



# **SUSTAINABILITY HANDBOOK**

**H O W   T O   G U I D E S**

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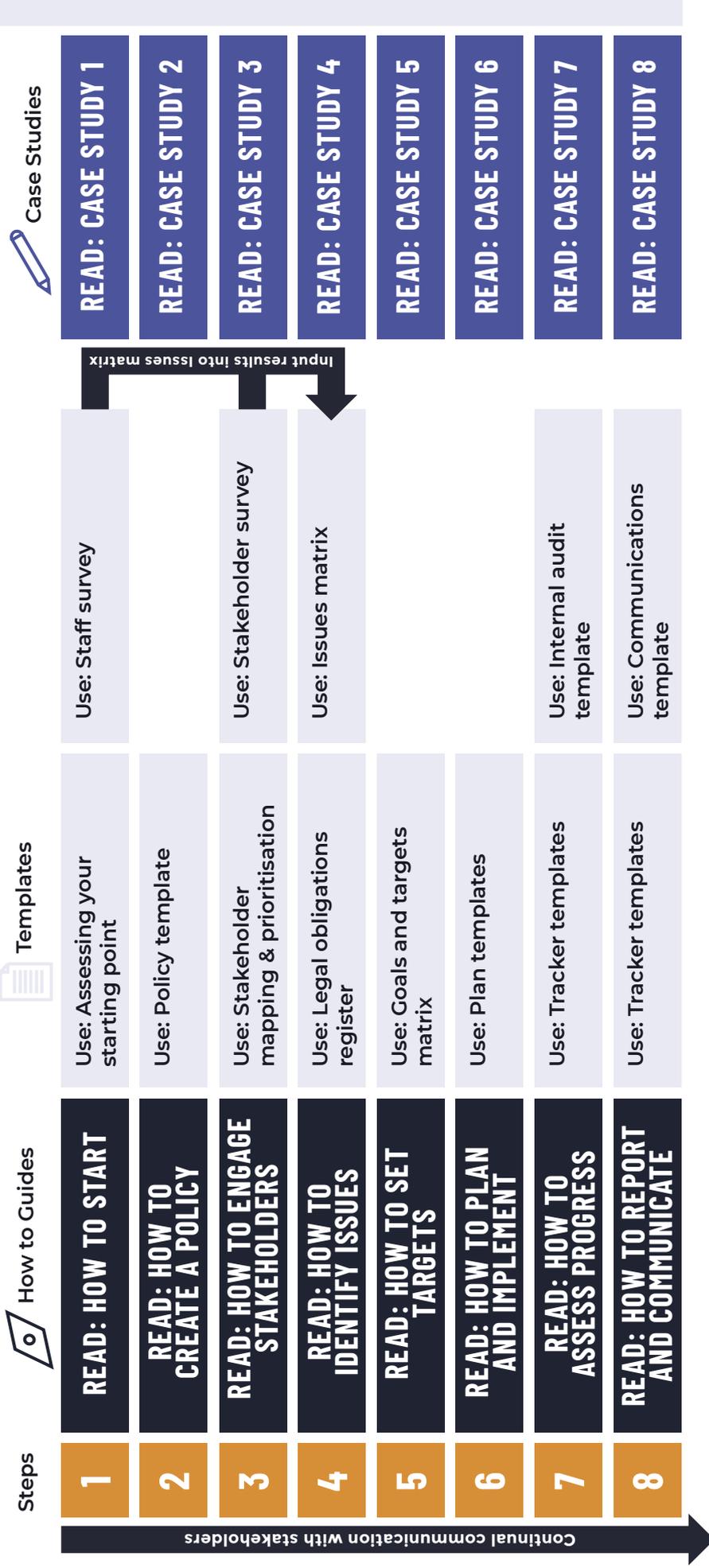


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# TOOLS IN THE TOOLBOX

## PROCESS





1 HOW TO

# START A SUSTAINABILITY PLAN

HOW TO

# START A SUSTAINABILITY PLAN

Created by 11th Hour Racing Team for the benefit of the wider community, the How-to Guide series is part of The Toolbox, designed to help make sustainability more accessible for organizations of varying size and industry sectors.



## INTRO

You have established that sustainability; the act of preserving long term environmental, social and economic balance, is important to your organization and now you may be asking yourself, "What's next?". The How To Guide series lays out a framework to help you implement

your sustainability program - from establishing a sustainability policy all the way through to the implementation of the plan and reporting your progress (and successes!).

Are you ready? Then let's get started ...

## A QUICK GUIDE

*Establish a starting point for your sustainability program by answering these fundamental questions.*



### 1. DEFINE WHO ARE YOU?

Who are you and what is your organization purpose?



### 2. WHAT DO YOU DO?

What does your organisation do and what activities are you involved in?



### 3. UNDERSTAND 'THE WHY'

Why is sustainability important to you and what led you to this point?



### 4. CURRENT INITIATIVES

What are you already doing in the sustainability space?



### 5. THE LANDSCAPE

Where does your organization fit within the sustainability landscape?



### 6. RESOURCES

Who/what is needed to help make your sustainability plan a success?

## 1. WHO ARE YOU?

---

What is your organization's history, mission, location and administrative set-up? Consider your values and your current organizational framework including financial, legislative and operational elements.

## 2. WHAT DO YOU DO?

---

Outline your current business plans and operations. It is not necessary at this stage to specifically consider sustainability, rather what are the core objectives and timescale of your organisation's plans.

### TOP TIP

*These points will be fundamental later on when informing the scope and boundaries of your sustainability plan.*



**“TAKE A MICRO & MACRO LENS TO GET PERSPECTIVE”**

### 3. WHY IS SUSTAINABILITY IMPORTANT TO YOUR ORGANIZATION?

Why have you decided to integrate sustainability into your organization? Identify the key drivers influencing the decision to embed sustainability into your operations and the ethos of your organization.

Describe the internal and external motivations that have helped you reach this point. For example, is it something your customers or employees have been asking for? Does it make good business sense?

#### TOP TIP

*Sustainability is not a single, time-bound action, it is an ongoing management approach that is embedded right the way across an organization.*

### 4. WHAT INITIATIVES ARE ALREADY IN PLACE?

This is your opportunity to identify how sustainability is already represented in your organization. In many cases, positive behaviors will already exist as part of a productive organization. These will become key components to building your sustainability plan.

**Important:** Reach out internally across your organization's departments to share the task of discovery. Consider what sustainable practices are

already in place, looking at practical measures, industry sector standards, and legal requirements.

We will address the enablers and barriers to implementing a sustainability program in more detail later, but now is a good time to start considering existing internal and external opportunities, and assets or barriers that might impact your sustainability efforts.



## 5. WHERE DOES YOUR ORGANIZATION SIT?

Consider where your organization fits within the landscape of your industry.

Identify what benchmarks, sustainability reports, industry partnerships, and activities are available and being pursued by your:

- ✓ Stakeholders and clients
- ✓ Competitors
- ✓ Industry sector programs
- ✓ Supply chain network

### TOP TIP

Use the World Economic Forum - [Strategic Intelligence tool](#) to research topics related to your organization

## 6. WHO AND WHAT IS NEEDED TO MAKE YOUR SUSTAINABILITY JOURNEY A SUCCESS?

- ✓ Outline the resources you have available, for example: people, expertise, money, technology, relationships.
- ✓ Consider what additional resources and collaborations can be activated.
- ✓ See guide 3. How to Engage stakeholders.

Consider where your organization fits within the landscape of your industry.

What benchmarks, sustainability reports, industry partnerships and activities are being undertaken by:

“

*Collaboration is the key to success, this is not a lonesome road!*

”

UNKNOWN



UP NEXT

## 2. HOW TO: CREATE A SUSTAINABILITY POLICY

We look at the key components needed to create a formal policy.

For all enquiries or suggestions about this How-to Guide, please get in touch at [info@sustainabilitytoolbox.com](mailto:info@sustainabilitytoolbox.com). To stay up to date with the latest news on The Toolbox visit [sustainabilitytoolbox.com](http://sustainabilitytoolbox.com).

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## RESOURCES

The Toolbox tools and templates related to this guide:

- 11th Hour Racing Team Case Study - Starting a Sustainability Program
- Template - Assessing Your Starting Point
- Template - Staff Survey
- The Toolbox Glossary
- World Sailing: Self-assessment Tool

## REFERENCES

1. International Olympic Committee. IOC Sustainability Essentials, Introduction to Sustainability. Switzerland; 2018.
2. International Organization for Standardization. ISO 2012.1 Sustainable Event Management System Requirements - Clause 4.1. Switzerland; 2012.

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HOW TO

**2** CREATE A

**SUSTAINABILITY POLICY**

# 2 HOW TO CREATE A SUSTAINABILITY POLICY

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## INTRO

Now that you have outlined your organizational profile and sustainability drivers in **1. HOW TO START A SUSTAINABILITY PROGRAM**, it's time to draft your sustainability policy. The policy is a starting point that acts as a roadmap for establishing a comprehensive sustainability program for your organization.

### TOP TIP

*"Nothing is cast in stone" - Whilst the draft sustainability policy will inform the creation of your plans, you will certainly return to update this initial work, as new information arises.*

## A QUICK GUIDE

### 8 ITEMS TO INCLUDE IN A SUSTAINABILITY POLICY

*Tools for creating a sustainability program*



#### 1. VISION

An aspirational statement of how your team envisions the future of your business, organization, or community.



#### 2. MISSION

A description how your organization will go about achieving your vision.



#### 3. DEFINITION OF SUSTAINABILITY

Define what sustainability means in the context of your organization.



#### 4. SCOPE

State what activities the Sustainability Policy and Program apply to within your organization



#### 5. OBJECTIVES & TARGETS

Identify key objectives and targets for reaching each goal. Targets should be clearly defined and measurable.



#### 6. IMPLEMENTATION STRATEGY

Describe the implementation strategy for your sustainability plan and how you plan to measure and report on progress.



#### 7. REPORTING

Commit to periodic reporting to identify opportunities to make adjustments to your operations for continuous improvements..



#### 8. LEADERSHIP COMMITMENT

Demonstrate a culture of support and accountability from the top down.

## 8 ITEMS

# TO INCLUDE IN A SUSTAINABILITY POLICY

### Tools for creating a sustainability program

#### 1. VISION

A vision is a single aspirational statement of how your team envisions the future of your business, organization, or community. Think big! [Here](#) are some inspiring examples.

#### 2. MISSION

This short paragraph should describe how your organization will go about achieving your vision.

#### 3. DEFINITION OF SUSTAINABILITY

Sustainability is a broad term, covering a wide range of topics. You'll want to define what sustainability means in the context of your organization.

#### 4. SCOPE

Clearly state what activities the Sustainability Policy and Program applies to. Is it just one product or event? Or is it all of the activities of your organization?

#### 5. ORGANIZATION OBJECTIVES AND TARGETS

Your organization should identify key objectives and targets for reaching each objective. It's important that targets are clearly defined, and allow you to measure and quantify your progress.

#### 6. STRATEGY FOR IMPLEMENTATION AND MONITORING

This section of your policy allows you to describe your implementation strategy for your larger program. You'll want to make sure you can continuously measure and report on your objectives to make sure you are on track to meet your targets.

*Example: If you have a target to offset your organisation's carbon footprint from travel by 100%, you'll need to have a system in place to track your footprint, make all available efforts to minimize it, and create a plan to offset the remaining footprint.*

#### 7. REPORTING

Your organization should commit to periodic reporting to allow you to make adjustments to your operations for continuous improvement. This is also a good opportunity to align your organization with any governing bodies or sustainability standards such as conforming with ISO 20121 Sustainable Event Management Systems, aligning with relevant industry standards, and reporting to the Global Reporting Initiative.

#### 8. COMMITMENT FROM LEADERSHIP

You will want to include a section for your organization's leaders to sign-off, committing to the policy and demonstrating a culture of support and accountability from the top down.



## FOUR TIPS FOR DRAFTING YOUR SUSTAINABILITY POLICY

### 1. ESTABLISH A STARTING POINT

IOC Sustainability Essentials guidelines emphasize that “it’s important to assess your starting point.” Make a list of what your organization is currently doing for sustainability, look at opportunities to implement change, and identify roadblocks for implementation.

### 2. ENGAGE STAKEHOLDERS

It is very important to develop your policy and plan while reflecting the interests and needs of groups that your activities impact.

The advantage of engaging stakeholders while writing your policy and plans often means that you can better identify challenges and collaborate on solutions and opportunities. This will allow you to maximize the impact of your program while creating stronger relationships with aligned values.

We suggest mapping out all different types of stakeholders for your organization and make a plan for how to best engage with each group - surveys, group calls, newsletters etc. Take them on the journey with you, providing multiple opportunities for feedback and align on how often you will communicate progress of your plans as they develop.

Examples of key stakeholders could include: staff members, staff families, your supply chain, customers, sponsors, governing and industry bodies, local councils, partners, investors, local and online communities, etc.

### TOP TIP

*“Nothing is cast in stone” - Whilst the draft sustainability policy will inform the creation of your plans, you will continue to return to update your initial work, including the policy as new information arises.*

### 3. GATHER FEEDBACK

The initial draft of your policy outlines the intentions for the direction of your organization. Once you have engaged with your stakeholders, you will need to finalize and share the final version of your sustainability policy with all interested parties. Provide multiple opportunities for feedback and align on how often you will communicate progress of your plans as they develop.

### 4. ALIGN WITH INDUSTRY AND GLOBAL STANDARDS

It is important to align with global and industry standards to give a clear focus to your plan. This encourages benchmarking and comparability to showcase where there are common areas of interest with suppliers and stakeholders.

**Example:** Your organization’s objectives can be set in the context of Global reporting initiative (GRI) standards, operational frameworks can use ISO standards and targets should be aligned with [UN Sustainable Development Goals](#) (UNSDGs) or other industry norms.

### UP NEXT

## 3. HOW TO: ENGAGE STAKEHOLDERS

Learn how to identify and prioritize stakeholders to uncover opportunities to work towards common goals.

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## RESOURCES

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- 11th Hour Racing Team Case Study - Creating a Sustainability Policy
- Template - Sustainability Policy
- The Toolbox Glossary

## REFERENCES

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HOW TO

# 3 ENGAGE WITH STAKEHOLDERS

HOW TO

# ENGAGE WITH STAKEHOLDERS

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## INTRO

“  
*Sustainability cannot be pursued in isolation. By definition, it is an outward-looking approach that actively seeks input from people both inside and outside your organisation.*”

IOC ESSENTIALS

Communicating and engaging with stakeholders is fundamental to all stages of the journey. Having used **2. HOW TO CREATE A SUSTAINABILITY POLICY**, we now explore how organizations can identify and prioritize key stakeholders and constructively start conversations on collaborative projects and uncover opportunities to work towards a common goal.

## A QUICK GUIDE

**DEFINITION OF A STAKEHOLDER:**

*A person or organization that can affect, be affected by, or perceive themselves to be affected by your decisions or activity.*

 **1. IDENTIFY STAKEHOLDERS** Identify and visually map out your stakeholders in groups.

 **2. PRIORITIZE** List out stakeholders based on level of influence and importance to your organization.

 **3. ENGAGE** Conduct a stakeholder discovery consultation.

 **4. ESTABLISH** an action plan  
Set up a tracker to capture ongoing feedback, issues, and opportunities. Demonstrate how you are addressing common issues, define joint initiatives, set targets, and deliver!

“  
*Top Tip “Let them lead the conversation. It’s important to provide a listening platform to hear and record their perspectives.”*”

## THE BENEFIT OF ENGAGING WITH STAKEHOLDERS

“

*For years, standard corporate practice has been to invest and develop Corporate Social Responsibility and Sustainability programs with minimal engagement of those they materially affect — customers, suppliers, employees, local communities, investors and others — also known as their stakeholders.* ”

GREENBIZ, 2014

Getting buy-in from stakeholders not only helps your understanding of organizational issues, but maximizes the positive impact by collaborating.

It's fundamental to develop your program to reflect the interests and needs of groups that your activities impact, and people and organizations that impact your activities and goals.

### THE BENEFITS OF ENGAGING THESE GROUPS INCLUDE:

- Identifying the key sustainability issues associated with your activities
- Co-creating processes and initiatives that gets buy-in into your vision right from the start

- Building trust
- Fostering collaboration resulting in more effective and measurable impact and innovation

### RISKS OF NOT CONSULTING THESE GROUPS INCLUDE:

- Potential disengagement with your sustainability plan
- Lack of understanding of challenges that impact other related sectors
- Reduction in the ability to overcome these challenges collaboratively.

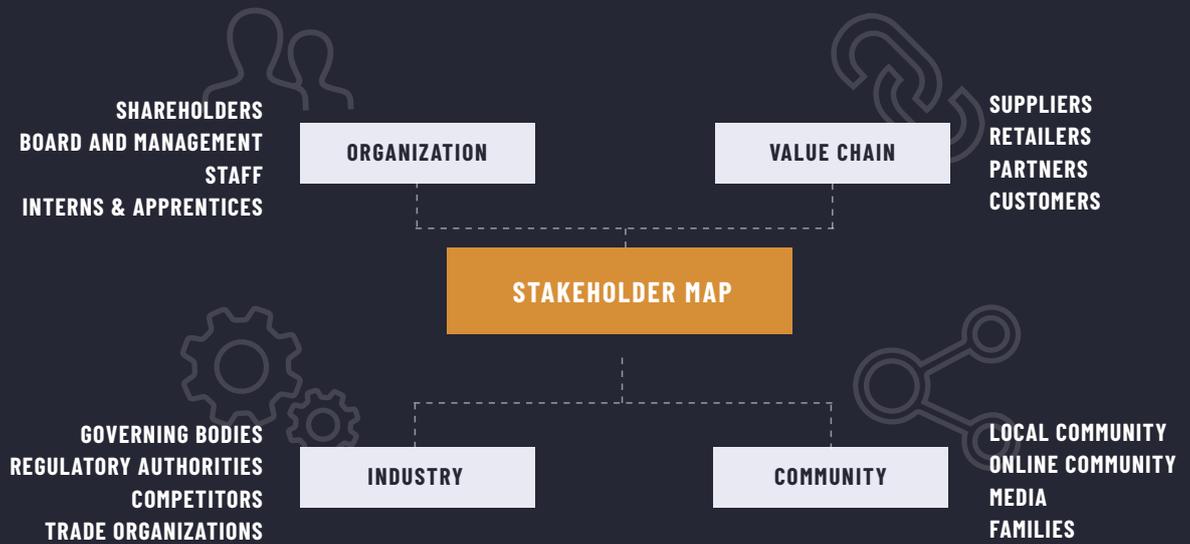
### TOP TIP

*Once you start communicating effectively with your stakeholders, you can better quantify the true impact of your operations, and also open the door to new opportunities and potential supporters.*



# 1. IDENTIFY AND MAP YOUR STAKEHOLDERS

Put together a full inventory of your stakeholders, and visually map them within the boundaries of your sustainability plan. You should group and map them in a way that makes sense to your organization.



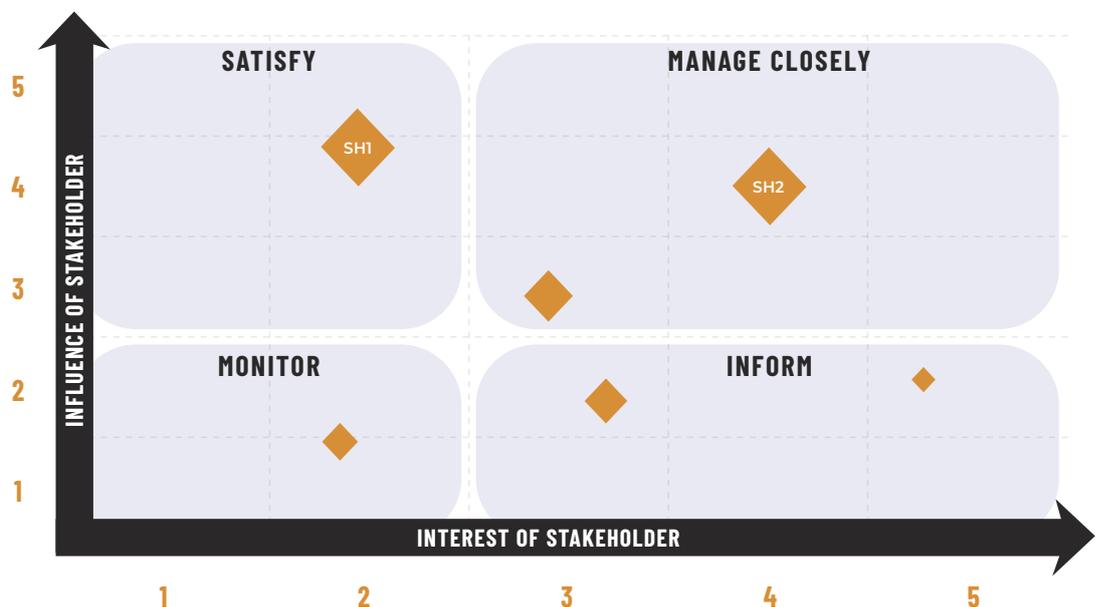
# 2. PRIORITIZE YOUR STAKEHOLDERS

From the general public to partners, stakeholders will have varying levels of importance to your organization and impact how you go about achieving your sustainability goals.

Assigning weights to each stakeholder based on different criteria will help define what you

focus on, how and how often you engage with each stakeholder.

Prioritizing stakeholders using a basic grid like the one below can help you define how to monitor and manage your engagement, based on their level of influence and interest in your sustainability plan.



### 3. ENGAGE STAKEHOLDERS

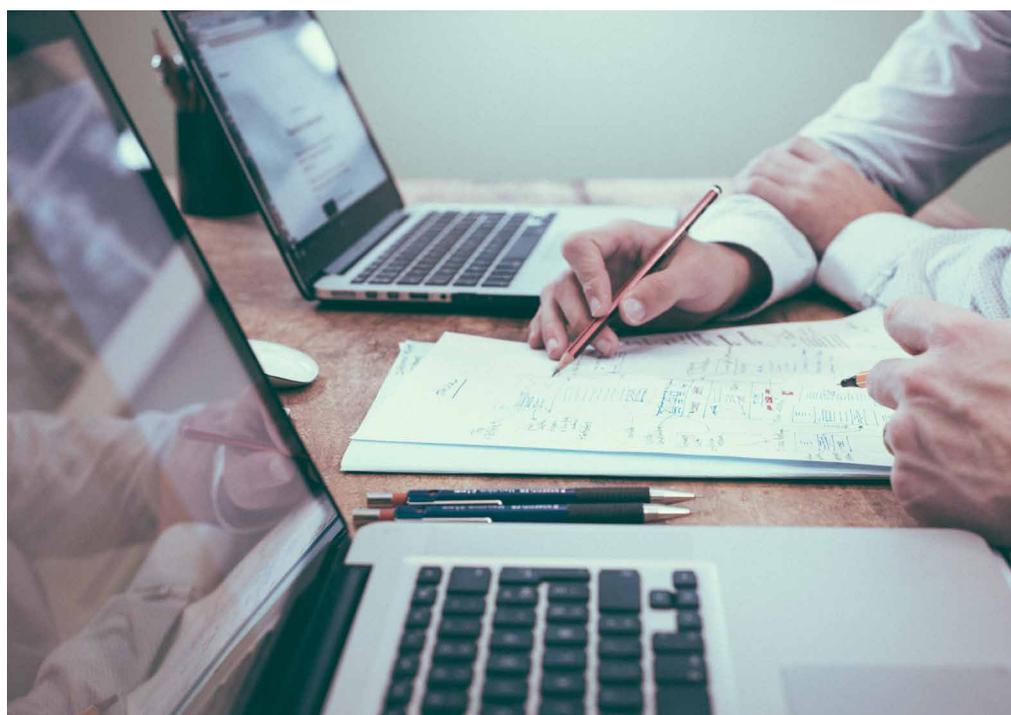
Once you have prioritized your stakeholders, conduct an initial consultation and discuss the frequency and type of communication you will use to engage with them and define who will lead the relationship as part of a long-term engagement plan. This process allows internal and external stakeholders to collaborate with you, agree on common goals and provide multiple opportunities for feedback.

#### TOP TIP

*Make sure the majority of the conversation is led by the stakeholder and that you provide a listening platform to hear and record their ideas and perspectives.*

#### IDEAS FOR YOUR INITIAL CONSULTATION:

- ✓ Describe your vision and the purpose of the consultation, giving your stakeholders the opportunity to provide input into the creation of a comprehensive and ambitious sustainability plan.
- ✓ Ask for stakeholder thoughts on the important risks and opportunities within their sectors of operation that the team should consider as part of their sustainability plan.
- ✓ Ask whether the stakeholder already employs sustainable practices and encourage them to share current priorities.
- ✓ Align goals; describe your broad goals and explore areas of overlap.
- ✓ Align with industry frameworks - for example, are they working to UN Sustainable Development Goals and/or Global Reporting Index standards?
- ✓ Explore where there might be some specific actions, initiatives or projects that could be worked on collaboratively to reach your goals faster.
- ✓ What resources and expertise will give the stakeholder capacity to engage on sustainability initiatives and collaborative projects?
- ✓ Ask how best to engage with them going forward - does the format and frequency suit them? Share how you will keep them informed on the implementation and execution of your sustainability plan.





## 4. ESTABLISH AN ACTION PLAN

“

*If you want to go fast go alone, if you want to go far, go together.*”

UNKNOWN

A key element of effective stakeholder engagement is the building of trust between parties, which creates a culture of collaboration and action.

Once you have identified the level of importance of your stakeholders to your program and have a firm understanding of their needs and priorities, you should establish an action plan that includes frequency of communications:

1. *Set up a tracker to capture ongoing feedback, issues or opportunities.*
2. *Demonstrate to your stakeholders how you are addressing common issues.*
3. *Identify and fill knowledge and expertise gaps.*
4. *Define joint initiatives, set targets and deliver!*

It may sometimes feel intimidating to engage with your stakeholders on broad and challenging topics within sustainability. As a result of your engagement, you may be surprised to find they are already having many of these conversations internally, or it may spark the motivation for desired change in an area they have yet to discover.

By prompting the topics and working together towards innovative solutions, the result of your work will help break down silos and positively impact greater change towards a more positive future.

UP NEXT

## 4. HOW TO: IDENTIFY ISSUES

Explore your organization's activities and the resulting material issues to address in your sustainability plan.

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## RESOURCES

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- 11th Hour Racing Team Case Study - Engaging Stakeholders Template - Sustainability Policy
- Template - Stakeholder Discovery Survey
- Template - Stakeholder Mapping to Tracking
- The Toolbox Glossary

## REFERENCES

1. Global Reporting Initiative. Sustainability Reporting Process Series - Webinar 3: Stakeholder Engagement. 2019.
2. Heisman, Kim. Why Stakeholder Engagement is Key to Successful CSR Programs. Greenbiz. 2014.
3. International Olympic Committee. IOC Sustainability Essentials, Introduction to Sustainability- Section 5. Switzerland; 2018.
4. International Organization for Standardization. ISO 2012.1 Sustainable Event Management System Requirements - Clause 4.2. Switzerland; 2012.
5. Jeffery, Neil. Stakeholder Engagement: A Roadmap to Meaningful Engagement. Cranfield University. 2009.

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HOW TO

# IDENTIFY ISSUES

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## INTRO

“

*Determining the scope of your sustainability program should ultimately be about things where you have either control or strong influence.* ”

**IOC ESSENTIALS**

Now, almost halfway through the How-To Guides, the next steps in The Toolbox is to identify material issues that may arise as a result of your organization's activities. Discover how to explore the potential risks and opportunities associated with these issues and learn how to prioritize them based on the scope of your sustainability strategy. Don't forget to continue to engage stakeholders throughout the toolbox process, utilizing key learnings from guide 3. **HOW TO: ENGAGE STAKEHOLDERS.**

## A QUICK GUIDE

### MATERIAL ISSUE:

*An issue that becomes sufficiently significant to the point it must be prioritized and addressed. Significance is based on impact and importance to stakeholders.*



**1. REVIEW** organizational activities and issues.



**2. DEFINE** the issues, risks and opportunities.



**3. ENGAGE** your team and stakeholders.



**4. RESEARCH** peer activities.



**5. COMPILE** and prioritize results.



**6. DEFINE THE SCOPE** of your sustainability plan.

# 1. REVIEW ORGANIZATIONAL ACTIVITIES & ISSUES

Start by looking at your organization's defined purpose from guide 1. How to Start a Sustainability Program, and the outlined activities and operations.

From there, identify the environmental, social, and economic issues that might arise as a result. The issues addressed by the UN Sustainable Development Goals provide a good baseline for areas you may want to address as they relate to your activities.

Be sure to include any issues that have come up in both internal and external stakeholder discussions and explore what issues may already be identified within your industry sector.

### TOP TIP

*For reporting purposes, keep track of who you have engaged with along the way and the issues raised.*

## ISSUES ADDRESSED IN THE UNSDGS

This wheel shows examples of an organization's activities and the issues that might arise as a result of those activities, using the UN Sustainable Development Goals as a starting point..



## 2. DEFINE THE RISKS AND OPPORTUNITIES

- ✓ Consider and record the risks and opportunities associated with each of the issues identified.<sup>3</sup>
- ✓ Consider whether you have control versus influence over each issue identified.
- ✓ Ensure that you review all legislative obligations relevant

to your organization and create a register to track legal compliance.

- ✓ Include space for tracking other (non-legislative) commitments.

<sup>3</sup> Refer to the 11th Hour Racing Team case studies for examples of organization risks and opportunities



## 3. ENGAGE YOUR TEAM AND STAKEHOLDERS

Conduct an internal cultural assessment to find out what barriers and enablers are in place that might impact the organization's pursuit of sustainable development<sup>4</sup> and ability to address those issues. Then ask your internal and external stakeholders:

- ✓ What do they think of the issues you have identified?
- ✓ Is anything missing? If so, why have certain areas overlooked?

- ✓ Can the organization build out its capacity and expertise to achieve success in these additional areas with support from external stakeholders?
- ✓ Are there sustainability champions internally who could support the organization in these areas or could you reach out to specialist consultants or build new partnerships?

<sup>4</sup> See IOC Sustainability Essentials page 21, Table 1, example

## 4. REVIEW PEER ACTIVITIES

- Do some market research to;
- ✓ Understand how a number of diverse sectors address their issues
  - ✓ Find out which issues peers have identified
  - ✓ Find out how peers have tackled these issues
  - ✓ Find out what solutions your peers are working on, what are their challenges and successes,

and what tools and resources are available that might support the achievement of your targets. This could such as footprint tracking tools and sustainable supply chain management software or such as industry sustainability working groups.

## 5. COMPILE AND PRIORITISE RESULTS

Once you have identified the key issues for your organization, you need to prioritize them, ranking them based on likelihood of occurrence, severity, stakeholder influence, and legislative importance. This is called a Materiality Assessment. Make sure to check the assessment with stakeholders for validation.

- impact and safety of materials and processes.
- Influence of stakeholder: High
- Significance of impact: High
- Resulting priority: High

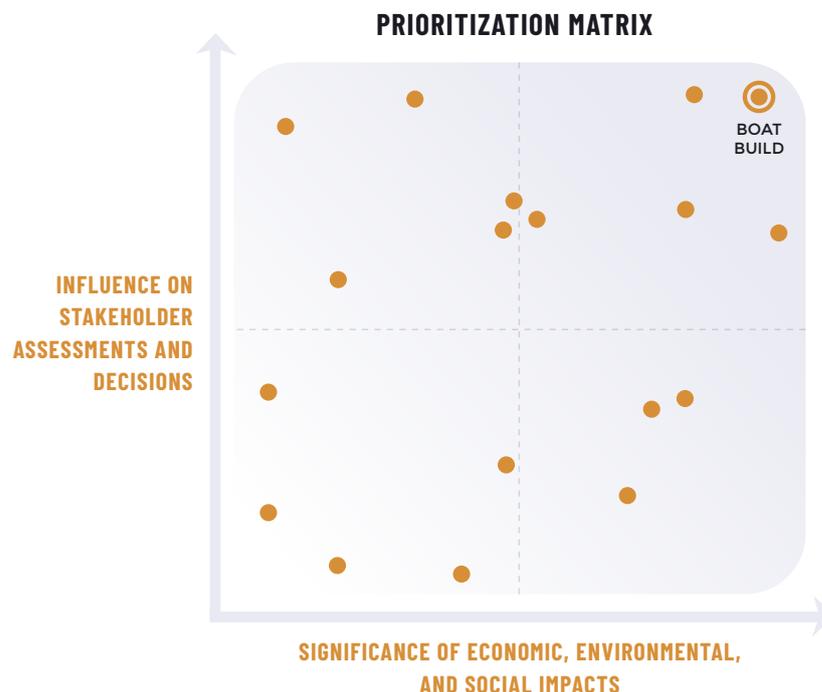
**EXAMPLE ACTIVITY:** Building a new boat

- Sustainable development issue: responsible consumption & production<sup>5</sup>
- Risk: building a boat is resource intensive and production of materials comes with human welfare risks.
- Opportunity: by engaging with the supply chain we can work on joint initiatives to improve the

### TOP TIP

*When reviewing your materiality, you should be confident that your list of issues are representative, and you should be comfortable that due diligence has been done to justify the result of your materiality assessment.*

<sup>5</sup> UN SDG #12



## 6. DEFINE THE SCOPE OF YOUR PLAN

Typically most organizations have a broad, often seemingly endless list of potential sustainability issues that could be addressed. The task is to define your boundaries:

### IN SCOPE

- What is directly relevant related to your areas of ownership or control
- Areas that are outside of your direct ownership or control but within your influence<sup>6</sup>

### OUT OF SCOPE

- Issues that for the most part don't directly affect or relate to your activities and/or are outside of your influence.

It is important to be realistic about what is achievable and in scope, as well as to clearly define the boundaries of the sustainability program using these parameters.

The scope of your sustainability plan allows you to explain:

- What you are able to do.
- Clarify what you are not doing.

*Mini case study example:*

- *UNSDG 16 - Peace, Justice, and Strong Institutions is outside of our direct control or influence*
- *UNSDG 13 - Climate Action is within our direct control*
- *UNSDG 14 - Life Below Water is within our influence.*

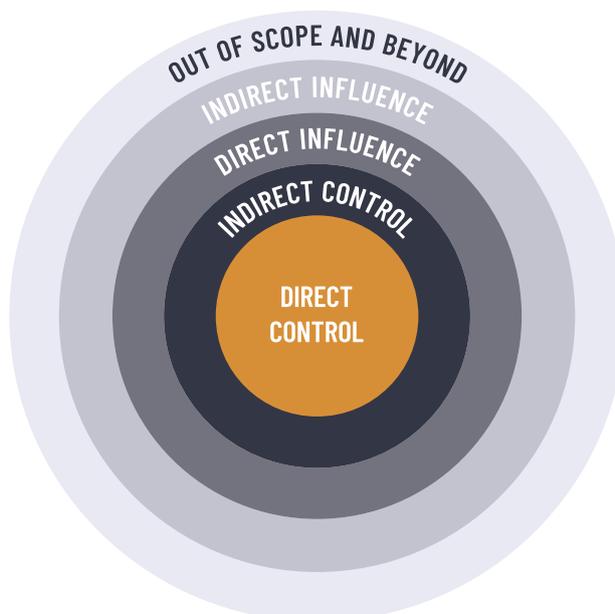
“

***If everything is important, ultimately nothing is.*** ”

**DAMIAN FOXALL**

Having followed a clear process to identify and prioritize issues, as well as stakeholder engagement to ensure nothing has been missed or mis-prioritized, feel confident to clearly define and stand by your choice of boundaries.

<sup>6</sup>Review 3. How to: Engage Stakeholders



*Work to find the balance between aspiring to ambitious goals vs underachieving due to overscoping.*

UP NEXT

## 5. HOW TO: SET TARGETS

Learn how to set goals and targets that are informed by the issues identified using this How-To Guide.

For all enquiries or suggestions about this How-to Guide, please get in touch at [info@sustainabilitytoolbox.com](mailto:info@sustainabilitytoolbox.com). To stay up to date with the latest news on The Toolbox visit [sustainabilitytoolbox.com](http://sustainabilitytoolbox.com).

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## RESOURCES

The Toolbox tools and templates related to this guide:

- 11th Hour Racing Team Case Study - - Identifying Issues
- Template - Issues Matrix
- Template - Legal Obligations & Non-Conformance Register
- The Toolbox Glossary

## REFERENCES

1. EY Global. Why Sustainable Development Goals Should be in Your Business Plan. 2017.
2. International Olympic Committee. IOC Sustainability Essentials, Introduction to Sustainability- Section 6. Switzerland; 2018.
3. International Organization for Standardization. ISO 2012.1 Sustainable Event Management System Requirements - Clause 6. Switzerland; 2012.
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## ACKNOWLEDGEMENTS

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HOW TO

# 5 SET TARGETS

# HOW TO SET TARGETS

Created by 11th Hour Racing Team for the benefit of the wider community, the How-to Guide series is part of The Toolbox, designed to help make sustainability more accessible for organizations of varying size and industry sectors.



## INTRO

Having defined the boundaries of your sustainability program using the previous guide **4. HOW TO IDENTIFY ISSUES**, you can now set goals and targets which will then be supported by action plans and assigned resources.

## A QUICK GUIDE

*Creating targets provides your organization with clear measurable action for implementing your sustainability program.*



**1. DRAFT** a set of goals and targets that address all the material issues you have identified



**3. SHARE** your draft targets with your key stakeholders and gather feedback



**2. TARGETS** Make sure your targets are 'SMART'; Specific, Measurable, Achievable, Relevant and Time-bound.



**4. ALIGN** with global goals and industry standards



# 1. DRAFT A SET OF GOALS AND TARGETS

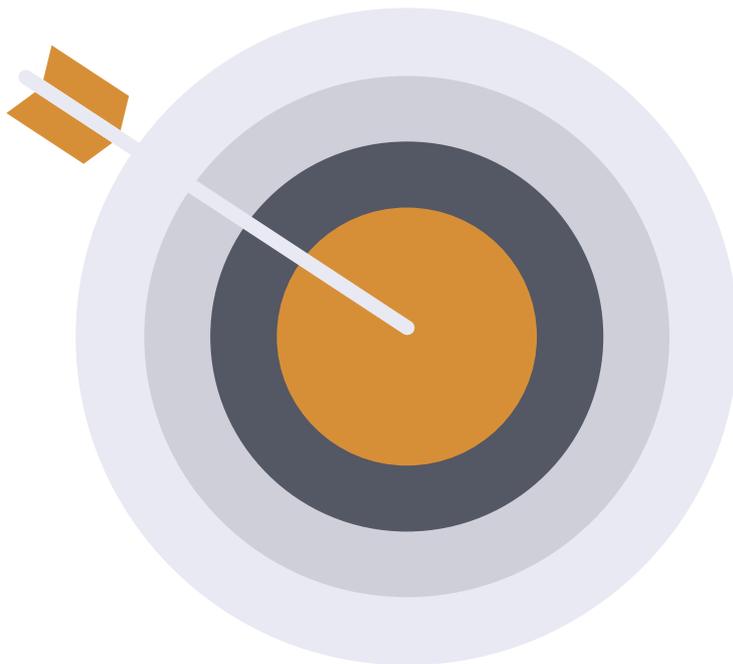
“

*There is no one size fits all approach to sustainability*”

**IOC ESSENTIALS**

Your goals and targets should relate to the issues identified in your materiality assessment. This activity should result in a list that you can then map against global goals and industry standards.

The prioritisation of your material issues will help you define your targets. In many cases targets will address multiple issues, but where possible define at least one specific target to address each priority issue. Use a holistic approach to defining your targets by taking into consideration the environmental, social and economic aspects of these issues and the desired outcomes.



## TOP TIP

*Group your goals and targets to give your strategy a clear framework. This could simply be grouped by Environmental, Social and Economic groups, or could reflect sectors of operation as relevant.*

### Principles

Governing principles of sustainable development, eg. Leadership

### Goals

General statements of desired outcomes. e.g. Be a leader in sustainability in the marine industry

### Objectives

Specific statements of intent e.g. Develop a series of How-to Guides to help others on their sustainability journey

### Targets

Indicator established to measure success against your objectives and goals. e.g. 10 How To Guides published by the end of the campaign

## 2. MAKE YOUR TARGETS 'SMART'

At a later stage you will need to track, evaluate and report on your progress, it is important that you now set yourself up for success by defining

SMART targets. Ensure that the organization feels comfortable with the number and ambition of the targets identified, in order to set yourselves up for success.

<b>S</b>	<b>M</b>	<b>A</b>	<b>R</b>	<b>T</b>
<b>SPECIFIC</b> High level of detail	<b>MEASURABLE</b> Target is quantifiable	<b>ATTAINABLE</b> Target is realistic	<b>RELEVANT</b> Relates to your issues & vision	<b>TIME-BOUND</b> State your deadline

## 3. SHARE YOUR DRAFT TARGETS

Share your draft targets with your key stakeholders and get feedback on whether they are realistic, material, and ambitious enough.

Creating your targets is clearly influenced by internal objectives and organizational culture, however external stakeholder perspective

allows you to refine them further. At one end a stakeholder resource may be the catalyst to establish more ambitious targets, at the other end stakeholder knowledge can clarify unknown barriers to over-ambitious targets.

## 4. ALIGN WITH GLOBAL GOALS

*and industry standards*

Aligning with the UN Sustainable Development Goals and other relevant governing body targets, standards (such as GRI disclosures), and peer benchmarks in your industry provides focus to your plan. It also encourages benchmarking and comparability to showcase where there are common areas of interest with suppliers and stakeholders.

“  
*The UNSDGs provide a universal and visionary framework for this global cooperation and action, bringing all stakeholders together to proactively address and solve these challenges.*”

‘EY, 2017’

### UP NEXT

## 6. HOW TO: MAKE PLANS

With clearly defined targets we're ready to move to the planning and implementation phase of your sustainability program.

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## RESOURCES

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- 11th Hour Racing Team Case Study - Setting Targets
- Template - Goals and targets
- The Toolbox Glossary

## REFERENCES

1. EY Global. Why Sustainable Development Goals Should be in Your Business Plan. 2017.
2. International Olympic Committee. IOC Sustainability Essentials, Introduction to Sustainability- Section 7. Switzerland; 2018.
3. International Olympic Committee. IOC Sustainability Essentials, Introduction to Sustainability. Switzerland; 2018.
4. International Organization for Standardization. ISO 2012.1 Sustainable Event Management System Requirements - Clause 6. Switzerland; 2012.
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HOW TO

**PLAN &**

**IMPLEMENT**

HOW TO

# PLAN & IMPLEMENT

Created by 11th Hour Racing Team for the benefit of the wider community, the How-to Guide series is part of The Toolbox, designed to help make sustainability more accessible for organizations of varying size and industry sectors.



## INTRO

Now that you have completed guide **6. HOW TO SET TARGETS**, it is important to make sure these targets are properly planned, allocated resources, and coordinated internally for successful implementation.

## A QUICK GUIDE

*The most important consideration of sustainability planning is the engagement of people within your organization, this the key to success!*



### 1. WRITE YOUR SUSTAINABILITY PLAN

This will be your roadmap for achieving your targets



### 2. ALLOCATE RESOURCES

Identify resources to execute your plan:

- People
- Tools
- Budget



### 3. IMPLEMENT THE SUSTAINABILITY PLAN

- Engage each department
- Communicate and coordinate procedures for implementation

# 1. WRITE YOUR SUSTAINABILITY PLAN

Create a master sustainability plan. This manual will act as a roadmap for how you will go about achieving your targets, reviewing your issues and progress, adapting to change, identifying non-conformities and ensuring continuous improvement.

Time spent with your team getting this right will result in a set of relevant plans, resulting in efficient implementation. These plans will ultimately create a framework for reporting in the final stage of The Toolbox - **8. HOW TO: REPORT AND COMMUNICATE.**

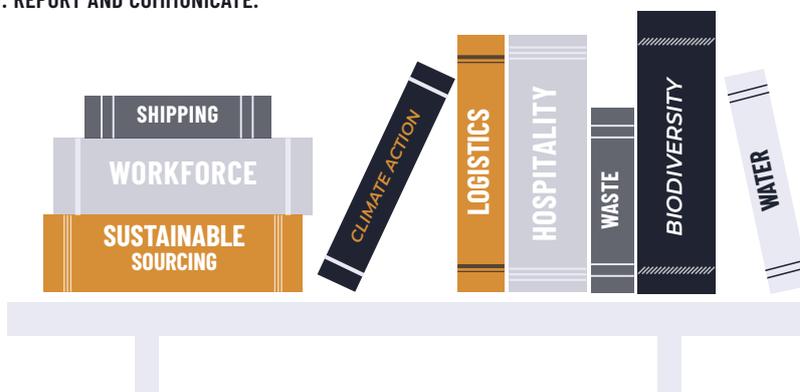
It's advised to create standalone chapters specific to various areas of your organizations' operations and team functions.

## TOP TIP

*Use The Toolbox framework and How-to Guides series for guidance on the best layout structure for your plans and content.*

## UNIVERSAL PLAN EXAMPLES

As targets are sector specific, individual plans will need to be created for your organisation, but some universal examples include:



## ORGANIZATION-SPECIFIC PLAN EXAMPLES

In addition, there may be some industry or organization specific areas you will need to explore:



## TOP TIP

*This is a great opportunity to get your plan reviewed by 3rd party experts. Don't forget that your plan is not a static document, but one that you will continuously update to reflect your organization as it evolves.*

## 2. ALLOCATE RESOURCES

In addition to allocating previously identified internal resources, consider what external support you might need. Allocate the necessary people, tools, and any additional budget required for your program's success.

### ASSIGN COMPETENT PEOPLE MOTIVATED FOR SUCCESS

Determine the personnel resources (staff, partners, financials, etc.) your plans require and where you may need additional support or consultancy. Define clear areas of responsibility to ensure tasks are identifiable. Then create a dedicated team, relevant to the scope of your sustainability plan and the size of your organization:

- ✓ Develop collaboration around common goals across your organization's departments
- ✓ Consider creating additional roles if required, e.g. an internship program or secondment from a partner or stakeholder entity;
- ✓ Explore third party consultancy opportunities as this could play a key role in providing expertise, credibility and audit or certification services if needed..

### PROVIDE TOOLS AND SYSTEMS

Consider what tools and systems you may need to achieve your plans

### BLOCKS OF SUCCESS;

Components that support successful planning and implementation

and assess progress. These can be sourced externally or created in-house. Tools and systems should be:

- ✓ Consistent: to provide comparable results
- ✓ Efficient: current and easy to use
- ✓ Accessible: to your team
- ✓ Relevant: to your industry standards

Examples include:

- ✓ Carbon calculators
- ✓ Tracking templates
- ✓ Life cycle assessment tools
- ✓ Sustainable sourcing code

### ASSIGN A REALISTIC BUDGET

Moving beyond sustainability as a cost, and treating it as a shared value realises the potential for new savings and revenue streams.

“

*Unilever's purpose-driven brands are growing at twice the rate of the rest of their portfolio*”

POLMAN, 2016

To ensure sustainability is embedded throughout your organization rather than treated as an afterthought, make sure that budget for your implementation plans are included within their relevant departments. For example, energy efficiency projects could fall within a facilities and operations budget.



### 3. IMPLEMENT YOUR SUSTAINABILITY PLAN

#### EMBED A SUSTAINABILITY FRAMEWORK WITHIN YOUR MANAGEMENT SYSTEM

Engage with each department to find the best implementation solutions and create new operating procedures where they are missing.

#### COMMUNICATE & COORDINATE PROCEDURES, ROLES AND RESPONSIBILITIES INTERNALLY

Assign responsibilities to team members to ensure reaching targets is a collective responsibility.

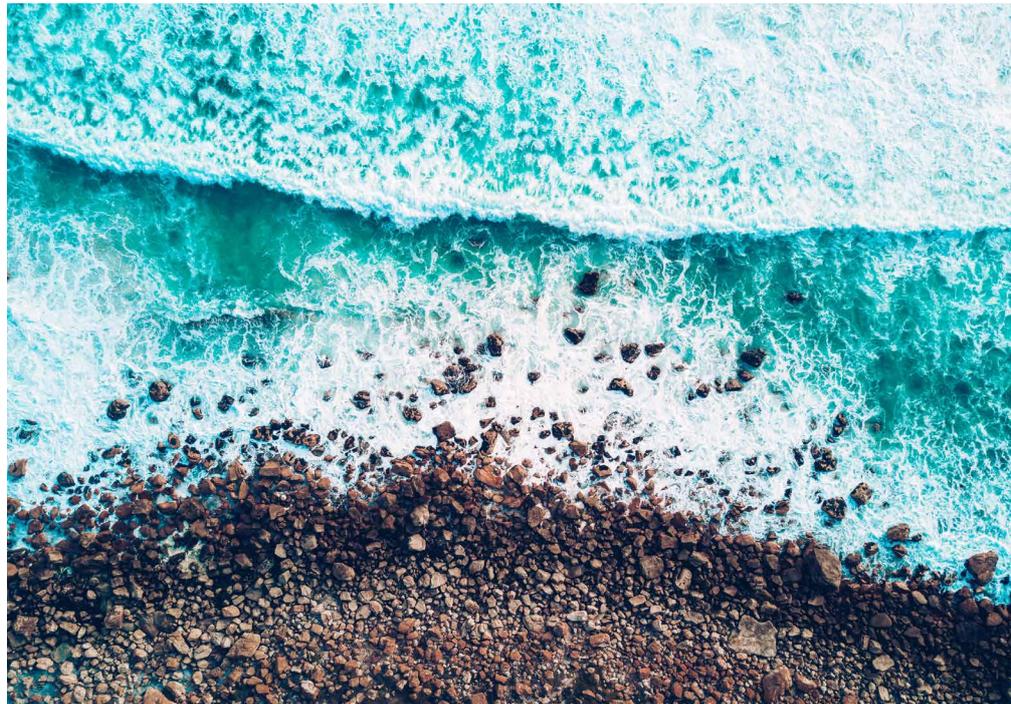
#### TOP TIP

*the ISO standards provide a range of management system structures according to your organization's activity*

Offer support, by identifying and tracking any training and upskilling needed to ensure competency in delivering on your goals and targets.

Create and embed feedback loops and debriefing opportunities within organizational workflows.

Prioritizing staff well-being and inclusiveness within sustainability programs leads to increased productivity and sustainable innovations.



#### UP NEXT

### 7. HOW TO GUIDE: ASSESS PROGRESS

If you can't measure it, you can't manage it. It's time to learn how to assess progress for reporting and continual program improvement.

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## RESOURCES

The Toolbox tools and templates related to this guide:

- 11th Hour Racing Team Case Study - Planning and Implementing a Sustainability Program
- Template - Internal engagement plan
- Template - Sustainability plan
- Template - Sustainable sourcing code
- The Toolbox Glossary

## REFERENCES

1. International Olympic Committee. IOC Sustainability Essentials, Introduction to Sustainability- Section 7. Switzerland; 2018.
2. International Organization for Standardization. ISO 2012.1 Sustainable Event Management System Requirements - Clause 6-8. Switzerland; 2012.
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HOW TO

**ASSESS &**

**PROGRESS**

# HOW TO ASSESS PROGRESS

Created by 11th Hour Racing Team for the benefit of the wider community, the How-to Guide series is part of The Toolbox, designed to help make sustainability more accessible for organizations of varying size and industry sectors.



## INTRO

Moving on from **6. HOW TO: PLAN & IMPLEMENT**, assessing progress is critical to understanding the success of your program, helping you identify lessons learned during the planning and implementation phase and to use it to inform ongoing improvement loops.

## A QUICK GUIDE

*If you can't measure it, you can't manage it! By understanding your progress against targets and identifying trends, you can ensure the success of your program.*



### 1. MEASURE PROGRESS

Compile data relative to all your targets on a regular basis. Process information using established industry protocols.



### 2. COMPARE RESULTS

Have you achieved your targets within your defined time frame?



### 3. EVALUATE AND REACT

Evaluate performance to confirm effectiveness and inform changes.



*"Sustainability is a continual process. There is no fixed end point, but of course objectives and targets can be reviewed periodically to see if they need adjusting." - IOC ESSENTIALS*

# 1. MEASURE PROGRESS

## COMPILE DATA RELATED TO YOUR TARGETS ON A REGULAR BASIS

- ✓ Determine the most efficient process for collecting data associated with your key performance indicators.
- ✓ Set up trackers to monitor progress and update these regularly as part of your pre-defined recording period, such as monthly, quarterly, and/or annually.
- ✓ The Toolbox offers a suite of tools and tracker templates to help you get started. These can be modified to fit your organization's needs.
- ✓ Assign responsibility for all data collection tasks. You may assign internal staff the role of collecting certain data, but you will likely also need support from your suppliers and partners to track and deliver data. For example, you may collect staff flight information from a travel agent, so will need to agree which data is collected and how it is tracked.

### TOP TIP

*Are there any trends that start becoming clear while collating data? Address them early!*

## PROCESS INFORMATION USING ESTABLISHED INDUSTRY PROTOCOLS

Depending on the country and industry sector of your organization, you may have defined sustainability standards or need to align with industry guidelines. Use relevant protocols and tools to collate information and process data in order to generate results recognized by these standards.

Examples of sustainability standards and guidelines for the events industry include:

- ✓ ISO Standards
- ✓ Specific Industry standards (e.g. safety guidelines, employment standards etc)

Examples of measurement protocols and tools associated with greenhouse gas emissions include:

- ✓ GHG Protocol and DEFRA conversions factors to calculate greenhouse gas emissions
- ✓ Life cycle assessment tools
- ✓ Carnegie Mellon Input-Output model to assess the impacts of expenditure by sector
- ✓ National energy emission factors are published annually by the International Energy Agency

**Note:** *This is not an exhaustive list; there are many other examples of free or subscription services available that provide data tracking and calculation tools depending on the scope and industry sector of your organization.*

## 2. COMPARE

“  
*Running away from  
any problem only  
increases the distance  
from the solution.*”

ANONYMOUS

### COMPARE YOUR RESULTS TO YOUR TARGETS AND DEADLINES

Tracking relevant data and regularly mapping your progress allows you to react and make adjustments to your operations or sustainability program in a timely fashion.

Review how your progress contributes to your industry or global goals. For example, is your progress bringing value to the UN SDG targets or World Sailing objectives you have identified?

### CONDUCTING INTERNAL AUDITS WILL HELP TO PROVIDE FEEDBACK LOOPS AND IDENTIFY MISSING INFORMATION

The internal audit is an opportunity to review the status of your implemented plans and determine how you are tracking against achieving your goals, objectives, and targets. When conducting an audit, find an individual within your organization who has a degree of separation from the day-to-day sustainability operations to review your strategy through an objective lens, and help identify any gaps or areas for improvement.



### 3. EVALUATE & REACT

“

*Each problem has hidden in it an opportunity so powerful that it literally dwarfs the problem. The greatest success stories were created by people who recognized a problem and turned it into an opportunity.*

JOSEPH SUGARMAN

”

#### EVALUATE PERFORMANCE TO CONFIRM EFFECTIVENESS OR INFORM CHANGES NEEDED

Are you where you expected to be? If you are not on track to achieve your goals, revisit your plans and make recommendations for corrective actions.

#### MANAGEMENT REVIEW

You should conduct an internal management review regularly, which should include;

- Representation from leadership
- Review of incoming legislation and compliance
- Status of progress against targets
- Upcoming operational changes that might impact the organization's material issues, risks and opportunities
- Disclosure of any non-conformities, incidents and audit results
- Recommendations for corrective action and strategies
- Discussion of cultural awareness and HR training needs

*Note: defining targets is rarely a perfect process and regular review will allow for adjustments. For example, perhaps one element of your plan is not performing as expected and therefore requires additional focus and attention or another target has been achieved ahead of schedule and therefore a new target can be set.*

#### NON-CONFORMITY ISSUES ARE ADDRESSED

It is important to follow a procedure to identify and track non-conformities, to;

- ✓ Put in place corrective action
- ✓ Conduct root cause analysis to prevent issues happening again in the future
- ✓ Identify trends and ensure issues are resolved in a timely manner

Sustainability non-conformities can be raised through a number of pathways, including;

- ✓ Internal or external audit processes
- ✓ At management reviews
- ✓ During Health and Safety meetings or raised by Fire Risk Assessments
- ✓ By external bodies including members of the public, supply chain or governing bodies

Examples of non-conformities could include;

- ✓ The identification of a contaminated waste stream
- ✓ An operation in place without a risk assessment
- ✓ A spill response incident
- ✓ Overdue plant and equipment servicing
- ✓ Underachievement of energy efficiency target
- ✓ Site noise pollution in local community

#### UP NEXT

### 8. HOW TO: REPORT AND COMMUNICATE

The final step is “telling the story.” Share what you have done and learned along the way with your stakeholders through reporting.

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## RESOURCES

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- Template - Carbon calculator
- Template - Sustainability plan
- Template - Sustainable sourcing code
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## REFERENCES

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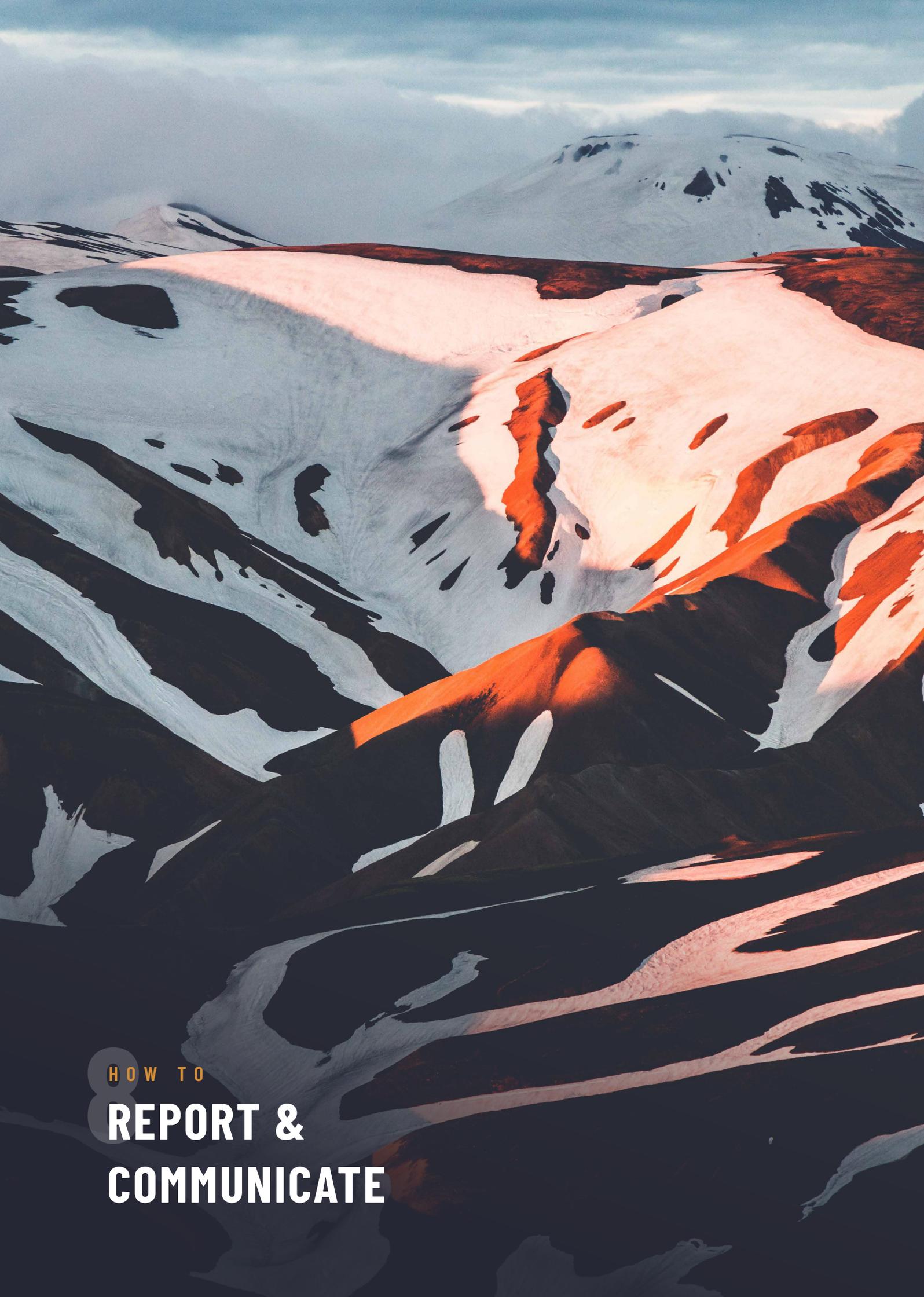
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HOW TO

**REPORT &**

**COMMUNICATE**

HOW TO

# REPORT AND COMMUNICATE

Created by 11th Hour Racing Team for the benefit of the wider community, the How-to Guide series is part of The Toolbox, designed to help make sustainability more accessible for organizations of varying size and industry sectors.



## INTRO

“  
*Good communications will make sustainable development a reality.*  
”  
UNEP, 2005

This is the phase in the cycle, now that **7. HOW TO: ASSESS PROGRESS** is complete, you now get to look back at your organization’s work over the previous reporting cycle with your team and stakeholders, celebrate success, share learnings, make any necessary adjustments, and then communicate the key elements of the program.

## A QUICK GUIDE

*It’s time to look back at your organization’s work over the previous reporting cycle. Celebrate success, share learnings, make adjustments and communicate the key elements of the program.*

-  **1. WHY REPORTING IS IMPORTANT**  
Tell your unique story, be accountable, share progress
-  **2. REPORTING PRINCIPLES**  
Accuracy, balance, clarity, comparability, reliability, timeliness.
-  **3. HOW TO REPORT**  
Know your reporting objectives and what’s important to share with stakeholders.
-  **4. WHAT TO INCLUDE**  
Vision, scope, issues, stakeholders, progress against targets
-  **5. HOW TO COMMUNICATE**  
Know your audience, make it relevant and engaging!

# 1. WHY REPORTING IS IMPORTANT

“ Sustainability reporting is a good discipline; the need to demonstrate some real results is an incentive for measuring progress and keeping records, which in turn can encourage you to improve further over the next reporting cycle. ”

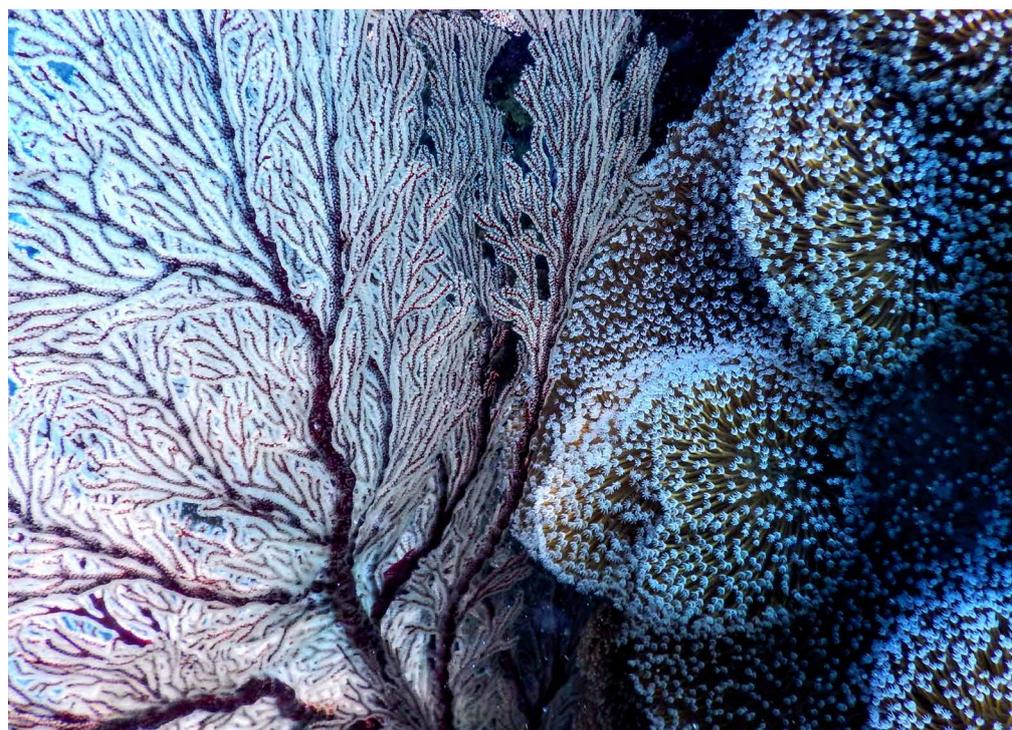
IOC ESSENTIALS



Reporting your work is an opportunity to tell your organization’s unique story; to demonstrate progress and be accountable to your stakeholders by showcasing your commitment to operating sustainably.

It is a way to organize new or existing data, from various departments within your organization and making it accessible to all concerned.

The reporting process will allow you to showcase where you stand now and your path towards achieving your objectives. The end of your reporting cycle establishes clear benchmarks for the start of the next cycle for continual improvement, which is the foundation of a credible sustainability program.



## 2. REPORTING PRINCIPLES



(Examples from the Global Reporting Initiative)

Reporting principles are the foundation of a good reporting process. The examples above from The Global Reporting Initiative provide reporting principles for defining content and quality, which enable stakeholders to make sounds and reasonable assessments of an organization and to take appropriate actions.

See 3. How to Engage Stakeholders to review what topics your stakeholders want to hear about (material topics), how often (reporting cycle), and in what format - for example, you could offer them a published report or a verbal update.

## 3. HOW TO REPORT

A good way to structure your report for context and completeness is to follow the format of your sustainability plan. By following a consistent format for each report, readers can compare across cycles to clearly see the successes, trends and challenges.

Your report should:

1. Provide organizational context
2. Include the environmental, social, and economic aspects of sustainability to ensure a balanced presentation of your results
3. Demonstrate how stakeholder interests were taken into account
4. Demonstrate how material issues have been identified and addressed
5. Provide a clear, reliable, and accurate account of your organization's work to be published within a relevant timescale

Your report should:

1. Provide organizational context
2. Include the environmental, social, and economic aspects of sustainability to ensure a balanced presentation of your results
3. Demonstrate how stakeholder interests were taken into account
4. Demonstrate how material issues have been identified and addressed
5. Provide a clear, reliable, and accurate account of your organization's work to be published within a relevant timescale

## 3 TOP TIPS

### 1. REPORTING STANDARDS

You may decide as an organization, event or manufacturer to align with certain ISO standards. These provide a framework for the management, implementation and measurement of your chosen activity, and outline the importance of the reporting process and continuous commitment to sustainability and ongoing improvements.

One of the standard ways to develop a credible and comparable sustainability report is to use the Global Reporting Initiative list of disclosures, which establishes a recognised structure and global best practice for non-financial company reporting.

Refer to Integrating the SDGs into Corporate Reporting: A Practical Guide and associated case studies to learn more about how you can report to the UN Sustainable Development Goals.

### 2. STAKEHOLDER REVIEW

Set aside a specific time and resources to discuss and critically review your report with your priority stakeholders.

The objective is to:

- ✓ Celebrate success
- ✓ Evaluate performance against objectives and targets to confirm effectiveness
- ✓ Inform changes to your sustainability plan and targets as needed

### 3. THIRD PARTY AUDIT AND CERTIFICATION

It is helpful to have an impartial second or third party review of your management system and reports. Whether it be by an external consultant, GRI, or industry sector peer. Make sure you define the competencies you require before you engage them.

Not only does this provide you with expert external assurance, but also helps to identify parts of your strategy which might need attention, and creates awareness for incoming legislation and general areas for improvement.

## 4. WHAT TO INCLUDE

Chapters to include in your report;

1. About: What is contained in the report, the reporting cycle
2. Who: Who you are and what you are doing, key operations and highlights since the last report. It should provide context of your organization and how it sits within the landscape of your industry
3. Vision, Mission and Strategy
4. Stakeholders: Describe the stakeholder engagement process
5. Scope: Explain the program scope (as you defined in How to: Define Issues)
6. Materiality: Describe how the issues were determined and prioritised and who was involved
7. Progress against targets: include a complete overview of the relevant targets outlined in the organization's sustainability plan, and review any regulations and what needs to be reported to demonstrate compliance

### THE RESULT OF GOOD REPORTING:

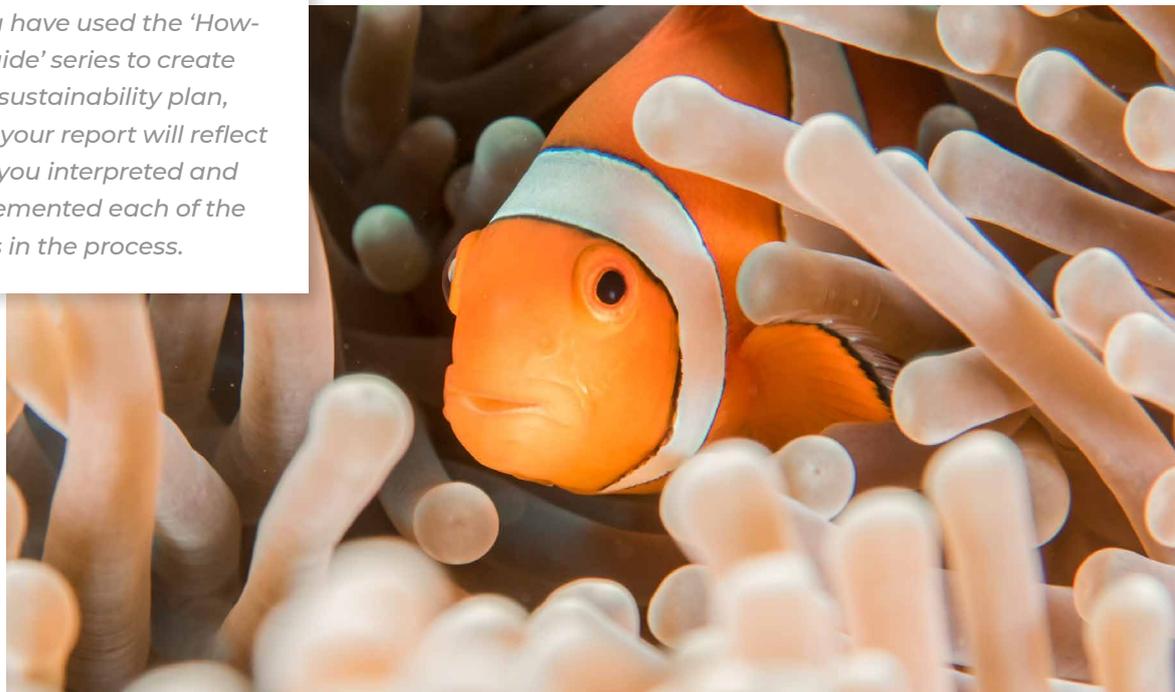
Credibility is created as a result of transparently communicating your progress. It is reinforced by including opinions from informed stakeholders following recognized standards, and undertaking relevant third party audits and certifications. The result is fundamental to building trust for good stakeholder relationships.

The end goal of an organization's sustainability methodology is to drive continuous improvement from one cycle to the next. Having evaluated performance, confirmed areas of effectiveness, and decided on any changes needed, you then have the opportunity to improve. This will likely mean adjusting goals and targets, reassessing resources, and updating management systems. You may even see your organization re-evaluating the company's business model or a product offering.

The outcome is likely to be a tangible shift in individual behavior, management focus, and organizational identity.

### TOP TIP

*If you have used the 'How-to Guide' series to create your sustainability plan, then your report will reflect how you interpreted and implemented each of the steps in the process.*



## 5. HOW TO COMMUNICATE

### THINGS TO CONSIDER WHEN COMMUNICATING YOUR RESULTS:

- ✓ Keep the target audience for your report in mind and use common language.
- ✓ Keep the purpose of the reporting in mind - are you trying to share lessons learned or simply report on KPIs?

### SHARE KNOWLEDGE:

- ✓ Discussing the report internally before publishing it externally is important for creating a sense of ownership within your organization and is part of the stakeholder review.
- ✓ Sharing your learnings within your industry network provides a sense of leadership and invites collaboration.
- ✓ Providing open access by publishing your report and inviting feedback demonstrates transparency and allows you to understand where your program sits within the range of issues pertinent to the global community.

### GENERATE VALUE:

Good communication supports and generates marketing and business opportunities.

Communicating sustainability as a core value generates tangible gains for organizations including:

- ✓ Business value: resilience, new market opportunities, diversification, cost avoidance, new partnerships
- ✓ Media and marketing value: brand value, access to new audiences
- ✓ The capacity to use your marketing insights and strategy to encourage a systemic and cultural shift in supporters and public behavior

With 64% of people choosing, switching, or boycotting brands based on their stand on societal issues (CISL, 2020), transparently publishing reports can gain considerable media and marketing value, which in turn builds trust. This enables you to reach new audiences and reinforces your values. Consumers no longer want a transactional relationship where they are communicated at, but a two way interaction with brands that bring value to their lives.



**NEXT STEP**  
**OVER TO YOU!**

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Across sport and business we are all innovators focused on performance and efficiency - now we need to tap into that creative potential and build capacity for sustainable solutions.

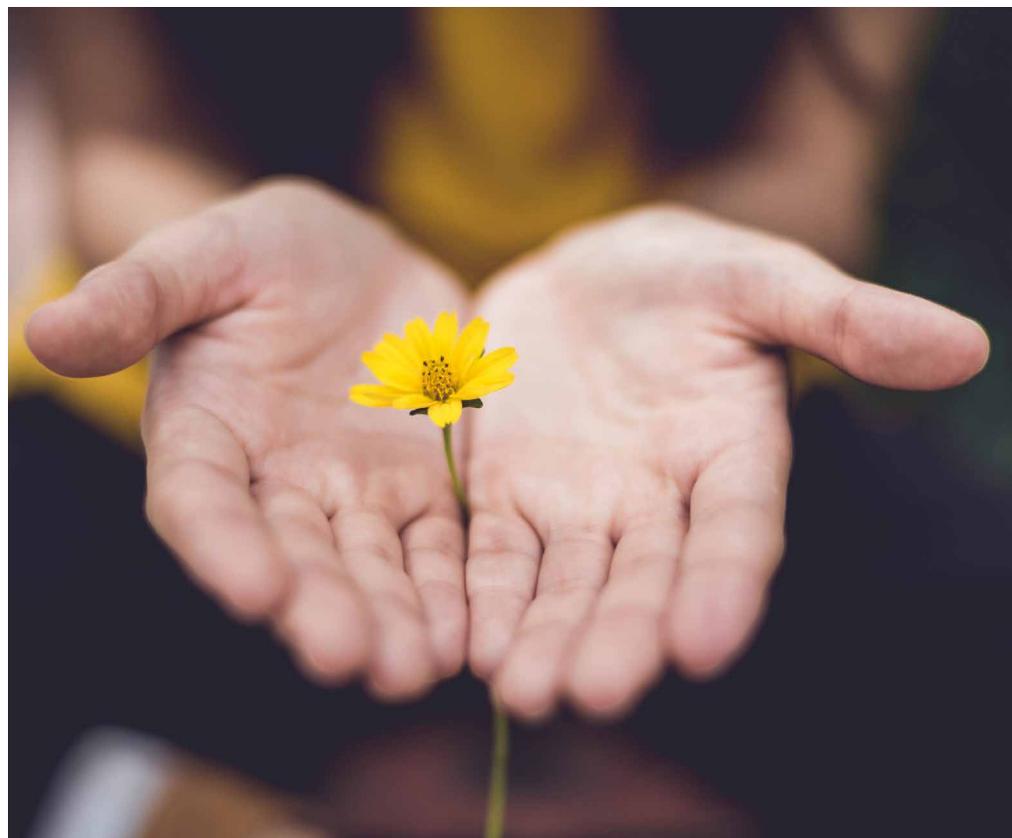
Organizations that prioritize disruptive change in “business as usual” will see the benefits within their staff and customer bases. 67% of people prefer to work for socially responsible companies (Neilson, 2014), with staff wellbeing and integration within sustainability plans leading to increased productivity and sustainable innovation (Stevens, 2013).

The adoption of sustainable practices will create economic winners, with early adopter benefits over your competitors. The sustainable product market is worth over US\$ 100 billion and growing

(CISL, 2017). Now is an opportunity to show leadership, and drive authentic change. As one example, Unilever’s sustainable brands are growing at twice the rate of the rest of their portfolio.

It’s also worth noting businesses that invest and lead in sustainability are 400% more likely to be leaders in innovation, too (Makower, 2013), giving them a greater competitive edge!

At this stage in the process of implementing your program, we hope sustainability has become an integral part of your organization’s culture and mission, and that the How-to Guides have helped you along the journey. The growing benefits you are seeing will continue to inspire your organization to further regenerative innovation and progress.



For all enquiries or suggestions about this How-to Guide, please get in touch at [info@sustainabilitytoolbox.com](mailto:info@sustainabilitytoolbox.com). To stay up to date with the latest news on The Toolbox visit [sustainabilitytoolbox.com](http://sustainabilitytoolbox.com).

If you have found The Toolbox How-To Guides, templates, and supporting case studies useful, we encourage you to create and share your own case studies based on your organization's experience. Please submit your documents through [info@sustainabilitytoolbox.com](mailto:info@sustainabilitytoolbox.com).

Disclaimer: No warranty or guarantee of any outcome or result is made. While great care has been taken when preparing these guides, standards change over time, and applying sustainability practices is specific to each organization, sector, and jurisdiction. It is up to the user to make sound choices and determine what aspects are right to include, important to address, or legally required. Use at your own risk.

## RESOURCES

The Toolbox tools and templates related to this guide:

- 11th Hour Racing Team Case Study - Reporting and Communicating
- Template - Annual report & communications plan
- The Toolbox Glossary

## REFERENCES

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STEP	11TH HOUR RACING TEAM CASE STUDY	TOOLS /TEMPLATES	DETAIL	USING THE TOOLBOX TO SATISFY UNFCCC PRINCIPLES			
				Principle 2: Reduce overall climate impact	Principle 3: Educate for climate action	Principle 4: Promote sustainable and responsible consumption	
<b>STEP 1. START</b>	Case Study   Starting a Sustainability Program	Template   Assessing your starting point	<p>Questionnaire to assist with understanding the context that your organisation sits in. Figuring out what's important and sensing what's emerging.</p> <p>Using this template, you can assess your starting point. Answering a few fundamental questions, you will understand where your organization sits in the landscape of sustainability.</p>	<p>This gives you a baseline of where your organization is now. Remember it's not a linear process. You can always reduce your impacts but you need to know the playing field first</p>	<p>This Toolbox template will help you establish spaces, forums, and workflows for individuals within your organisation realising what needs to be done in terms of education internally.</p>	<p>Try to answer in-depth and focus on materiality during this step.</p> <p>Answer the questions in as much detail as possible and check with office/site managers and HR that nothing is missed.</p>	<p><b>Principle 5: Advocate for climate action through communication.</b></p> <p>Use this to communicate to your stakeholders where your journey is starting from so they are able to see marked improvements.</p>
<b>STEP 2. CREATE A POLICY</b>	Case Study   Creating a Sustainability Policy	Template   Sustainability policy	<p>Customise this survey by adding your company values and including more relevant questions as required. If you are concerned about whether staff will know what each of these elements means to judge relevance, consider adding a web link to further reading for those that are interested.</p>	<p>The survey allows the people within your organisation to engage with your climate baseline, realise it, and begin an assessment of their stake and impacts in the organisation and its journey.</p>	<p>Provide resources, literature or presentations to better inform your staff.</p> <p>You might want to do a presentation to staff on the topic of sustainability before sharing this survey that introduces some of the reasons you are developing a sustainability program, as well as an explanation of some of the terms and definitions.</p>	<p>Looking into your organization's supply chain;</p> <p>What does your organization consume already?</p> <p>How do you process waste? What level of comprehension do you have about your supply chains?</p> <p>Can you go paperless for this survey?</p>	<p>Survey results help gauge what is important to the people in your organization.</p>
			<p>Drafting a policy at this stage will help you create a roadmap for your sustainability programme</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance:</b></p> <p><b>12. PLEDGE:</b> Sports for Climate Action Commitment requires a pledge by the head of the organisation. Commitments to adopt the targets will also require a pledge at the head-of-organization level to reach (net)-zero by 2040.</p> <p><b>13. Senior management buy-in and commitment,</b> particularly at the board/CEO level, is a prerequisite for a successful GHG reduction program. Implementing a reduction target is likely to necessitate changes in behaviour and decision-making throughout the organization. In some cases, it also requires establishing an internal accountability and incentive system and providing adequate resources to achieve the target.</p> <p><b>14.</b> Those wishing to become members of Race to Zero, a renewed signed letter of commitment is required.</p>	<p>Use the policy template to make commitments to monitor and report your reduced climate impacts.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 4, 8, 10, and 36.</b></p> <p>Signatories are required to make the following targets:</p> <ul style="list-style-type: none"> <li>- One mid-term target to reduce GHG emissions by 50% by 2030 at the latest. 2019 baseline is recommended but signatories should choose the latest year for which data is available.</li> <li>- One long-term target to reach net zero GHG emissions by 2040</li> <li>- Targets should be inclusive of scopes 1, 2 and 3 (categories which are material to total emissions and where data availability allows them to be measured sufficiently).</li> <li>- Organizations for which scope 3 represents 40% or more of total emissions generated by the organization to model Scope 3 emissions and set Scope 3 targets as well.</li> <li>- Process of Commit, Plan, Proceed and Report will enter into force effective December 2021.</li> </ul> <p><b>24.</b> The inventory boundary determines which emissions are accounted for across the 3 emissions scopes. (See Guidance doc)</p> <p>See <b>25 - 35 and 38 - 41</b> for details on Scope 1, 2 and 3</p>	<p>Include education at the core of your policy. Use your policy to educate by outlining definitions.</p>	<p>Consider using your policy to demonstrate how you will address sustainable and responsible consumption in your value chain</p>	<p>The policy will communicate your path forwards in a meaningful way to your stakeholders</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance:</b></p> <p><b>5.</b> Align with S4CA climate targets, that reflect the "fair share" for sport.</p>

USING THE TOOLBOX TO SATISFY UNFCCC PRINCIPLES								
STEP	11TH HOUR RACING TEAM CASE STUDY	TOOLS / TEMPLATES	DETAIL	Principle 1: Undertake systematic efforts to promote greater environmental responsibility	Principle 2: Reduce overall climate impact	Principle 3: Educate for climate action	Principle 4: Promote sustainable and responsible consumption	Principle 5: Advocate for climate action through communication.
<b>STEP 3: ENGAGE STAKEHOLDERS</b>	Case Study   Engaging Stakeholders	Template   Stakeholder mapping  Template   Stakeholder survey	<p>Explores the stakeholder's baselines and current outlook toward sustainability and impact management; identifies issues and aligning goals; identifies where collaborations can be made to make change.</p> <p>Engage and understand your stakeholders. Here, you can also manage your survey results and track communications.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 19.</b> Signatories should start to collaborate with their suppliers and, where possible, prioritize goods and services from companies who have made such commitments.</p>	<p>Mapping your stakeholders not only helps you promote greater environmental responsibility internally but gives you an aid to identify people in your network who you could define and deliver joint initiatives with.</p> <p>Prioritising your stakeholders can help you envisage which organisation beneficiaries or employees you can make partnerships, projects and campaigns with.</p> <p>This ranking will reveal where you can find synergies and better leverage change in the systems your organisation sits in.</p>	<p>Identify key stakeholders relating to climate impacts and opportunities</p> <p>Discover the most effective ways to reduce the climate impact of your value chain.</p> <p>The best initiatives and opportunities may not have been your first choice before engaging your stakeholders.</p>	<p>Define how you will engage each stakeholder on climate impacts and opportunities</p> <p>Share with stakeholders the research and discoveries made in Toolbox Steps 1 and 2.</p> <p>Encourage stakeholders to collaborate with your organisation and use the process to better inform both of your organisation on climate action.</p>	<p>Identify key stakeholders in the value chain that relate to sustainable and responsible consumption</p> <p>Help your suppliers to review their processes and/or products and/or bring in new stakeholders whose production processes align with your vision.</p>	<p>Identify potential ambassadors or leaders for your initiatives.</p> <p>Engage and connect with your stakeholders in a discovery consultation.</p> <p>Consider which stakeholders can also help you spread your message and engage more individuals and organisations outside of your networks.</p>
<b>STEP 4: IDENTIFY ISSUES</b>	Case Study   Identify issues	Template   Issues matrix  Template   Legal obligations register	<p>The issues identification matrix helps users to shift beyond ad-hoc environmental practices to comprehensive incorporation of economic, social and environmental sustainability, by looking at impacts in your business strategy and guiding users through mapping activities, issues, stakeholder engagement and a materiality assessment.</p> <p>This provides a robust and strategic approach to ensuring that the most pressing, high impact and important climate issues are prioritized</p> <p>Consider how can you go above and beyond reducing your emissions and impacts? How can you be innovative in your approach?</p> <p>This legal obligations register is based on ISO standard procedures. However, it is important to note that the categories, headers and content are provided for example, and are indicative only.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 9.</b> Change will work with signatories to determine the best course of action for achieving net zero by 2040; always guided by credible, best practice guidance</p>	<p>The issues identification matrix helps users to shift beyond ad-hoc environmental practices to comprehensive incorporation of economic, social and environmental sustainability, by looking at impacts in your business strategy and guiding users through mapping activities, issues, stakeholder engagement and a materiality assessment.</p> <p>This provides a robust and strategic approach to ensuring that the most pressing, high impact and important climate issues are prioritized</p>	<p>The issues matrix will help you identify key issues relating to climate impacts.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: See 39, 40, and 41.</b> Reducing scope 3 emissions and setting up a process to identify them, is very important and should be part of your climate strategy.</p>	<p>Identify gaps and sources of knowledge. Ensure you source information from diverse sources and perspectives.</p>	<p>Identify the key issues relating to your products and services</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 7.</b> Report publicly on progress with commitments</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 41.</b> (Travel of Fans) identify travel and transport as one of the major sources of GHG emissions in sports.</p>	<p>The results of the matrix will help you report back to your stakeholders on the priority issues to address.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 7.</b> Report publicly on progress with commitments</p>
					<p>Your legal obligations register should include all sector specific, national, and international requirements on climate impact reductions.</p>	<p>Use regular communications to link the legal requirements in your register to operational and business cases so your stakeholders can follow through on requirements.</p>	<p>Use regular communications to link the legal requirements in your register to operational and business cases so your stakeholders can follow through on requirements.</p>	<p>Ensure transparency around your legal obligations. Consider how will you communicate legal rights to stakeholders. Establish a grievance procedure so any impacted parties can resolve issues of non-compliance to prevent legal procedures.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 8.</b> Commitments must be met with strategies to reduce GHG emissions, backed by immediate concrete actions and transparency of their progress against set targets.</p>



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<p><b>STEP 6. PLAN AND IMPLEMENT</b></p>	<p>Case Study   Planning and Implementing a Sustainability Program</p>	<p>Template   Sustainability plan</p>	<p>The planning step provides users with the support to produce operational action plans, assign resources and define roles and responsibilities.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 17.</b> All signatories are requested to take immediate action toward their climate goals, reflecting the urgency of rapid emissions reductions.</p>	<p>Robust planning, resourcing and accountability structures promotes systematic change.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 15.</b> To help facilitate action towards emissions reductions targets, participants of the Framework must issue plans on how they are aiming to achieve interim targets. Within 12 months of joining signatories will be expected to submit plans to UN Climate Change, explaining what actions will be taken toward achieving their climate pledges, especially in the short term (2030 target). These plans will often be iterative, especially when signatories first embark on their net-zero transformation. For example, smaller entities or those facing resource and capacity constraints may require significant time to prepare a first GHG inventory. In such cases the UN Climate Change does not necessarily expect a "full" plan to be immediately available, but it is required that signatories provide information on their progress and the steps they will take, within 12 months.</p> <p>16. Climate action plans need to be tailored to individual organisations yet underpinned by broader low carbon transition business strategies. Plans should reinforce the commitment that the organisation is investing in sustaining frameworks for transformation.</p> <p>See 42-44 on Offsetting</p>	<p>Make sure your sustainability plan considers the reduction process and time scales for milestones on climate action.</p> <p>Include how are you going to identify hotspots, measure impacts, and make reductions from your established baseline year on year.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 18.</b> Action in line with commitment should immediately be taken on the following areas:</p> <ul style="list-style-type: none"> <li>(i) Energy consumption;</li> <li>(ii) Commuting and Business travel;</li> <li>(iii) Resource and material waste;</li> <li>(iv) Purchasing and supply chain; and</li> <li>(v) Other relevant categories.</li> </ul>	<p>Describe how you will engage stakeholders to increase participation in your plan, and provide learning resources to help give your organisation the skills to stay on track.</p>	<p>Consider the procedures will you put in place to execute your new procurement policies.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: See 19, 29-38.</b></p> <p>Give preference to sustainable means of transport and support the global transition to low carbon transport in your plan.</p>	<p>Key elements of your sustainability plan should be published so that stakeholders can follow your progress and milestones and be encouraged to publish their own.</p> <p>Ensure you are educating across the generations, of athletes, fans, and management to continue the legacies you want to see.</p>
		<p>Template   Sustainable sourcing code</p>	<p>The sustainable sourcing code template provides users with the support to produce procurement-focused action plans and policies.</p> <p><b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 19.</b> Signatories should start to collaborate with their suppliers and, where possible, prioritize goods and services from companies who have made such commitments.</p>	<p>Having your suppliers report on their standards and supporting organizations that have the weakest responses can help you make an impact down the supply chain.</p>	<p>Prioritize which suppliers to continue with, which to change and which to support. Even small changes can reduce impacts that are most intensive.</p>	<p>Audit against your SSC to review how suppliers are addressing requirements. Provide training and support where needed</p>	<p>Consider your internal procurement process as well as your external sourcing code. Include how you will address responsible consumption at the staff level.</p>	<p>Include the SSC you have created within supplier contracts and stakeholder discoveries to ensure all suppliers are engaged and respond to the climate action within your code.</p>
		<p>Template   Internal engagement plan</p>	<p>The internal engagement template will help you to engage staff members, ensuring that you reflect their collective interests, skill sets and values.</p>	<p>Create interdisciplinarity across your organisation and sector to leverage change in your organisation and the wider system</p>	<p>Engage all staff on climate neutrality, ensuring individuals are inspired to measure and understand their impact and take action in their day-to-day roles.</p>	<p>Use the template to plan how you will provide staff with the skills and knowledge to participate in climate action. You could include training and/or more formal sustainability/professional development.</p>	<p>Use the internal engagement plan to empower staff to take ownership of your new procurement procedures.</p>	<p>Template Consider the prompts within the template that advocate for a diverse approach to communications. You could include inductions, social sessions, posters and nudges, verbal updates, newsletters, or intranet.W</p>

STEP	11TH HOUR RACING TEAM CASE STUDY	TOOLS / TEMPLATES	DETAIL	USING THE TOOLBOX TO SATISFY UNFCCC PRINCIPLES				
<p><b>STEP 7. ASSESS PROGRESS</b></p>	<p>Case Study   Planning and Implementing a Sustainability Program</p>	<p>Template   Target and KPI Tracker            Template   Accommodation Tracker            Template   Electricity Tracker            Template   Fuel Tracker            Template   Material Tracker            Template   Refrigerant Tracker            Template   Shipping Tracker            Template   Travel Tracker            Template   Waste Tracker            Template   Water Tracker            Template   Internal audit            Template   Carbon Calculator            Template   Climate Action Tracker</p>	<p>A formalised spreadsheet to input and track success against KPIs            A formalised spreadsheet to input and track accommodation impacts            A formalised spreadsheet to input and track electricity use            A formalised spreadsheet to input and track fuel use            A formalised spreadsheet to input and track refrigerant use and fugitive emissions.            A formalised spreadsheet to input and track materials impacts.            A formalised spreadsheet to input and track travel and air miles            A formalised spreadsheet to input and track waste and how it's disposed of            A formalised spreadsheet to input and track water consumption and waste water            A formalised spreadsheet to assess compliance with your operational plans            A formalised spreadsheet that, informed by the data of other trackers, calculates your greenhouse emissions for the year.            A formalised spreadsheet to track individual qualitative actions contributing to the adaptation to, or mitigation of, climate change</p>	<p><b>Principle 1: Undertake systematic efforts to promote greater environmental responsibility</b>            Use the carbon trackers and calculator template to track your climate action results against all 3 scopes.  <b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance:</b>  <b>23.</b> Principle two of the framework calls on organisations to prepare a strategy for achieving net-zero for their organizations and their events, and highlights the hierarchy for action, starting with measuring and understanding environmental impact, followed by actions to avoid, reduce, and compensate residual emissions.  <b>24.</b> The inventory boundary determines which emissions are accounted for across the 3 emissions scopes. (See Guidance doc <b>See 25-35</b> and <b>38-41</b> for details on Scope 1, 2 and 3 <b>See 42-44</b> on Offsetting)</p>	<p><b>Principle 2: Reduce overall climate impact</b>            Consider the required metrics for each tracker to reduce your emissions and impact. Ensure your targets are aligned.            Discover which areas are the most emissions-intensive and find successes. Identify methods or initiatives to build on deficits and replicate or emulate successes</p>	<p><b>Principle 3: Educate for climate action</b>            Use your trackers and data to inform your stakeholders.            Be transparent and share data to support internal and external stakeholders, to understand climate change issues in a global and local contexts.</p>	<p><b>Principle 4: Promote sustainable and responsible consumption</b>            Use the internal audit mechanisms and procedures to ensure you are correctly recording your consumption and supply chain impacts. Report back to staff regularly on progress.</p>	<p><b>Principle 5: Advocate for climate action through communication.</b>            Use the data from your templates to assess progress against targets, and communicate transparently to your stakeholders using support form the templates in Toolbox Step 8</p>
<p><b>STEP 8. REPORT AND COMMUNICATE</b></p>	<p>Case Study   Reporting and Communicating</p>	<p>Template   Communications plan</p>	<p>This step will help you create an effective communications plan for sharing your sustainability program and outcomes externally.  <b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance:</b>  <b>7.</b> Report publicly on progress with commitments  <b>21.</b> For credibility of commitments and to maintain signatory status, all signatories are to submit annual public reporting from 2021 onwards.  <b>22.</b> In the first year of reporting (2021), no submission will be made publicly available, but signatories will be encouraged to publish progress with framework publicly on their website. UN Climate Change shall prepare a public aggregate report.</p>	<p>Ensure your communications get to the right people and leverage change in the greater sports ecosystem, influencing others in your sports or sector</p>	<p>Travel Update your targets year on year and establish mechanisms to help you realise where you can make further reductions to your climate impact.</p>	<p>Inform others on your process and methodology so they can replicate your successes or learn from your challenges.</p>	<p>Engage audiences in your production and consumption successes and challenges, making your reporting and communication interactive and representative.</p>	<p>Use the communications template to outline how you will tell engaging stories of your successes and challenges.  <b>UNFCCC Sport for Climate Action 'Moving from Commitments to Action' Guidance: 7.</b> Report publicly on progress with commitments  <b>22.</b> Signatories will be encouraged to publish progress with frameworks publicly on their website. UN Climate Change shall prepare a public aggregate report. In years to come, UN Climate Change may consider publishing individual reports on the Non-State Actor Zone for Climate Action (NAZCA) platform. The process of reporting will be communicated to signatories prior to each reporting cycle. Signatories of S4CA that already report publicly via other disclosure platforms will be assessed on a case-by-case basis on whether they need to also separately report to UN Climate Change.</p>



# THE TOOLBOX

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