <i>Resolutions from the Human Rights Council (A/HRC/RES/48/13)</i> and the General Assembly in 2022 (A/RES/76/300)
United Nations (UN), 1976, <i>International Covenant on Economic Social and Cultural Rights</i>
United Nations (UN), 1976, <i>International Covenant on Civil and Political Rights</i>
United Nations (UN), 1979, <i>Convention on the Elimination of all Forms of Discrimination Against Women</i>
United Nations (UN), 1989, <i>Convention on the Rights of the Child</i>
United Nations (UN), 2009, Committee on the Rights of the Child, General Comment No.12, <i>The Right of the Child to be Heard</i> , CRC/C/GC/12
United Nations (UN), 2006, <i>Convention on the Rights of Persons with Disabilities</i>
United Nations (UN), 1965, <i>International Convention on the Elimination of All Forms of Racial Discrimination</i>
United Nations (UN), 2011, <i>Guiding Principles on Business and Human Rights</i>
United Nations (UN), 2000, <i>Global Compact</i>
United Nations (UN), 2015, <i>Sustainable Development Goals</i>
Organization for Economic Co-operation and Development (OECD), 2023, <i>Guidelines for Multinational Enterprises on Responsible Business Conduct</i>
Organization for Economic Co-operation and Development (OECD), 2018, <i>Due Diligence Guidance for Responsible Business Conduct</i>
Organization for Economic Co-operation and Development (OECD), 2021, <i>International Programme for Action on Climate</i>
Organization for Economic Co-operation and Development (OECD), 2023, <i>How to measure the impact of culture, sports and business events</i>
Brundtland, G.H. et al 1987, <i>Chapter 2: Towards Sustainable Development</i> , Brundtland Report, Oxford University Press, Oxford

[Table A.4](#) provides a list of ISO documents that can be relevant and useful to support the implementation of this document.

Table A.4 — A non-exhaustive list of standards and guidance from ISO

ISO 9000
ISO 9001
ISO 14001
ISO 14004
ISO 14005
ISO 14024
ISO 14044
ISO 14046
ISO 14050
ISO 14055-1
ISO 14063
ISO 14064-1
ISO 14066
ISO 14068-1
ISO 14621-1
ISO/IEC 17000
ISO/IEC 17021 (all parts)
ISO/IEC 17029
ISO 19011

Table A.4 (continued)

ISO 20400
ISO 21542
ISO 22000
ISO 22095
ISO 22313
ISO 22379
ISO 22395
ISO 26000
ISO 26800
ISO/IEC 30071-1
ISO 30415
ISO 31000
ISO 37000
ISO 37001
ISO 37101
ISO/TS 37151
ISO 38200
ISO/IEC 40500
ISO 44001
ISO 45001
ISO 50001
ISO 53800
ISO 56000
ISO 56001
ISO 56002
ISO/IWA 42
ISO/IEC Guide 71
ISO Guide 73

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 shall consult its interested parties to get their feedback.

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 to drive sustainability goals and leave a lasting positive legacy. Use sustainability to make the changes the organization wishes to make, leave a legacy, transform working conditions and support innovation. 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 can happen that not all of the performance objectives can be achieved; consequently, the final plan can represent the optimal trade-off of performance across a range of objectives. For example, one venue can be more suitable than others on the basis of facilities (e.g. disability access), however, another venue can have better transport links, offering opportunities to reduce transport-related impacts. The decision as to which venue to use can 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 should 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 should 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.

Training should include empowering all interested parties to engage with and promote sustainable practices.

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 shall 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 can 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 often has 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.

The financial assessment should take into consideration long-term sustainability and business reputation.

A.14 Competence (see 7.2)

Management determines 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 can 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 can include the following:

- a) interested party engagement and collaborative communication skills;
- b) sustainable development policy, processes and requirements;
- c) significant sustainable development issues, approaches and desired outcomes;
- d) legal compliance issues;
- e) consequences of non-compliance with sustainable development policy, processes and requirements;
- f) practical and technical skills for sustainable event production operations;
- g) management system approach.

Many organizations have programs and guidelines relating to the sustainability of events, including national, regional and international event industry associations, sports federations, municipalities, government departments, tourism, cultural and arts organizations, and congress bureaus. Several important manuals have been written and published. A growing number of research papers are available in university catalogues.

Resources, guidance and professional development training in event sustainability should be undertaken from trusted sources in order to build competency and good judgement in sustainability strategy, practices and choices.

A.15 Communication (see 7.4)

Internal and external communication is important to ensure the effective implementation of the event sustainability management system. Methods of communication include regular working group meetings, social communication tools, newsletters, bulletin boards, intranet sites, as well as various media formats, such as Braille, voice guidance, and sign language.

A process should be implemented for external communications with relevant suppliers and other interested parties. This process can include the need for dialogue with interested parties and consideration of their

relevant concerns. An organization should take into consideration the views and information needs of all interested parties, in particular with respect to external communication.

External communication can 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.

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, [Clause C.3](#) should be followed.

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 (see [Clause C.4](#) on conformity assessment).

Documented information should be proportionate and appropriate to the event sustainability management system and the issues involved. Minutes, e-mails 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. Processes can include procedures. Neither processes nor procedures need to be detailed in documented information, unless the absence of such documented information results 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 is 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 can 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 can 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.5](#)).

Prepare a maturity matrix or a similar management tool based on the example given in [Table A.5](#) and take into consideration the principles (see guidance in [Table A.5](#)) 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.

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

Principle	Minimal	Improving	Engaged
Inclusion 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 practices.	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.

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 does not need to be a burdensome process. Corrective action when the wrong piece of equipment is supplied or when sound levels are too high, for example, is usually taken immediately and does not require a high degree of formality. Some requirements and objectives, however, can need a schedule of monitoring by qualified operators and/or corrective action can 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 and their event experience.

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 shall 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 should 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 must 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 conformity

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

- by simply conducting a self-determination and by making a self-declaration claiming conformity to this document (ISO 20121),
- 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
- 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 (see Clause C.4).

For more references see [Table A.3](#), ISO/IEC 17000, ISO 19011, ISO/IEC 17029, ISO/IEC 17021-1 and ISO/IEC TS 17021-4.

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. A best practice is to develop and/or refine sustainable procurement policies and maintain clear and open communication with suppliers.

At a minimum, sustainable procurement should aim at ensuring that minimum social and environmental standards are adhered to across the supply chain. Furthermore, sustainable procurement practices can result in enhanced policy and contractual provisions, improved environmental performance [lower greenhouse gas (GHG) emissions, energy, water and resource consumption], increased social performance (decent working conditions, 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 (across a range of tools, including tender documents, policies and procedures, supplier codes of conducts, contracts, etc);
- supply chain risk assessment;
- supplier due diligence and selection;
- integration of sustainability requirements and obligations into contracts;
- post-contract management;
- supplier development;
- supplier performance monitoring;
- performance review.

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

- a) promoting sustainable products and/or services, for example, those that are carbon-free, resource-efficient, renewable energy vehicles, those that take into account recyclable/reusable productions, protection of biodiversity, and low water consumption;
- b) considering supplier diversity to minimize the negative impact of the supply chain itself, especially the social aspects; for example, priority shall be given to local suppliers, protected workshops (which provide jobs to persons with disabilities), and organizations that meet or exceed minimum ethical standards as well as employment and human rights standards (including the provision of equal opportunities and minority-owned-businesses);
- c) 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;
- e) considering the selection process of potential suppliers by:
 - limiting the number of companies consulted (recommendation of a maximum of 3);
 - ensuring open and fair competition in order to make a proper assessment of the contract requirements requested (a fee may be payable if too many requirements are expected);
 - giving the company time it needs to respond properly (recommended minimum of 3 weeks);
- f) specification of sustainability requirements in contracts and subsequent supplier performance monitoring (via supplier engagement, document revision, on-site audits, etc).

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 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;
- 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 practices;
- 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 can 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. A too complex and rigid command and control approach may impact the ability of small-medium businesses to participate in the tender process.
- 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 is more appropriate to invest in the partnership approach.

It is likely that organizations can 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 procurement strategy implementation should be monitored throughout the implementation stage using appropriate KPIs and benchmarks. This should include monitoring supplier conformity on a regular basis, using a range of tools, such as supplier engagement, document revision and/or on-site audits, depending on the chosen strategy.

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.

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Annex C (informative)

Evaluation

C.1 Guidance 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;
 - 3) the ability of available technology to enable effective participation, and to reduce the need to transit to a different or more distant 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 Reporting Standards.