



Manual

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Introduction

As the City of Vienna is committed to an environmental and resource-friendly approach, it has introduced city-wide environmental management systems based on the provisions of the [EU's EMAS Regulation](#), in order to contribute to the preservation and improvement of the environment beyond its public task duties, thereby acting as a role model in this field.

The related mandate was issued under the [Ordinance of the Chief Executive Office of 8 April 2005, MDS-K-664-1/05](#) (“Environmental Management of the City of Vienna”).

As early as in the 1990s, a project entitled “Environmental Management in Municipal Office Buildings of the City of Vienna” (the predecessor project of the current PUMA programme) provided a wide range of experience in the establishment of environmental management systems. The former pilot project team at the municipal office building at Friedrich Schmidt Platz 5 in Vienna’s 8th municipal district was even awarded an EMAS certificate by an external environmental auditor.

As a result of the Ordinance of the Chief Executive Office, the PUMA programme since 2005 has facilitated the establishment and operation of environmental management systems both at the overall city administration level and at the level of each individual organisational unit.

PUMA is a module of the [Climate Protection Programme of the City of Vienna](#) (KliP Wien).

Purpose of the PUMA programme

The programme aims at adopting a holistic view of environmental protection across the entire Vienna City Administration, among others in the areas of integrated facility management, energy management, waste management, emission reduction, environmentally friendly procurement and mobility, by taking account of basic economic parameters, i.e. cost/benefit relations, and at continually improving activities in this field. In doing so, the programme is not limited to individual environmental protection measures, but follows a systematic, planned and target-oriented approach.

Differences to EMAS – implementation of PUMA

Currently, Vienna’s City Administration does not intend to have its environmental management system certified in the near future. Therefore it neither prepares environmental statements nor compiles separate manuals for the individual sites of the City Administration.

Guidelines of the PUMA programme

- We seek to continually improve the environmental impact of the Vienna City Administration.
- We give the same consideration to the protection of our environment as we give to legal, economic and social issues for all our decisions.
- We commit ourselves to sustainable solutions and the protection of natural resources.
- We think that only a healthy environment is an environment worth living in.
- We want to reduce the danger of climate catastrophes by playing an active role in climate protection.
- We support environmentally friendly production and operation processes. We therefore require and promote the best available and economically reasonable technology.
- We support the consideration of the entire life cycle of products and services to minimise the input of resources and costs.
- We support the development of a high level of environmental awareness among all our employees by providing them with information and training on ecological issues.
- We actively inform the public about our environmental activities and projects.
- We use our environmental management system to ensure that our actions comply with these environmental guidelines.

Organisation of the PUMA programme

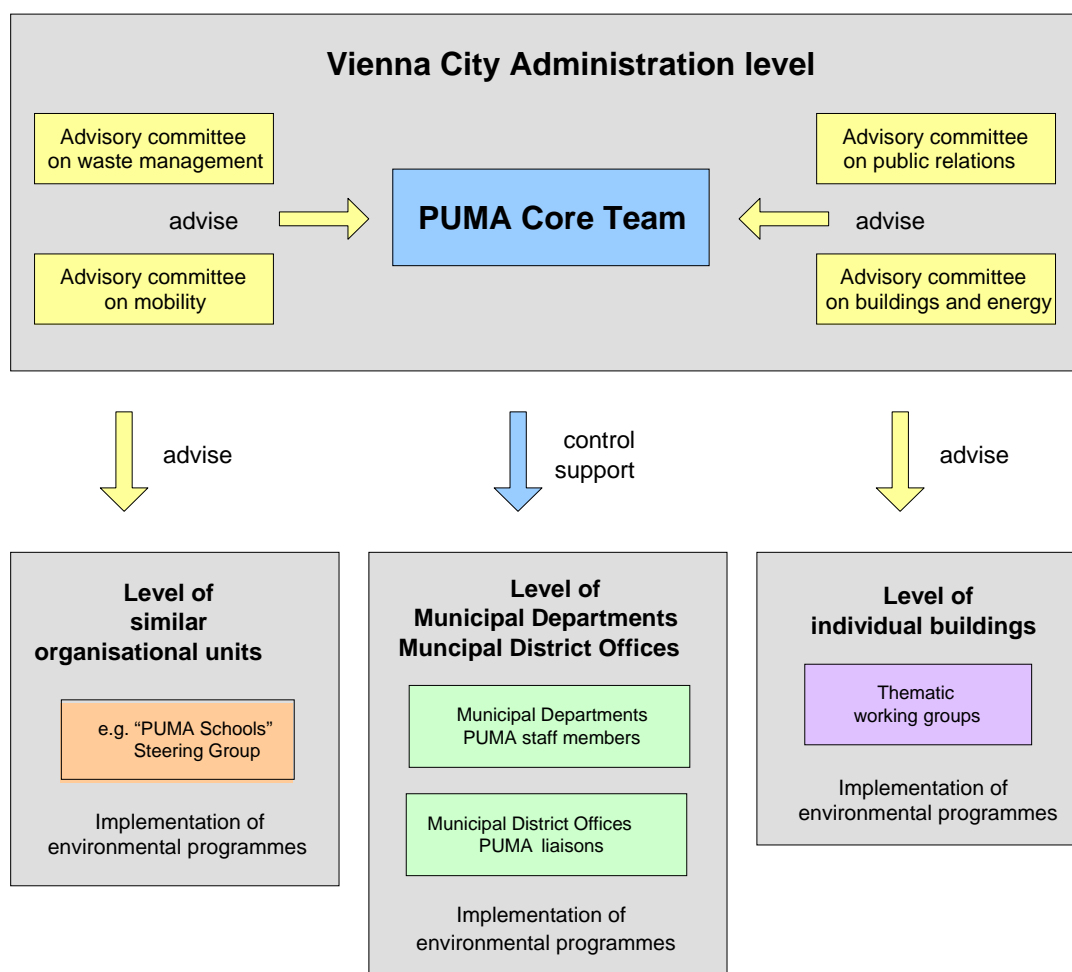
The programme consists of a core team, several advisory committees (waste management, mobility, public relations and energy and buildings) and of designated PUMA staff members in all municipal departments as well as PUMA liaisons in all municipal district offices. Moreover, the programme comprises the “PUMA Schools” steering group for all schools operated by the City of Vienna (involving the Vienna School Board and the Provincial Federation of Parents’ Associations) and a number of temporary thematic working groups.

The programme basically works on four levels: the Vienna City Administration as a whole, similar organisational units (e.g. all schools), municipal departments and individual buildings.

The core team manages the programme in strategic terms. For this purpose, it prepares a current-state analysis and an input/output analysis for the whole City Administration and updates them on an ongoing basis.

The advisory committees are attached to the core team and advise both the core team and the PUMA staff members and liaisons in the different organisational units (municipal departments, municipal district offices, departments).

Organisational chart



PUMA core team

The PUMA core team is responsible for the further development and the ongoing maintenance of the environmental management system. Another task is to pave the way for possible certification.

The PUMA core team consists of the following members:

- Dominik Schreiber, Vienna Ombuds Office for Environmental Protection, Programme Manager
- Herbert Angrüner, Chief Executive Office – Executive Group for Construction and Technology, Deputy Programme Manager

Central PUMA staff members:

- Robert Friedbacher, Municipal Department 34 (property management)
- Stefan Hack, Municipal Department 54 (procurement)
- Christine Harringer, Municipal Department 22 (legal affairs)
- Ursula Heumesser, Municipal Department 20 (energy)
- Martina Ranner, Municipal Department 48 (mobility)
- Ulrike Stocker, Municipal Department 22 (waste management)

In addition, the meetings of the core team are also attended by the heads of the advisory committees.

“PUMA Schools” steering group

- Dominik Schreiber, Vienna Ombuds Office for Environmental Protection, Head of the Steering Group
- Sylvia Berndorfer, Chief Executive Office – Coordination of Climate Protection Measures
- Romana Deckenbacher, Central Committee of Teachers Employed by the Province of Vienna
- Claudia Ischepp, Vienna School Board, Department for General-Education Compulsory Schools
- Monika Kubec, Vienna School Board, Department for Vocational Schools
- Eva Lackner-Ibesich, Provincial Coordinator of the sqa (quality of general education at schools) Initiative/General-Education Compulsory Schools – Vienna
- Elfriede Novak, Vienna School Board, Department for General-Education Compulsory Schools – Safety Education Unit
- Jutta Sander, Municipal Department 56
- Ulrike Stocker, Municipal Department 22

The Federation of Vienna’s Parents’ Associations is also involved in the work of the steering group.

PUMA advisory committees

Advisory committee on waste management:

- Ulrike Stocker, Municipal Department 22, chairperson
- Wolfgang Reinthaler, Municipal Department 34
- Helmut Fuchs, Municipal Department 42
- Erich Glück, Municipal Department 54
- Walter Schuster, Municipal Department 14
- Ulrike Volk, Municipal Department 48
- Peter Schrank, Municipal Department 31

Advisory committee on energy and buildings:

- Ursula Heumesser, Municipal Department 20, chairperson
- Herbert Angrüner, Chief Executive Office – Executive Group for Construction and Technology
- Robert Friedbacher, Municipal Department 34
- Roland Havel, Municipal Department 49
- Manfred Baumgartl-Kastl, Municipal Department 49
- Herbert Ritter, Municipal Department 20
- Peter Schrank, Municipal Department 31
- Dominik Schreiber, Vienna Ombuds Office for Environmental Protection

Advisory committee on mobility:

- Sylvia Berndorfer, Chief Executive Office – Coordination of Climate Protection Measures, chairperson
- Stefan Jung, Municipal Department 28
- Astrid Klimmer-Pölleritzer, Municipal Department 18

- Dominik Schreiber, Vienna Ombuds Office for Environmental Protection
- Thomas Zak, Municipal Department 22
- Alfred Zamisch, Municipal Department 48

Advisory committee on public relations:

- Andrea Fellner, Chief Executive Office – Coordination of Climate Protection Measures, chairperson
- Georg Patak, Municipal Department 22
- Dominik Schreiber, Vienna Ombuds Office for Environmental Protection

PUMA staff members and PUMA liaisons

The current list of PUMA staff members and PUMA liaisons is available online at <https://www.intern.magwien.gv.at/puma/personen.html> (in alphabetical order) and <https://www.intern.magwien.gv.at/puma/teilnahme.html> (in order by department)

Waste delegates, waste managers and their deputies

The PUMA programme provides that every department which produces not only office waste **and** which is not required to appoint a qualified waste delegate and deputy pursuant to § 11 of the Waste Management Act 2002, has to appoint a qualified waste manager and deputy. The current list of waste managers and their deputies is available online at

<http://www.intern.magwien.gv.at/puma/abfallmanagerliste.pdf>, a list of the waste delegates is provided by Municipal Department 22 under [Overview - Vienna](#).

Contact persons for waste management concepts at the Vienna City Administration

Each department has to name a contact person for every location of the Vienna City Administration for which Municipal Department 34 or any other municipal entity responsible for the management of the facility is required to prepare a waste management concept (if more than 20 staff members of the City Administration are employed at this location). The names of the contact persons for waste management concepts are indicated in the list of locations at

http://www.intern.magwien.gv.at/puma/awk-standortliste_2010.xls.

Environmental processes and activities of the Vienna City Administration

Waste

- From office activities
- From the relevant core businesses
- From customer traffic
- From kitchens
- From lighting
- From workshops (cars, HVAC, vocational schools), printing shops, laboratories
- From gardening, agriculture and forestry
- Construction waste (excavated soil, demolition waste and construction residue)
- Electronic waste

- From cleaning

Relevant issues:

- User behaviour
- Prevention, separation and recycling, proper disposal

Land use (properties)

- Use of land for green space
- Use of land for cultivation (agriculture and community gardens)
- Use of land for buildings, facilities and circulation areas

Relevant issues:

- Unsealing of surfaces

Energy

- Heating
- Use of hot water
- Cooking and use of other kitchen or household appliances (e.g. coffee machines, dish washers, refrigerators...)
- Operation of kitchens
- Audio and video equipment
- Vending machines
- Laundry and cleaning
- Operation of ventilation and air conditioning units and fans
- Operation of IT and office equipment
- Data and voice communication
- Lighting
- Operation of lifts and escalators
- Operation of machinery, equipment and other facilities, e.g. pumps, lawn mowers, heating systems
- Generation/use of renewable energy

Relevant issues:

- User behaviour
- Change of energy sources
- Energy-efficient buildings
- Renovation of buildings
- Renovation of technical systems in buildings
- Efficient operation

Odour pollution

- From machinery and equipment (engines, motor vehicles, machines)
- From agriculture
- From landfills
- From ventilation facilities

Relevant issues

- Mode of operation

- Filter

Noise

- Operation of motor vehicles and work machines
- Operation of ventilation and air conditioning systems (indoor and outdoor)
- Operation of machinery and equipment (e.g. printing facilities)
- Operation of IT equipment (fan)
- Construction noise

Relevant issues:

- User behaviour
- Protection against structure-borne noise
- Noise protection structures (noise barriers)

Primary air pollutants (fine dust, NO_x,...)

- From heating systems (incl. hot water)
- From workshops, garages, laboratories
- From the operation of cars and work machines
- From appliances (e.g. printers, copiers)

Relevant issues:

- User behaviour
- Indoor air quality
- Change of energy source
- Filter
- CO₂
- Secondary air pollutants (ozone)

Material input

- Procurement (quantity, quality, sustainability, waste prevention)
- Incoming mail (petitions, magazines, leaflets, advertising material)

Relevant issues:

- User behaviour
- Re-use, extension of useful life
- Recycling
- Use of recycled materials
- Criteria of the “Ökokauf Wien” green procurement programme

Mobility and vehicle fleet

- Official journeys, journey to work
- Customer traffic
- Operation of motor vehicles and work machines (fuels)

Relevant issues

- Choice of means of transport
- Choice of business location

- Negotiations and meetings (“send data instead of persons”, number of persons invited)

Events

- Noise, waste, water, wastewater, energy, materials, food and drink, mobility and air pollutants

Relevant issues

- PUMA check lists

Administrative activities

- Environmental activities (e.g. urban planning, placement of office buildings)
- Contracting of services

Relevant issues:

- Legal and political framework
- Understanding of environmental management

Water and wastewater

- Personal hygiene
- Toilets
- Use of kitchens and drinking
- Washing of dishes
- Washing of laundry
- Cleaning of buildings
- Washing of cars
- Street cleaning
- Cleaning of machinery and equipment (waste containers)
- Watering of green space and plants
- Filling up of swimming pools
- Fountains and water games
- Fire fighting (fire tests)
- Construction and demolition of buildings
- Use in different facilities

Relevant issues:

- User behaviour
- Use of tap water
- Rain water management
- Tightness of pipes

- Seepage/evaporation (roof greening, roof drainage, surface sealing)

Documentation of the PUMA programme

For reasons of resource efficiency, documentation should be complete and comprehensible, yet as brief and concise as possible.

Documentation at City Administration level

Documentation comprises the annual current-state and input/output analyses of the City Administration as a whole and the PUMA programme manual including a description of tasks to be fulfilled by the PUMA organisation. All documentation falls within the responsibility of the PUMA core team.

The annual current-state and input/output analyses for the Vienna City Administration look at the following data:

Input/output analysis – Vienna City Administration

- Material
 - Paper:
 - Paperwhite copy paper
 - Paper without optical brightener
 - Different types of printer paper
 - IT equipment (acquisitions/disposals):
 - PC systems
 - Notebooks
 - 'Thin Clients'
 - Server systems
 - Printers - laser
 - Printers - ink
 - Printers - special
 - Plotters
 - Scanners
 - NT equipment (switch, router, etc. [larger casings])
- Waste
- Energy
 - Distant heating
 - Gas
 - Oil
 - Firewood
 - Insolation
 - Electricity
 - Fuels
- Vehicle kilometres travelled
- CO₂ (calculated)
- Water
- Wastewater

Current-state analysis – Vienna City Administration

- Number of buildings
- Number of air-conditioning units
- Fleet of vehicles
- IT equipment stock

Documentation at organisational unit and individual building levels

Documentation comprises the annual environmental programmes and the annual reports. All documentation is the responsibility of the competent PUMA staff member or PUMA liaison.

Appointment of PUMA staff members and liaisons

Following a presentation by the programme manager to the management teams of the individual municipal departments, the department heads appoint one person to serve as PUMA staff member or liaison (at the municipal district offices). This person is responsible for the implementation of PUMA in his or her department and acts as a contact for the PUMA core team. The PUMA staff members and liaisons will either work independently or will be supported by a PUMA team established within the relevant department.

Development of environmental programmes

The PUMA programme comprises two types of environmental programmes: the environmental programme of the entire City Administration and the environmental programmes of the individual departments. The first one is devised, further developed and realised by the core team and is aligned to the duration of the Climate Protection Programme of the City of Vienna (approx. 10 years). Each year the core team prepares a draft for the environmental programmes of the individual departments, which is sent to the participating departments at the end of February/beginning of March (by means of publication on the PUMA intranet and notification by e-mail). The draft is finalised by the PUMA staff members and is then approved in substance (by the head of the department) and form (by the PUMA programme manager). The subsequent implementation of the relevant environmental programme falls within the responsibility of the persons named in the programme and/or the PUMA staff members.

Exception for the Municipal District Offices: A uniform environmental programme is developed for Vienna's 19 Municipal District Offices and is approved by the competent directors.

Tasks of the PUMA staff members

Tasks of the PUMA core team

- Further development of the strategic goals of operational environmental protection at the Vienna City Administration
- Ongoing updating of the conceptual basis of the city's environmental management system
- Development of measures required under the environmental management system and provision of support in organising their implementation
- Further development of the PUMA environmental policy
- Coordination of the persons tasked with environmental management duties and review of the relevance of their fields of activity

- Coordination of environmental management and environmental projects and programmes (e.g. "ÖkoKauf Wien" programme).
- Recruitment of staff members of other departments to cover individual subject areas
- Establishment of advisory committees for an in-depth examination of specific issues and general themes (waste management, mobility, buildings public relations,..).
- Improvement of information flows relevant to the success of the programme
- Provision of support to the programme manager

Tasks of the PUMA programme manager

- Management and organisation of the overall programme
- Selection and ranking of sub-organisations which will be involved in the programme
- Appointment of PUMA staff members at the organisational units involved in the programme, based on the proposal of the respective department head
- Chairing of core team meetings
- Preparation of the annual report
- Maintenance and updating of the programme manual
- Liaising with the organisational units involved in the programme

Tasks of the PUMA deputy programme manager

- Provision of support to the programme manager in fulfilling his tasks
- Substitution for the programme manager when he is unavailable
- Running of core team meetings together with the programme manager

Tasks of the central PUMA staff members

- Development and support of environmental measures in their respective departments
- Provision of support to the advisory committees
- Provision of support to the participating organisational units

- Implementation of environmental measures at City Administration level after adoption by the core team

Tasks of the PUMA advisory committees

- Provision of support to the head of the committee in his/her activities
- Creation of synergies between PUMA and their own departments and/or own responsibilities

Tasks of the heads of the PUMA advisory committees

- Management and support of the advisory committee
- Search for, recruitment and support of suitable committee members
- Provision of advice and technical support to the PUMA staff members and teams in the organisational units
- Preparation and update of strategically important overviews of specific subject matters
- Development of implementation proposals for the core team
- Implementation of measures adopted by the core team at the level of the entire City Administration

Tasks of PUMA staff members and PUMA liaisons

- Development, management and control of the environmental management systems in their departments or organisational units, particularly:
 - Preparation and implementation, or support in the implementation, of the annual environmental programme. Compilation of the environmental programme:
 - Goals: In which areas do we want to achieve improvements? And how much do we want to achieve?
Here, exactly defined and quantifiable goals will be established: change "what", "to what extent" and "in which period of time"?
 - Measures to achieve the goals: how and by what means do we achieve the goals? >> i.e.: "Who will do what by when?"
 - Work steps: The measures will be divided into individual, exactly defined work steps with specific time lines.
 - Submission of the environmental programme to the programme manager for review and approval:
 - The environmental programme is emailed to and coordinated with the department head or demonstrably submitted to the head of department for his/her attention. The purpose of the coordination with the

department head is to ensure his/her support for all goals and measures.

- The environmental programme will be subsequently emailed to the PUMA programme manager (by 15 April) for approval. The purpose of the approval is to ensure that the relevant programme meets the minimum criteria of the environmental management system.
- Progress reports to the programme manager: On the first day of every quarter (*not* in the quarter in which the annual report is submitted), the PUMA staff members will email a short progress report (about 5 lines) to the programme manager.
- Evaluation and annual report: The PUMA staff members of the individual departments evaluate the achievement of the programme goals and email the annual report (by 15 April) of the previous year to the programme manager.
- Environmental programme for the next year: Based on the evaluation of the environmental programme of the previous year and a possible proposal of the core team for a new annual environmental programme, the representatives will prepare the environmental programme for the next year.
- Contact person for correspondence with the PUMA programme management (collection of data for analyses, enquiries,..)
- Training of new colleagues in “environmentally-friendly behaviour at work”
- Provision of advice and support to colleagues in environmental management issues
- Participation in further training activities (PUMA forum, ..) under the programme

Tasks of PUMA waste managers

Waste managers have the same responsibilities as waste delegates, as defined at http://www.intern.magwien.gv.at/puma/personen_abfallwirtschaft.pdf. Responsibilities particularly include:

- Development/maintenance of waste management concepts in their departments, if it is a location which employs more than 20 staff members of the City Administration and which is administered by the relevant department itself.
- Participation in the development of waste management concepts, even in the event that another department is responsible for their preparation (e.g. Municipal Department 34 for those buildings under its management which are mainly used for office work).

- Provision of departmental waste management data for the input/output analysis prepared by the City Administration under the PUMA programme (by the end of April every year).

Tasks of the contact persons for waste management concepts

- Participation in the development of waste management concepts by providing details of their own departments

Tasks of the “PUMA Schools” steering group

- Development and control of an environmental management system at schools operated by the City of Vienna in coordination with all stakeholders
- Development of measures required by the environmental management system
- Coordination of environmental management and environmental projects and programmes (e.g. OEKOLOG programme, ecolabel for schools).
- Establishment of advisory committees for in-depth examination of specialist topics and general themes (waste management, mobility...)
- Improvement of information flows relevant to the success of the programme

PUMA intranet page – <http://www.intern.magwien.gv.at/puma>

The programme’s intranet pages mainly fulfil three functions:

1. Providing information on the programme (participating organisational units and designated staff members, PUMA ordinance, PUMA manual, management documents)
2. Providing information for PUMA staff members and PUMA liaisons (draft environmental programme, supporting materials for environmental management work at the individual departments, retrospectives on events,...)
3. Providing target-oriented environmental tips for particular target groups (public relations staff, heads of departments, waste delegates and waste managers, all employees) and direct links to issues such as electricity, indoor air conditioning, waste management, water and mobility.

PUMA internet page – <http://wien.at/umwelt/puma/>

The programme’s web pages present PUMA to the general public. They offer information on the nature and the process of environmental management and also outline the current status of the programme. Information about the programme is also provided on the City of Vienna’s English web pages.

PUMA Schools website – <http://box.lehrerweb.at/puma/>
(and www.elternweb.at)

These websites present the “PUMA Schools” programme and furthermore offer information on environmentally-friendly behaviour at schools. Responses to “Frequently Asked Questions” and a collection of internet links are also available on the websites.

PUMA forums

The PUMA forums are gatherings of all PUMA staff members or of certain target groups and serve to share information, present new developments and exchange views and ideas. The following forums have been established:

- “PUMA forum”: network meeting of all PUMA staff members and liaisons
- “PUMA energy and building services technology forum”: information event for the target group of facility managers and building services engineers
- “PUMA procurement and waste management forum”: information event for the target group of procurement operators, controllers, waste delegates and waste managers

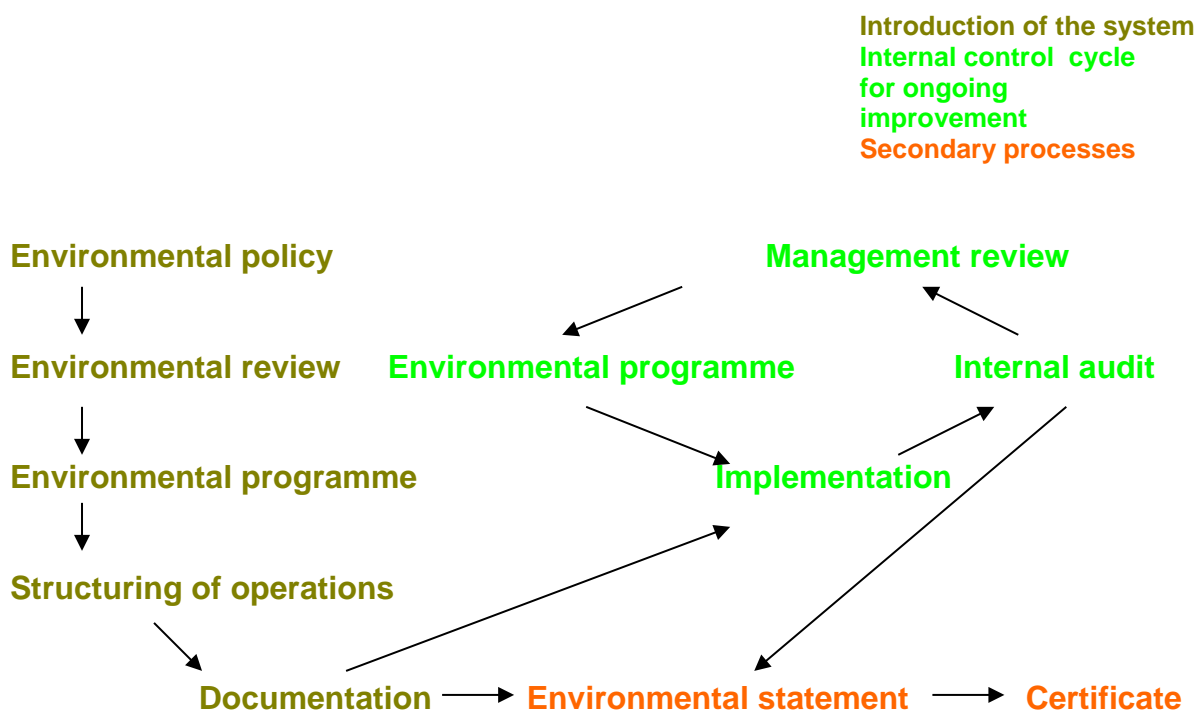
Annex

Environmental management procedure in accordance with the EU's EMAS regulation

The EMAS regulation sets the following procedure for the introduction and implementation of environmental management systems (EMS):

1. Definition of the organisation's "environmental policy" by the organisation's top management
2. First environmental review (current-state analysis)
3. First environmental programme (definition of environmental objectives and measures)
4. Structuring of operations (designation of responsibilities and time-frames)
5. Documentation
6. Implementation
7. Internal audit
8. Management review
9. (New) environmental programme (the cycle repeats from here)
10. Environmental statement
11. Certificate

The following figure depicts the above-mentioned elements of the environmental management system:



The most important of these elements will be briefly described below.

Environmental policy

This term refers to the general principles and intentions which will form the basis of the environmental management system.

Environmental review

The environmental review is the first and only review of the relevant site (status quo). It consists of three parts:

1. Identification and evaluation of the environmental impact caused by the organisation
2. The legal requirements applying to the site(s) of the relevant department
3. Review of the existing environmental structures

Environmental programme

Based on the results of the environmental review, targets and related measures will be defined and documented, taking into account applicable legal and other requirements, significant environmental aspects as well as technological and financial, technical and business requirements. The programme needs to be consistent with the organisation's environmental policy.

For this purpose, the following activities need to be performed:

1. Definition of targets based on the results of the environmental review
2. Planning of measures to achieve these targets
3. Designation of responsibilities
4. Designation of time-frames by which targets are to be achieved

Implementation and operation

In order to implement the EMS, roles and responsibilities need to be clearly defined, documented and communicated.

Since environmental management systems must be sustained by all employees, employees need to be trained appropriately in order to fulfil the tasks assigned to them and need to be motivated to such an extent that they are willing to perform all tasks placed before them.

Internal audit

At the end of each calendar year, the environmental programme will be reviewed and evaluated. The internal audit determines to what extent targets have been achieved and identifies possible deviations in terms of quality.

Once the internal audit has been completed, organisations seeking registration under the EU's EMAS regulation will have to prepare an environmental statement, which has to be validated by an external environmental verifier. After positive validation of the statement, the organisation will receive a certificate and may apply to be entered into the register of EMAS sites.