

EMS Factsheet

Hackefors Model

Overview

Origin and development

The Hackefors model was established in Sweden as a way to improve SMEs' environmental performance and to implement ISO 14001 cluster certifications. It was first implemented in the district of Hackefors by the private company Altea AB. The original Hackefors network consisted of 26 SMEs, which formed an environmental group and implemented a joint EMS. The SMEs in the original network represented a wide range of businesses including the manufacturing, transportation, construction and graphic industries. The network was established in 1995 with EMS implementation starting in 1997. By the beginning of 1999 the group was ISO 14001 certified. Since then the use of the Hackefors model has increased rapidly throughout Sweden. There are now some 24 networks and over 400 SMEs using the model to achieve ISO 14001 certification. Since the Hackefors Model works towards an ISO 14001 certification, the requirements are equivalent.

Objectives

The model was designed and structured to help SMEs to implement and achieve joint ISO 14001 certification with the idea that group certification makes it easier and cheaper for the participating SMEs.

Implementation structure

The private company Altea AB acts as consultant and coordinator and sells the Hackefors Model as a service. As it is a joint system, each company is required to name an environmental coordinator to form the EMS group. Seven of these environmental coordinators are chosen to form a steering committee, which in turn selects a central coordinator to oversee the group's running. There is also a support group consisting of a number of individuals from the participating companies.

EMS in brief

Key characteristic

Focus on group certifications through the formation of joint systems composed of several companies

Implementing institution

Altea AB

Available since

1997

Geographical scope

Sweden

Target group

All sectors

Size of targeted companies

Clusters of small and medium enterprises

Total number of certifications

420

Number of participants in the process of certification

450

Most important drivers and barriers

Drivers

- ☒ Available marketing tools
- ☒ Cost/resource savings
- ☒ Customer/Supplier demand
- ☒ Environmental benefits
- ☐ Legal security
- ☐ Political support/financial incentives
- ☒ Proof of corporate social responsibility
- Other: Network benefits

Barriers

- ☐ EMS not widely recognised
- ☒ High implementation costs
- ☐ Little similarities to EMAS or ISO 14001
- ☒ Perceived complication/unattainability
- Other: Weak external communication/marketing strategy, involves increased work, time, and resources, especially for smaller enterprises

☒ Yes

☐ No

The EMS in detail

<input checked="" type="checkbox"/>	Commitment of top management: Commitment of senior management is required as stipulated under ISO 14 001.
<input type="checkbox"/>	Environmental review: The central coordinator and the steering committee prepare guidelines for environmental reviews that facilitate the identification of environmental aspects. These are recommendations but no requirements.
<input checked="" type="checkbox"/>	Environmental policy or guidelines: Contains commitment by an organisation and its senior management to attaining a working environmental management system and to maintaining that system. It must provide a framework for setting and reviewing environmental objectives and targets.
<input type="checkbox"/>	Proof of Legal Compliance: As stipulated by ISO 14 001 requirements.
<input type="checkbox"/>	Objectives and environmental management programme: Each enterprise has individual objectives and targets. There are also collective environmental objectives, which are not quantified. It is not mandatory for the individual companies to have objectives or targets that support the collective objectives. Rather, these objectives are to be seen as guidelines.
<input checked="" type="checkbox"/>	Definition of organisational structure at company level: Organisations are required to define precise roles and responsibilities and communicate this throughout the company. The appointment of a specific environmental manager is also required.
<input checked="" type="checkbox"/>	Training and education requirements: Hackefors Model puts great emphasis and substantial resources on environmental training. Each employee receives at least 30 hours training. This large amount of training was partially made possible by government subsidies. The training includes basic environmental information, education on EMSs and ISO 14001, waste management, environmental impact of industries in general and legal and other requirements.
<input type="checkbox"/>	Communication (internal and external): Documents and information such as the organisation's environmental policy should be communicated to all employees and made available to the public.
<input type="checkbox"/>	Documentation requirements: The EMS documentation consists of two main binders, one of which is identical for all the enterprises - the EMS manual.
<input checked="" type="checkbox"/>	Internal follow- up/ checking and corrective action/ continuous improvement: Altea consultants make 2 to 3 internal audits per year to ensure that companies are attaining their environmental objectives and to assist in finding solutions to possible problems. Continuous improvement is required and the EMS can therefore act as a stimulus for innovation.
<input checked="" type="checkbox"/>	Management review: A periodic review of the performance of the EMS by top management is required.
<input type="checkbox"/>	Environmental Report/ statement or similar publication by the participants of the EMS: Publication of an environmental report is not required but the environmental policy must be made available to the public.
<input checked="" type="checkbox"/> Yes/Required <input type="checkbox"/> Partially addressed <input type="checkbox"/> Not indicated or not required	

External audit/certification

Is an external audit required? Yes

Responsible for external audit and qualifications needed: External verification completed through qualified ISO 14001 auditors.

Audit period: Annually

Certification: Altea issues ISO 14001 certification once all internal and external audit requirements are fulfilled.

Similarities to EMAS

- ☒ Initial environmental review
- ☒ Environmental policy
- ☐ Legal compliance
- ☐ Employee involvement
- ☐ Planning
- ☐ Implementation
- ☐ Checking and corrective action
- ☐ Continuous improvement
- ☐ Management review
- ☒ Certification
- ☐ Environmental statement
- ☐ Validation of environmental statement

Relation of the EMS to EMAS: Close

For further information on the EMS, please contact:

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