



# ISO 44001 Membership Research 2021 / 2022

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ISO 44001 Special Interest Group



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## 1. Introduction

The ICW ISO 44001 Special Interest Group (SIG) was formed some two years ago with the intention of assessing and promoting the effectiveness and implementation of ISO 44001 when used to underpin Collaborative Business Relationship Management Systems and creating value for the wider business community. The SIG developed, with the support of Warwick University, a series of questions to seek the member's views around the use and application of ISO 44001. The purpose of this report is to communicate the findings of the questionnaire to the ICW community.

Throughout the latter part of 2020 and into 2021 SIG Members started the initial scoping and discussions to provide a clear pathway in the approach to be undertaken by the SIG. The initial thoughts were to reach out to the membership to provide some feedback through a membership questionnaire. This would and has provided a baseline of data to recommend future improvement opportunities and guidance to the ICW on changes to ISO 44001, which might bring mutual benefits and changes to the Standard.

Sixteen questions were scoped and agreed upon, in some question sets, simple yes/no answers were required, with some free and descriptive text to enable the responses to be better interpreted.

The initial set of questions focused on the application of ISO 44001 and highlighted a positive endorsement that ISO 44001 is forming part of the business strategy. The first key question asked the membership whether gaining certification was seen as a business driver? Over three quarters responded with the business seeing collaboration as a natural part of integrating the business with partners. The following provides a summary of the responses to each question.

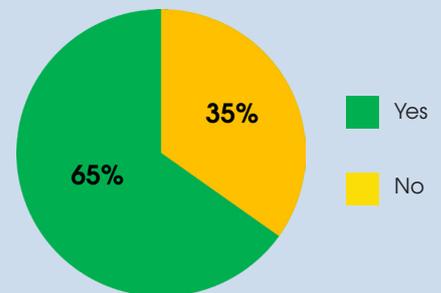
## 2. ISO 44001 Questionnaire

### 2.1 Certification

#### Is your business certified to ISO 44001?

Over 65% of the responders stated their business had chosen to certify their collaboration against the requirements of ISO 44001.

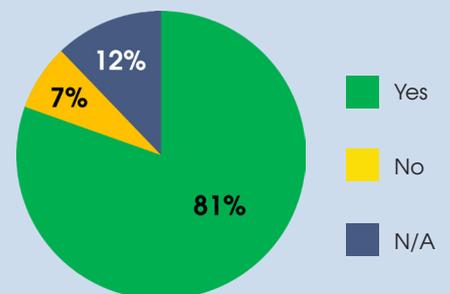
The remaining 35% of responses cover a blended mix of certification bodies (CABs) or other responses where certification was not applicable.



### 2.2 Multi Partnering

#### Does the ISO 44001 standard lend itself to multi-partner collaboration?

81% of respondents believe the standard supports the requirements for successful multi-partner collaboration work,

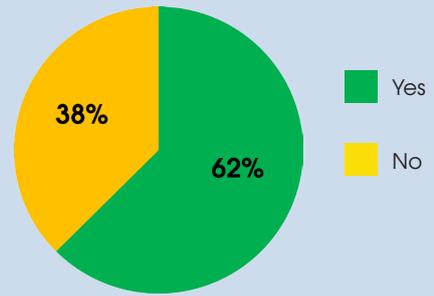


## 2.3 Management System

### Is this a Integrated Management System?

A positive response where Integration of ISO 44001 into the Management System arrangements.

This question will need greater interpretation to understand whether ISO 44001 is integrated into the organization's Business Management Systems (BMS) process and/or part of a fully certified BMS as defined by IAF MD11.

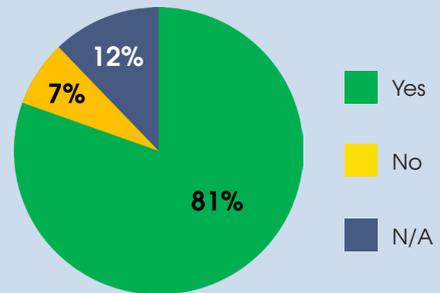


## 2.4 Sustainability

### Has implementation of the standard helped sustain the business relationships?

The majority of responses report success in sustaining business relationships through the implementation of ISO 4001.

The remaining 10% & 12% will need further analysis. Did the relationships fail or were they completed as a natural contract end?

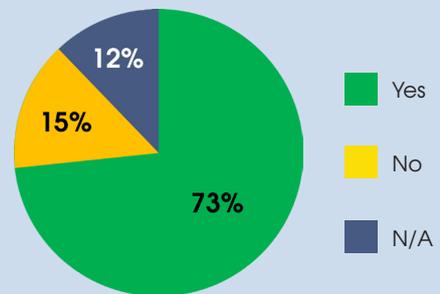


## 2.5 Behaviours & Culture

### Have you seen any changes to the behaviours and culture?

73% have noticed a change in behaviour and culture since implementing ISO 4001.

15% have not seen 'changes' but this does not automatically mean behaviours and culture needed to improve as they could have been at the start of the relationship etc. or they were working well together anyway.

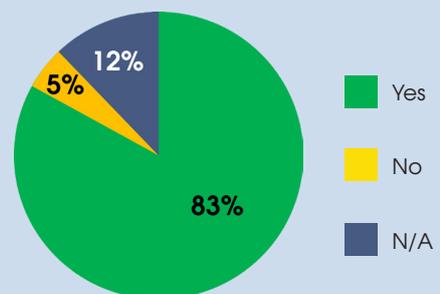


## 2.6 Creating Value

### Have the relationships you are operating under ISO 44001 created value?

83% feel value has been created through relationships between themselves and their collaborative partners.

It isn't clear if the 5% reporting 'no' are in their ISO 44001 infancy, or perhaps have not succeeded in value creation at the time of answering. It does highlight the importance of needing an explicit value proposition to justify ISO 44001 adoption.

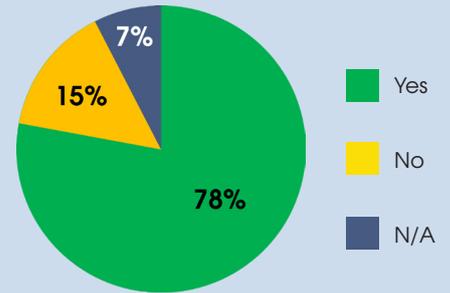


## 2.7 Engagement

### Are your key partners/stakeholders fully engaged with adopting Collaborative Business Relationships to meet their business objectives?

Collaborative Business Relationships are fundamental to collaborative success; therefore, it is positive to see 78% of responses stating partners and stakeholders are fully engaged and support sustained collaborative working.

Of concern are the 15%, and a lot of evidence from certifications and experience indicates that some clients put the requirement into Invitation to Tender but do not embrace the ethos.

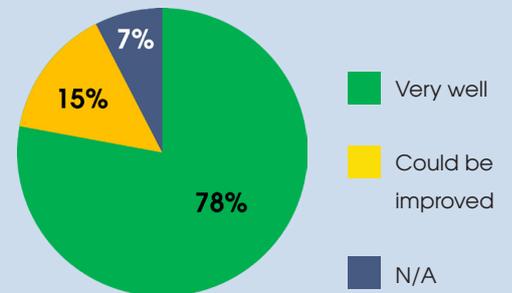


## 2.8 Joint Objectives

### How well do the joint objectives in your collaborative business relationship drive the relationship to achieve its intended outcome?

61% identified a link between the joint objectives and relationship drivers towards intended outcomes. 24% felt the joint objectives could drive relationships better. ICW and the CABs experiences have identified that joint objectives were not SMART nor aligned to delivering against the collaboration aims and outcomes.

Recently, a lot more focus has been made by the CABs during audit to see SMART and linked objectives and progress assessed in Management Review.



In the early days of ISO 44001 application, ICW and the CABs consistently identified a lack of SMART joint objectives and little or no alignment to the collaboration aims and outcomes. Recent audits have focused further on the need for SMART and linked objectives, and assessment of progress in Management Review.

In summary, the questions were designed to give the ISO 44001 SIG members a broad overview of the application of collaboration in industry sectors whether through certification, adoption, or utilisation of the ISO 44001 requirements and framework.

As with any questionnaire the results are only as good as the questions asked and the information that can be extracted, and the SIG will be looking at ways on how we can support businesses in either adopting ISO 44001 or promoting the methodology for successful business relationships.

From the output of this questionnaire the SIG has recognized that awareness of ISO 44001 may not be as well acknowledged or understood as other Management System Standards i.e. ISO 9001, 45001 etc. Therefore, our focus will be to promote and communicate the tangible and intangible benefits of collaboration. This is currently being assessed by the ICW Associates, through targeted case studies of Members who have adopted ISO 44001. In addition, the SIG is planning to provide a means of addressing the key frequently asked questions (FAQs) by the Members around the challenges of implementing aspects of ISO 44001 and achieving certification and conformity.

My thanks to Warwick University for correlating the data from the question sets and SIG members for their continued support.