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Zen and the Art of ESG Implementation

Aaron Zeper



NASHVILLE, TN
MAY 9TH - 11TH



calero



mdsl



Telecom Expense Management

Software Asset Management

IT Asset Disposition

Third Party Maintenance

Microsoft Practice

Data Center Services

Hardware Maintenance

License Advisors



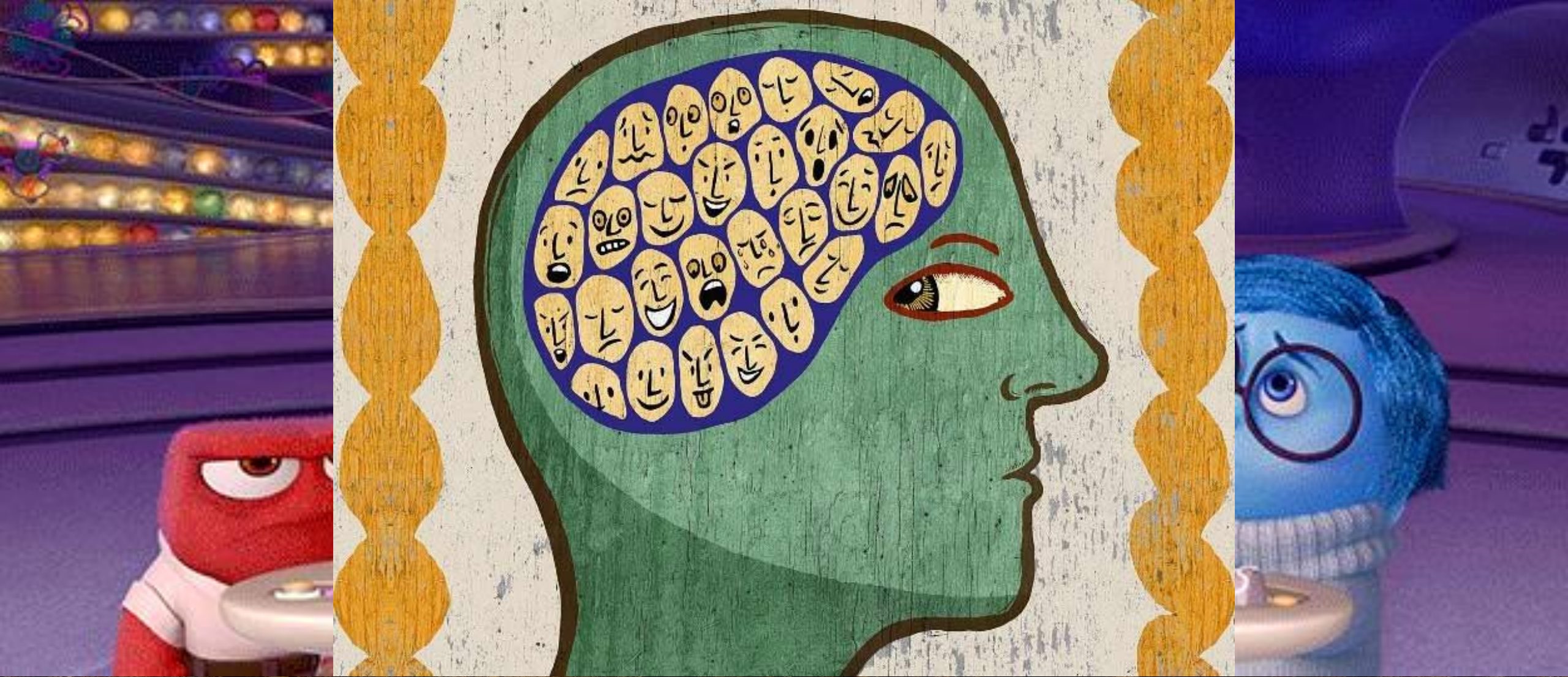
ITAD 2022



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DMD
Systems Recovery

Agenda and Intro Session

- Introduction
- Session Definition and Structure
- Current Misalignment
- Zen Principles with Examples
- Summary
- Parting Thought



Zen and the Art of ESG Implementation

This session identifies the misalignment between a company's **ESG principles** and its **ITAD practices**, then demonstrates how to improve, bringing the **objective** and **subjective** together for a **Quality ESG ITAD program**.

ESG

Confine to Sustainability
and Governance

ITAD Practices Include

- Program
- Metrics
- Environmental
Impact
- Data Security

Objective

- Measurable
- Yes or No

Subjective

- Corporate Values
- Aspirations

Quality ESG ITAD Program

A defined, overarching set of prescribed actions for all IT Asset Disposition activities representing the needs of all stakeholders while simultaneously amplifying your corporate values



Zen and the Art of Motorcycle Maintenance

Who has read it?
What is it about?

Summary

Story interweaves two parallel plots:

The chronology of a motorcycle journey of the narrator & his 11 yr old son.

The second plot details the life and thought of a man (internal voice), a solitary intellectual obsessed with a philosophical concept called Quality.



Zen

Typically deals with meditative and spiritual practices.

Zen describes those who think romantically, those who enjoy the arts and experience the world through emotions.



Zen and the Art of Motorcycle Maintenance



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Motorcycle maintenance deals with nuts, bolts, and greasy parts.

Motorcycle maintenance describes those who are classically minded, those who enjoy science and look at the world more rationally.

Zen and the Art of Motorcycle Maintenance



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If you want to live a balanced and QUALITY life,
you'll need to embrace both – Zen and
Motorcycle Maintenance

Seeing the world through these two lenses
leads to balance and quality.

Problems and conflicts arise when classically
minded people can't understand the romantic
mode of thought and vice versa.

In some ways, this embodies two of those
voices in your head

Zen and the Art of Motorcycle Maintenance



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ESG Ambition
Romantic
Vision
Aspiration
High Level Goals

ITAD Policy
Classical
Contract
Policies
Instructions

Current ITAD Misalignment



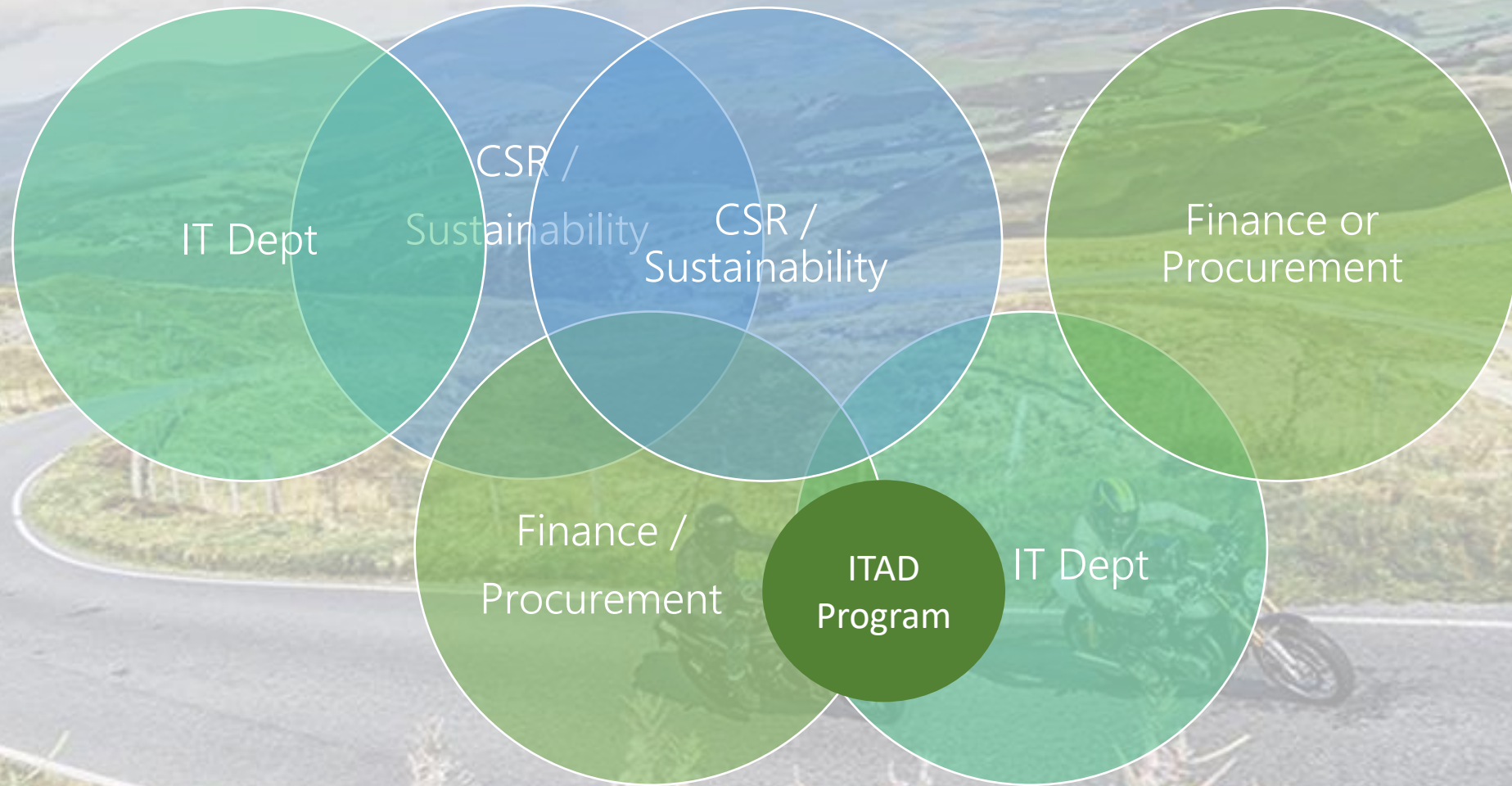
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- Are ITAD processing policies aligned to ESG goals?
- Does ESG provide oversight on your ITAD program?
 - All asset classes or just some?
- Did current policies and practices drive ESG goals?
 - Or vice versa?
- Has ESG rolled out standard reporting format and categories to all departments?
- Are IT department stakeholders included in ESG goal setting?
- Does CSR understand legal requirements of data responsibility?
- Does an external party evaluate dept policies to ensure alignment to ESG goals
- What corporate values are evaluated in your providers?
- Are company values embedded in corporate policies?
 - How is this monitored and reviewed?
 - More importantly, how is it remedied?

Current ITAD Misalignment





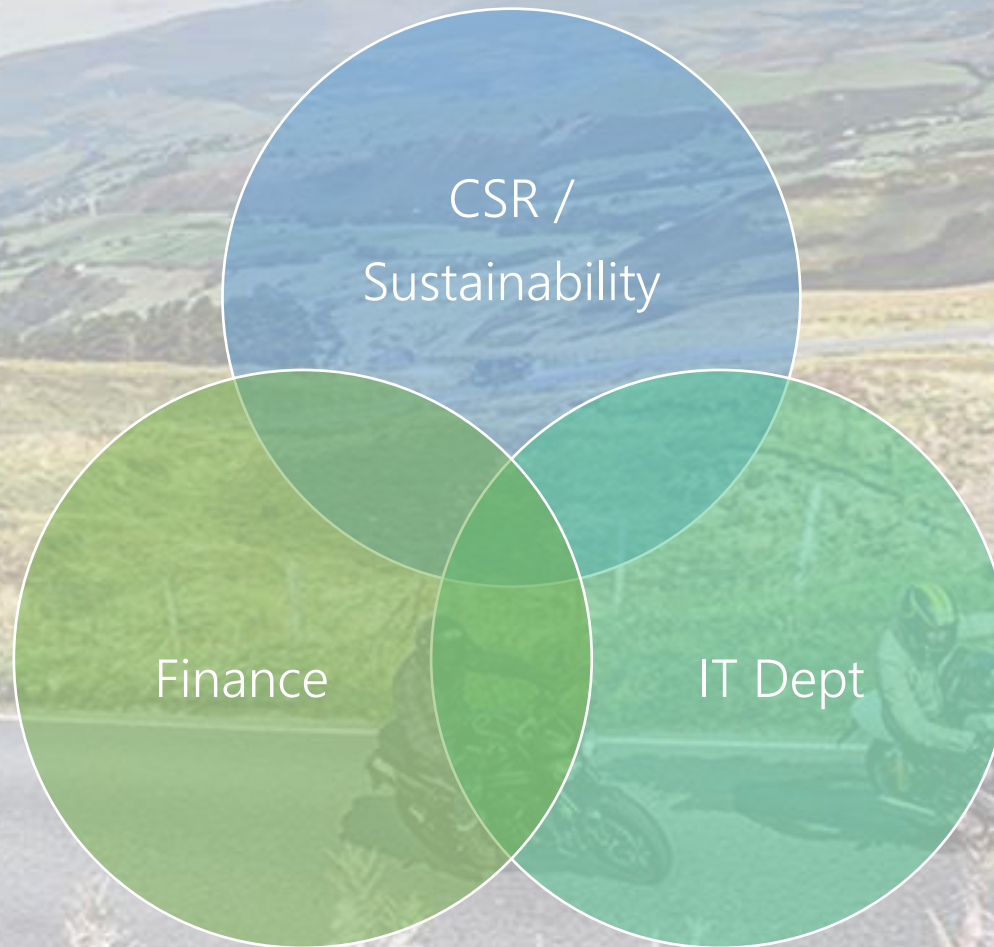
How Did We End Up Here?



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How Does it Really Look?

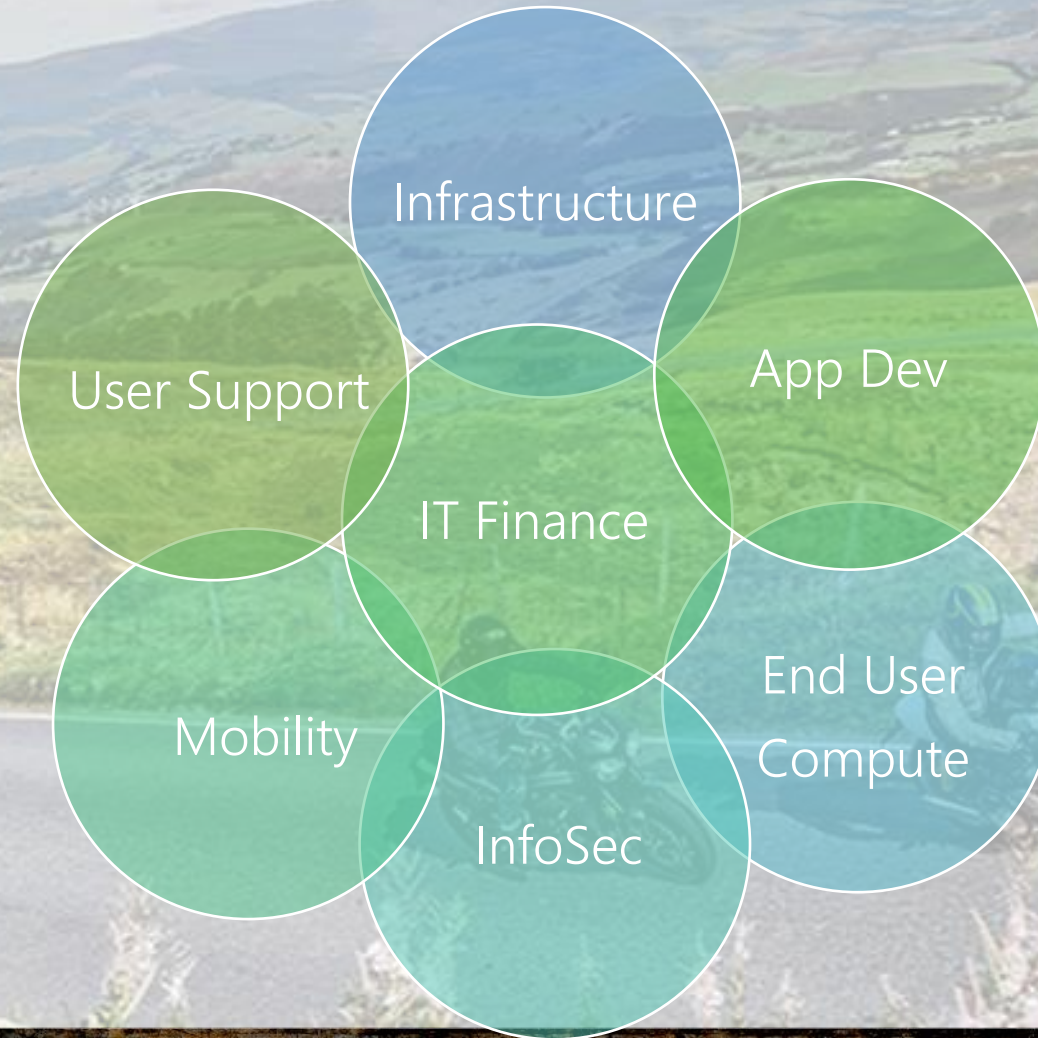


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Metrics
Reports
Processes



How Does it Really Look?

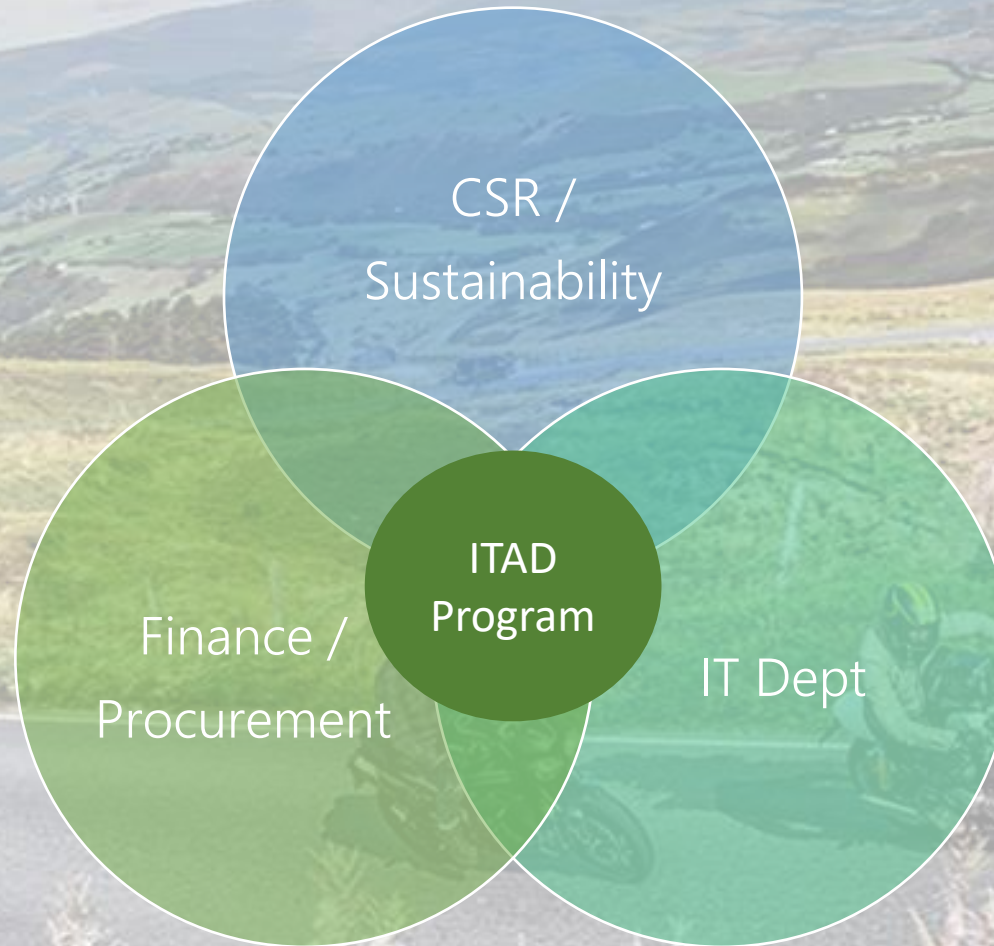


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The Goal



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Zen and the Art of Motorcycle Maintenance

Principles To Consider & How They Apply to ESG & ITAD



Quote:

"One does it and other talks about how it's done
And the talk about how it's done never seems to
match how one does it."

Meaning

Action and doing is more important than discussing.

Application

You must start the program. You must
execute actions. Plan, then Execute, quickly.

Zen Principle #1: Art vs Art History



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Make it Real

Multi-national manufacturer with a prominent, public ESG statement.

RFP had minimal and poorly constructed sustainability requirements.

E.g., no comparison of reused versus recycled assets, no compliance questions.

I spoke with Sustainability VP who indicated they were busy, focused on water usage.

Include sustainability in every department, every RFP, even if it is just one specific thing in an RFP.

Demonstrate you are serious. The team responds to action.

Zen Principle #1: Art vs Art History



Summary: Two types of people

Classics – proceeds with reason. Rational and analytic.

Romantics – are inspirational, imaginative. Life is full of chaos and emotion

Meaning

There are multiple perspectives, neither right nor wrong, just different.

The world needs both. Solutions need both.

Application

Your stakeholders must include both classics and romantics. This is diversity. Create robustness and consider multiple viewpoints to create balance.

Zen Principle #2: Classics & Romantics



Make It Real

A company wanting unlimited indemnification from an ITAD.
Mandated by a Classic as a metric & missed the intent.

Brought multiple stakeholders together to explain this minor mitigation tactic does not absolve the company of their responsibility. They were surprised to learn their data was governed by legislation that: "companies are responsible for the data until it is destroyed".

Regardless of indemnity, YOU are Responsible & it is not absolved by indemnity.

Involve experts who bring that perspective and balance with those who drive the discussion based on principle and values. Values and metrics.

Zen Principle #2: Classics and Romantics



Quote:

"What I mean by Quality. YOU know what it is... It doesn't make a bit of difference HOW you do it! Just so it's good."

Meaning

We may not be able to define Quality, but we instinctively know what it is and that it is important.

Application

Worry less about the measurement and optics of Quality. Instead, ensure quality in every component.
Less vanity metrics, more substance.

Zen Principle #3: Quality



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Make it Real

Company talked greatly about important aspects:

- Onsite Drive Wiping
- Security and Chain of Custody ability
- SLAs
- Rates

We knew the combined expectations were unreasonable for any ITAD and shared why by walking the customer through how you actually execute those desires based on the number of drives, timeline, size and space (regardless of rates)

Have a process to ask how. Inspect the quality, if you want quality.

Zen Principle #3: Quality



Quote:

"You are never dedicated to something you have complete confidence in. No one is fanatically shouting that the sun is going to rise tomorrow. They KNOW it's going to rise. "

Meaning:

No one argues a healthy planet is preferred. Adapt a message into something debatable which means specific asks and actions that foster interaction.

Application

Turn sustainability principles into expectations through every department. Specifics are debatable.

Zen Principle #4: Dedication



Make it Real

A customer with aggressive actionable sustainability goals assigns a CSR representative to all vendor QBRs. Any vendor with a QBR is considered a partner requiring a bi-directional scorecard.

The CSR representative ensures two things:

1. Sustainability is considered and discussed in every QBR
 - Consistent communication creates consistent consideration
2. The department, vendor and CSR Rep all learn about both companies, together.
 - Translates to better questions for ESG / CSR to consider. They vet a cert and not the next level down.
 - ITAD specific example - metrics of reuse vs recycle

Zen Principle #4: Dedication



Quote:

"To revolt against a government or to avoid repair of a motorcycle because it is a system is to attack effects rather than causes; and as long as the attack is upon effects only, no change is possible."

Meaning:

Without changing the construction of systemic thought, the thought will reproduce.

Application

Your ITAD program will not be effective unless your approach to ITAD is effective. You will not achieve sustainability through a system, but through changing beliefs.

Zen Principle #5: The System



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Make it Real

Policy to shred all network devices.

Network "following OEM & our Security recommendation."

ESG "policy does not align to our corporate values."

Rationally demonstrated tools to address data destruction at three levels.

ESG gathered Security, Network, and us. Security validated the approach and toolset. Network team instituted a policy change.

Start with the values. Publicize the values. Identify policies misaligned with values

Zen Principle #5: The System



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Quote:

"What he's looking for, what he wants, is all around him, but he doesn't want that because it IS all around him. He imagines his goal to be external and distant."

Meaning:

Enjoy where we are at. Recognize the goal and be willing to accept it. Don't desire novelty for novelty's sake.

Application

Fancy metrics, unnecessary complexity, services that don't matter, are distractions.

Don't solve for the extreme, solve for the normal.

Zen Principle #6: Ego Climbing



Make it Real

Company founded on values, started with values, and values embedded in their product.

RFP started with categories reflective of this: Climate Strategy, Environmental Compliance, Product Impact, Sustainability Decisions, Social Commitments.

Perspective: if we are buying a service with defined outcomes, then how we get to the outcome is the simple way to ensure value alignment.

Value alignment may be more important than policy or process alignment.
Process and policy are easily changed.

Zen Principle #6: Ego Climbing



Quote:

"The real University has no specific location. The real University is a state of mind which is regenerated by a body of people."

"The second university, the legal corporation, cannot teach, does not generate new knowledge or evaluate ideas."

Meaning:

The people, the team, the principles of the company are the real Sustainability. A plan, a document is a temporary embodiment

Application

Your ongoing actions and demonstrations is your real sustainability program regardless of what a document says.

Zen Principle #7: The "Real" University



Make it Real

Company focused on how many carbon credits something represents.
How can I report it or show everyone how great I am?

Learns the company reporting approach (GHG) does not let me count the savings.
How can I demonstrate I am doing the right thing.

Ignore the metrics. Focus on common sense and Quality.
Do you believe it is better to reuse something than recycle?
Is utilizing certified facilities more likely better than maximizing a revenue share?

Create a real program that is about values, not metrics, and it will self-perpetuate.

Zen Principle #7: The "Real" University



Quote:

"Sometimes it's a little better to travel than to arrive."

Meaning:

Find enjoyment in the journey. Don't obsess on the finish line

Application

You may have an overarching goal to your ESG goals, but the way you behave in every decision is where the important things happen

Zen Principle #8: The Journey



Make it Real

Let ESG know that you have stats today

Share the impact reports from your ITAD.

Teach them the difference between reuse vs recycle

Encourage individual departments to take initiative and start. Even if there is not a clear mandate. Where metrics and vision is missing, assign responsibility.

Generate personal responsibility. Individuals can create quality.

Zen Principle #8: The Journey



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Principles

1. Art vs Art History
 - Starting
2. Classics and Romantics
 - Vision and Metrics
 - Both for Balance
3. Quality
 - Inherently Known
4. Dedication
 - Involve with debate

Principles

5. The System
 - 5. Actions come from within
6. Ego Climbing
 - Importance of normal
7. The Real University
 - Not a place, an idea
8. The Journey
 - The end is minimal

Summary





Balance is best achieved
with multiple, different
perspectives

Summary

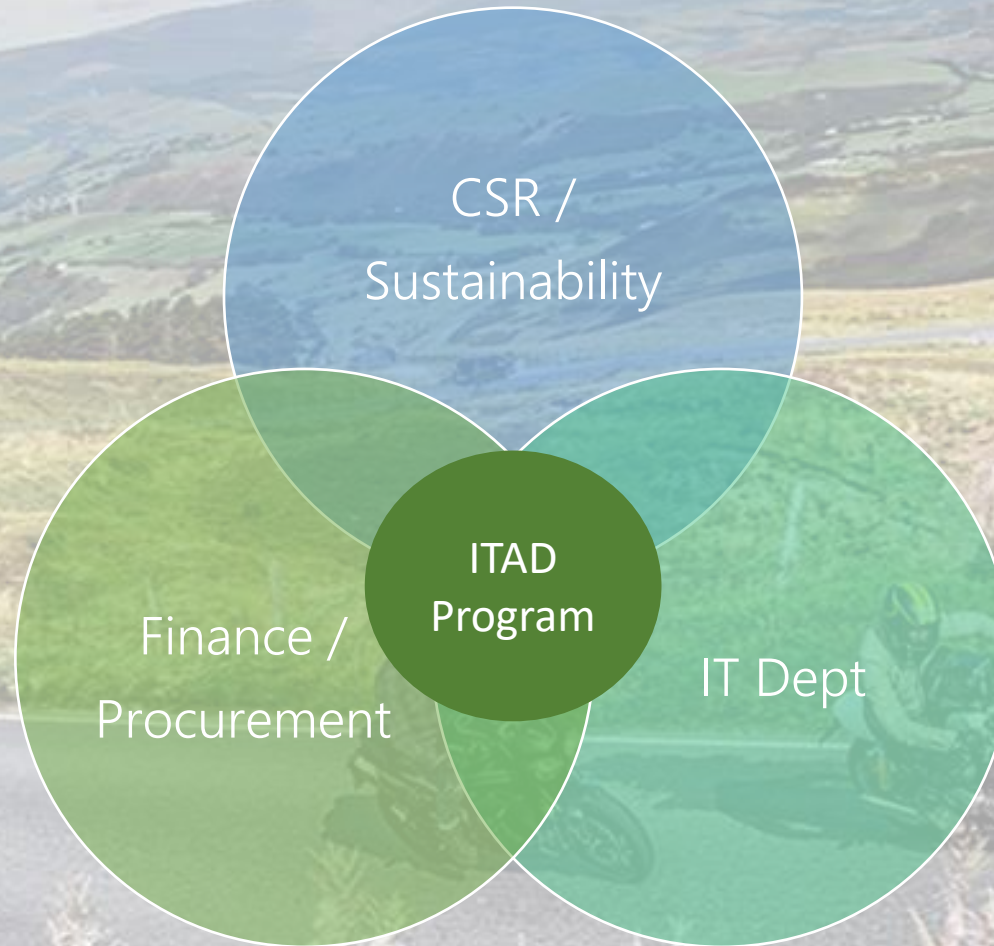


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ITAD ESG Program Balance



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Quote:

"To live only for some future goal is shallow. It's the sides of the mountain that sustain life, not the top."

Meaning:

The end is not the goal, the journey is.

Application

You may have an overarching goal to your ESG goals, but the way you behave in every decision is where the important things

Zen Principle #9: The Sides of the Mountain



Questions and Comments



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