MANAGEMENT SYSTEM MANUAL

Event Sustainability Management System Manual

This manual describes how [Company Name] establishes, implements, maintains and continually improves its event sustainability management system in conformity with ISO 20121:2024. It provides a clause-by-clause account of the system and traceability from each requirement of the standard to the supporting documentation.

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MAN-01	**[Revision]**	**[Date]**	**[Designation Here]**

delivers within it, and the two are connected by the objectives, the operational controls and the flow of performance data and lessons learned.

The governing principles of sustainable development, stewardship, inclusion, integrity and transparency, sit across the whole cycle rather than in any one clause. They inform how issues are prioritised, how objectives are chosen, how events are delivered, how performance is communicated and how the organisation judges its own maturity at management review. The maturity of the organisation against these principles is evaluated under clause 9.3.4 and is the measure of how deeply sustainability is embedded, as distinct from whether the individual clauses are met.

This model also explains the structure of the documented information described at Annex B. The policies and this manual express intent and describe the system; the procedures describe how each part of the cycle is run; the work instructions and forms carry the task detail and the records that evidence the Do and Check; and the tools support the calculation and evaluation that the Check depends on. Reading the manual alongside the process map at Annex A gives a complete picture of how the cycle turns in this organisation.

SECTION 3

Scope, normative references, terms and definitions

3.1 Scope of the event sustainability management system

The scope of the ESMS is the design, planning and delivery of events and event-related activities by [Company Name], from its head office in [City], [Country] and at hired venues, together with the management of the event supply chain that supports those events. It covers corporate conferences and summits, award ceremonies, business-to-business exhibitions, brand activations and public cultural festivals delivered under the organisation's own management.

The boundaries of the ESMS are the activities, products and services over which the organisation has control or influence in the planning and delivery of these events. Included are the organisation's own operations, the events it manages end to end, and the parts of its supply chain that affect the sustainability performance of those events. Excluded are events for which [Company Name] provides only isolated advisory input without managing planning or delivery, because the organisation does not there exercise the control or influence needed to manage sustainability performance; this exclusion is justified on the basis of clause A.2 of the standard, which confirms that conformity attaches to the way events are managed, not to events in the abstract. The documented scope statement is maintained as QF-02-03 and is a factual and representative statement of the organisation's operations, not a marketing claim.

The organisation has determined that climate change is a relevant issue for the ESMS, in accordance with clause 4.1. Attendee and workforce travel, venue energy use and freight are recognised as the principal contributors to the organisation's event-related greenhouse gas emissions and are addressed as material issues in the planning clauses.

PROCEDURE

Sustainability Issue Identification and Significance Evaluation

This procedure defines how [Company Name] identifies its sustainability issues across environmental, social and economic categories and evaluates their significance, so that the most material issues drive its objectives, controls and communication. It addresses ISO 20121:2024 clause 6.1.2 and is supported by the significance tool T-01 and the workshop instruction WI-04-01.

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QP-04	**[Revision]**	**[Date]**	**[Designation Here]**

PROCEDURE

Sustainability Issue Identification and Significance Evaluation

Document Control

Document title	Sustainability Issue Identification and Significance Evaluation
Document number	QP-04
Revision	[Revision]
Effective date	[Date]
Standard clause(s) addressed	ISO 20121:2024, Clause 6.1.2
Prepared by	ISO Consultant Panel
Reviewed by	[Name] - [Designation Here]
Approved by	[Name] - [Designation Here]
Next review date	[Date] (per QP-01, every 2 years or on significant change)

Revision History

Version	Date	Description of change	Author	Approved by
1	[Date]	First issue of the controlled document.	ISO Consultant Panel	[Name]

Contents

1 Purpose

The purpose of this procedure is to define a consistent, repeatable and documented method by which [Company Name] identifies the sustainability issues arising from its event-related activities, products and services, and evaluates their significance, so that the organisation concentrates its effort, objectives, operational controls and communication on the issues that matter most. Identifying and evaluating issues is the analytical heart of the event sustainability management system, referred to as the ESMS, because everything downstream depends on knowing which issues are material. This procedure satisfies ISO 20121:2024 clause 6.1.2.

2 Scope

This procedure applies to the identification and significance evaluation of sustainability issues at the organisational level, conducted at least annually, and to the tailoring of that evaluation for each major event at its concept stage. It covers environmental, social and economic issues; issues the organisation controls directly and issues it can only influence; and the documentation, maintenance and sharing of the outputs. It applies to all events and activities within the ESMS scope. The engagement that feeds interested-party feedback into this evaluation is conducted under QP-09; the risks and opportunities arising from significant issues are managed under QP-06; and the objectives that address them are set under QP-07.

3 References

This procedure should be read with the ESMS manual (MAN-01), the significance evaluation tool (T-01), the double-materiality workshop instruction (WI-04-01), the context procedure (QP-02) that supplies its inputs, and the objectives procedure (QP-07) that consumes its outputs. Annex C of ISO 20121:2024 provides further guidance on evaluation and a non-exhaustive list of issues, which the organisation uses as a prompt. All criteria and scales needed to run the evaluation are contained in this procedure and its appendices, so the procedure is self-contained.

4 Responsibilities (RACI)

R responsible, A accountable, C consulted, I informed.

Activity	Sust. Mgr	Event Director	Procurement Lead	Working group
Maintain the issue checklist and criteria	A/R	C	C	C
Identify issues (organisation and event)	A/R	R	R	C
Score likelihood, consequence, influence	A/R	C	C	R
Confirm significance bands	A/R	I	I	C
Share outputs with interested parties	A/R	C	C	I
Review and keep the register up to date	A/R	C	C	C

5 Definitions and scales

All rating scales, the scoring formula and the significance thresholds used in this procedure are defined in full below, so that the evaluation is objective and repeatable. These values are the organisation's canonical parameters and are used identically in the significance tool T-01.

5.1 Likelihood scale

Likelihood rates how likely the issue is to arise, or to have a material effect, in the organisation's events.

Score	Level	Meaning
1	Rare	Would only arise in exceptional circumstances
2	Unlikely	Could arise but not expected in most events
3	Possible	Might arise in a significant minority of events
4	Likely	Expected to arise in most events
5	Almost certain	Arises in nearly every event

5.2 Consequence scale

Consequence rates the severity of the issue's effect across the environmental, social and economic dimensions. The highest applicable dimension sets the score.

Score	Level	Environmental	Social	Economic
1	Negligible	Minimal resource or emission effect	No effect on people or community	Negligible economic effect
2	Minor	Small, localised effect	Minor, short-term effect	Small economic effect
3	Moderate	Noticeable effect, recoverable	Moderate effect on some groups	Moderate economic effect
4	Major	Significant effect on resources or emissions	Significant effect on people or community	Significant economic effect
5	Severe	Severe or lasting environmental harm	Severe harm, rights affected	Severe economic harm or loss

5.3 Influence and control factor

This factor rates how much the organisation can control or influence the issue. It reflects clause 6.1.2's requirement to consider both issues the organisation controls directly and those it can only influence. Where the organisation can only influence, the factor is capped at 3 unless there is evidence of contractual leverage.

Score	Level	Meaning
1	None	No ability to control or influence the issue
2	Low influence	Limited influence, no contractual leverage

FORM

Sustainability Issues and Significance Register

Associated procedure: QP-04 | [Company Name]

QF-04-01
Rev [Revision]
Issue: [Date]

Register of sustainability issues and their significance (QP-04; clause 6.1.2). Score with tool T-01: Significance = Likelihood x Consequence x Influence. Bands: A>=60, B 25-59, C<=24.

1 Assessment

EVENT / SCOPE	DATE	ASSESSED BY

2 Issues and scores

#	Issue	Cat.	L	C	Infl.	Score	Band	Objective / control

NOTE
Band A issues must drive an objective (QP-07) and specific operational controls (QP-10). Share the register with relevant interested parties.

✓ Sign-off

Role	Name	Signature	Date
Prepared by	[Name]	[Signature]	[Date]
Reviewed by	[Name]	[Signature]	[Date]
Approved by	[Name]	[Signature]	[Date]

FORM

Sustainability Issues and Significance Register

Associated procedure: QP-04 | [Company Name]

QF-04-01
Rev [Revision]
Issue: [Date]

ATTENTION
This is a SAMPLE completed form populated with illustrative example data (the annual [Company Name] Client Summit). It shows how the form is completed. It is not a live record.

Register of sustainability issues and their significance (QP-04; clause 6.1.2). Score with tool T-01: Significance = Likelihood x Consequence x Influence. Bands: A>=60, B 25-59, C<=24.

1 Assessment

EVENT / SCOPE	DATE	ASSESSED BY
Annual Client Summit	15 Jan 2026	[Name], Sustainability Manager

2 Issues and scores

#	Issue	Cat.	L	C	Infl.	Score	Band	Objective / control
1	Attendee travel emissions	Env	5	5	4	100	A	QP-07 travel objective
2	Venue energy use	Env	4	4	3	48	B	Renewable tariff; sub-metering
3	Event waste to landfill	Env	4	3	4	48	B	Diversion target 80%
4	Accessibility of venue	Soc	3	4	5	60	A	Accessibility control
5	Local economic benefit	Econ	4	3	4	48	B	Local supplier target
6	Office paper use	Env	4	1	5	20	C	Routine good practice

NOTE
Band A issues must drive an objective (QP-07) and specific operational controls (QP-10). Share the register with relevant interested parties.

✓ Sign-off

Role	Name	Signature	Date
Prepared by	[Name]	[Signature]	[Date]
Reviewed by	[Name]	[Signature]	[Date]
Approved by	[Name]	[Signature]	[Date]

FORM

Materiality Workshop Record

Associated procedure: QP-04 | [Company Name]

QF-04-02
Rev [Revision]
Issue: [Date]

ATTENTION
This is a SAMPLE completed form populated with illustrative example data (the annual [Company Name] Client Summit). It shows how the form is completed. It is not a live record.

Record of the significance workshop, including attendance, the double-materiality view and decisions (QP-04, WI-04-01).

1 Workshop

EVENT / SCOPE	DATE	FACILITATOR
Annual Client Summit	15 Jan 2026	[Name]

2 Attendance

Name	Role	Present (Y/N)
[Name]	Sustainability Manager	Y
[Name]	Event Director	Y
[Name]	Procurement Lead	Y
[Name]	Head of Operations	Y

3 Double-materiality notes

Issue	Impact on organisation	Impact on society/environment	Material?
Attendee travel	Client carbon reporting requirement	Major emissions to atmosphere	Yes (both)
Accessibility	Reputational and legal exposure	Exclusion of disabled attendees	Yes (both)

✓ Sign-off

Role	Name	Signature	Date
Prepared by	[Name]	[Signature]	[Date]
Reviewed by	[Name]	[Signature]	[Date]
Approved by	[Name]	[Signature]	[Date]

This documentation toolkit was developed by the consultant panel of isofolder.

FORM

Event Sustainability Performance Data Record

Associated procedure: QP-12 | [Company Name]

QF-12-02
Rev [Revision]
Issue: [Date]

ATTENTION
This is a SAMPLE completed form populated with illustrative example data (the annual [Company Name] Client Summit). It shows how the form is completed. It is not a live record.

Consolidated performance data for an event (QP-12, WI-12-02, clause 9.1).

1 Event

EVENT	DATE	PREPARED BY
Annual Client Summit	[Date]	[Name]

2 Results

Metric	Result	Target	Met? (Y/N)
Total carbon (tCO_2e)	187.4	Reduce intensity	n/a
Carbon per delegate (kg)	93.7	-10% yoy	Y
Waste diversion (%)	71	80	N
Accessibility core criteria	100%	100%	Y
Sustainable suppliers (%)	84	90	N

3 Legacy and lessons

LEGACY	LESSONS	ROUTED TO
180 meals donated; 62% local spend	Redesign waste segregation	QF-15-03

✓ Sign-off

Role	Name	Signature	Date
Prepared by	[Name]	[Signature]	[Date]
Reviewed by	[Name]	[Signature]	[Date]
Approved by	[Name]	[Signature]	[Date]

This documentation toolkit was developed by the consultant panel of isofolder.