

EFQM Good Practice Competition 2015

Achieving Sustainable Excellence

Registration form

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The registration form and submission report have to be returned together with the video to Vinciane Beauduin at EFQM (Vinciane.beauduin@efqm.org) by 15 May 2014 at the latest.

Should you have any queries, feel free to contact Vinciane Beauduin via email at Vinciane.beauduin@efqm.org, or by phone on +32 2 775 3510.

Good Practice - Submission Report

Good Practice Title	EMAS.RS - EMAS as a reality in Serbia
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Organisation overview



Victoria Consulting is a consulting company, established in May 2006 in Serbia (specialized in environmental issues, system management standards, sustainable development, chemical management and organizing trainings), which has a good networking with majority of relevant stakeholders in environmental field in Serbia.

Size of the company: micro company (less than 10 employees).

Main scope of services:

- Consulting services for implementation of system management standards: ISO 9001:2008, ISO 14001:2004, BS OHSAS 18001:2007, ISO 50001:2011, EMAS III; IQ Net SR 10;
- EDD - Environmental and Health and Safety Due Diligence; Environmental Impact Assessment (preparation of Environmental Impact Assessment Studies, Cleaner production, waste management plans, etc; Chemical hazard risk assessment; IPPC, licensed school for chemical advisors; environmental legislation compliance consultancy;

- CSR consulting services (including Sustainability Reporting/Non-financial reporting);
- Education and trainings in environmental issues, sustainable development, cleaner production, system management standards.

Victoria consulting clients are from the all industries. Majority of the clients are from private sector.

Victoria Consulting has proven results in social responsibility issues (since 2010/2011 selected three times in a row in the first ten SMEs companies in CSR national contests. CSR Report, IMS Policy and Code of conduct are available at company web site.

We are involved in Global compact Serbian network since 2009. (working group: environment).

Also, Victoria consulting was one of the 5 awarded SME's for Quality Oscar 2012 (national contest, based on the EFQM model).

Some of the clients: Japan Tobacco International Serbia, Robert Bosch Serbia, Heineken, ERSTE bank, Raiffeisen bank, Toyota, Renault Nissan, Carlsberg, Telekom Austria/VIP mobile, Ford, Canon, Tetrapak production, Palfinger, Knauf, Serbian chemical Agency, Serbian glass Factory, Farmakom, Delta Agrar, Galenika, Velefarm, Grand motors, Serbian municipalities (Vrbas, Kragujevac, Novi Sad...), etc.

QUALITY AND ENVIRONMENTAL MANAGEMENT SYSTEM VICTORIA CONSULTING

Victoria Consulting has certified integrated quality and environmental management system in accordance with ISO 9001:2008 and ISO 14001:2004 (ISO 9001 from January 2010, ISO 14001 from January 2013).



Mission

Environmental protection, in financial profitable manner. Reduction of environmental impacts, compliance with legal and other demands concerning environmental protection and improvement of environmental performance of our clients' and also our business, in a profitable, rational manner. Continual work on our indirect, positive environmental impacts through raising environmental and social responsibility awareness.

System – but for real! Introduction, implementing and maintaining a management system in a way that will produce *real* benefit of our clients' and also our business.

To make the world a tiny bit better. Contribution to improvement of complying to general interests of community – by providing services which promote the principles of socially responsibility, environmental protection and sustainable development.

Vision

The leading company for providing services in the area of environmental protection, sustainable

development, management systems and chemical management in Serbia, that stands out for excellence of provided services and that is recommended by satisfied clients, and which is also recognized as reliable partner for the companies all around the World.

Quality Oscar 2012 competition Award

Victoria consulting d.o.o. is one of five small and medium-sized organizations that received one of the awards in national competition "Quality Oscar 2012". Quality Oscar is based on EFQM excellence model criteria and represents one of the most credible awards in this field in Serbia.



LICENCED CHEMICAL ADVISORY TRAINING – CHEMICAL ADVISORY SCHOOL

Victoria consulting is licenced organisation – for providing of licenced training for future licenced chemical advisors (National Authority No. 01 1-00-00020/2012-01 from 09.08.2012).

We support EMAS

One of the major environmental impacts of Victoria consulting as consulting company is raising environmental awareness. One of the CSR relevant initiatives of Victoria consulting is launching of EMAS Portal for Serbia (EMAS-Eco Management And Audit Scheme). More info: www.emas.rs



www.victoriaconsulting.co.rs; www.emas.rs

Desired Results

- Summarise the key objective(s) of the approach you have adopted



EMAS (Eco Management and Audit Scheme) is a program of the EU that allows voluntary participation of organizations to verify its Environmental Management systems in accordance with the Regulation (EC) No 1221/2009 of the European Parliament and of the Council. EMAS includes all of ISO 14001:2004 requirements, and also contains some additional requirements. Presently, EMAS is the most credible

environmental management system on the market.

Actual revision of EMAS (EMAS III) gives also possibility for organisation outside the EU to participate in EMAS scheme, which created the basic preconditions for active participation of Serbian organization in EMAS.

This possibility is recognized by EU funded international project, for the preparation of the first three organizations from Serbia to be ready to officially submit their applications for EU EMAS registration and those activities are completed. In order to help to those companies but also to other interested parties in Serbia and to somehow continue with activities after the EU funded project and establish sustainability of EMAS awareness raising on national level (but also for other third countries), Victoria consulting came up with an idea to give full support to this process and to make that EMAS be more accepted and recognised by all interested parties.

Ministry of Agriculture and environmental protection in Serbia is foreseen as future EU Serbian competent body. Still, there are no official EMAS web page in Serbia and one of the reason is that relevant Ministry changed the web domain several times in last few years because of some institutional changes in the Country. Also, during the years, EMAS information and outputs from different projects are mainly on individual project websites (together with variety of different information); also, it happens that after some time, those kinds of web sites are terminated.

Victoria consulting came up with an idea to create national EMAS web site and to collect all relevant EMAS information and news at one place. Also, since Victoria consulting is very much involved in EMAS related activities almost for 10 years and key expert of Victoria consulting had been also personally engaged in several EMAS international project, we have concluded that we have enough EMAS related knowledge, and thus capacity to really help to the community regarding EMAS.

Also, we figure it out that there is still very few EMAS third country registrations and we decided to make also English page on EMAS portal in order that some interested information can potentially serve also to other companies from other “third countries” (countries outside the EU).

Parallel with launching of EMAS portal, we decided to stronger our activities regarding EMAS awareness raising and identified main stakeholders in order to succeed in broader penetration of the market. We have launched also Facebook and EMAS Portal LinkedIn page: <https://www.linkedin.com/groups/EMAS-Portal-Serbia-third-countries-6927810/about> (professional group)

<https://www.facebook.com/emasthirdcountries>

The main objectives:

- EMAS awareness level in Serbia – much higher
- More third country EMAS registrations (especially of Serbian companies)
- Sharing of good case studies (related to Environmental management system and EMAS) – from Serbia – also internationally; thus helping also to our country to have generally better positive image.

Our approach addresses all three Environmental principles of Global compact (Principles 7, 8 and 9): Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility; Principle 9: encourage the development and diffusion of environmentally friendly technologies. But at the most extent: Principle 8 and Principle 9.

■ **What has been improved in detail?**

- EMAS Portal www.emas.rs – launched (bilingual web pages).
- Facebook and LinkedIn EMAS portal accounts created
- Newsletter – news from Serbia sent to EU EMAS Helpdesk who accepted it and publish at the official EU EMAS website (http://ec.europa.eu/environment/emas/index_en.htm)
- Different seminars and training initiated (EMAS related), some EMAS papers published.
- Relevant stakeholders recognized and/or involved (Ministry of agriculture and environmental inspection, professional EMAS society internationally, Institute of standardization of Serbia, certification bodies, several Environmental verifiers who provide third country registrations, EMAS Helpdesk, Chamber of commerce of Serbia, relevant NGO, companies, Faculty/students, etc.
- Positive feedback: In some of the international EMAS forums, there are nice comments regarding EMAS in Serbia activities. Good feedback also from the Serbian industry.
- EU EMAS helpdesk had approved our initiative of launching of EMAS.RS portal www.emas.rs and gave the positive feedback for this idea
- Comments regarding EMAS and ISO 14001:2015 (suggestions for improvement – what we have noticed during our activities) - sent to EU and (through national mirror Serbian committee, as national comments) also to ISO Organization (TC 207).
- EMAS.rs Portal has been offered as (free of charge) platform - to our Ministry of environmental protection (if they want to published and use it for publishing EMAS relevant information), since there is still no official Ministry specific EMAS web page.
- Serbian translation of EMAS Regulation (EC Regulation 1221/2009) will be prepared and become available on Serbian language (including official publishing SRPS ISO 14001 requirements as integral part of the Serbian translation of the EU Regulation. This will be the first time that SRPS ISO 14001 requirements will be publicly available free of charge in Serbian language (Victoria consulting has obtained the approval from the Institute of the standardization of Serbia and inform relevant Ministry regarding this). We will finalize translation and Serbian text of Regulation EC 1221/2009 is going to be available in next 2 months on EMAS.rs portal (free of charge, available to all interested parties).

Web site www.emas.rs is recognized as good tool to additional promote and accelerate EMAS activities in Serbia and to give basic EMAS information to relevant stakeholders. Logo for the web site is art work of Ms. Dragana Petrovic and reflects the vision that Serbia is integral part of EMAS community, implemented with love and in right way in Serbian organizations, as effective management system; helping Serbian companies with good environmental performance to become more competitive in global market.



The main goals of EMAS.RS web site are:

- Sharing and promotion of positive examples and raising awareness of EMAS and EMAS benefits
- Informing the public about key activities related to EMAS and encouragement of organizations

- in taking the first steps towards the introduction of EMAS in their business (partially or fully)
- Promoting good practice of companies from Serbia and abroad (related to good environmental management practices).
 - Creating a centralized national (Serbian) EMAS web informing platform where stakeholders interested in further EMAS implementation, or just interested to found out more about EMAS, can found the main relevant EMAS information.
 - To help interested parties from other non-EU countries (third countries) to start with first EMAS steps in their countries, thus additionally support EU community idea that EMAS should be implemented all over the World. This is the reason, this web site also has some content in English language.
 - To additionally offer support to Serbian Ministry (for environmental protection) in sharing some key EMAS information they want, also through this media (since domain and the structure of the Ministry's web site is changing from time to time).

Approach

■ Describe the current approach within your organisation

- Using internal knowledge and enthusiasm of employees as main resources (since as micro organisation we do not have some remarkable financial resources)
- Usually, CSR is expected to be something what is very much correlated with CSR budget and huge money, but we see this differently – we realised that we actually do not have money but do have relevant knowledge and thus potential for significant indirect environmental impact; so we've realised that we can improve things significantly by using our knowledge in a good cause (raising environmental protection awareness). As consultants, we can actually initiate also other companies to implement EMS/EMAS and thus make overall significant positive impacts.
- We have correlated all EMAS activities with our strategy, thus achieving good business result and CSR impact at the same time.

■ Describe which elements have been implemented

- EMAS Portal launched (together with relevant LinkedIn and Facebook pages)
- Relevant Stakeholders identified and directly involved (where is relevant)
- Sustainability of the project succeeded - EMAS activities integrated in company IMS goals and EMAS.RS is maintained on regular basis; also there are continuous different on-going EMAS related activities and new ideas
- Different kind of presentations and lectures were held in order to make more impact and EMAS awareness (companies, students, chamber of commerce, NGO(civil society, etc).
- Contact with EU EMAS helpdesk and EC established.

■ Describe how this approach is linked to your overall strategy

- *Our approach is directly linked to our strategy.*

Some elements of our business strategy are:

- *Initiate new relevant services on Serbian market* (Victoria consulting is the company who is recognised as an leader in EMAS related activities in Serbia (active since 2006)
- *Excellency in service quality and competitive prices at global market;* (EMAS is highly credible Environmental management system, globally recognised; consultants need to be really competent).
- *To work closely with relevant stakeholders in order to obtain win-win and synergy* (completely accomplished with EMAS)
- *To be directly engaged in different technical groups and professional networks, and thus to be on the source of knowledge and new developments* (completely in line with EMAS. We are not just involved but also make some impact by actively commenting standards and legislation).

Deployment

■ Describe how this approach was implemented within your organisation

- Few years ago we have integrated CSR in our management system and corporate culture so we actively planning different CSR activities for a years. Consequently, we have integrated EMAS portal and other EMAS activities in our Integrated management system.
- Global compact principles, ISO 26000:2010, CSR national competitions and Quality award competition criteria (based on EFQM model helped us a lot in integrating CSR as integral part of our business).
- We have implemented those activities mainly based on our commitment and volunteering activities (with employee involvement and using our professional EMS/EMAS knowledge gained)
- Networking with relevant stakeholders (we already had good communication with national stakeholders since we already had a lot of various activities in partnership with them for different activities).
- EMS/ISO 14001 (also EMAS) and environmental legislation compliance consulting, as well as CSR consulting is crucial part of our business so we just make EMAS focus stronger and correlate it with our company CSR objectives.
- After setting the objectives and targets regarding EMAS – we just implemented what we have planned and adopt what is necessary during this process.

■ What were the major challenges you had to overcome?

- Limited resources (both time and money) for the engagement on EMAS activities which were mostly free of charge. It was especially hard since local market conditions are very challenging, especially for private micro companies
- To start from the scratch and be confident enough to put some really challenging goals.

Assessment

■ Please describe what benefits have been achieved

- EMAS Portal www.emas.rs – fully operative (bilingual web pages). EMAS.rs is updated with different EMAS activities and examples from Serbia
- Facebook and LinkedIn EMAS portal accounts created
- Newsletter – news from Serbia sent to EU EMAS Helpdesk who accepted it and publish at the official EU EMAS website (http://ec.europa.eu/environment/emas/index_en.htm)
- Different seminars and training initiated (EMAS related), some EMAS papers published. Some of the presentations held: free of charge lecturing for students (State Faculty of Economics, ECO fair – National environmental protection fair (together with Ministry of environmental protection, Chamber of Commerce of Serbia, Institute of standardization of Serbia, NGO), Quality/system management conference (Quality week), free of charge lecturers for the clients of one certification body, etc,
- Direct contact with some of the most known international EMAS experts; initiate that also member of German EMAS advisory board come to Serbia to share his experience of EMAS global)
- In some of the international EMAS forums, there are nice comments regarding EMAS in Serbia activities. Good feedback also from the Serbian industry and Ministry representative.
- EMAS helpdesk approved creating www.emas.rs and give us positive feedback for the idea
- Comments regarding EMAS regulation and new ISO 14001:2015 – sent to EU and national mirror committee KS A 207 (our suggestions on ISO/DIS 14001 integrated in official comments of the Institute of standardization of Serbia sent to ISO through KS A 207 committee)
- EMAS.rs Portal offered (as free of charged option - as an platform also to our Ministry of environmental protection - if they want to use it for publishing EMAS relevant information),

since there is still not EMAS official Ministry web page.

- Institute of standardization of Serbia (ISS) has been contacted in order to give us approval to publish (free of charge) SRPS ISO 14001:2005 requirements as an Annex of Serbian translation of EMAS Regulation. ISS gave approval and also Ministry of environmental protection supported our initiative. We will professionally translate Regulation EC 1221/2009 (EMAS EU Regulation) and complete text in Serbian is going to be soon available on EMAS.rs portal (free of charge, available to all interested parties).
- EMAS Portal is offered also as free of charge platform for sharing good EMAS experience– for companies implementing EMAS (three Serbian companies are ready for EMAS registration).

Benefits for our Company:

- Strengthening the company image and promote a company beyond the borders of Serbia
- Development of new services and raising demand for the services portfolio through spreading information regarding EMAS
- Good PR (attract media to publish free of charge good stories about the company activities)
- Increasing the competitiveness of the company, also globally; internationalization of the business (more international clients)
- The common good for the society and a sense that we have done the good thing is world a little bit better
- Compliments from interested parties (from the country and internationally)
- Accomplishment and good feeling that we succeed to globally make the things a tiny bit better and to make some positive impact (personal employee feeling proud to be part of the company)

Refinement

■ **What are the lessons learned?**

- No matter how small you are, you can make the impact and make the difference
- Assessing all relevant environmental and social responsibility aspects is very important–Indirect aspects should not be neglected since sometimes they are more significant than direct one.
- Identification of stakeholders and including them in concrete action is very important
- Social responsibility is very close related to overall company strategy. Every company must search in which areas it can give the best impacts.
- Social networks can support CSR activities very well, especially professional networks
- Even if you do not have any financial resources, you can do something. Good will and enthusiasm of employees is also precious resource.

Social responsibility for us means: To do a job that we love, in the best possible way than we can and, by doing so, to strive to make some small, personal contribution that benefits society and the environment. We strongly believe that each of us can make specific contributions to improving the world, and all of us together can change the world for the better!

■ **Summarise the planned next steps if applicable**

- To continue with EMAS related activities and to cooperate with main interested parties (like companies, Chamber of commerce of Serbia, relevant Ministry, certification bodies, NGOs, etc)
- To continue to publish relevant EMAS news and information via EMAS.RS portal
- To initiate faster implementation of EMAS registration process for Serbian companies (by social networks, international and national key contacts and initiatives)
- To publish EU Regulation 1221/2009 in Serbian, on EMAS.rs; available to all interested parties
- To initiate additional Newsletter dedicated to Serbian EMAS activities – to be published if it is possible again on EU EMAS official webpage
- Try to involve national state media to make some short report on EMAS efforts in Serbian companies (and help in spreading examples of good practice).