Policy

Identification of Risks and Impacts

Management Programs

Organizational Capacity and Competency

Emergency Preparedness and Response

Stakeholder Engagement

External Communications and Grievance Mechanisms

Ongoing Reporting to Affected Communities

Monitoring and Review

Environmental and Social Management System

Self Assessment and Improvement Guide

IFC | International **Finance Corporation**
WORLD BANK GROUP

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Welcome & How to Use This Self-Assessment and Improvement Guide

Environmental and social responsibility is becoming more and more important in today's global economy. There are thousands of environmental and social codes and standards in the world today. The codes and standards define the rules and the objectives. But the challenge is in the implementation. An environmental and social management system helps companies to integrate the rules and objectives into core business operations, through a set of clearly defined, repeatable processes.

This Self-Assessment and Improvement Guide is intended to be a practical guide to help companies measure and improve their environmental and social management system (ESMS). This should help to improve overall operations.

The ESMS Self-Assessment is a questionnaire that covers the nine fundamental elements of an ESMS. Based on its responses, a company can rate its maturity level in each of these nine ESMS elements, on a scale of 0 to 5. This helps to identify and prioritize the areas for improvement.

The ESMS Improvement Guide provides a maturity matrix that helps the company to understand what each level of 0 to 5 means in each ESMS element. It also provides improvement tips that can help companies move up one level, and a template that can help them to reflect and develop an improvement plan.

As you go through the Self-Assessment and Improvement Guide, you may want to refer to the companion publications, the *ESMS Implementation Handbook* and the *ESMS Toolkit and Case Studies*, which give more background on each of the nine ESMS elements. Our hope is that these will accelerate a company's journey of continual improvement, for its own benefit and that of its employees and stakeholders.

Quick Reference for Using this Guide	
Section I: **Self-Assessment**	This section contains a questionnaire to help measure the maturity of your ESMS.
Section II: **Improvement Guide**	This section contains a maturity matrix, improvement tips and a template to help develop your ESMS improvement plan.
ESMS Implementation Handbook	This companion publication provides background on environmental and social management systems in a particular industry and provides step by step instructions on how to develop and implement an ESMS.
ESMS Toolkit	This companion publication provides tools, including forms, templates, checklists, and other useful documents to help you develop and implement an ESMS.

Acknowledgments

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ESMS Self-Assessment Questionnaire

This section provides a questionnaire to help you measure the level of maturity of your ESMS.

For each question, select the response that best describes your situation.

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USING THE HANDBOOK AND COMPANION PUBLICATIONS TO DEVELOP AND IMPLEMENT YOUR ESMS

The Handbook and companion publications are designed to help you measure and improve the maturity rating of your ESMS. The illustration below shows how you can use these three publications in a cycle of continual improvement.

- Understand the benefits of an ESMS
- Learn the nine fundamental elements of an ESMS

ESMS HANDBOOK

ESMS TOOLKIT

ESMS SELF-ASSESSMENT & IMPROVEMENT GUIDE

- Use tools to implement improvement plan

- Measure the maturity of your ESMS
- Prioritize elements and develop an overall ESMS improvement plan
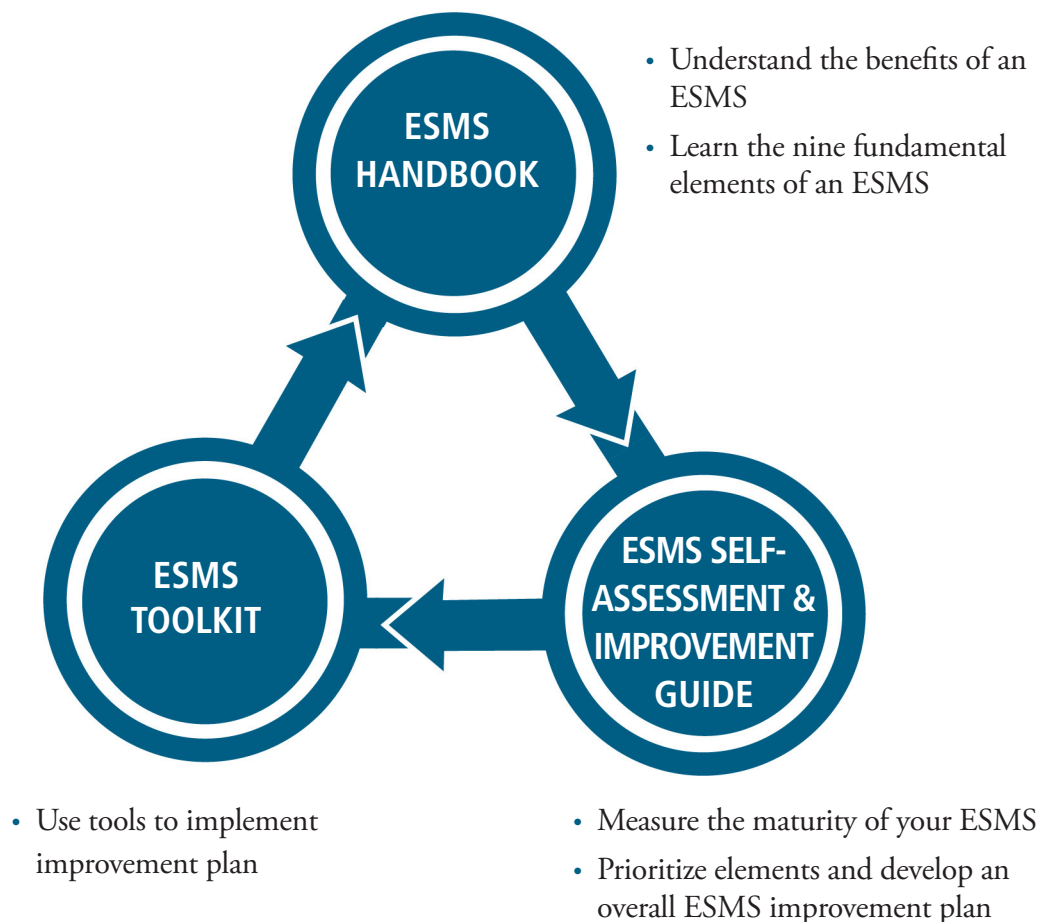
Welcome to the ESMS Self-Assessment.

There are nine sections of the Self-Assessment, one for each element in your ESMS:

- Policy;

- Identification of Risks and Impacts;

- Management Programs;

- Organizational Capacity and Competency;

- Emergency Preparedness and Response;

- Stakeholder Engagement;

- External Communications and Grievance Mechanisms;

- Ongoing Reporting to Affected Communities; and

- Monitoring and Review.

There are three-to-nine questions in each section. Each question has six response options. Circle the response that best describes the situation at your company. Do not worry if there is no exact match – just pick the one that you think is closest. Once you have answered all the questions in one section, calculate the average score for that section. Add the point values of your responses and divide by the number of questions. You will get a score of between 0 and 5 (5 is highest).

Answer as candidly and objectively as you can. Gather input from others in your company that might have knowledge about your ESMS. The purpose of this Self-Assessment is to give you an accurate measure, for your company's own benchmarking and capacity-building purposes. The goal is to improve your ESMS, for the benefit for your company, employees and stakeholders. Remember that you can't improve what you don't measure.

Let's get started.

Company name:

Name of person(s) completing the Self-Assessment: Title(s):

Email address(es):

Date:

Policy

1. The following best describes our policy on environmental objectives and principles:

    a. We do not have any policies regarding our environmental objectives and principles. (=0)

    b. We are in the process of developing policies regarding our environmental objectives and principles. (=1)

    c. We have policies regarding environmental issues that are most common in our industry and region. (=2)

    d. We have policies that align with the environmental code of conduct and standards of our customers or lenders.(=3)

    e. We have policies that align with the environmental code of conduct and standards of our customers or lenders, including a management system requirement. (=4)

    f. We have policies that align with the environmental code of conduct/standards of our customers or lenders, including a management system requirement. We have a documented process to periodically review and revise our policies. (=5)

2. The following best describes our policy on occupational health and safety:

    a. We do not have any policies regarding our occupational health and safety objectives and principles. (=0)

    b. We are in the process of developing policies regarding our occupational health and safety objectives and principles. (=1)

    c. We have policies regarding occupational health and safety issues that are most common in our industry and region. (=2)

    d. We have policies that align with the occupational health and safety requirements of ILO or OSHA standards. (=3)

    e. We have policies that align with the occupational health and safety requirements of ILO or OSHA standards, including a management system requirement. (=4)

    f. We have policies that align with the occupational health and safety requirements of ILO or OSHA standards, including a management system requirement. We have a documented process to periodically review and revise our policies. (=5)

3. The following best describes our policy on labor and working conditions:

   a. We do not have any policies regarding our labor and working conditions objectives and principles. (=0)

   b. We are in the process of developing policies regarding our labor and working conditions objectives and principles. (=1)

   c. We have policies regarding labor and working conditions issues that are regulated by national labor law. (=2)

   d. We have policies that align with the requirements of the ILO conventions on labor and working conditions. (=3)

   e. We have policies that align with the requirements of the ILO conventions on labor and working conditions, including a management system requirement. (=4)

   f. We have policies that align with the requirements of the ILO conventions on labor and working conditions, including a management system requirement. We have a documented process to periodically review and revise our policies. (=5)

4. The following best describes our policy on community health, safety, and security:

   a. We do not have any policies regarding community health, safety, and security objectives and principles. (=0)

   b. We are in the process of developing policies regarding community health, safety, and security objectives and principles. (=1)

   c. We have policies regarding community health, safety, and security issues that are most common in our industry and region. (=2)

   d. We have policies that align with the code of conduct and standards of our customers or lenders. (=3)

   e. We have policies that align with the code of conduct and standards of our customers or lenders, including a management system requirement. (=4)

   f. We have policies that align with the code of conduct and standards of our customers or lenders, including a management system requirement. We have a documented process to periodically review and revise our policies. (=5)

5. We review and revise our environmental and social policies as follows:

   a. We do not review our policies. (=0)

   b. We revise our policies in reaction to external requests. (=1)

   c. We revise our policies when we become aware of changes in local regulations. (=2)

   d. We have a procedure to review and revise our policies based on any changes in regulations or customer/lender requirements. (=3)

   e. We periodically review and revise our policies based on any changes in regulations

or customer/lender requirements, and the results of monitoring and review of our performance. (=4)

   f.   We periodically review and revise our policies based on any changes in regulations or customer/lender requirements, and the results of monitoring and review of our performance. We involve our workers and external stakeholders in the process. (=5)

6. The following best describes how our environmental and social policies are communicated:

   a.   We do not have a way to communicate environmental and social policies. (=0)

   b.   We verbally communicate environmental and social policies in our workplace. (=1)

   c.   Our environmental and social policies are prominently posted in our facility and mentioned during the initial orientation for new employees. (=2)

   d.   Our environmental and social policies are distributed and explained to all employees, including contract and seasonal workers. (=3)

   e.   We communicate our environmental and social policies in all relevant languages for all employees, including contract and seasonal workers. We check to make sure that everyone understands. (=4)

   f.   We communicate our environmental and social policies in all relevant languages for all employees, including contract and seasonal workers, and external stakeholders. We proactively engage to make sure that everyone understands. (=5)

7. Based on actions by our senior management, the following statement best reflects their level of commitment to our environmental and social policies:

   a.   Senior management has no awareness or involvement. (=0)

   b.   Senior management has delegated this activity and has limited involvement. (=1)

   c.   Senior management communicates with lenders and customers about their requirements and then instructs the relevant employees to address the issue. (=2)

   d.   Senior management communicates our environmental and social policy commitment to all levels of the company and in a public statement. (=3)

   e.   Senior management makes a clear statement of commitment to all levels of the company and provides the necessary resources to implement the policies. (=4)

   f.   Senior management participates in the formal review and revision of our environmental and social policies. They provide the necessary resources to continually improve. They communicate their commitment both internally and externally. (=5)

Definitions:

EXTERNAL STAKEHOLDER – an individual or group that is influenced by or influences your company but is not part of your internal structure.

Stakeholders can include customers, suppliers, lenders, civil society groups related to your business and workers' issues (government, academia, non- governmental organizations, trade unions)

PROACTIVE – evaluating needs and acting before problems occur, instead of waiting to fix them after they occur

Identification of Risks and Impacts

Definitions:

RISK ASSESSMENT – a formal evaluation of which negative impacts are likely to occur or have a high degree of severity

1. Our risk assessment considers the following risk factors in our operations that may lead to potential environmental impacts:

    1. Raw materials consumption
    2. Energy consumption
    3. Water consumption
    4. Wastewater quantity
    5. Wastewater quality
    6. Air emissions
    7. Solid waste generation
    8. Hazardous waste generation
    9. Usage of chemicals
    10. Usage of hazardous materials
    11. Noise generation
    12. Land conversion

    a. We do not do a risk assessment. (=0)
    b. Our risk assessment covers at least 3 of the topics above. (=1)
    c. Our risk assessment covers 4-6 of the topics above. (=2)
    d. Our risk assessment covers 7-8 of the topics above. (=3)
    e. Our risk assessment covers 9-11 of the topics above. (=4)
    f. Our risk assessment covers all of the topics above. (=5)

2. Our risk assessment considers the following risks related to potential occupational health and safety impacts:

    1. Fire and explosion hazards
    2. Physical hazards (e.g. cuts, falls, rotating/moving equipment, vibration)
    3. Ergonomic hazards (e.g., lifting, repetitive work, work posture injuries)
    4. Chemical hazards
    5. Biohazards
    6. Radiation hazards
    7. Electrical hazards
    8. Work zone air quality
    9. Work zone noise level
    10. Eye hazards
    11. Workplace temperature and humidity
    12. Working at heights
    13. Working in confined spaces
    14. Industrial vehicle driving and site traffic
    15. Transportation of workers

    a. We do not do a risk assessment. (=0)
    b. Our risk assessment covers at least 3 of the topics above. (=1)
    c. Our risk assessment covers 4-7 of the topics above. (=2)
    d. Our risk assessment covers 8-11 of the topics above. (=3)
    e. Our risk assessment covers 12-14 of the topics above. (=4)
    f. Our risk assessment covers all 15 of the topics above. (=5)

3. Our risk assessment considers the following information to identify whether our company may have a potential negative impact related to labor and working conditions:

1. Age profiles of workforce
2. Gender composition of workforce
3. Presence of dormitories
4. Differences in nationalities/ethnicities
5. Use of security guards
6. Use of migrant labor
7. Use of temporary, seasonal and contract labor, on- or off-site
8. Use of apprentice programs
9. Use of production-quota-based pay systems
10. Use of recruiting or labor contracting agencies
11. Presence of worker representatives

a. We do not do a risk assessment. (=0)
b. Our risk assessment covers at least 3 of the topics above. (=1)
c. Our risk assessment covers 4-5 of the topics above. (=2)
d. Our risk assessment covers 6-7 of the topics above. (=3)
e. Our risk assessment covers 8-10 of the topics above. (=4)
f. Our risk assessment covers all 11 of the topics above. (=5)

4. Our risk assessment considers whether our company may have a potential negative impact on the community due to:

1. Contamination of surface water bodies (rivers, lakes, estuaries, etc.)
2. Ambient air quality/odor from industrial emissions
3. Solid waste disposal
4. Hazardous waste disposal
5. Usage of chemicals and hazardous materials
6. Ground or surface water depletion
7. High ambient noise level due to industrial operations
8. Ground water contamination
9. Air emissions and noise from transportation
10. Traffic congestion
11. Cultural heritage site/historical monuments/ecologically sensitive sites
12. Land acquisition and usage
13. Buildings and infrastructure development/decommissioning
14. Security personnel

a. We do not do a risk assessment. (=0)
b. Our risk assessment covers at least 4 of the topics above. (=1)
c. Our risk assessment covers 5-7 of the topics above. (=2)
d. Our risk assessment covers 8-11 of the topics above. (=3)
e. Our risk assessment covers 12-13 of the topics above. (=4)
f. Our risk assessment covers all 14 of the topics above. (=5)

5. The following best describes how we identify and assess our environmental risks:

   a. We do not conduct an environmental risk assessment. (=0)

   b. We do not have a formal method, but we are aware of the environmental regulations that apply to our operations. (=1)

   c. We look at inputs and outputs of all of our business processes to assess environmental risks. (=2)

   d. We look at inputs and outputs of all of our business processes to assess environmental risks. We have a risk evaluation and prioritization method. (=3)

   e. We look at inputs and outputs of all of our business processes to assess environmental risks. We have a risk evaluation and prioritization method. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=4)

   f. We look at inputs and outputs of all of our business processes to assess environmental risks, including those involving contractors and primary suppliers. We have a risk evaluation and prioritization method. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=5)

6. The following best describes how we identify and assess our occupational health and safety risks:

   a. We do not conduct an occupational health and safety risk assessment. (=0)

   b. We do not have a formal method but we are aware of some of the occupational health and safety risks. (=1)

   c. We look at all of our business processes to assess occupational health and safety risks. We use methods such as job hazard analysis. (=2)

   d. We look at all of our business processes to assess occupational health and safety risks. We have a risk evaluation and prioritization method. (=3)

   e. We look at all of our business processes to assess occupational health and safety risks. We have a risk evaluation and prioritization method. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=4)

   f. We look at all of our business processes to assess occupational health and safety risks, including those involving contractors and primary suppliers. We have a risk evaluation and prioritization method. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=5)

7. The following best describes how we identify and assess our risks related to labor and working conditions:

    a. We do not conduct a labor risk assessment. (=0)

    b. We do not have a formal method but we are aware of some of the labor risks. (=1)

    c. We look at employment contracts, payment records, grievances log to assess associated labor risks. (=2)

    d. We look at employment records and employee profiles such as age, gender, nationality, and ethnicity to assess associated labor risks. (=3)

    e. We look at employment records and employee profiles to assess associated labor risks. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=4)

    f. We look at employment records and employee profiles for all workers, including outsourced activities, contractors and suppliers, to assess associated labor risks. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=5)

8. The following best describes how we identify and assess our risks of negative impacting the surrounding communities:

    a. We do not conduct a community risk assessment.(=0)

    b. We do not have a formal method for community risk assessment, but we are aware of some of the risks. (=1)

    c. We have identified the communities that might be affected by our operations. The information is documented and available upon request. (=2)

    d. We have identified the communities that might be affected by our operations. We have identified the risks and analyzed their significance. The information is documented and is available upon request. (=3)

    e. We have identified the affected communities and the nature and significance of the risks. The information is documented and is available upon request. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=4)

    f. We have identified and documented the affected communities and the nature and significance of the risks for our operations and those involving contractors and primary suppliers. We consider the different impacts on women and vulnerable groups. The information is documented and is available upon request. The risk assessment is reviewed for its adequacy on a periodic basis and whenever we have a change in processes and activities, or an expansion. (=5)

9. The following best describes who participates in the identification and assessment of risks:

a. We do not conduct any risk assessment. (=0)

b. The managers of each area conduct the risk identification and assessment independently. (=1)

c. The managers of each area conduct the risk identification and assessment independently. Supervisors and worker representatives participate in the identification of risks. (=2)

d. A committee involving multiple departments jointly conducts the identification of environmental and social risks. Supervisors and worker representatives participate in the identification of risks. External experts are engaged as necessary. (=3)

e. A committee involving multiple departments jointly conducts the identification of all environmental and social risks. Supervisors and worker representatives participate in the identification of risks. The committee proactively engages external experts, contractors and primary suppliers. (=4)

f. A committee involving multiple departments jointly conducts the identification of all environmental and social risks. Supervisors and worker representatives participate in the identification of risks. The committee proactively engages external experts, contractors, primary suppliers and other external stakeholders for the identification of risks. (=5)

Management Programs

1. When we find or learn of environmental and social problems, we do the following:

   a. Assume that the people involved will handle the problem. (=0)

   b. Depend on the investor, customer or external stakeholder to tell us what to do. (=1)

   c. Take action in the affected area to minimize the impact. (=2)

   d. Take action in the affected area to minimize the impact and review other related areas to see if the problem is replicated elsewhere. (=3)

   e. Analyze the problem and improve our operations to minimize the impact and the chance of recurrence. (=4)

   f. Analyze the problem and improve our operations and ESMS to address the impact and prevent it from happening again. We prioritize actions that avoid the impact, over those that minimize it. (=5)

2. The following best describes how our procedures address environmental and social risks and impacts:

   a. Our procedures are focused on business operations only and do not address environmental and social risks and impacts. (=0)

   b. The people at my company are aware of the environmental and social risk management procedures but these are not documented. (=1)

   c. We have some documented procedures to minimize and/or offset negative impacts and improve performance. These address some of the environmental and social risks and impacts identified by our risk assessment. (=2)

   d. We have documented procedures to avoid as well as minimize and/or offset negative impacts and improve performance. These address all environmental and social risks and impacts identified by our risk assessment. The risk assessment covers our internal operations only. (=3)

   e. We have documented procedures to avoid as well as minimize and/or offset negative impacts and improve performance. These address all environmental and social risks and impacts identified by our risk assessment. The risk assessment covers our internal operations. We routinely review and improve our procedures. (=4)

   f. We have documented procedures to avoid as well as minimize and/or offset negative impacts and improve performance. These address all environmental and social risks and impacts identified by our risk assessment. The risk assessment covers our internal operations and our supply chain. We routinely review and improve our procedures based on our monitoring and internal and external feedback. (=5)

3. The following best describes how we develop our environmental and social Action Plans:

    a. Normally we do not require specific Action Plans, as the concerned departments take appropriate actions to address the environmental and social issues. (=0)

    b. Our Action Plans are primarily developed for us by external consultants/experts. (=1)

    c. Supervisors and managers are qualified and they prepare the necessary Action Plans, with the support of external experts as and when required. (=2)

    d. Supervisors and managers are responsible for preparing the necessary Action Plans, in consultation with the workers. External experts are engaged when necessary. (=3)

    e. Our Action Plans are based on extensive research on best practices and input from workers, managers and external experts as appropriate. (=4)

    f. We consider industry best practices and consult all our key stakeholders (e.g. investors, customers, suppliers, community) when developing Action Plans. There is appropriate involvement of workers and senior management. (=5)

4. The following best describes the structure of our Action Plans:

    a. Normally we do not develop specific Action Plans. If necessary, the concerned personnel are informed verbally or by phone/e-mail. (=0)

    b. Our Action Plans are simple and list the actions to be taken along with the target dates. (=1)

    c. Our Action Plans specifically mention the responsible personnel along with the actions and target dates. (=2)

    d. Our Action Plans include actions to be taken with target dates, responsible personnel and the necessary resources required for implementation of each action. (=3)

    e. Our Action Plans include targeted objectives and indicators. All necessary information pertaining to actions, target dates, responsibility and necessary resources are well-defined. (=4)

    f. We have a structured format for the Action Plans that includes operational procedures needed for the long term sustainability of the actions. All necessary information pertaining to targeted objectives and indicators, actions, target dates, responsibility and necessary resources are well-defined.(=5)

5. We make sure that the Action Plans have been implemented by doing the following:

   a. If we don't hear another complaint about it, we assume it's resolved. (=0)

   b. The people directly involved are responsible for checking progress on the Action Plans. (=1)

   c. The people directly involved are responsible for checking and reporting on the progress on the Action Plans. (=2)

   d. The people with responsibility for our ESMS routinely review records and progress on the Action Plans with all department managers. (=3)

   e. Multiple departments and senior management review and verify progress on Action Plans. They review records of all problems and resolutions and verify that the appropriate adjustments to the Action Plans and the ESMS have been made. (=4)

   f. Multiple departments and senior management review and verify progress on Action Plans and ESMS improvements, and set annual improvement goals. (=5)

Organizational Capacity and Competency

1. In my company the people from the following functional areas have day-to-day involvement in managing environmental and social (OHS, labor, and community) risks and impacts:

    a. We only deal with these matters on a case-by-case basis, so no one is assigned. (=0)

    b. This is usually handled on a limited basis by one or two people in the areas that manage our customer/investor relationships, such as Marketing, Finance, Administration and Legal. They handle these issues only when customers and investors ask. (=1)

    c. The people that manage our customer/investor relationships have some knowledge and involvement. Each issue is also handled by the relevant functional area – labor issues are handled only by HR, environmental issues are handled only by EHS, and community issues by Communication/CSR. (=2)

    d. The people that manage our customer/investor relationships are trained and involved, as well as the people in the HR, EHS and Communication/CSR areas. They work together with trained people in the Production and Maintenance departments, so that environmental and social issues are reviewed as part of daily operations. (=3)

    e. We have a cross-functional team of trained people from all the internal business and operations areas, led by a senior management member. They meet and review environmental and social issues on a routine basis. There is an integrated management system that covers the Quality, EHS, and Labor areas. (=4)

    f. We have a cross-functional team of trained people from all the business and operations areas, including our supply chain. They are led by a senior management member and meet and review environmental and social issues on a routine basis. There is an integrated management system that covers the Quality, EHS, Labor, and Community Relations areas. Our Sourcing/Procurement area is involved in extending our environmental and social policies to our supply chain. (=5)

2. The people at my company involved in managing environmental and social risks and impacts have the responsibility and authority to do the following:

    1. Develop and modify policies
    2. Revise and implement procedures and work instructions
    3. Conduct internal monitoring
    4. Follow up on the internal and external audits to address problems
    5. Conduct manager and worker training
    6. Establish and manage worker communication channels
    7. Coordinate among the business departments to implement Action Plans
    8. Approve or veto business decisions that have significant potential negative impact
    9. Hire external experts as needed
    10. Manage environmental and social issues with suppliers and contractors
    11. Engage local organizations, government, trade union and other groups on issues related to workers, environment and community
    12. Report on performance to senior management

    a. 0 of the above activities (=0)

    b. 1-3 of the above activities (=1)

    c. 4-5 of the above activities (=2)

    d. 6-7 of the above activities (=3)

    e. 8-9 of the above activities (=4)

    f. 10-12 of the above activities (=5)

3. The following best describes our current expertise to develop and manage our ESMS:

    a. We do not have environmental and social expertise in our company. (=0)

    b. We do not have environmental and social expertise in our company. We completely rely on external parties. (=1)

    c. We have some staff with knowledge on environmental and social issues. They review materials from our investors, customers and external parties. (=2)

    d. We have competent professionals with current knowledge and skills on environmental and social issues, including regulatory requirements and industry best practices. (=3)

    e. We have competent professionals with current knowledge and skills on environmental and social issues, including regulatory requirements and industry best practices. We involve external experts to assist in the identification of risks for complex projects. (=4)

    f. We have competent professionals with current knowledge and skills on environmental and social issues, including regulatory requirements and industry best practices. They have also been trained on management system standards. We involve external experts to assist in the identification of risks for complex projects. (=5)

4. Training for our employees about our ESMS is best described by the following statement:

   a. We focus our employee training on job-related skills only. (=0)

   b. We introduce our environmental and social policies in our employee orientation. (=1)

   c. In addition to the employee orientation, we provide additional training for our EHS and HR staff. (=2)

   d. We provide ongoing introductory and refresher training at least once a year to all managers and workers. Workers are trained on the environmental and social policies and procedures that apply to their work area. (=3)

   e. We provide ongoing introductory and refresher training at least once a year to all managers and workers, including full-time, part-time, temporary and contractors. Training is based on the content of the policies and procedures that apply to each area. (=4)

   f. Everyone in our company receives ongoing training on the applicable environmental and social policies and procedures. The people responsible for the ESMS receive specialized training in management systems, monitoring and internal auditing, root cause analysis, and continual improvement programs. We measure the effectiveness of our training through tests, surveys and interviews to continually improve our training program. (=5)

Emergency Preparedness and Response

1. Our emergency preparedness and response plan can best be described as:

   a. We are aware of the potential emergency situations at our site and know how to deal with them. However, we do not have a formal plan. (=0)

   b. We have an emergency management plan that was developed by an external agency. (=1)

   c. Our emergency response plan was developed with external assistance, but we review it periodically for its continued suitability and adequacy, and we update it when required. (=2)

   d. Our employees play an active role in identification of potential emergency situations and emergency response planning. We consult external expertise when required. The emergency response plan is periodically reviewed and updated. (=3)

   e. All our employees across all shifts, including contract workers, are involved in emergency identification and management planning. Regular training, mock drills in all shifts, periodic review and update, and documentation/record keeping are some of the key features of our emergency response plan. Senior management has an active role in monitoring of emergency response, and we focus on continual improvement of emergency management. (=4)

   f. Not only do we have employees' and contractors' full involvement, we also focus on continued participation and communication with surrounding communities on emergency management planning. External communication channels in case of an emergency are defined. "Off-site" emergency management and "mutual aid" are key features of our emergency plan. (=5)

2. We develop practical skills for emergency response as follows:

   a. Mock drills and exercises are conducted when necessary. (=0)

   b. Mock drills are conducted regularly. We do not conduct drills in all shifts, but we are aware of the emergency risks in the night shift. (=1)

   c. Mock drills are conducted in all shifts with regular frequency. Records of mock drills are maintained mostly for internal safety requirements or regulatory compliance. (=2)

   d. Mock drills are conducted in all shifts with regular frequency. Records and analysis of the results are documented. Performance on emergency response is monitored and evaluated to identify opportunities for potential improvements. Sometimes these findings are incorporated in our emergency management plan. (=3)

   e. Mock drills are conducted in all shifts with regular frequency. Mock drill reports from all shifts are evaluated and analyzed for improvement opportunities. All findings are discussed and recommendations/corrective actions are incorporated in the emergency management plan. (=4)

   f. There is demonstrated involvement of senior management, which normally takes part in mock drills. Senior management reviews recommendations and corrective actions resulting from the mock drill reports and provides resources to implement them promptly. (=5)

3. We train our workforce on emergency management as follows:

   a. Basic awareness on fire safety and evacuation is part of the employee orientation program. Subsequent training is normally not required. (=0)

   b. Basic awareness on fire safety and evacuation is part of the employee orientation program. Re-training is done when necessary. (=1)

   c. All employees across all shifts, including contract workers, are regularly trained on life safety under common emergency scenarios (e.g. fire safety, evacuation, shelter-in-place, first aid). (=2)

   d. All employees across all shifts, including contract workers, are regularly trained on life safety. In addition, we have specific training requirements for emergency response teams. (=3)

   e. All employees across all shifts, including contract workers, are regularly trained on life safety. In addition, we have specific training requirements for emergency response teams. Managers are trained on risk identification and management. We monitor the effectiveness of emergency training. (=4)

   f. We have an annual emergency training program with targeted objectives for all levels and departments. We continually update our training program to cover new acquisitions and changes to operations and the surrounding environment. We adapt our training based on employee input. (=5)

4. Our system for managing our emergency detection, alarm, and response equipment can best be described as:

   a. We have the necessary and appropriate portable fire extinguishers in the facility. (=0)

   b. The number, type and size of fire extinguishers are decided based on the risk assessment. They are maintained as per the manufacturer's specification. (=1)

   c. In addition to fire extinguishers, critical areas are covered with smoke detectors and other early warning systems. We also have emergency alarms, lighting, and signage in all working areas. (=2)

   d. We cover all working areas with early warning systems, emergency alarms, lighting and signage, portable fire extinguishers, and pressurized water suppression systems. (=3)

   e. We regularly test our early warning system, alarms, and fire extinguisers. Our fire hydrant system, including the water tank, is cleaned, maintained and tested at a defined frequency. Our emergency systems are connected to an independent energy source and are operational at all times. (=4)

   f. Our procurement system is in line with our risk assessment and covers multi-emergency equipment, such as early warning systems, alarms, lighting, and signage, first aid, and fire suppression, flood, earthquake, and chemical spills response equipment. The inventory of our emergency equipment is regularly maintained and upgraded to keep up with the new technologies and potential risks. (=5)

Stakeholder Engagement

1. The following best describes the way that we identify the external groups that may be affected by or might influence our company:

   a. We handle all issues internally. (=0)

   b. Sometimes our investors or customers put us in touch with external groups or we get approached directly by such groups. (=1)

   c. We keep a record of the groups that contact us and then use this as our stakeholder map so we know whom we have dealt with in the past. (=2)

   d. Our staff has conducted a stakeholder mapping exercise in which we identify our affected stakeholders. (=3)

   e. We review our stakeholder mapping with external groups to identify any other relevant groups and regularly update as our business changes. (=4)

   f. We survey our workers and outside experts as well as external groups to identify relevant groups and regularly update as our business changes. (=5)

2. We involve external stakeholders in our environmental and social management program in the following ways:

   a. We don't engage with any external stakeholder. (=0)

   b. External stakeholders can contact us through our external communication and grievances mechanisms. (=1)

   c. We regularly inform on our current and planned operations and the expected environmental and social positive and negative impacts. (=2)

   d. We regularly provide relevant information on our current and planned and expected impacts, so that people can express concerns and suggestions to reduce negative impacts. (=3)

   e. We provide relevant information on our plans and expected impacts, so that people can express concerns and suggestions to reduce negative impacts. Our Action Plans are adapted based on this exchange of information. (=4)

   f. Besides the system described above, we take specific measures so that vulnerable and marginalized groups can participate. (=5)

Definitions:

STAKEHOLDER MAPPING – the process of reviewing all aspects of the company's operations and identifying stakeholders.

A stakeholder mapping exercise starts with the identification of the company's geographic sphere of influence. This includes not only the company's owned facilities, but also suppliers, transportation routes, areas potentially affected by cumulative impacts, and unplanned but predictable developments.

3. We routinely work with the following organizations to improve our environmental and social performance:

   1. Local community groups

   2. External consultants and experts

   3. Organizations focused on workers' issues

   4. Organizations focused on environmental issues

   5. Trade unions

   6. International nongovernmental organizations

   7. Other local and national nongovernmental organizations

   8. Consumer groups

   9. Government ministries

   10. Industry associations

   a. 0 of the above (=0)

   b. 1 of the above (=1)

   c. 2 of the above (=2)

   d. 3 of the above (=3)

   e. 4 of the above (=4)

   f. 5 or more of the above (=5)

External Communications and Grievance Mechanisms

1. If representatives of the local community complained that our company was causing negative environmental and/or social impacts, we would most likely respond as follows, based on our current practices:

   a. We do not deal with such groups. (=0)

   b. We would request details from them and then handle it internally. (=1)

   c. We would meet with the group to discuss the negative impact and get their suggestions on how to deal with the problem. (=2)

   d. We would meet and coordinate with the group to investigate the problem and discuss the related Action Plans. (=3)

   e. We would meet and coordinate with the group to investigate the problem and develop, implement and monitor the related Action Plans. (=4)

   f. We routinely work with such groups on an ongoing basis to monitor and conduct root-cause analysis of negative impacts that affect the community and address them. (=5)

2. The following best describes our external stakeholder grievance mechanism related to our ESMS:

   a. We do not have a grievance mechanism for external stakeholders. (=0)

   b. We have some channels to receive communications from external stakeholders, such as suggestion boxes, email, mail, phone or designated persons to record verbal complaints. (=1)

   c. We have communication channels such as those listed above. People can present confidential and anonymous complaints. (=2)

   d. Besides the communication channels described above, we have documented procedures for collecting and investigating complaints, and for communicating back decisions taken. (=3)

   e. Besides the system described above, we make sure that our stakeholders understand how they can present a complaint and what will be the process to handle them. (=4)

   f. We have procedures covering all aspects of our grievance mechanism. We involve external stakeholders in reviewing its effectiveness and revising it as needed. (=5)

Definitions:

COMMUNICATION CHANNEL – a way for different parties to share their thoughts and opinions with each other. A formal channel, such as a grievance mechanism or a message board, is structured and monitored through official procedures; informal channels, such as brief chats on the workshop floor, do not have a set structure or procedure but can still be an important part of communications.

3. At my company, handling inquiries, concerns or formal complaints from external stakeholders is the day-to-day responsibility of:

   a. It is unclear who at my company has this responsibility. (=0)

   b. We have one person or one area of the company that usually handles this. (=1)

   c. We have one person or one area of the company that manages this, and they coordinate with other areas of the company relevant to particular cases. (=2)

   d. We have a team of people that share this responsibility and have received specific training. (=3)

   e. We have a trained team that manages this, and senior management is directly involved. (=4)

   f. We have a trained team that includes senior management and has the authority to make operational decisions to address external grievances. We reach out to independent facilitators in case of serious complaints. (=5)

Ongoing Reporting to Affected Communities

1. If there are concerns or complaints from affected communities about environmental and/or social risks and impacts, we communicate with them in the following way:

    a. We do not communicate with anyone about our company's operations. (=0)

    b. We acknowledge receipt of their request and tell them we will handle it internally. (=1)

    c. We respond if the affected community contacts us with a specific request for information. (=2)

    d.   We provide the affected community with reports on a regular basis. (=3)

    e. We provide the affected community with a report in the local language and in an easily understandable format on a regular basis and any time there is a significant update. (=4)

    f. In addition to regular reports and updates as described above, the affected community can access the current status of cases through a variety of communication channels. (=5)

2. The following best describes the information that we report back to affected communities:

    a. We do not communicate with anyone about our company's operations. (=0)

    b. We inform the individual or group that presented a grievance about the actions taken. (=1)

    c. We report to affected communities on our action plans and resolution of the issues identified during the stakeholder engagement process or through our grievance mechanism. (=2)

    d. We regularly report on the progress of our commitments, and on those aspects of our operations that have been identified as important by the affected communities (e.g. effluents, jobs created, etc.). (=3)

    e. Besides reporting on the progress of our commitments and relevant aspects of our operations, we report on the outcomes and impacts of what we have put in place. (=4)

    f. We regularly report on the progress and impacts of our commitments, and relevant aspects of our operations. Affected communities participate in the monitoring of the commitments and aspects that they have identified as important.(=5)

3. The following describes the channels that we use for reporting and receiving feedback from the affected community:

1. Meetings (reporting out and receiving feedback)

2. Website (reporting out)

3. Dedicated email address (receiving feedback)

4. Dedicated phone line (receiving feedback)

5. Town hall (reporting out and receiving feedback)

6. Presentations at forums, training workshops and conventions (reporting out)

7. Written reports (reporting out)

8. Direct mail (reporting out)

9. Brochures, flyers, banners (reporting out)

10. Advertisements in local publications (reporting out)

11. Surveys (receiving feedback)

a. 0 of the above (=0)

b. 1 of the above (=1)

c. 2 of the above (=2)

d. 3 of the above (=3)

e. 4 of the above (=4)

f. 5 or more of the above (=5)

Monitoring and Review

1. The following best describes our monitoring plan:

    a. Normally we do not have a requirement for monitoring our environmental and social (i.e. OHS, labor, community) performance. If a problem arises, people in that area will monitor the situation. (=0)

    b. We don't have a monitoring plan but some information is recorded to verify our compliance with legal requirements. (=1)

    c. We have a monitoring plan for some of the critical areas selected by our managers and supervisors. (=2)

    d. Our monitoring plan is linked to our environmental and social risk assessment, which is reviewed periodically. Monitoring is done for all areas having a potential risk. (=3)

    e. Our monitoring plan covers all areas having a potential risk. Besides indicators, the plan includes procedures and assigned responsibilities for the recording, analysis, and reporting of results. (=4)

    f. Besides the monitoring plan described above, we have trained internal or external auditors that conduct regular audits and inspections for which we have identified a set of environmental and social criteria. (=5)

2. The following best describes how we use our monitoring results:

    a. We do not monitor our environmental or social performance. (=0)

    b. We only collect and analyze information to verify compliance with regulatory requirements. (=1)

    c. Besides verifying regulatory compliance, we track our environmental and social performance. (=2)

    d. Besides verifying regulatory compliance, we track our environmental and social performance. We identify areas of under-performance and take suitable corrective/preventive actions to address them. (=3)

    e. Besides verifying regulatory compliance, we track our environmental and social performance. We identify areas of under-performance and take suitable corrective/preventive actions to address them and continually improve our environmental and social management system. (=4)

    f. Besides the system described above, senior management sets annual improvement plans with progressive environmental and social performance targets. (=5)

3. We use the following resources and methods to monitor our environmental and social performance:

1. Use calibrated testing and measuring devices

2. Review documents and records (e.g. policies, procedures, employment contracts, payslips, timecards, complaint logs, utility bills, water meter logs, records of purchased chemicals, training records)

3. Review labor inspection records

4. Review environmental inspection records

5. Conduct physical inspections of our facility

6. Surveys and questionnaires

7. Talk to workers

8. Talk to managers and supervisors

9. Talk to affected communities

10. Ask customers to share guideance

11. Seek advice from external consultants and experts

a. We do not do not monitor our environmental and social performance. (=0)

b. We use 1-2 of the resources above. (=1)

c. We use 3-4 of the resources above. (=2)

d. We use 5-6 of the resources above. (=3)

e. We use 7-8 of the resources above.(=4)

f. We use 9 or more of the resources above. (=5)

4. The following best describes senior management involvement in the review of our environmental and social management system:

a. We do not monitor our environmental and social performance. (=0)

b. Monitoring results are handled by the managers of respective departments. Business or operational planning is normally independent of environmental and social performance results. (=1)

c. Senior management periodically receives information summarizing our environmental and social performance and progress in the implementation of our action plans. (=2)

d. Senior management regularly meets to review our environmental and social performance and progress in the implementation of our action plans. (=3)

e. Senior management regularly meets to review the effectiveness of our environmental and social management system. They analyze the areas of under-performance and assign the necessary resources to take suitable corrective/preventive actions. (=4)

f. Besides the management system review as described above, senior management sets annual improvement plans with progressive environmental and social performance targets and include them as an official part of our annual business planning process. (=5)

II

ESMS Improvement Guide

This section summarizes the ESMS elements
Maturity Levels (0-5).

For each ESMS element, we suggest Improvement
Tips to help you increase its maturity.

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USING THE HANDBOOK AND COMPANION PUBLICATIONS TO DEVELOP AND IMPLEMENT YOUR ESMS

The Handbook and companion publications are designed to help you measure and improve the maturity rating of your ESMS. The illustration below shows how you can use these three publications in a cycle of continual improvement.

ESMS HANDBOOK

- Understand the benefits of an ESMS
- Learn the nine fundamental elements of an ESMS

ESMS SELF-ASSESSMENT & IMPROVEMENT GUIDE

- Measure the maturity of your ESMS
- Prioritize elements and develop an overall ESMS improvement plan

ESMS TOOLKIT

- Use tools to implement improvement plan
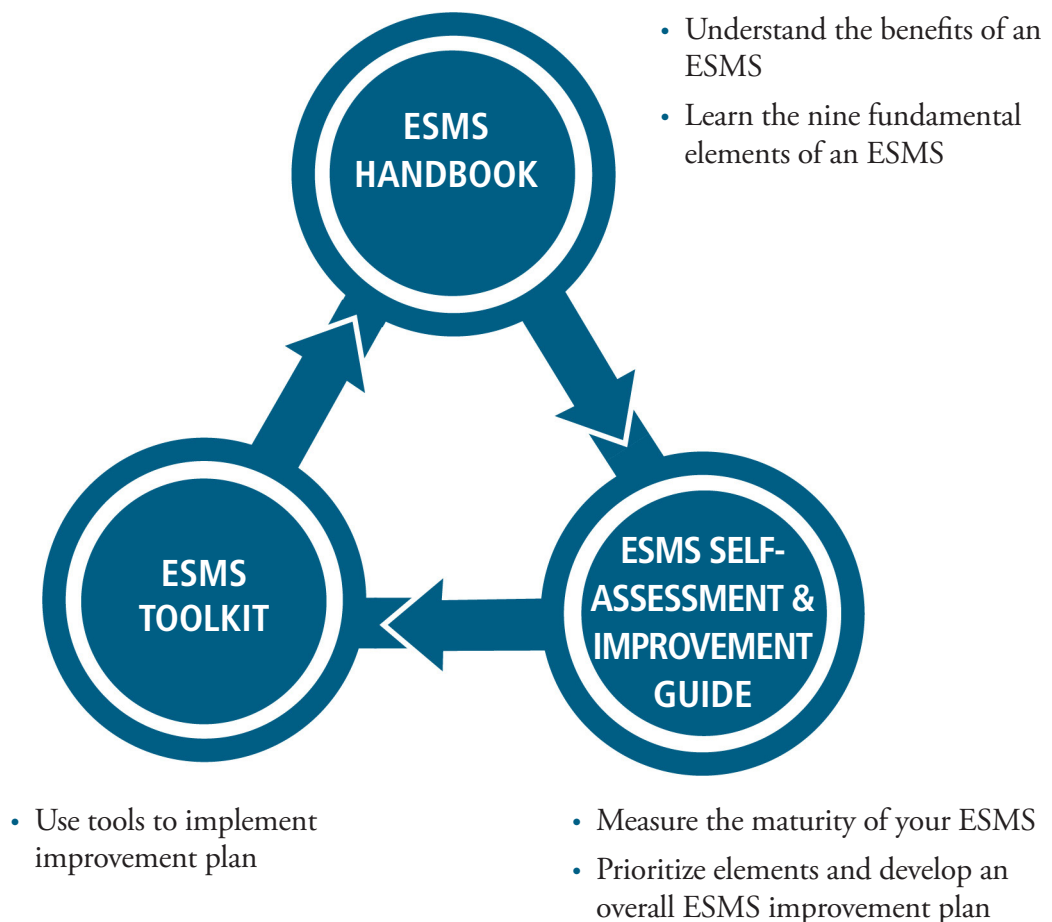
Welcome to the ESMS Improvement Guide.

There are nine sections of the guide, one for each element in your ESMS:

- Policy;

- Identification of Risks and Impacts;

- Management Programs;

- Organizational Capacity and Competency;

- Emergency Preparedness and Response;

- Stakeholder Engagement;

- External Communications and Grievance Mechanisms;

- Ongoing Reporting to Affected Communities; and

- Monitoring and Review.

Each section shows the maturity levels (0-5) for the specific ESMS element. Read "What Each Level Means," and circle the level that corresponds to the score that you obtained in the Self-Assessment. Also, read the "Improvement Tips" at each level – these suggest the means to move up one level.

Based on your scores for each of the nine ESMS elements, choose which ones you want to prioritize. Note any observations that you made as you completed the Self-Assessment. Note any actions that you want to put in place to improve. This is the start of your Improvement Plan.

Gather input from others both inside and outside your company about ideas for improvement. The purpose of this Improvement Guide is to develop a step-by-step pathway to continual improvement. The goal is to improve your ESMS, for the benefit for your company, employees and stakeholders.

Let's get started.

Company name:

Name of person(s) completing the Self-Assessment: Title(s):

Email address(es):

Date:

Policy

5

4

3

2

1

0

What each level means

E&S policies and procedures clearly communicated internally and externally. Senior management commitment to continual improvement.

Full set of E&S policies, procedures and records, centrally maintained and routinely reviewed. Wide awareness in company.

Policies and procedures in place meeting selected E&S standards. Sporadic communication, implementation and review.

Policies in place meeting selected E&S standards. Sporadic, conflicting or confusing procedures.

Limited E&S policies in place.

No E&S standards adopted. No related policies and procedures.

Improvement tips to move up one level

Set more aggressive annual improvement targets as part of business planning.

Share your policies and procedures with your suppliers.

Create an annual improvement plan. Share leading practices with other companies.

Communicate to everyone in ALL local languages in use.

Set a schedule for management review and updates.

Centralize code, policies, procedures and records.

Keep a log of updates.

Expand policies to address key E&S risks in the industry and region.

Check for updates to local laws and regulations and customer/investor codes.

Adopt an E&S policy statement.

Send CEO commitment letter to all employees.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Identification of Risks and Impacts

	What each level means	**Improvement tips to move up one level**

5

Mature system, routinely reviewed and updated as part of continual improvement plan. Internal and external inputs. Procedures extended to contractors, subcontractors, third parties and supply chain as relevant.

Engage all levels of company and external stakeholders, evaluating risk assessment results against performance indicators.

Integrate into continual improvement plan. Include in business risk analysis and planning.

4

Systematic, documented identification and prioritization of E&S risks and impacts. Routinely reviewed and updated across existing, new and changing activities. Wide awareness and engagement in company.

Develop and implement a procedure for consulting with stakeholders to proactively identify risks.

Develop and implement a procedure for identifying risks in the supply chain.

3

Awareness and engagement of staff in identification and prioritization of E&S risks and impacts. External experts involved as required.

Set a procedure, schedule and team for conducting, reviewing and updating the risk assessment. Include both facility and outsourced operations.

Develop and implement a procedure for involving workers in the risk assessment.

2

Procedures in place for identification of E&S risks and impacts across all key activities.

Develop and implement a checklist of key E&S risks based on good international practices. Conduct a process mapping.

Develop and implement a matrix to prioritize E&S risks across all key units.

1

Basic identification and assessment of E&S risks and impacts, but limited to a few activities.

Analyze employee gender, age and ethnic profiles to identify potential labor risks.

Develop a list of the communities that could be affected by facility operations.

0

No identification or assessment of E&S risks and impacts.

Identify the five most common E&S risks in industry and region.

Conduct a physical walk-through of your facility to see where these five most common risks might be relevant.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Management Programs

	What each level means	**Improvement tips to move up one level**
5	Verified progress against objectives and targets; significant improvements in E&S performance. Demonstrated commitment to continual improvement using annual improvement plans.	Include external stakeholder feedback in reviewing and updating action plans and objectives and targets. Integrate into continual improvement plan. Include in business/operations planning.
4	Routine, consistent implementation of actions/activities to proactively manage E&S risks and impacts. Measurable company-wide objectives and targets. Periodic review and update.	Link action plans to ESMS improvements and operational changes. Launch worker-manager pilot in a key risk area. Include key performance indicators.
3	Actions/activities in place to manage E&S risks and impacts, following the mitigation hierarchy - Avoid, Minimize, Offset/ Compensate. Proactive approach to managing issues.	Include root-cause analysis in developing action plans and provide training for managers and worker reps. Set company-wide objectives and targets and review progress against action plans.
2	Procedures and assigned responsibilities to address and mitigate E&S risks and impacts across all key activities. Primarily reactive.	Include managers from different departments in creating and reviewing action plans. Include the analysis of options to Avoid, Minimize and Offset/Compensate in the procedure for developing action plans.
1	A few informal programs or activities to mitigate E&S risks and impacts.	Develop an action plan template that includes the activity, deadline, person responsible, operating procedures. Start a central tracking log and assign someone to be responsible for organizing and updating.
0	No process for mitigating E&S risks and impacts	Write and implement an action plan for addressing one key environmental and one key community risk. Write and implement an action plan for addressing one key labor and one key OHS risk.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Organizational Capacity and Competency

What each level means

Improvement tips to move up one level

5

All levels of the company are trained and engaged – multiple units and workers as well as managers. E&S staff has implementation authority. Management commitment is reflected in resources devoted to E&S management and training.

Help suppliers to build organizational capacity to manage E&S issues - develop a supplier orientation training and simple toolkits.

Rotate team members to involve more people. Provide leadership, change management and train-the-trainer training for team, including worker reps.

4

Multiple units have E&S responsibilities, and senior management is involved. E&S is managed as an integrated system. New staff receives some E&S management guidance.

Develop and implement annual ESMS resource allocation plan as part of annual business planning.

Increase decision-making authority for the team and add role to job description and performance review.

3

All levels of the company are involved in awareness training. E&S roles and responsibilities are assigned and part of daily operations. E&S staff is trained and competent.

Build multi-departmental team and implement a progressive annual training plan covering ESMS improvement planning.

Assign senior management to oversee the team. Set team meeting and management review schedule and procedures.

2

E&S roles are defined and assigned. Each issue is handled only by one functional area. Some awareness training is provided at orientation, and additional training is provided for EHS staff.

Expand the new employee training to understand risk identification, action plans and grievance mechanisms.

Define roles and responsibilities for managing E&S risks in all areas. Assign and train staff and worker representatives. Conduct refresher training for all employees.

1

No assigned staff with E&S management responsibilities. Some limited awareness and E&S roles and responsibilities starting to get defined.

Assign and train key managers to monitor E&S in key areas.

Assign and train a team leader to develop and implement Action Plans.

0

No internal awareness and no formally assigned responsibility for E&S.

Display posters and announcements and conduct a 20-minute orientation for all employees, explaining E&S policy statement.

Consult external experts to identify risks and develop Action Plans. Assign key managers to observe.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Emergency Preparedness and Response

	What each level means	**Improvement tips to move up one level**
5	Regular engagement with local community and government for onsite and offsite emergency plan. Formal resource-sharing agreements with neighboring companies.	Develop shared resources and collective community response systems. Implement train-the-trainer programs so that workers can train their peers, families and communities.
4	Senior management and all units and shifts, including contract and temporary workers, participate in emergency risk assessment, preparedness planning and mock drills. Continual improvement.	Conduct periodic consultations with the surrounding community to identify on-site and off-site emergency scenarios. Develop and implement external communications channels and management system.
3	All onsite and off-site emergency issues have been identified, and an effective preparedness plan is in place. The emergency plan meets the local regulatory requirements and the local industry best practices	Conduct worker surveys to measure awareness and to get ideas for weak areas and improvement ideas. Set a procedure and schedule for senior management review.
2	The emergency preparedness plan is in place, but there is no evidence of consistent implementation. Some trainings are provided to the workers on emergency requirements.	Include early warning systems and preventive actions as a required part of the emergency management system. Conduct training, refresher training and tests for all workers on early warning systems and preventive actions.
1	Emergency management planning is not effective, as all emergency risks have not been identified. Occasional trainings are provided to workers.	Assign and train an emergency management team to identify all key risks and prepare response plans. Conduct orientation and refresher training for all workers on the response plans.
0	Very limited emergency control and personal protective equipment. No formal plan in place.	Work with external experts to develop an emergency response plan for the most common emergencies in your industry and area. Develop and implement a schedule for mock drills.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Stakeholder Engagement

What each level means

5

Stakeholder engagement is part of regular activities. Awareness and engagement at senior levels. Fluent and inclusive communication and consultation process with stakeholders.

4

Multiple and ongoing public consultation and participation in a culturally appropriate manner. Stakeholder feedback is actively considered. Reporting to communities and effective grievance mechanism is evidenced by formal records.

3

Stakeholders have been identified and engaged in several events with effective dialogue. Some procedures and assigned responsibility for engaging with stakeholders.

2

Some public events, limited ongoing engagement process. Sporadic and selective responses when approached by stakeholders.

1

Limited channels in place. A few meetings and discussions, but not an ongoing process yet.

0

Little or no transparency with stakeholders

Improvement tips to move up one level

Include stakeholders in ESMS assessment and improvement planning.

Launch worker-manager pilot with key stakeholders as facilitators.

Set schedule and procedure for periodically updating stakeholder map and engagements.

Include stakeholder participation in internal and external grievance mechanism.

Consult with key groups as part of risk assessment process.

Organize an open stakeholder meeting to discuss a common challenge.

Add "proactive communication" to your procedure.

Document and track engagement efforts and key discussion outputs.

Develop a map of key stakeholders.

Write a policy and procedure for responding to stakeholders.

Identify one key stakeholder for E&S and start a dialogue about key risks.

Appoint a main contact person.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

External Communications and Grievance Mechanisms

	What each level means	**Improvement tips to move up one level**
5	Proactive and responsive communications and grievance mechanisms. Stakeholders are consulted on the effectiveness and are part of the regular review process.	Formalize involvement of key stakeholders in the procedures for receiving and handling complaints. Provide training and tools to help suppliers to implement their own system.
4	Effective grievance mechanism is evidenced by formal records. There is routine review of records and the effectiveness of the program.	Extend your system to suppliers and contractors. Include complaints and resolutions in public reporting.
3	Grievance mechanism is fully implemented; however there is not enough evidence of its effectiveness. No tracking of internal or external awareness; limited tracking of cases.	Set schedule for senior management and team to periodically review the system and the cases. Develop a system for logging, tracking and analyzing complaints and resolutions.
2	Procedures and assigned responsibilities for receiving and handling complaints. Awareness is limited to those directly handling the complaints.	Communicate procedures to employees and stakeholders. Conduct training for staff on how to manage the system.
1	Some basic procedures for receiving complaints. Responsibility limited to one person or unit.	Develop a procedure for responding to complaints. Keep a log of complaints and responses.
0	No mechanism in place.	Develop a procedure for receiving complaints. Assign and train a main responsible staff person.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Ongoing Reporting to Affected Communities

What each level means

Improvement tips to move up one level

5

Affected communities' issues and concerns are proactively addressed. There is ongoing communication to avoid risks and impacts before new projects, as well as to address existing issues.

Expand reporting to include supply chain risks and impacts, management and performance.

Provide training and tools to help suppliers implement their own reporting system.

4

Reporting to affected communities is regularly implemented and evidenced in documentation. Key units are involved in the review of the key issues.

Publish annual E&S reports following international leading practices, such as GRI.

Expand proactive consultation and reporting on risk assessments and avoidance before new projects, expansions and changes.

3

When applicable, consultation processes have been implemented. External consultants are involved as required. No ongoing review.

Expand reporting to include performance tracking and complaints.

Conduct routine consultations including affected communities, multiple department managers and senior management.

2

Procedures in place for reporting, usually assigned to E&S staff. Primarily reactive.

Consult with affected communities to ask what reporting would be most useful.

Develop multiple channels for reporting.

1

Some basic communications with affected communities, mostly limited to meetings.

Develop a procedure and assign staff for reporting to affected communities on key risks and action plans.

Develop a simple reporting format and centralized log.

0

No reporting.

Identify one key stakeholder for E&S issues and start a dialogue about key risks.

Appoint a main contact person.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

Monitoring and Review

What each level means

5

Robust system of continual learning and improvement. Senior management receives periodic reports about E&S performance and progress toward E&S objectives and targets. All key project decisions consider E&S.

4

Monitoring, supervising and auditing activities are integrated and included in management review. Includes consultation with workers, customers and suppliers.

3

Routine review of monitoring and supervision activities, including participation of workers. Corrective actions routinely implemented. An E&S internal audit plan is in place.

2

Key E&S monitoring plans in place, with inspection and supervision activities. Primarily reactive and guided by external experts, customers and investors.

1

Few monitoring plans to satisfy regulatory requirements. No formal review activities.

0

No monitoring of E&S performance.

Improvement tips to move up one level

Formalize the involvement of key stake-holders in monitoring and review and related ESMS improvement planning

Integrate the results of supply chain monitoring and review into sourcing policies and supplier capacity-building programs.

Apply the results of monitoring and review to periodic review and update of the ESMS improvement plan.

Extend the monitoring system to suppliers and contractors.

Train and involve workers in the monitoring activities.

Include monitoring system and results in formal and periodic management review and updates of risk identification and management programs.

Develop and implement an internal E&S audit procedure.

Set a schedule and assign staff to periodically review monitoring activities and results.

Develop a procedure for monitoring the most severe and/or most probable risks.

Appoint a team member to be in charge of monitoring.

Identify three key indicators for each of the E&S risks identified.

Develop a procedure for measuring the three key indicators.

Implementation priority in the next three (3) months?	
Yes	**No**

OBSERVATIONS:

ACTIONS:

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