



The latest version of ISO 14001:2015 adds momentum to existing development at Fujitsu UK & Ireland

“The new standard adds commercial value in a number of key areas and drives continual improvement.”

Maria Sabey, Head of Operations

At a glance

- Fujitsu is an IT company offering a complete range of products, services and solutions. From looking after applications and protecting data, to managing supercomputers around the world, they help businesses everywhere to become more innovative and efficient
- They are committed to being a responsible business and as such recently achieved a 5 star rating in Business in the Community's 2015 Corporate Responsibility Index, as well as winning the Responsible Business of the Year award in 2015
- Fujitsu UK and Ireland have been certified to ISO 14001 since 2009 and will continue to finalize implementing ISO 14001:2015 and will seek third party certification

Organizational background

Fujitsu UK & Ireland (Fujitsu UK&I) was first certified to ISO 14001 in 2009, although this certification was initially limited to a small number of key sites.

The following year, however, the organization took the decision to bring all its sites into scope. This was part of what Fujitsu UK&I refers to as 'its journey' to achieve genuine integration and become fully committed to the principles of environmental sustainability and responsible organic growth.

On that journey, the ISO 14001 certification is only one component in a broader Responsible Business strategy, and it's indeed an important component. So the extension of environmental scope was part of a wider, long-term, employee education and awareness programme which was felt central to achieving the organization's overall Responsible Business objectives. Fujitsu UK&I also embraced the standard's ethos of demonstrable continual improvement and saw certification to ISO 14001 as a means to demonstrate commitment and meet the expectations of the customer base.

Given this background, it's not surprising that the organization saw becoming an early-adopter of ISO 14001:2015 as a natural progression.

Moreover, by 2015, the organization felt that the strides it had taken since Fujitsu UK&I became fully certified in 2010 were very much in line with the philosophy of the revised standard. The evolution of Fujitsu UK&I's Environmental Management System (EMS) over those five years is easily seen when comparing the high level objectives and targets of 2010 with those of 2015. The latter are much more strategic, are published externally and reflect a

long-term aspirational approach. They include objectives relating to biodiversity, sustainable resource use and climate change mitigation, and require further long term commitment and extended delivery programmes to be truly effective. Notes Maria Sabey, Fujitsu UK&I's Head of Operations, *"It is the inclusion of this longer planning horizon that marks the difference between the old and new versions of the standard."*

Fujitsu UK&I also felt that adopting the new standard would bring further benefits to its business. It would bring better commercial alignment in the market place; meet the expectations of employees; and support the organization's already established position in wider Responsible Business circles. The additional focus on Other Interested Parties might also lead to a more collaborative approach from both up-stream and down-stream partners. Having made the easy decision to adopt ISO 14001:2015, Fujitsu UK&I set about implementing the new standard.

Implementation

The organization found that meeting the requirements of ISO 14001:2015 was easiest in areas relating to the new emphasis on leadership involvement and accountability. Leadership was already an area of strength because the Chair of Fujitsu UK&I's Environmental Committee has long had the full delegated authority of the CEO. In addition, the Environmental Committee already had a strong interface with the Risk Management and Compliance Committee, which in turn acts for and on behalf of the Main Board of Directors.

The new standard also asks for a communications strategy. Again, Fujitsu UK&I felt that the long term commitment of the leadership was already

matched by high levels of employee and contractor engagement. To foster more communications, Green Teams, comprising groups of engaged volunteers from each site, conduct quarterly meetings. This offers the opportunity to drive more locally based campaigns and initiatives to promote awareness and action. These teams now take full responsibility for the local level biodiversity plans which are becoming increasingly popular across Fujitsu UK&I sites.

Fujitsu UK&I has also set up an Environmental Collaboration website to promote awareness and provide information and progress reports to employees. The site also hosts an all-employee Discussion Board that actively invites employees to offer ideas and suggestions, comment on current initiatives and, importantly, challenge the central team. The site is constantly reviewed and updated, and contains detailed meeting notes that support every aspect of the EMS.

On the other hand, Fujitsu UK&I found the requirements around the interface with suppliers to be more of a challenge, while seeing it as a positive step forward. Currently the activities of its internal Procurement Team are not formally within the scope of the EMS (although this is being addressed). However, notes Sabey, *"To fully embrace all the requirements of the new standard and to ensure maximum value, this is going to be a longer term initiative, as it will be necessary to drive both the behaviour and the working practice through all Service Lines within the business."*

Sabey characterises Fujitsu UK&I's transition to the new standard as 'relatively simple'. This was because the organization had already embraced and invested in the kind of longer term vision of environmental performance that the new standard asks for.





Benefits

Fujitsu UK&I notes that any credible management system, based around demonstrable continual improvement, should lead to savings and wider performance improvements and benefits.

That said, it's crucial to have systems in place that measure, monitor and capture the changes that take place. Ideally such systems should be open to third party audit so they can generate credible independent verification. Also, monitoring and measurement regimes might need to adapt to longer-term planning horizons, and they might sometimes need to adopt new approaches to defining value.

It's also important for organizations to set performance-based targets to drive efficiency, and these should not be limited to cost. Other parameters to which targets could be applied include natural capital control, resource use, the impact of key manufacturing processes, risk management/containment and operating efficiencies.

As to benefits accrued so far, at time of writing it's still very early days for assessing these. However, Fujitsu UK&I does believe that the emphasis on a lifecycle perspective is valuable. Says Sabey, *"It is likely to strengthen planning and drive financial benefit through a much more structured approach."*

Likewise, Fujitsu UK&I believes that the new standard's requirement to consider 'environmental conditions that could affect the organization' will strengthen overall planning.

Finally, risk management was already a key focus area for Fujitsu UK&I, and is well-established in the organization's wider business management systems. The incorporation of a risk management based planning model within the existing EMS has therefore not had a substantive impact. However, other organizations may well see a strong benefit.

Reflections on ISO 14001:2015

Fujitsu UK&I undoubtedly has the in-house resources, knowledge and expertise to pick up the new standard and implement it with (as noted above) relatively little pain. Notes Sabey, *"Given our commitment to a credible EMS which is embedded in the wider business system, and our track-record of updates and changes over the last five years, the organization was definitely well-placed to embrace the adjustments required in order to fully meet the requirements of the new standard."*

She adds that the level of employee engagement in the EMS is such that change is easily accepted as continual improvement.

For other organizations, she believes that their capacity to make the transition to the new standard will be directly affected by their approach to the existing standard; the maturity of their EMS; the extent to which the EMS is embedded in wider business processes and operating procedures; the organization's knowledge of and participation in key industry trends; and finally, if the organization has maintained an active interest in the

extensive advance information available before the publication of the revised standard. Forward thinking organizations, she thinks, could have anticipated the direction of travel of ISO 14001 and already started to make changes.

All in all, Sabey thinks that organizations with a well-developed EMS, a genuine understanding of the real value of monitoring and measurement, and engaged Other Interested Parties in place, will be able to make the transition to the new standard successfully, effectively and with the minimum of external help.

"A lifecycle perspective is likely to strengthen planning and drive financial benefit through a much more structured approach."

Maria Sabey

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ISO 14001 puts environmental management at the heart of your organization's operations to help meet environmental regulations and improve efficiency and environmental performance.

Suitable for all sizes of organization, this best-selling standard maps out a framework that a company or organization can follow to set up an effective environmental management system (EMS) including policies and objectives. It can help your organization reduce its environmental impact as well as grow your business.

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