



Globe of Honour 2025

Chief Adjudicator's Report

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In 2025, two submissions were received for the Globe of Honour awards and 2 (100%) of these were adjudged to have reached the pass standard.

There is no quota for Globes to be awarded and nor will there be in future years. If every applicant meets the minimum criteria, every applicant will be awarded a Globe of Honour.

General Comments

A maximum of 60 marks are available for the written aspect of the Globe of Honour application. With the pass standard set high, it is important to score well on each question. One or two weak answers will put the pass standard out of reach. As in previous years, the highest-scoring applicants answered all aspects of each question and adhered closely to the marking scheme, and it was evident that the advice to read the prior year's Chief Adjudicators Report had been taken. This allowed them to give a much more complete answer and so access the top mark band for each question. Notwithstanding this improvement applicants are again reminded to read the Chief Adjudicator's Report from the previous year prior to completing the application as this report provides helpful insight, comments, and direction on what is required when completing the application; the webinar hosted earlier this year and available online is another helpful guide. While not wanting to be overly critical, the Chief Adjudicator believes it is important to again emphasise that greater care should be taken when completing these applications. The Globe of Honour honours excellence in environmental management, and when applicants fail to fully address the questions or provide incomplete answers, it suggests a lack of respect for this scheme. This, in turn, is detrimental to the environmental management profession.

The highest-scoring applicants adhered to the requirement that responses to each question must not exceed 750 words (i.e., 3,000 words overall per submission) and provided clear, succinct, and well-structured answers supported with examples where required.

I am pleased to report that the submissions this year had high quality, well written and well-structured responses. It was obvious that a considerable amount of preparation, thought, time and effort had been put into these submissions for which the applicants concerned are to be commended, the use of examples to support the answer and illustrate the point was evident this year and the adjudicating team commented on how helpful this was and that it provided for a more complete and engaging answer.

In summary, all applicants consistently made relevant and effective reference to the outcomes of their recent Five Star Environmental Audit ('the audit') across all four questions, demonstrating a strategic, integrated approach to environmental management, with responses clearly anchored in their audit outcomes. These applicants articulated how audit findings shape participation, innovation, leadership action and cultural improvement.

Specifically, the highest scoring applicants:

- Made explicit and appropriate reference to their audit outcomes in each response.
- Answered the questions in full, addressing both operational and strategic dimensions of environmental management.
- Provided a range of suitable methods, showing structured approaches to engagement, innovation, leadership and improvement.
- Supplied a range of relevant, well-chosen examples clearly linked to audit findings and recommendations.
- Offered rounded and well-developed explanations, connecting actions and programmes to measurable impact and continuous improvement.

The applicants distinguished themselves through their explicit, structured and consistent integration of the audit outcomes into their answers. Their responses were clear, evidence-based, and demonstrated both strategic vision and operational follow-through.

This year's Globe of Honour results confirm that strong performance is underpinned by meaningful engagement with the audit. The applicants showed how they translate audit outcomes into participation structures, innovative practices, leadership action and cultural change.

The adjudication panel commends those organisations that displayed clear strategic intent, practical application, and evidence of cultural impact. Their responses set a strong benchmark for future Globe of Honour applicants.

Main Business Activities

Whilst marks are not awarded for this section, it is important that applicants clearly describe the main business activities, the personnel involved and the most significant environmental risks and issues. Indeed, this section underpins the whole application as it helps to put the rest of the submission into context and provides the adjudicator with a valuable insight into the organisation, its operation and risk profile. All applicants this year provided a comprehensive summary of the main business activities, employee profile, key risks, and operational aspects.

Q1: With relevant reference to the outcomes from your recent Five Star Environmental Audit: Explain how the site ensures the participation of all employee groups in the continual improvement of the Environmental Management System (EMS) and associated arrangements.

- High scoring (11–15) – Provided a comprehensive description of how all employee groups are identified and engaged (e.g. RACI analysis, job family assessments). Outlined multiple participation methods such as environmental forums, focus groups, sustainability champions, suggestion schemes and training programmes. Provided strong, audit-linked examples showing how these arrangements contributed to measurable performance and cultural improvement.
- Mid scoring (6–10) – Made some reference to the audit but with less depth. Described a limited range of participation methods and gave generalised examples. Link to outcomes and improvement was present but not fully developed.
- Low scoring (0–5) – Little or no reference to the audit. Engagement methods were basic or unclear. Few or no examples. No clear link to improvement or cultural impact.

Q2: With relevant reference to the outcomes from your recent Five Star Environmental Audit: Describe how your organisation will use innovation (e.g. research, technology, tools & equipment, training, management information/data etc.) in future plans/programmes to improve environmental performance.

- High scoring (11–15) – Presented a well-developed explanation of how innovation is applied across technology, data, training, tools, and research. Referenced specific, audit-linked initiatives (e.g. monitoring technology, low-carbon solutions, process innovations, data-led improvement). Provided multiple examples showing how innovation will drive measurable environmental performance improvements in the future.
- Mid scoring (6–10) – Provided an adequate explanation of innovation but focused on limited aspects. Gave some relevant examples but with less detail or weak linkage to audit outcomes.

- Low scoring (0–5) – Offered only a basic description of innovation. Examples were minimal or generic. No clear connection to audit findings or future environmental improvements.

Q3: With relevant reference to the outcomes from your recent Five Star Environmental Audit: Describe how the senior management team lead and manage so as to improve the environmental performance of the organisation both now and in the future.

- High scoring (11–15) – Clearly defined Senior Management and articulated their leadership role in driving environmental performance and culture. Provided examples of strategic initiatives (e.g. SBTi commitments, carbon reduction strategies, zero waste targets, renewable energy investment). Demonstrated how leadership actions are structured and linked to audit outcomes. Addressed both short-term and long-term improvement pathways.
- Mid scoring (6–10) – Identified senior management but with limited depth about their leadership role. Focused more on compliance than culture and innovation. Some examples provided but weakly linked to audit outcomes.
- Low scoring (0–5) – Vague or minimal description of leadership activity. No meaningful linkage to audit outcomes. Few or no examples. No clear reference to strategic or cultural influence.

Q4: With relevant reference to the outcomes from your recent Five Star Environmental Audit: Explain how you intend to use the output of the recent Five Star Environmental Audit to improve environmental performance and associated culture.

- High scoring (11–15) – Demonstrated a clear, structured plan for translating audit recommendations into practical action. Explained how significant audit outcomes are identified and operationalised to drive measurable environmental and cultural improvements. Provided strong examples showing governance, prioritisation and follow-through. Linked actions to longer-term organisational impact.
- Mid scoring (6–10) – Provided an adequate description of how audit outputs will be used, but with less detail or limited focus on cultural aspects. Some examples were given but lacked strategic framing or depth.
- Low scoring (0–5) – Gave a basic or superficial description of actions. Few or no examples. Weak or absent linkage to the audit. No clear indication of long-term improvement.

Conclusion

This year's assessment reinforces the importance of meaningful engagement with the audit as a cornerstone of successful applications. Where applicants fully leveraged their audit findings — using them as a platform for action, leadership, performance improvement and cultural change — they achieved higher scores and demonstrated best practice.

The adjudication panel commends those organisations that showcased clear strategic alignment, evidence-based action, and cultural leadership. Their responses set a strong benchmark for future applicants.