

# Learning from Each Other Sustainability Reporting and Planning by Military Organizations

(Action Research)

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# Sustainability Reporting and Planning - What Is Reported?

Indicators in Environmental Sustainability Components			
	Resource Management	Energy Management	Product Sustainability
UK MoD	Water (1) Waste (2) Site spe. sci.inter. (1)	Energy (2) Emissions CO2 (3)	Procurement (1)
French MoD	Water( 3) Waste (3) Paper (1) Land biodivers. (1)	Energy (18) Emissions air (4)	Eco-design concept (1)
The Netherlands MoD	Water (4) Waste (5) Site remediation (8) Natural habitat (2)	Energy (29) Emissions air (8)	EMS (2)
US DoD	Water (3) Waste (5) Paper (1)	Energy (5) Emissions air (2)	EMS (1) Procurement (1) Pesticides (1)
US Army	Water (1) Waste (4) Inte. Natur. Resc. Mgt Plan (1)	Energy (2)	
Canada ND	Waste (5) Paper (1) Land (2)	Energy (3) Emissions GHG (2)	Procurement (2)



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# Sustainability Reporting and Planning by Selected Military Organizations – When was It Started?

Started in Early 2000's

UK MoD	Since 2005 (2004 report)
French MoD	Since 2009 (2008 report)
The Netherlands MoD	Since 2000 (1999 report)
US DoD	Since 2010 (2010 plan)
US Army	Since 2008 (2007 report)
Canada ND	Since 2000



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# Sustainability Reporting and Planning – What are the Recent Drivers?

- Regulatory drivers: National legislation, Government organization regulations
- Or Self motivation

UK MoD	UK Government Strategy for Sustainable Development 2005
French MoD	French Government 'grenelle de l'environnement' 2007
The Netherlands MoD	Defence Sustainability Paper 2009
US DoD	EO 13514, EO 13423, Energy Independence and Security Act of 2007 (EISA), Energy Policy Act of 2005 (EPAct)
US Army	Self motivated 2007
Canada ND	Defence Sustainable Development Strategy 2006 (4 <sup>th</sup> iteration)



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# Standards of Sustainability Reporting and Planning – What Reporting Formats are Used?

- Different approaches to reporting

UK MoD	Sustainable Development Report (Sustain. Operations on Govt Estate targets, Govt Sustainable Indicators Goals)
French MoD	Sustainable Development Report (GRI)
The Netherlands MoD	Government Annual Report to Parliament, MoD Report, Appendix 5 – Environment (The Netherlands MoD Indicators)
US DoD	Strategic Sustainability Performance Plan (combined EO and EISA and EPact requirements)
US Army	Sustainability Report (GRI)
Canada ND	Government Annual Report to the Treasury Board of Canada, National Defence Report, Sustainable Development (The Canada ND Indicators)



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# Sustainability Reporting and Planning Breadth

- UK MoD reports on Defense Estates only
- French MoD reports on both estates and operations (including partial information on its over 12000 military personnel at international locations)
- NL MoD reports on both estates and operations with a particular focus on energy (29 indicators)
- US DoD reports on both estates and partially operations



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# Sustainability Reporting and Planning – Organizational Learning

- Sustainability-oriented learning as a process where organizations display behavioral changes that are attributable to a change in the knowledge and value base as a result of reflexive process, and where the concept of sustainability served as fundamental framework (Siebenhuner and Arnold, 2007)



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# Organizational Learning Factors Identified in Sustainability Reports and Plans: What Readers Learn?

Factors	UK	FRA	NL	CAN	US DoD	US Army
<b>External Factor</b>						
Regulation	X	X	X	X	X	X
Stakeholder Demands	X	X	X	X	X	X
Budget	X	X	X	X	X	X
Threat/Scarcity	X				X	X
<b>Structural Factors</b>						
Personnel Structure	X	X			X	X
Learning Mechanism	X	X			X	X
SD in Defense Strat.	X					
<b>Cultural Factors</b>						
Norms and Values	X	X			X	X
Internal Networks	X	X			X	X
Leadership	State Secretary	Minister	Minister	Ass. Deputy Minister	Under Secretary	Under Secretary
Conflicts						
<b>Behavioral Factors</b>						
Change Agents		X			X	



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# Sustainability Incorporated Into Defense Strategy: UK MoD Case

- UK MoD Example: Sustainable Development Strategy A Sub-Strategy of the Strategy for Defence 2011-2030
  - Principle 1: Defence must be resilient to current and future environmental, societal and economic threats (adaptation)
  - Principle 2: Defence must realise the positive and minimise the negative impacts that Defence activities have on the environment, people and the economy in the UK and overseas (mitigation)



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# Sustainability Incorporated Into Defense Strategy: UK MoD Case (Cont)

- UK MoD Example: Sustainable Development Strategy A Sub-Strategy of the Strategy for Defence 2011-2030
  - Delivery Plan includes Behaviour Change and its tasks:
    - Senior Leadership Commitment to SD
    - Ensuring SD Becomes an Essential Part of Defence Values
    - Effective Engagement
    - Ensuring that Financial and Non-financial Benefits of Improved SD Performance are Better Understood
    - Appropriate Training for All Staff
    - A Network of Sustainability Champions
    - Improving Responsibility, Accountability and Transparency for SD Delivery
    - Improvements to the Quality and Coverage of Data

“In the long-term, behavior change is an essential link between learning and performance improvements ” (Fiol and Lyles, 1985)



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# Energy Sustainability Incorporated Into Defense Strategy: US DoD Case

- US DoD Example: Energy – One of Four Key Areas of Sustainability
  - Operational Energy Strategy: Implementation Plan 2012
  - Goal: Incorporation into Policy, Doctrine, Professional Military Education and Combatant Command Theater Campaign Plans, Global Campaign Plans, Joint Exercises, Combined Training, Conferences, Research & Development, and Information Sharing Programs



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# Sustainable Procurement: What are the Focus Areas?

- French MoD - Program for major area purchases; 80 Navy vessels have “green passports” (IMO standard); the Commissary organic and locally produced products; military clothing, etc.
- UK MoD - Sustainable procurement performance targets cover 5 themes: people; policy, strategy & communication; procurement process; engaging suppliers; measurement & results. Sustainable Procurement Charter - a voluntary charter developed in conjunction with industry and based on a set of sustainable procurement principles
- NL MoD - Defense Acquisition Manual includes Sustainable Procurement (3 cases for deviation for military)
- Commonly recognized issue - impact of REACH



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# Learning from Each Other – Why is It important?

- Learning from each other encompasses:
  - exchanges of common practices
  - benchmarking
  - networking
  - forming joint ventures
  - making strategic alliances
  - and providing continuing education or training



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# Recommendations: Common Threads and Learning Opportunities for Technological Factors

- Technologies and Processes
  - Sustainable Procurement - civil standards, allied standardization and interoperability for military
  - Eco-Design and Life Cycle Analysis of military equipment and armaments
  - Technical military training
  - EMS for Energy on operational level
- NATO and EDA standardization to include sustainability factors that go beyond Environmental Protection



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# Recommendation: Common Threads and Learning Opportunities for Organizational Factors

- Structural Factors
  - Learning mechanisms of military organizations
  - Place of sustainability and its key areas in defense strategy
- Cultural and Behavioral Factors
  - Behavioral change: e.g. values, spillover effects
  - Forming internal relationships and links
  - Leadership: commitment
  - Change agents: champions
- Military organizations to share information on success stories of effective organizational changes and programs implementation



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# Questions?

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