



**ISO 14001 4.3.3
OBJECTIVES AND
TARGETS**



Lesson Learning Goals

At the end of this lesson you should be able to:

- Define and distinguish between environmental “objectives” and “targets” and give three examples
- Name the factors to be considered when setting objectives and targets
- List at least five potential ‘interested parties’ and three methods for obtaining their views

ISO 14001 Objectives and Targets says:

- The organization shall establish and maintain documented environmental **objectives** and **targets** at each relevant function and level within the organization
- The objectives and targets shall be consistent with the environmental policy, including the commitment to prevention of pollution

"Objectives" Defined

- Environmental goals (preferably quantified) that an organization sets in order to achieve continual improvement and prevention of pollution as stated in its Environmental Policy

Example: Reduce emissions of sulphur dioxide from manufacturing operations by 20% by the end of 2003

Examples of Environmental Objectives

Reduce:

- Quantities of wastes sent to landfill
- Energy use (electricity, coal, fuel oil, gas)
- Volume of water used in manufacturing process
- Loadings of effluent contaminants discharged
- Emissions of gases and particulates to atmosphere

More Examples of Environmental Objectives

Reduce:

- Amounts of raw materials used
- Amount of packaging for purchased goods and shipments of product
- Reduce the number of spills and leaks of chemicals, oil, and product
- Increase amounts of recycled wastes - paper, glass, plastic, metal

Other Kinds of Environmental Objectives

- **Replace** toxic chemicals with less hazardous materials
- **Upgrade** effluent treatment system
- **Preserve** delicate ecosystems
- **Support** research into biodiversity

"Targets" Defined

- Specific and (where possible) measurable performance requirements set for the organization, internal departments, groups or individuals, that will lead to the achievement of an Objective

Example: Identify and measure all sources of sulphur dioxide emissions by the end of 2001

Examples of Targets

- By June 2002, identify emission control technologies to achieve 20% reduction
- Conduct cost-benefit analyses of emission control technologies by September 2002
- Select emission control technology and award contract for installation by March 2003
- Install and commission emission control equipment by December 2003

ISO 14001 Objectives and Targets also says:

The organization shall establish and maintain documented environmental objectives and targets **at each relevant function and level** within the organization

What is Meant by “Relevant Function and Level”?

- **Function:** Each division, department, and group at the facility that can contribute to, or impede achievement of objectives and targets
- **Level:** Seniority or responsibility
Example: To reduce sulphur dioxide emissions by 20%, every operation that generates sulphur dioxide must have its own target to help the organization meet its overall objective

Setting Objectives and Targets

- Seek input and 'buy-in' to objectives and targets from everyone who will be responsible for contributing to their achievement
- Participative process helps to generate commitment and enthusiasm

ISO 14001 Objectives and Targets also says:

When establishing and reviewing its objectives and targets, an organization shall consider:

- » legal and other requirements
- » significant environmental aspects
- » technological options
- » financial, operational, and business requirements
- » the views of interested parties

Priorities When Setting Objectives and Targets

Must consider:

- Environmental Policy commitment to comply with legal and other requirements
- Significant environmental aspects - activities, products, or services with the highest risks for environmental impact

Priorities When Setting Objectives and Targets (Cont'd)

Must consider:

- Technological options, financial, operational, and business requirements - use of Best Economically Available Technology to achieve objectives, while maintaining sound business principles, i.e., not required to prevent pollution and go bankrupt

Priorities When Setting Objectives and Targets (Cont'd)

Must consider:

- ➔ The views of interested parties, who may include:
 - » Governments - national, regional, local
 - » The local community
 - » Public interest groups
 - » Other stakeholders

Obtaining the Views of Interested Parties

WHO?

WHY?

WHAT?

HOW?

WHERE?

WHEN?

Who are the Interested Parties in the Local Community?

- Government and local community officials
- Fishers, farmers, loggers, foresters
- Tourism representatives, recreation interests, property and land owners
- Business associations
- Environmental NGOs
- Universities, colleges, schools

Other Interested Parties in the Local Community

- Community associations
- Indigenous people
- News media - television, newspapers, radio
- Other stakeholders (e.g., suppliers, customers, lenders, insurers, shareholders, Board of Directors)

Views of Interested Parties Why?

- To meet the requirements of **ISO 14001 Section 4.3.3, Objectives and Targets:**

When establishing and reviewing its objectives and targets, an organization shall **consider** the legal and other requirements, its significant environmental aspects, its technological options and its financial, operational, and business requirements, and **the views of interested parties**

Views of Interested Parties

Why? (Cont'd)

- To meet the requirements of **ISO 14001 Section 4.4.3, Communication**:

With regard to its environmental aspects and environmental management system, the organization shall establish and maintain procedures for receiving and responding to relevant communication from **external interested parties**

The organization shall **consider** processes for external communication on its significant environmental aspects and record its decision

Views of Interested Parties

Why? (Cont'd)

- Organizations should implement a procedure to receive, document, and respond to relevant information and requests from **interested parties**
 - » This may include dialogue and consideration of their relevant concerns
- A company may respond to enquiries with information on its environmental impacts
- Communication with public authorities should include emergency planning

Views of Interested Parties

Why? (Cont'd)

- Demonstrates commitment by the organization to environmental concerns
- Promote communication on environmental matters
- 'Take the pulse' of the community and other stakeholders on environmental issues
- Respond to changing public perceptions, expectations
- What a company doesn't know can hurt them

Views of Interested Parties

Why? (Cont'd)

- Appreciated by interested parties
- Need not act on the information, but should record decision

What to Ask?

Concerning Objectives and Targets:

- What are your impressions of the organization's commitment to operating responsibly with respect to the environment?
- What improvements has the company made in its environmental performance in the past 5 to 10 years?

What to Ask? (Cont'd)

Concerning Objectives and Targets (cont'd):

- What are your concerns about the environmental effects of the organization's operations?
- What do you think the organization should do in the next few years for air emissions, water discharges, solid wastes, hazardous material, health protection, emergency response, other matters?

What to Ask? (Cont'd)

Relating to Communication:

- How has the organization responded to any concerns you have expressed in the past?
- How do you find out about the environmental performance of the organization?
- How could the organization improve communications about their environmental management?

How is the Information Obtained?

- Face to face interviews (i.e., independent third party is preferable)
- Telephone interviews
- Telephone hotline
- Written questionnaires
- Community meetings
- Site tours
- Open houses

Where and When is the Survey Conducted?

Preferably:

- On the interested party's own territory
- Early in the ISO 14001 planning process

Communicating with Interested Parties

- Reports to governments
- News media - newspapers, TV, radio
- Organization's newsletter, bulletin, or fact sheet
- Internet website
- Community meetings
- Local multi-stakeholder environmental groups
- Open houses for the public and customers

Communicating with Interested Parties (Cont'd)

- Visits by organization's personnel to schools and community groups
- Education and information for employees
- Organization's Annual Environmental Report

Other Considerations

- Objectives and targets need not involve capital expenditure or physical changes to operations
- Can set objectives and targets to improve:
 - » environmental awareness and competence
 - » operating procedures and performance
 - » emergency response
 - » other elements of the EMS

Other Considerations (Cont'd)

- ➔ Environmental objectives and targets:
 - » should '**stretch**' the organization to a new level of performance, but must be **realistically achievable** in the time-frame set
 - » must be supported by adequate resources
 - » must be regularly reviewed and updated (i.e., maintained)

Other Considerations (Cont'd)

- Environmental objectives and targets:
 - » must be documented
 - » should be monitored using environmental performance indicators
 - » should have input from personnel who have responsibility for achieving them

Environmental Performance Indicators

- Amount of raw material or energy used
- Volume or mass of emissions or waste
- Waste per unit of production
- Number of environmental incidents (spills, leaks, pollution control equipment failures)
- Percentage of waste recycled
- Amount invested in environmental protection
- Amount of land protected for wildlife

Concluding Thoughts

Important points to remember are:

- Setting environmental objectives and targets is a foundation for continual improvement and prevention of pollution
- Objectives and targets should be documented, maintained, specific, achievable and, whenever possible, measurable
- Targets should support the achievement of objectives in each division, department and at each level of responsibility

Concluding Thoughts (Cont'd)

Additional points to remember are:

- Environmental objectives and targets should address legal compliance, significant environmental aspects and the views of interested parties, taking into account technological options, financial, operational, and business requirements
- An interested parties survey can yield valuable information, and is good for business and community relations