



# Motivations behind the EMAS stagnation and enabling measures to stimulate new registrations: characterization of Public Administrations and Private-owned organizations

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# Summary

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Eco Management and Audit Scheme (EMAS)

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Context and theoretical background

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Survey: factors influencing Italian public and private organizations to withdraw from EMAS

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Survey: possible enabling measures to encourage new registrations

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Discussion

# Eco-Management and audit scheme (EMAS)

European environmental management system available for any kind of organisation operating in the European Union or in third countries

- Voluntary tool
- Proactive approach
- Legislative compliance
- Continuous improvement of environmental performance
- Relationship with stakeholders
- Integration with ISO 14001



Reg. EEC  
1836/1993



Reg. EC  
761/2001



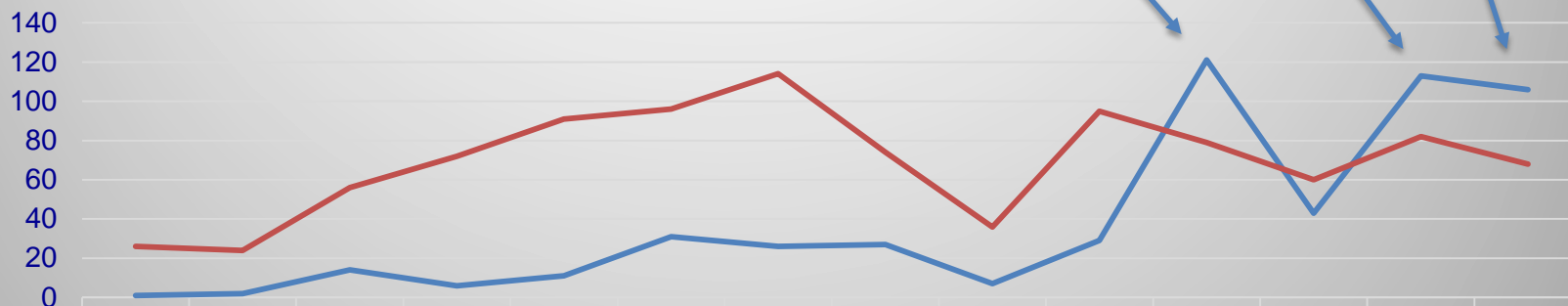
Reg. EC  
1221/2009



4<sup>th</sup>  
Revision  
on the go

# Research context: the growth of non-renewed registrations

Italy: New registrations vs non-renewals\*

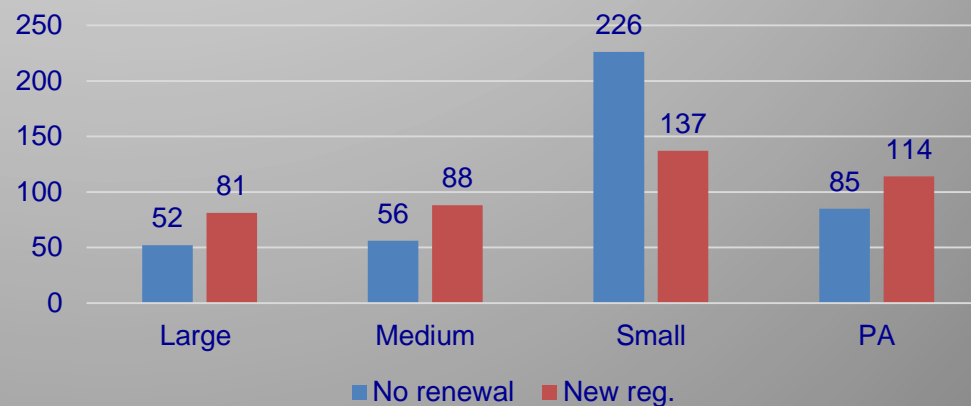


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
No renew	1	2	14	6	11	31	26	27	7	29	121	43	113	106
New reg.	26	24	56	72	91	96	114	74	36	95	79	60	82	68

## Active registrations 2015

Europe 4,106  
 Germany 1,205  
 Spain 1,056  
 Italy 1,016  
 Austria 287  
 Other UE 542\*\*

Italy: 2010-2015 New reg. vs non-renewals by size\*



\*\*Source: EU Commission. EMAS Helpdesk

\*Source: Italian Institute for Environmental Protection and Research

## Context

### Recent growth of not renewed registrations

- **RQ1:** Is there a significant difference in the motivations for dropping out of EMAS and the nature of the organizations (PAs and private-owned organizations)?
- **RQ2:** Is there a significant difference in the measures that would re-encourage organizations to resume EMAS registration and the nature of the organizations (PAs and private-owned organizations)?

## Barriers and constraints to EMAS implementation

- **Cost of implementation**
- Higher operational complexity
- Low managerial commitment
- **Legislative compliance requirements**
- Low market - consumers – supply chain partners recognition
- Preference for ISO 14001
- **Lack of regulatory relief and incentives**

## Critical aspects of the implementation of EMS and EMAS in PA

- **low participation and motivation of employees** (Clausen et al., 2002; Iraldo et al., 2005) (Merli et al., 2016)
- **high costs of implementation and maintenance** (Clausen et al., 2002) (Emilsson and Hjelm, 2002) (Merli et al., 2016)
- Low efficacy in encouraging more sustainable economic activities of territory (Emilsson and Hjelm, 2007)

## Methods: Data collection and respondents profile

- **Survey step 1:** Focus groups with Emas registered companies managers and ISPRA support
- **Survey step 2:** questionnaire - Multiple-choice questions - Likert Scale (1 to 6)
- Target: Italian EMAS organizations that did not renew EMAS (2010-2015)
- Population: 379 organizations - Respondents: 99 (26% response rate)
- 36 PA – 63 Private organizations
- 75% small-sized, 16% medium, and 9% large
- Northern Italy (63%), 21% Centre, and 16% South and Islands

# RQ1: reasons to not renew EMAS

	PA	Private	Difference	Correlation
Item	Mean	Mean	Gap Mean	PA1_Private0
Internal difficulties within the organization	3.97	2.84	1.13	.293**
Costs of the EMS maintenance	4.56	4.65	-0.09	-0.016
Lack of exposure due low public awareness of EMAS	3.42	4.78	-1.36	-.364**
Lack of permanent bureaucratic and administrative simplifications	4.31	4.41	-0.1	0.016
Lack of improvement in relationships with the competent authorities	3.19	3.90	-0.71	-0.193
Management choice	3.58	3.81	-0.23	-0.062
Lack of economic savings	3.47	3.95	-0.48	-0.102
Lack of improvement environmental performance	3.14	2.92	0.22	0.048

\*\* Correlation is significant at the 0.01 level (2-tailed). - PA: PA – Private: Private-owned organizations

Scale: 1 not important - 6 very important



## Research Findings: reasons for dropping out

### General reasons to drop out:

- Dropping out mainly relate to small-sized organizations
- costs are the most significant (as confirmed in literature)

### Differences among PA and private:

- PA internal difficulties: employees' motivation and competence
- Private: Lack of exposure due to low public awareness of EMAS

## RQ2: possible enabling measures

	PA	Private	Difference	Correlation
Item	Mean	Mean	Gap	PA1_Private0
Reduction of costs to obtain EMAS registration	3.89	4.25	-0.36	-0.065
EMAS registration as a requirement by the supply chain (customers / suppliers)	3.08	4.19	-1.11	-0.282**
Greater importance of EMAS in public tenders (GPP) compared to ISO 14001	3.53	3.79	-0.26	-0.052
Greater importance in public funding (vs. ISO 14001)	4.61	4.44	0.17	0.053
Greater importance in obtaining public funding	5.03	4.7	0.33	0.128
Increasing permanent bureaucratic and administrative simplifications (eg. Longer or Simplified Permits)	4.72	5.1	-0.38	-0.078
Financial facilities (fees, charges and rates for inspections reduction)	4.42	5.19	-0.77	-0.154
Increasing tax benefits for the long term	3.69	5.41	-1.72	-0.424**
Reduction of inspections by the competent authorities	3.5	4.57	-1.07	-0.292**
Greater commitment / investment by the government in the promotion of EMAS knowledge to citizens/consumers	3.75	4.46	-0.71	-0.210*

\*\* Correlation is significant at the 0.01 level (2-tailed). \*Correlation is significant at the 0.05 level (2-tailed).

Scale: 1 not important - 6 very important

### General findings enabling measures

- Roughly 60% of the sample would register again if enabling measures were implemented (Internal reasons = negative approach; Low public awareness = positive approach)
- More bureaucratic and administrative simplifications for small-sized organizations (Findings consistent with previous investigations)
- EMAS is not considered as a tool to improve commercial relationships

# Research Findings: enabling measures

## General findings enabling measures

### Differences among PA and private

- PA: funding opportunities from other public institutions (reducing budgetary constraints)
- Private: tax reductions
- EMAS as an incentive-based certification

## Research Findings: final thoughts



- decision not to renew EMAS is strongly linked to the size of the organizations
- success of EMAS is strictly connected with the incentives provided by European Member States



is if EMAS is just an incentives-based instrument

↓ if yes

European decision-makers should question if a robust intervention to allow greater regulatory relief for EMAS is needed (e.g. better access to public tenders)

THANK YOU!

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