



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 guide **6. How to Plan and 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.

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:

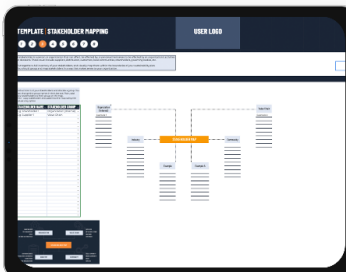
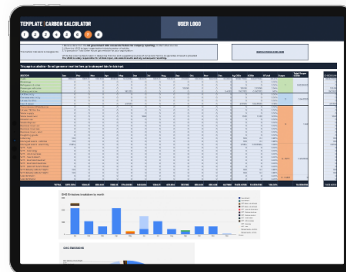
- ✓ [GHG Protocol](#) and DEFRA [conversions factors](#) to calculate greenhouse gas emissions
- ✓ Life cycle assessment tools
- ✓ Carnegie Mellon [Input-Output model](#) to assess the impacts of expenditure by sector
- ✓ National energy emission factors are published annually by the [International Energy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

TOP TIP

1. Access tracker templates on [The Toolbox](#) website to give you a starting point to gather data around KPI's related to travel emissions, water footprint, waste, energy consumption, etc.

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



2. COMPARE

“

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

ANONYMOUS

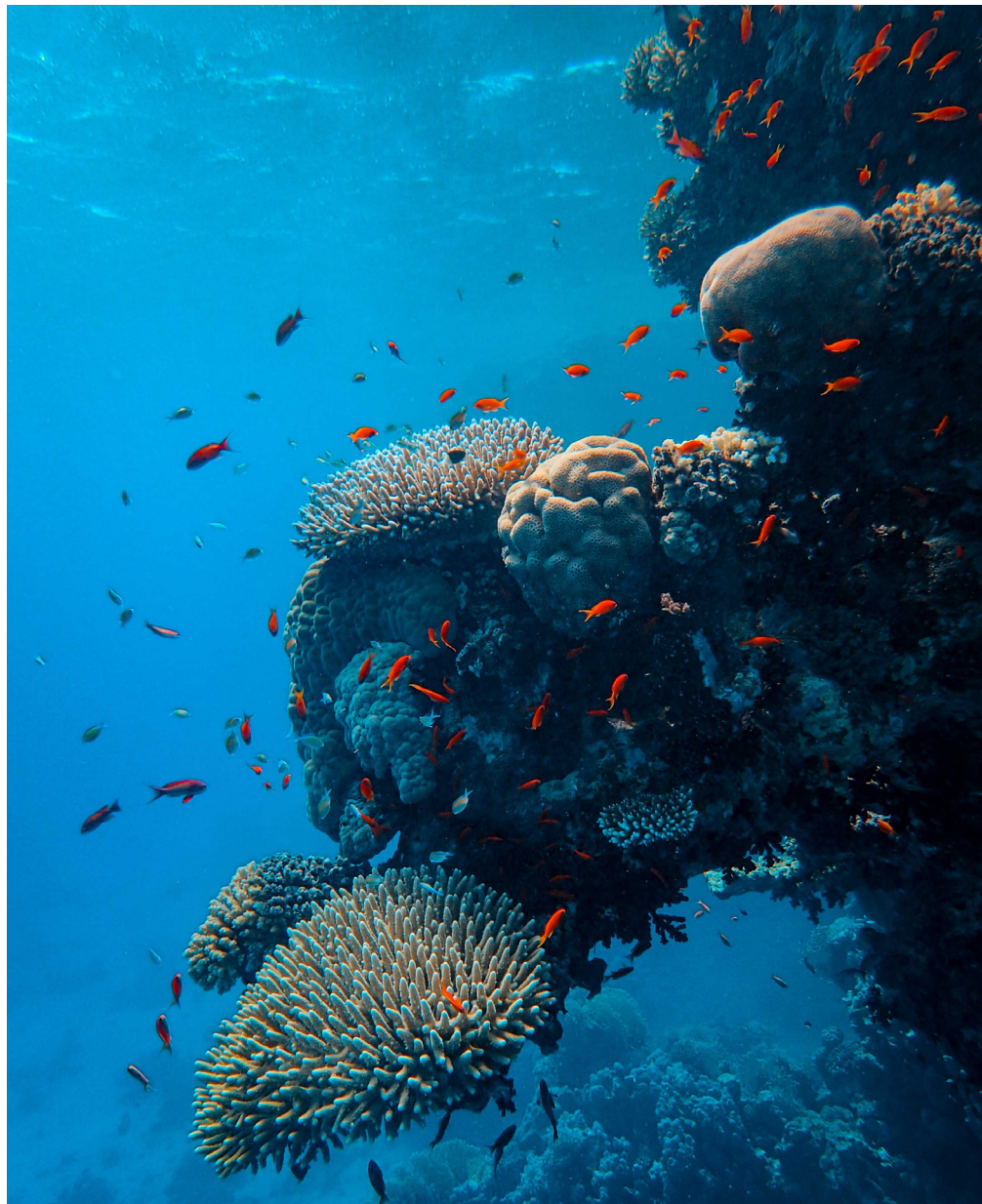
COMPARE YOUR RESULTS TO YOUR TARGETS AND DEADLINES

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?

CONDUCT INTERNAL AUDITS 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, however, regular reviews will allow for adjustments. For example, perhaps one element of your plan is not performing as expected; therefore, it requires additional focus and attention. Or maybe another target has been achieved ahead of schedule; therefore, a new stretch 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
- ✓ Sited for 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.

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

If you have found The Toolbox How-To guides, templates, and supporting 11th Hour Racing Team 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.

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

RESOURCES

The Toolbox tools and templates related to this guide:

- 11th Hour Racing Team Case Study - Assessing Progress
- Template - Carbon calculator
- Tracker Templates - Water, waste, travel, shipping, materials, refrigerant, HR, fuel, electricity, accommodation
- Template - Internal audit
- [The Toolbox Glossary](#)

REFERENCES

1. International Olympic Committee. [IOC Sustainability Essentials. Introduction to Sustainability- Section 8.](#) Switzerland; 2018.
2. International Organization for Standardization. [ISO 2012.1 Sustainable Event Management System Requirements - Clause 9.](#) Switzerland; 2012.

ACKNOWLEDGEMENTS

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