

ZNU Standard – driving sustainable change

Z 1 Objectives and overviews

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Z 1 Objectives and overview

Welcome to the *ZNU Standard – driving sustainable change*!

We appreciate your intention to improve your company's sustainability and make an active and measurable contribution to sustained change in industry and society. To assist you in these efforts, the *ZNU Standard – driving sustainable change* set up by the ZNU – Center for Sustainable Leadership, Witten / Herdecke University – pursues the following

Objectives

- ▶ to make sustainability goals visible and measurable at company level;
- ▶ to convince people of the chances of sustainable management, facilitate implementation of pertinent measures, and trigger positive learning and development dynamics;
- ▶ to expand scopes for action through early identification of key issues;
- ▶ to integrate sustainability activities in existing structures and processes and take full advantage of existing approaches;
- ▶ to promote innovative and sustainable products and services systematically;
- ▶ to make your company more attractive to specialists and executives;
- ▶ to offer a credible basis for internal and external communication;
- ▶ to foster a positive perception in society of your company as a responsible and reliable business partner and
- ▶ to render a verifiable contribution towards attaining regional and global sustainability goals.

The certifiable ZNU management standard offers a comprehensive and reliable basis to pursue these objectives. The *ZNU Standard – driving sustainable change* is tried and proven in practice and scientifically substantiated. It integrates the Sustainable Development Goals of the United Nations (UN SDGs), EMAS, ISO 26000, ISO 14001, GRI Standards and many other standards and guidelines, breaking the numerous requirements down to the level of everyday operational practice. In this user-friendly manner the *ZNU Standard – driving sustainable change* facilitates forward-looking company development and offers guidance and inspiration to managers.

„**Sustainable Leadership** describes the obligation to assume increasing responsibility for people and the environment on corporate and product levels, from business location through the supply chain including social contexts. Furthermore, the global gap between north and south must be considered as well as the interests of future generations. Advances in sustainable management involve a medium to long-term learning process which requires open dialogue among the corporate stakeholders.“

Quotation from the ZNU Standard 2013, based on UN definition of Sustainable Development and EU definition of CSR

Basically, the *ZNU Standard – driving sustainable change* ensures that the company at the certified site addresses the key sustainability issues in earnest, derives objectives, implements measures, checks them for effectiveness, and cultivates transparent dialogue – in short, that the company improves its business sustainability on a continuous basis:

driving sustainable change

With a view to implementing sustainability activities in environmental, industrial and social contexts, this practice-oriented standard helps to structure projects and activities already existing in the company and make them more visible. In addition, hitherto neglected sustainability issues come into focus and can be addressed. The first impact of the *ZNU Standard – driving sustainable change* is on internal processes, stimulating positive development dynamics within the company.

The *ZNU Standard – driving sustainable change* is site specific but requires a comprehensive evaluation of the company's impact on value chain and society. Orientation towards individual issues such as climate, packaging (environmental implications), innovation, fair payment (social implications) or human rights and diversity (social implications) ensures and fosters a dynamic and effective process of learning and development in the company, which in turn stimulates innovative lateral and circular thinking in the sense of a circular process of economy. It facilitates dialogue with stakeholders in and outside the company and renders the company's sustainability activities more visible for politics and society. The *ZNU Standard – driving sustainable change* serves, for example, to document a company's contribution to the UN SDGs.

In general, the *ZNU Standard – driving sustainable change* constitutes a sound foundation for a company's credible profile in sustainability matters. Established certification bodies as independent third parties conduct audits and issue certificates. The ZNU as the standard setter tests and authorizes the certification bodies and provides regular sessions for advanced training and calibration.

Although the *ZNU Standard – driving sustainable change* explicitly fosters and encourages the development of sustainable processes and products, it does not compete with explicit product standards like FSC, Organic, Fair Trade, UTZ and others. Rather, the combination of the standard with established product standards may be seen as a big chance to link comprehensive sustainability management and product-specific activities on individual issues in such a way that a company's sustainability efforts will be communicated to the outside world with maximum impact and credibility. In this manner the *ZNU Standard – driving sustainable change* boosts the reputation of companies and systematically increases their attraction as employers.

Overview of all standard documents

The following is an overview of all standard documents Z1 to Z9 which in their entirety describe contents and requirements of the *ZNU Standard – driving sustainable change*. For detailed information about the *ZNU Standard – driving sustainable change* see the website www.znu-standard.com and take a look for the English version.

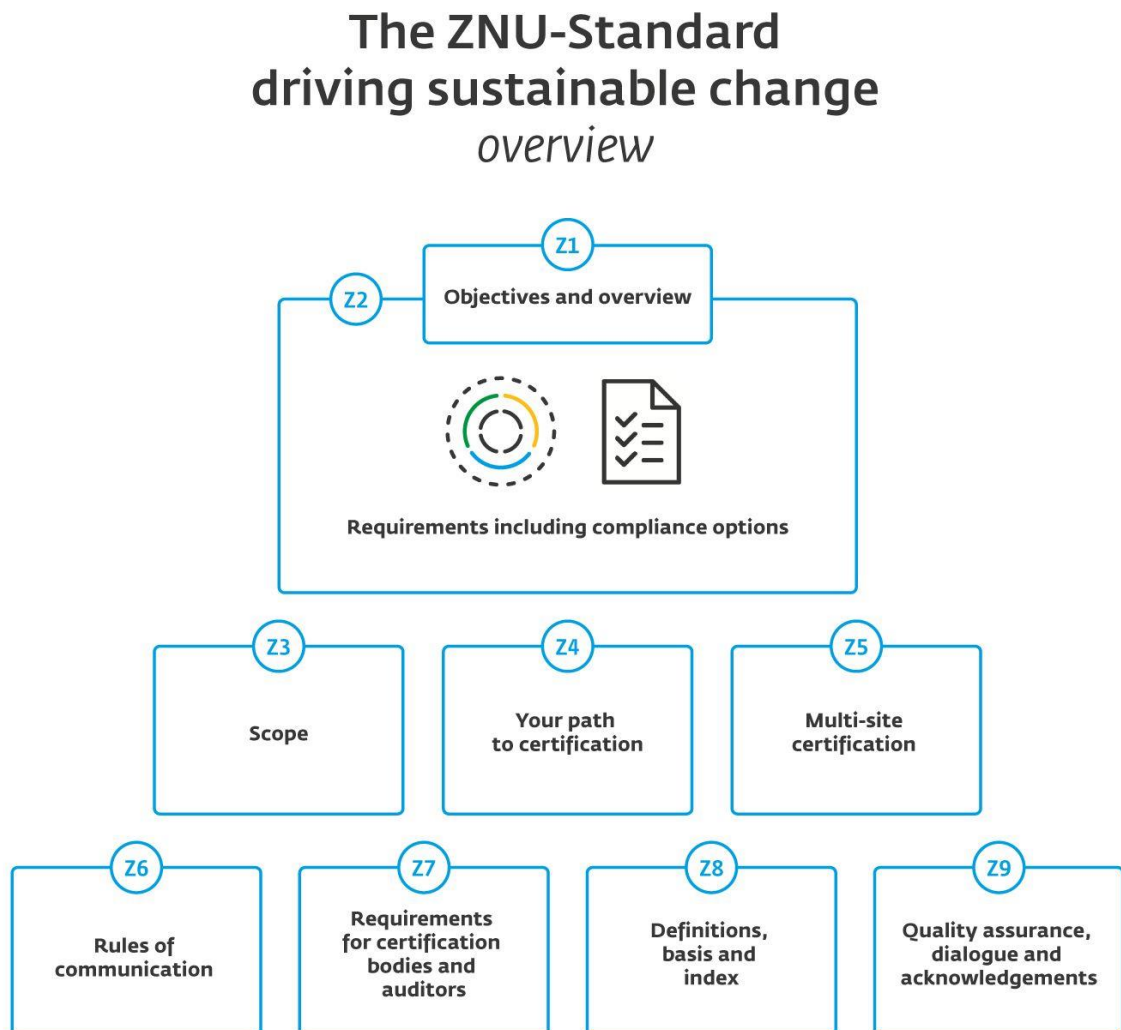


Figure 1 (Z1): overview of all documents of the *ZNU Standard – driving sustainable change*

Z 1	Objectives and overview
Z 2	Requirements including compliance options
Z 3	Scope
Z 4	Your path to certification <ul style="list-style-type: none"> ▶ Z4-1 Preparation, audit planning and audit expenses ▶ Z4-2 Conducting and evaluating the audit, action plan and audit report ▶ Z4-3 Certificate ▶ Z4-4 Quality assurance of certification procedures ▶ Appendix <ul style="list-style-type: none"> – EA Branch Code – Template Action Plan
Z 5	Multi-site certification <ul style="list-style-type: none"> ▶ Z5-1 General information and conditions ▶ Z5-2 Procedure and sampling ▶ Z5-3 Fees and audit expenses ▶ Z5-4 Certificates and handling of non-conformities ▶ Z5-5 Entry and exit of sites ▶ Appendix <ul style="list-style-type: none"> – Case examples of multi-site certification
Z 6	Rules of communication <ul style="list-style-type: none"> ▶ Z6-1 General information ▶ Z6-2 Logo ZNU Standard – driving sustainable change
Z 7	Requirements for certification bodies and auditors <ul style="list-style-type: none"> ▶ Z7-1 Requirements and responsibilities of certification bodies ▶ Z7-2 Requirements for auditors for the <i>ZNU Standard – driving sustainable change</i> ▶ Z7-3 Requirements for decision-makers in the certification body
Z 8	Definitions, basis and index <ul style="list-style-type: none"> ▶ Z8-1 Definitions ▶ Z8-2 Basis ▶ Z8-3 Index
Z 9	Quality assurance, dialogue and acknowledgements <ul style="list-style-type: none"> ▶ Z9-1 Quality assurance and dialogue ▶ Z9-2 Acknowledgements