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REPORT

NRDC SUSTAINABLE OPERATIONS PLAN

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ACKNOWLEDGMENTS

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About NRDC

The Natural Resources Defense Council is an international nonprofit environmental organization with more than 3 million members and online activists. Since 1970, our lawyers, scientists, and other environmental specialists have worked to protect the world's natural resources, public health, and the environment. NRDC has offices in New York City, Washington, D.C., Los Angeles, San Francisco, Chicago, Montana, and Beijing. Visit us at nrdc.org.

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Executive Summary

The Natural Resources Defense Council (NRDC) works to safeguard the earth—its people, its plants and animals, and the natural systems upon which all life depends. NRDC combines the power of more than three million members and online activists with the expertise of some 600 scientists, lawyers, and policy advocates across the globe to ensure access rights of all people to the air, the water, and the wild.

Working behind the scenes is NRDC's facilities team. Through superior stewardship and sustainable operations, the team works to foster a collaborative and inclusive workplace, to ensure the health and resilience of NRDC's offices and people, and to safeguard and restore the earth. The team's work—from ensuring workplace function to vetting each architectural detail—supports ecological, human, and economic health and vitality, and ultimately reflects and serves the greater mission of NRDC.

This plan provides full transparency into the visions and approaches of NRDC's internal operations. It is through this transparency that NRDC seeks to be an inspiration within the building industry and beyond.

The visions represent NRDC's ideals, which guide current and future courses of action. The approaches outline the strategies, tasks, and actions required to ensure the visions become reality. This plan includes five comprehensive visions:

VISION 1:
ELIMINATE GREENHOUSE GAS EMISSIONS

VISION 2:
INCREASE WATER EFFICIENCY

VISION 3:
ACHIEVE ZERO WASTE

VISION 4:
DESIGN FOR HEALTHY BUILDINGS AND PEOPLE

VISION 5:
INCREASE EDUCATION AND ENGAGEMENT

Sustainability Team members within NRDC's facilities team authored this plan. The team is responsible for updating its content and executing the approaches that will promote environmental stewardship, healthy and resilient buildings, and a collaborative and inclusive workplace. With an expert team (see Appendix A) and access to dedicated resources, NRDC is equipped to implement this plan and create positive change.

NRDC's Commitment to Sustainability

NRDC is committed to sustainable offices that reflect the organization's mission.

For nearly 40 years, NRDC has been at the forefront of green building and continues to set a precedent for sustainable operations. As of FY19, NRDC operates several highly sustainable offices globally that cumulatively comprise more than 175,000 rentable square feet.

NRDC has a long history of leading the industry with environmentally conscious operations:

1970

- The Natural Resources Defense Council (NRDC) is founded.

1988

- Preceding the existence of any green building certification, the **New York headquarters** is built with principles that parallel Leadership in Energy and Environmental Design (LEED) standards today. LEED later becomes the first and most widely-adopted green building rating system in the world.

2004

- The **Santa Monica office** receives one of the first and highest rated Platinum-level LEED certifications for New Construction v2 based on the number of points achieved. The office successfully installs the first permitted graywater system in the city of Santa Monica after intense advocacy with Los Angeles County's Department of Public Health. The recycled water is used to irrigate landscaping and flush toilets. During this time, a 7.5 kW solar array is also added to the roof.
- The **San Francisco office** achieves LEED for Commercial Interiors vI Gold Certification—and is the first in the city of San Francisco to do so.
- NRDC begins purchasing carbon allowances to offset operational greenhouse gas emissions across all offices.

2008

- The 8th floor of the **New York headquarters** achieves the highest-rated Platinum-level certification at the time under LEED for Commercial Interiors v2009.

2011

- The **Washington, D.C. office** achieves LEED for Commercial Interiors v2009 Platinum Certification with enough points to place it in the top tenth percentile of all certified projects.

2013

- The **Beijing office** achieves LEED for Commercial Interiors v2009 Gold Certification.
- An NRDC office achieves two certifications for the first time: the **Chicago office** is awarded LEED for Commercial Interiors v2009 Platinum Certification and Living Building Challenge (LBC) v2.I Petal Certification. This project is the first in the world to achieve LBC Petal Certification as a tenant improvement project.
- Heating oil in New York is switched to biodiesel (virtually carbon-neutral recycled cooking oil).

2014

- The relocated and renovated **Beijing office** achieves both LEED for Commercial Interiors v2009 Gold Certification and Living Building Challenge v2.I Petal Certification, and becomes the first LBC project in China.
- The **New York office**'s air barrier is sealed to improve the building envelope, resulting in drastic heating efficiency improvements and emissions reduction.

2015

- **New York** starts purchasing off-site renewable electricity through an energy service company called Ethical Electric, effectively making the office net zero energy.

2016

- The expansion of the **Chicago office** is completed and becomes the first project to achieve Petal Certification with the Materials Petal under the 3.0 version of the Living Building Challenge. Shortly after, the office achieves LEED for Commercial Interiors v4 Gold Certification.
- The **San Francisco office** renovation is completed and achieves Living Building v3.I Challenge Petal Certification and later LEED for Commercial Interiors v4 Gold Certification.

2018

- The **Santa Monica office** reaches operational zero waste. (NRDC defines zero waste as diverting 90 percent of the office's waste from incineration and landfills.)

2018–2019

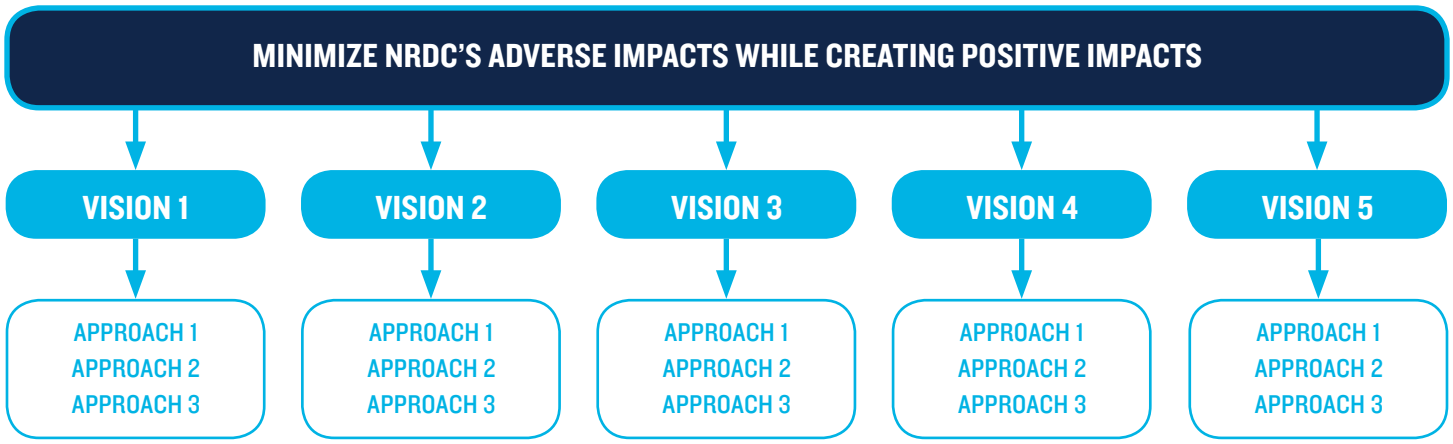
- Protocols and standards that guide design, construction, and internal operations of NRDC spaces are formalized. The documents include Design & Construction Protocols, Furniture Specification Guidelines, procurement policies, and Zero Waste Directive.

Framework

VISION AND APPROACH

This plan is organized into five sections that cover internal and external visions and approaches. Internally, NRDC is working to minimize adverse environmental impacts within its operations. Externally, NRDC is working to share best practices, provide transparency, and create a positive impact beyond the organization's operations.

The visions articulate NRDC's core ideals and serve as a clear guide for choosing current and future courses of action. The approaches provide the strategies, tasks, and actions required to ensure the visions become reality.



MEASURING SUCCESS

NRDC uses the triple bottom line (TBL) to guide decision-making and measure success. The TBL refers to the three legs of the "sustainability stool": social, environmental, and economic impacts (also known as people, planet, and profit, respectively). The TBL is the lens the team looks through when selecting a vision's most appropriate approach(es) and deciding on the execution.

Environmental Impact

NRDC's environmental impact is the life cycle impact of greenhouse gas emissions, water use, and waste production resulting from operating the organization. NRDC desires to produce more energy than it consumes, implement water conservation practices to avoid undue stress on the planet's natural water balance, and avoid sending waste to landfills or incineration.

Economic Impact

NRDC seeks to minimize costs wherever possible without sacrificing environmental and social sustainability. NRDC incorporates qualitative and quantitative methods to evaluate impact of sustainability initiatives.

Social Impact

NRDC's social impact recognizes both occupants within NRDC workplaces (staff and visitors) and vendors utilized for the procurement of goods and services.

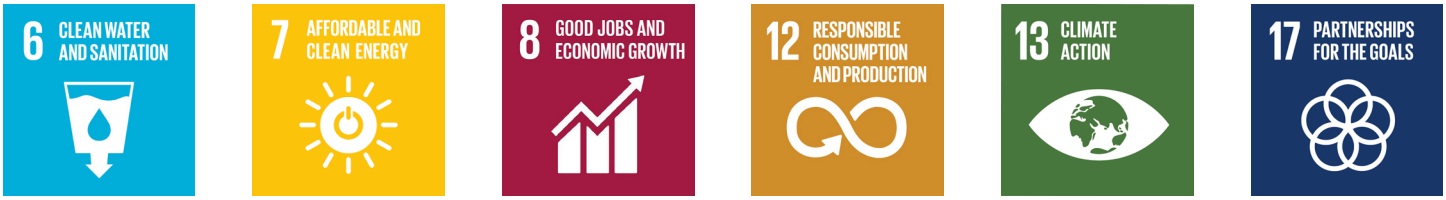
Internally, NRDC offices will strengthen the NRDC culture and instill a greater sense of pride within staff by connecting them with the organizational mission. Spaces will be healthy and improve productivity and satisfaction while offering all employees equal opportunities for success. Construction and renovation processes will consider factors such as worker conditions and ethical practices during vendor selection and material procurement.

Externally, NRDC spaces are components of the community at large and provide transparency into sustainable operations best practices that will be an inspiration for all markets.

ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, United Nations (UN) Member States adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The 2030 Agenda "provides a blueprint for peace and prosperity for people and the planet, now and into the future." Its 17 SDGs are "an urgent call for action by all countries—developed and developing—in a global partnership. They recognize that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality, and spur economic growth—all while tackling climate change and working to preserve our oceans and forests."[1]

As a mission-driven organization committed to safeguarding the planet, NRDC supports the global scope and influence of the UN's SDGs. While this plan has not been created in direct accordance with the SDGs, NRDC recognizes the consistency between the organization's goals and those of the UN. Because NRDC's operational objectives place the organization in a key position to contribute to the success of these global goals, NRDC refers to the following SDGs within each vision and approach:



See Appendix B for more information.

1 United Nations, "Sustainable Development Goals," https://sustainabledevelopment.un.org/sdgs (accessed March 2019).

Visions and Approaches

OVERVIEW OF NRDC'S VISIONS AND APPROACHES

VISION 1: ELIMINATE GREENHOUSE GAS (GHG) EMISSIONS

- **APPROACH 1:** Reduce NRDC facilities' operational energy consumption to decrease Scope 1 GHGs. (Scope 1 GHG emissions include those that occur from sources that are owned or controlled by the company, e.g. on-site fossil fuel combustion and fleet fuel consumption.)
- **APPROACH 2:** Increase NRDC's share of renewable energy sources to eliminate Scope 2 GHGs. (Scope 2 GHG emissions include those that come from the generation of purchased electricity consumed by a company. The emissions physically occur at the facility where electricity is generated.)
- **APPROACH 3:** Create NRDC business travel policy to decrease Scope 3 GHGs. (Scope 3 GHG emissions include those that are a consequence of the activities of the company but occur from sources not owned or controlled by the company, e.g. transportation of purchased fuels.)

VISION 2: INCREASE WATER EFFICIENCY

- **APPROACH 1:** Align with water use needs of the region
- **APPROACH 2:** Minimize potable water supply by increasing efficiency of fixtures
- **APPROACH 3:** Recycle all graywater and minimize wastewater requiring treatment

VISION 3: ACHIEVE ZERO WASTE

- **APPROACH 1:** Implement Zero Waste Directive to eliminate waste sent to landfills and incineration
- **APPROACH 2:** Incorporate zero waste strategies into Procurement Policy
- **APPROACH 3:** Implement Construction Waste Management Plan to eliminate waste generated from construction projects

VISION 4: DESIGN FOR HEALTHY BUILDINGS AND PEOPLE

- **APPROACH 1:** Implement Design & Construction Protocols
- **APPROACH 2:** Rid NRDC facilities of indoor environmental factors that adversely affect human health
- **APPROACH 3:** Follow non-toxic materials purchasing guidelines within NRDC's Procurement Policy

VISION 5: INCREASE EDUCATION AND ENGAGEMENT

- **APPROACH 1:** Engage with NRDC staff on initiatives in the Sustainable Operations Plan
- **APPROACH 2:** Collaborate with NRDC administration and program staff on projects to align the work of the organization
- **APPROACH 3:** Build an external presence to strengthen community and inspire action

BREAKDOWN OF NRDC'S VISIONS AND APPROACHES

VISION 1: ELIMINATE GREENHOUSE GAS EMISSIONS

- **APPROACH 1:** Reduce NRDC facilities' operational energy consumption to decrease Scope 1 GHGs
- **APPROACH 2:** Increase NRDC's share of renewable energy sources to eliminate Scope 2 GHGs
- **APPROACH 3:** Strengthen NRDC business travel policy to decrease Scope 3 GHGs

Definitions of Scope 1, 2, and 3 Emissions included in Appendix C.

Details

APPROACHES 1 AND 2: The primary source of scope 1 and 2 GHG emissions is energy used to power NRDC offices, including fuel burned on-site for heating, energy consumed from the utility grid electricity, transmission losses from delivering energy, and district heating for the Beijing office. NRDC seeks to reduce demand as much as possible through strategic energy efficiency projects and by devising strategies for supplying remaining energy demand from renewable sources.

APPROACH 3: NRDC's largest environmental impact stems from staff travel (Scope 3 emissions), which is a complex challenge to address, as travel is what enables NRDC to be so effective. NRDC is working to minimize impacts from travel by providing a travel policy that encourages sustainable travel. These details are outlined in the Travel Policy.

Achievements

- FY04—Installs 7.5 kW solar array in the Santa Monica office
- FY15–present—Purchases carbon offsets for staff business travel
- FY18—Adopts travel management program that allows NRDC to measure impacts of staff travel
- FY18—Obtains external verification of the Environmental Footprint report
- FY20 (projected)—Purchases carbon offsets for staff commuter travel, data centers, mailings, and other large categories of purchased goods and services

Alignment with UN Sustainable Development Goals

VISION 2: INCREASE WATER EFFICIENCY

- APPROACH 1: Align with water use needs of the region
- APPROACH 2: Minimize potable water supply by increasing efficiency of fixtures
- APPROACH 3: Recycle all graywater and minimize wastewater requiring treatment

Details

APPROACH 1: Water management plans—for bathrooms, kitchens, and building process water—are customized to the office location in order to minimize the stress on the local ecosystem. In California, for example, where there is a fluctuating state of drought, it is especially important that offices use as little water as possible.

APPROACH 2: NRDC requires installation of the most-efficient and/or waterless solutions, when possible. These details are outlined in the Design & Construction Protocols.

APPROACH 3: NRDC installs graywater recycling systems in offices where it is feasible to treat any nonpotable water resulting from operations (e.g., excess shower water). Reducing the amount of water sent to treatment facilities (e.g., black water from bathrooms) is crucial because wastewater can pollute watersheds and because treatment plants use significant amounts of energy.

Achievements

- FFY04—Installs low-flow fixtures in the San Francisco office
- FY04-—Installs low-flow fixtures in the Santa Monica office
- FY08—Installs low-flow fixtures in the New York office
- FY09—Installs low-flow fixtures in the Beijing office
- FY11—Installs low-flow fixtures in the D.C. office (first renovation)
- FY13—Installs low-flow fixtures in the Chicago office; building management upgrades plumbing fixtures within shared bathrooms
- FY19—Installs low-flow fixtures in the D.C. office (second renovation)

Alignment with UN Sustainable Development Goals

VISION 3: ACHIEVE ZERO WASTE

- APPROACH 1: Implement Zero Waste Directive to eliminate waste sent to landfills and incineration
- APPROACH 2: Incorporate zero waste strategies into Procurement Policy
- APPROACH 3: Implement Construction Waste Management Plan to eliminate waste generated from construction projects

Details

APPROACH 1: The idea that we can throw something away is misleading because there is no such thing as "away." NRDC's waste impact is defined as the amount of material generated by NRDC employees while at work. NRDC is both reducing the amount of material requiring disposal and increasing diversion rates (rate of waste diverted from the landfill and incineration by means of recycling, composting, and other strategies) by implementing the Zero Waste Directive. The plan encourages refusal and redirection of materials to the most appropriate waste streams. Because NRDC's waste impact is dependent on human behavior, staff collaboration and participation is crucial for the success of this vision.

APPROACH 2: Responsible procurement is the first line of defense in reducing generated waste and eliminating waste sent to landfills or incineration. NRDC considers a product's entire lifecycle: production (requirements to make a product), use (how use of the product impacts humans and the environment), and post-use (how disposal of the product impacts the environment). NRDC supports nearby manufacturers that produce long-life and low-embodied carbon products free of harmful chemicals. Manufacturers are requested to use minimal shipping material and packaging, if any, that is recyclable or reusable, and to share opportunities for product repair and end-of-life options (recycling, take-back program, reuse, etc.).

APPROACH 3: NRDC is works to significantly minimize and divert all waste generated from construction by implementing a Construction Waste Management Plan as outlined in the Design & Construction Protocols. NRDC provides rigorous requirements that are aligned with NRDC's zero waste vision and the most stringent green building standards available. This document ensures all NRDC construction projects are held to the highest standards for construction waste.

Related documents

- Zero Waste Directive
- Design & Construction Protocols

Achievements

- FY13—Begins regular weighing of all waste streams to track diversion rate
- FY13–FY18—Implements compost procedures across all offices
- FY13–present—Organization has a steady increase in diversion rate
- FY18—Implements unified operational procedures for hard-to-recycle items
- FY19—Santa Monica office reaches operational zero waste
- FY19—Creates Zero Waste Directive
- FY19—Creates first draft of Procurement Policy to address staff purchasing and project criteria
- FY20 (projected)—Implements unified e-waste recycling plan

Alignment with UN Sustainable Development Goals

VISION 4: DESIGN FOR HEALTHY BUILDINGS AND PEOPLE

- APPROACH 1: Implement Design & Construction Protocols
- APPROACH 2: Rid NRDC facilities of indoor environmental factors that adversely affect human health
- APPROACH 3: Follow non-toxic materials purchasing guidelines within NRDC's Procurement Policy

Details

APPROACH 1: NRDC regularly undertakes operational and small-scale projects, as well as large-scale office renovations. To ensure all projects have a neutral environmental impact and ultimately result in healthy spaces for all occupants, NRDC is implementing Design & Construction Protocols that incorporate guidelines from the most stringent standards available.

APPROACH 2 AND 3: Toxic materials and outdated systems can negatively impact both the natural environment and indoor environmental quality (IEQ). Poor IEQ has an adverse effect on the cognitive function, productivity, and well-being of occupants. NRDC is working diligently to prevent and eradicate all indoor environmental pollutants (in construction materials, equipment, and office supplies) by incorporating stringent requirements within the Procurement Policy and the Design and Construction Protocols. Through healthier spaces and more natural environments, NRDC will improve occupant productivity while minimizing external environmental impact.

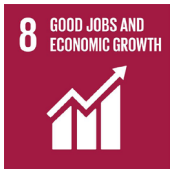
Related Documents

- Design & Construction Protocols—FY19
- Furniture Specification Guidelines—FY19
- Procurement Policy—FY19

Achievements

- FY13—Implements Sustainable Design Guidelines Specification across multiple construction projects
- FY14—Installs air filter system in Beijing
- FY17—Includes wellness rooms in: New York; Washington, D.C.; Los Angeles; and Chicago
- FY19 (projected)—Achieves Green Seal Partnership across all offices

Alignment with the UN Sustainability Goals



VISION 5: INCREASE EDUCATION AND ENGAGEMENT

- **APPROACH 1:** Engage with NRDC staff on initiatives in the Sustainable Operations Plan
- **APPROACH 2:** Collaborate with NRDC administration and program staff on projects to strengthen the work of the organization
- **APPROACH 3:** Build an external presence to align community and inspire action

Details

APPROACH 1: To successfully align NRDC's internal operations with external program work, staff must be educated on the importance of their role in workplace operations. Staff participation is crucial to sustainable operations' initiatives because these initiatives are dependent on human behavior. This plan is openly available to staff, and the associated documents (such as the Procurement Policy) will be reviewed with staff through ongoing communication. In addition, the coordination of staff volunteers will help support and improve operational strategies (such as the Zero Waste Directive) while simultaneously providing a platform for hands-on learning.

APPROACH 2: The Facilities Team and NRDC program staff often work toward similar goals (internally and externally, respectively) and utilize complementary skills. Collaboration across groups creates a greater knowledge base and a sense of engagement for all staff, ultimately strengthening organizational culture. The Facilities Team will continue to request insight from NRDC administration and program experts and to confirm alignment between internal operations and external reputation.

APPROACH 3: NRDC has a strong, positive reputation in the green building industry. NRDC seeks to maintain its status as a leader within this industry and expand its reach to all markets and communities. Workspaces are and will continue to be open and inviting educational beacons for staff, visitors, and the community. The sustainable operations and innovative features of NRDC workspaces are highlighted locally and globally through tours and other events and through promotion via external communication. Acting as an example of positive change, NRDC spaces will inspire all markets and communities to operate in the best interests of humanity and the environment.

Achievements

- FY12–present—Santa Monica achieves Green Business Certification
- FY18–present—Achieves Green Lease Leader (GLL) recognition
- FY18—Participates in Open House Chicago architecture event
- FY19—Creates Catering Policy

Alignment with the UN Sustainability Goals

LOOKING AHEAD

Since 1970, NRDC has been at the forefront of the environmental movement, and through the implementation of this plan, will continue to be a leader within its field and beyond. The visions and approaches within this plan act as the foundation for NRDC's long-term commitment to minimizing adverse environmental, social, and economic impacts while simultaneously creating positive change. This plan allows NRDC's organizational mission to be carried out through internal operations, both within its physical office spaces and through its staff's day-to-day tasks and functions.

NRDC's facilities team is fully dedicated to implementing the plan and will continue to refine and update the content as progress is made. This plan provides an up-to-date outline with clear next steps that the team looks forward to implementing, as well as opportunities to build upon existing initiatives.

Appendix A: Sustainability Team

As NRDC's Director of Facilities and Sustainability, **Anthony Guerrero** manages the core operations and sustainability functions at the organization. His specialty is integrating successful strategies that have the ability to evolve in order to meet ever-increasing objectives. This is evident through Guerrero's instrumental work in developing NRDC's initial sustainability operations. By building on this foundation, he continues to be an integral part in creating a regenerative real estate portfolio that considers both the health of humanity and the planet.

LINKEDIN

TWITTER

As NRDC's Sustainability Coordinator, **Maria McCain**'s work encompasses the organization's entire real estate portfolio. McCain analyzes NRDC's extensive data on waste, water, energy, and travel to develop and implement strategies that minimize the organization's carbon footprint. These strategies are also applied to internal green construction projects. Overall, McCain values a systematic and integrated approach to solving sustainability challenges. She received a master's degree in Environmental Monitoring, Modelling and Management from King's College London, and bachelor's degree in Environmental and Natural Resource Economics from West Virginia University.

LINKEDIN

Appendix B: United Nations Sustainable Development Goals

- **VISION 1 ALIGNS WITH:**
  - SDG 7—Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable, and modern energy for all
    - Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix
  - SDG 12—Responsible Production and Consumption: Ensure sustainable consumption and production patterns
    - Target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources

- **VISION 2 ALIGNS WITH:**
  - SDG 6—Clean Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all
    - Target 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of fresh water to address water scarcity and substantially reduce the number of people suffering from water scarcity

- **VISION 3 ALIGNS WITH:**
  - SDG 12—Responsible Production and Consumption: Ensure sustainable consumption and production patterns
    - Target 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
    - Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse

- **VISION 4 ALIGNS WITH:**
  - SDG 8—Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
    - Target 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
  - SDG 12— Responsible Production and Consumption: Ensure sustainable consumption and production patterns
    - Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
    - Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities
    - Target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

- **VISION 5 ALIGNS WITH:**
  - SDG 13—Climate Action: Take urgent action to combat climate change and its impacts
    - Target 13.3: Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning
  - SDG 17— Partnerships For The Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development
    - Target 17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
    - Target 17.17: Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships

Appendix C: Definitions

Graywater: The relatively clean wastewater from showers, sinks, washing machines, and other kitchen appliances.

IEQ: Indoor Environmental Quality.

LEED (Leadership in Energy and Environmental Design): An ecology-oriented building certification program administered by the U.S. Green Building Council (USGBC). LEED concentrates its efforts on improving performance across five key areas of environmental and human health: energy efficiency, indoor environmental quality, materials selection, sustainable site development, and water savings.

Living Building Challenge (LBC): A green building certification program and sustainable design framework that visualizes the ideal for the built environment. LBC uses the metaphor of a flower; the framework is broken down into "Petal" modules that can be achieved individually or entirely for Petal Certification or Living Building Certification, respectively. Living buildings give more than they take, creating a positive impact on the human and natural systems that interact with them.

NRDC Fiscal Year (FY): July 1 through June 30 (e.g., FY19 refers to July 1, 2018, through June 30, 2019)

Potable Water: Drinking water, also known as potable water, is water that is safe to drink or to use for food preparation.

Scope 1 GHG emissions: Emissions that occur from sources that are owned or controlled by the company (e.g. on-site fossil fuel combustion and fleet fuel consumption).

Scope 2 GHG emissions: Emissions that come from the generation of purchased electricity consumed by a company. The emissions physically occur at the facility where electricity is generated.

Scope 3 GHG emissions: Emissions that are a consequence of the activities of the company but occur from sources not owned or controlled by the company (e.g. transportation of purchased fuels).

Sustainable Development Goals (SDGs): A collection of 17 global goals set by the United Nations General Assembly in 2015 for the year 2030. The SDGs are part of Resolution 70/1 of the United Nations General Assembly: "Transforming our World: the 2030 Agenda for Sustainable Development," or "2030 Agenda." Reference: https://sustainabledevelopment.un.org.

Triple Bottom Line (TBL): Sustainability framework that examines social, environment, and economic impact. It is often referred to as the "3 P's": people, planet, and profit.

Zero Waste: Quantitatively, it is diverting a minimum of 90 percent of the organization's waste from incineration and landfills. Qualitatively, it is the conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning, and with no discharges to land, water, or air that threaten the environment or human health.