

THE RING

SUSTAINABILITY ACTION PLAN

2020-2023

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LIST OF ABBREVIATIONS

CO₂	Carbon Dioxide
CO₂e	Carbon Dioxide Equivalent
COO	Chief Operations Officer
EPA	Environmental Protection Agency
FDA	Food and Drug Administration
GHG	Green House Gas
GRI	Global Reporting Initiative
GWP	Global Warming Potential
HQ	Headquarters
ICT	Information and Communications Technology
IPCC	Intergovernmental Panel on Climate Change
IT	Information Technology
KPI	Key Performance Indicator
LCA	Life Cycle Assessment
MT	Metric Ton
ROI	Return on Investment
SAP	Sustainability Action Plan
SDG	Sustainable Development Goal
SMEs	Small and Medium Sized Enterprises
UN	United Nations



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The information presented in this Sustainable Action Plan (SAP) was prepared and provided by Simee Adhikari in the capacity of a consultant for the Ring workspaces, LLC. Estimates and projections contained herein involve significant elements of objective judgement and analysis, and are based on certain assumptions. Actual results may vary from estimates and projections and these variations may be immaterial.

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INFORMATIONAL PURPOSES ONLY AND DOES NOT
CONSTITUTE AN OFFER TO SELL OR SOLICITATION
OF AN OFFER TO BUY ANY SECURITIES.





PREFACE

***"You never change things by fighting the existing reality.
To change something, build a new model that
makes the existing model obsolete."***

~ Buckminster Fuller

The Sustainability Action Plan was prepared for The Ring Workspaces, LLC to fulfill the Capstone Thesis Requirement for the Masters in Liberal Arts with concentration in Sustainability at the Harvard Extension School, in the Summer of 2020. The basis of this research project stemmed from my experience as an entrepreneur and passion for developing practical sustainability tools and strategies that could be easily embedded in the ecosystem of small and mid-size companies. As the world moves further into rapid urbanization and economic growth, there will be a greater need for innovative approaches to utilize earth's limited resources responsibly. It is my passion not only to explore how but to develop actionable plans and practical tools to break down barriers to accessibility for future generations.

In truth, this has been a collaborative process, which could not have been possible without the support of many. I would like to take this opportunity to express my sincere appreciation to The Ring executive team, staff, and community members for their support, collaboration, and invaluable insights. Special thanks to Chairman, Daniels Ikajevs, for believing in this initiative and COO, Janelle Branch, for her time and unwavering support during the development of this plan. Lastly, my deepest gratitude to my Capstone instructor and faculty William O'Brian for his mentoring and guidance throughout the capstone process and beyond.



EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

The Ring Workspaces L.L.C. ("The Ring") is a dynamic organization offering co-working facilities to start-ups and small and medium sized enterprises (SMEs) in Clearwater, Florida. Sustainability is one of the Ring's three core operational pillars, with The Ring instituting several sustainability initiatives throughout 2019. These included eliminating single-use plastics, installing recycling bins, purchasing local produce, and working towards a WELL Building Standard certification. Ultimately, The Ring aims to become an industry leader among co-working facilities, particularly regarding sustainability and wellbeing practices.

However, after an initial GHG inventory exercise, Ring senior management identified the need to better integrate sustainable principles and practices throughout its strategy and operations. In particular, The Ring recognized the need to reduce its operational GHG emissions to net zero by 2030, reduce waste to landfill, and foster a greater culture of sustainability among Ring community members, including start-ups and SMEs. A Sustainability Action Plan (SAP) was commissioned to address these gaps and further refine The Ring's sustainability ambitions.

The SAP provides actionable steps to achieve The Ring's SAP goals through administrative, operational, and behavioral change initiatives over during a three-year period (2020-2022). Recommended initiatives are aligned with sustainability gaps identified through a comprehensive baseline assessment and community member sustainability survey conducted by the consultant. Behavioral change initiatives were informed by change management literature, namely Kotter's Eight Steps to Change (Kotter, 2014).

The SAP also provides practical tools and templates tailored to The Ring's needs to successfully implement the SAP's recommended initiatives. This includes ready-to-use awareness campaign material, informational documents for Ring community members, and a SAP reporting template. Finally, an implementation roadmap and post 2022 initiatives are provided to direct The Ring's future work on achieving its long-term sustainability goals.



BACKGROUND

2. BACKGROUND

Business activities are one of the primary drivers of conservation impacts, with the top 3000 companies responsible for an estimated \$2+ trillion environmental damage. Reducing these impacts from key business sectors is an objective of many conservation strategies, but one sector that has been neglected is the start-up sector. This is despite the fact that many of today’s start-ups are likely to be tomorrow’s dominant forces in business, and the fact that the changes businesses need to be making are much easier to make before a business becomes established. The Ring Workspaces, aims to address this gap by embedding sustainability into the start-up ecosystem, reflected by an increase in the number of start-ups incorporating sustainability considerations into their business models and the number of investors and supporters demanding sustainability performance from their investments. The Ring recognizes its need to embrace sustainability across its operational and strategic activities in order to reduce its environmental, social, and economic impacts. This section provides greater detail on The Ring’s existing operations and future growth ambitions to give context and further inform SAP goals and recommended initiatives.

2.1. Company Overview

The Ring Workspaces, LLC is a Florida-based limited liability company that offers state-of-the-art, eco-friendly, flexible, and smart **office spaces/ co-working facilities** that optimize human wellness, productivity, and performance using green building best practices. It is meant to be an incubator, accelerator, and innovative eco-system for start-ups, small, and mid-size companies.

The Ring ecosystem encompasses facilities, support, mentoring, and networking opportunities required for small and mid-size companies to gain knowledge, training, and experience necessary to succeed in the business world. As a co-working and business-as-a-service provider, the Ring offers a community-based ecosystem for young professionals, freelancers, startups, nonprofits, tech companies, and financial firms. All Ring members have access to enterprise-level amenities including a few unique offerings, namely a Sleep Pod, an indoor ping pong table, stand up desks, and a Podcast studio. A partial list of the Ring amenities is shown in **Figure 1**. (obtained from the Ring's website)

STATE OF THE ART AMINTIES FOR WELL-BEING



Figure 1: Enterprise Level Amenities offered at The Ring

The flex-space component allows the Ring members to work on a month-to-month or long-term basis following the trajectory of their organic incubation or growth pattern. Eligible members have the platform to pitch their ideas at the annual “Ring Event” which provides them with access to venture capital funds. The four types of Ring memberships are shown in Figure 2:

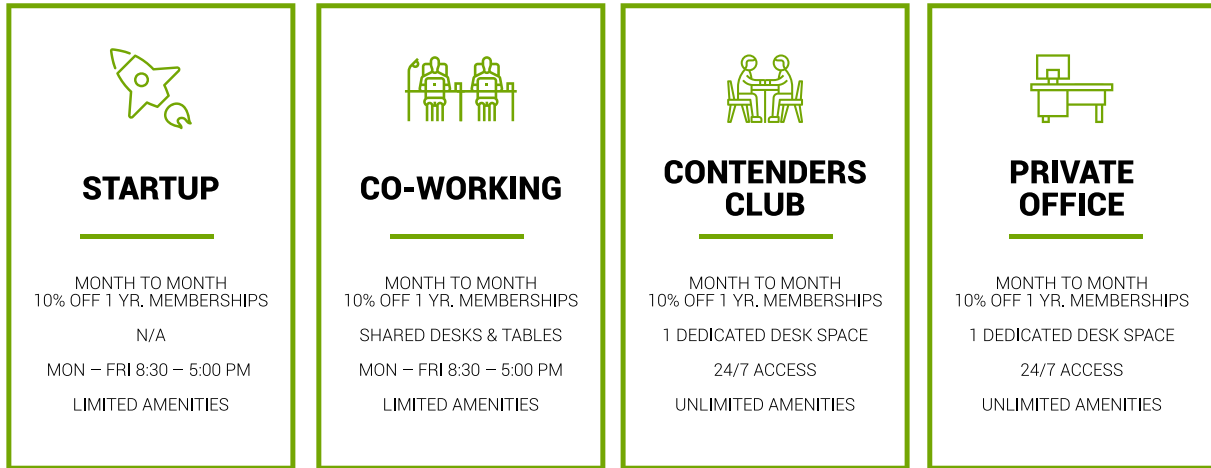


Figure 2: The Ring Membership Categories

2.1.1. Vision, Mission, Values

The Ring’s vision is to optimize human potential within the built environment.

Its mission is to create the healthiest workspaces in the world.

Ring’s “Why” is encompassed in its five core values: Innovation, Integration, Inspiration, Integrity, and Ingenuity.

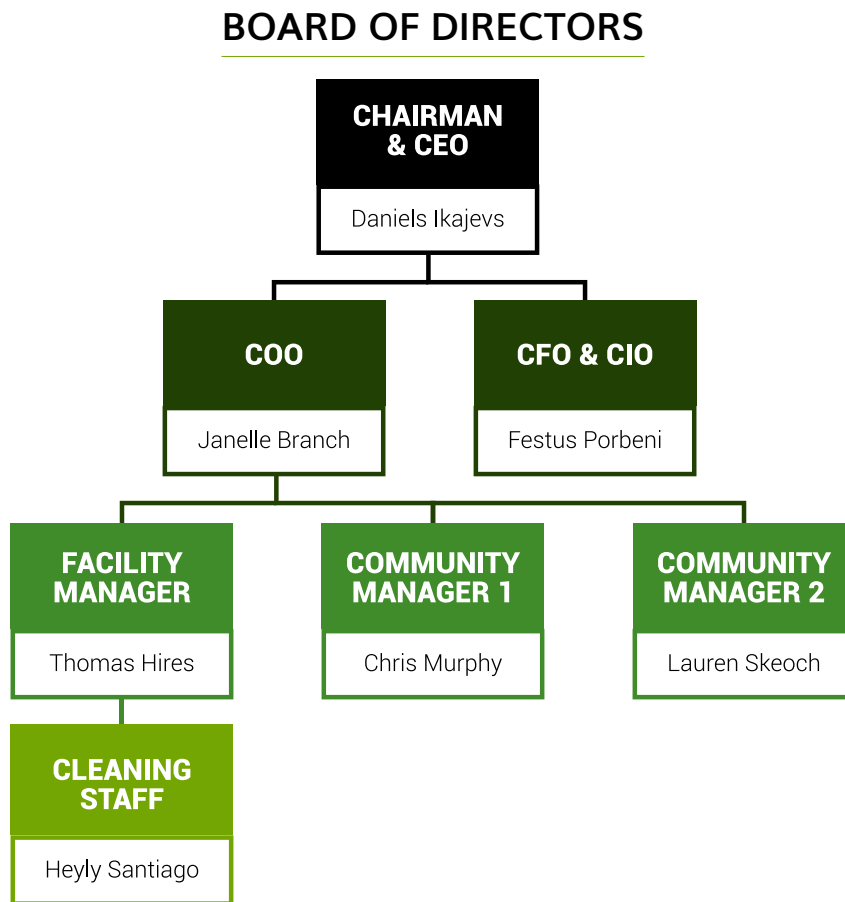
2.1.2. The 3 Pillars of the Ring

3 Pillars of the Ring are:

Health/ Wellness–Sustainability–Innovation

As of 2019, the Ring has been registered with the International [WELL Building Institute](#) and is currently pursuing the WELL Certification. In March of 2019, the Ring was selected to partake in the Harvard T.H. Chan School of Public Health’s [COGFX study](#) aimed at assessing the impact of Green Buildings on Occupant Cognitive Function. The Ring was the only coworking space in the state of Florida to be part of the study.

2.1.3. Organizational Chart



2.1.4. The Ring's "Member Community"

The Ring's Clearwater facility currently houses 94 companies consisting of 131 member occupants who are highly focused on productivity and growth. They do not take a laid-back approach to business and are driven to succeed. The current member profile includes solo entrepreneurs, owners of small businesses, and workers of remote teams who aspire for personal and professional growth. As of Q3 2020, The Ring's community has grown significantly spanning over seven major industries as shown in **Figure 3**. Though the Ring community is comprised of members from all age groups, Millennials are the primary target and standard demographic for the co-working space and holds over 58% of the memberships.



Figure 3: The Ring Member's Industries of Operations

2.1.4.1. The Ring Member PERSONAS

The following are not profiles of actual Ring members but are PERSONAS developed in collaboration with the Ring senior management from behavioral insights gleaned through interactions with Ring members, the sustainability survey, and inputs from the Ring community managers. These personas reflect the attitude, behaviors, goals, and pain points of Ring community members in regards to sustainability.

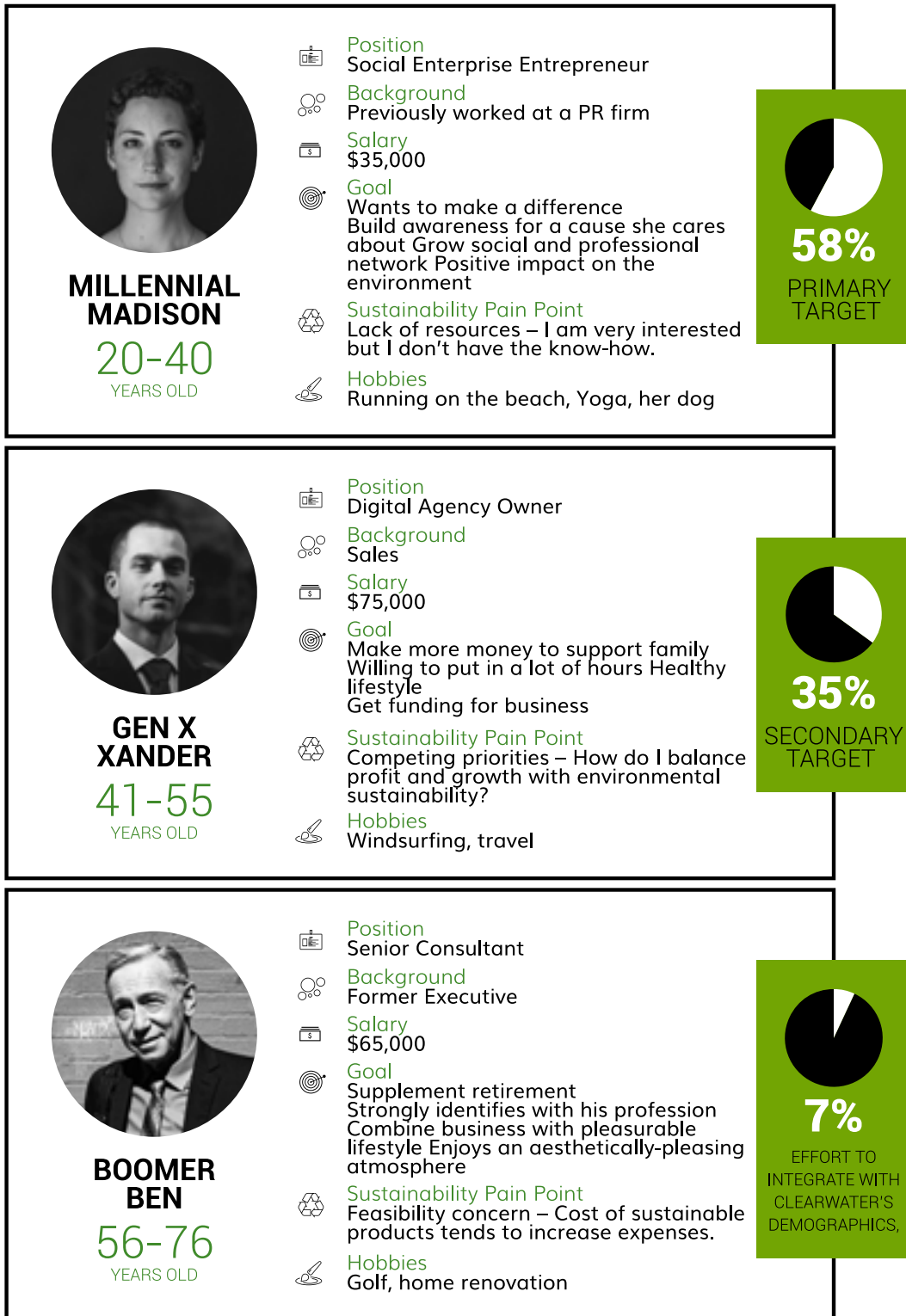


Figure 4: The Ring Member's Industries of Operations

2.1.5. Expansion Plans, Sustainability Aspirations, and Impact Potential

As of Q2 2020, The Ring's Florida head-quarter is home to 94 companies comprising of 131 member occupants, boasting a 97% occupancy rate of the private office spaces. Following their initial success, the Ring plans to expand to 20 more locations across the USA in the next five years which has the potential to impact over 5000+ small businesses. Given, that the Ring is home to a start-up for 12 to 18 months on an average, before transitioning to a conventional office set-up, the potential ripple effect of these start-ups and SMEs embracing sustainable practices could be very significant and meaningful. Therefore, the Ring wishes to seize this unique opportunity and become a market leader in the industry by "being the change it wishes to see in the world." In pursuit of this ambitious mission, the Ring executive team wishes to set up a Sustainability Action Plan (SAP) that supports their vision to become carbon neutral by 2030, along with creating an organizational culture of sustainability (see **SAP Goals section**).



KEY STAKEHOLDERS

3. KEY STAKEHOLDERS

As part of the SAP Statement of Work, key stakeholders were identified for SAP consultation and its implementation. Those identified as the Ring's key SAP stakeholders are as follows:

3.1. The Ring's Senior Management and Staff

This group of stakeholders will review, approve and implement the Sustainability Action Plan.

- **Daniels Ikajevs, Chairman/ CEO**
Will be the process owner for the SAP roadmap
- **Janelle Branch, COO**
Will be key in driving the change management necessary to implement the SAP. She will also be the initial Sustainability Manager.
- **Festus Porbeni, CFO and CIO**
Will hold responsibility for all financial allocations and marketing efforts of the SAP
- **Facility & Community Managers**
Will be key in observing and implementing the operational aspects of the SAP on a day to day basis
- **Cleaning Staff**
Will adhere to the green cleaning protocol/ guidelines outlined in the SAP

3.2. The Ring's Board of Directors

This group of stakeholders will review the SAP.

3.3. The Ring's "Member Community"

The member community (young professionals, freelancers, startups, nonprofit organizations, tech companies, and financial firms) was an integral part of developing the SAP and the plan should address what behavior changes this group will need to make in order to ensure the success of the plan.

3.4. Investors/ Venture Capitalists

This group of stakeholders may demand sustainability performance from their investments.

3.5. City of Clearwater Governing Body and Staff

In 2018, the Ring received a \$600,000 loan-to-grant aid from the City of Clearwater that is conditional upon certain sustainability performance metrics. Therefore, the SAP should reflect and outline the requirements.

3.6. The Ring Community Partners on Sustainability Initiatives

The SAP explores partnership opportunities with local NGOs, government entities, universities, and corporate leaders to provide relevant educational workshops on sustainable business practices to Ring community members, and volunteer opportunities. The potential stakeholder list includes:

- **City of Clearwater's Sustainability Manager (Sheridan Boyle):** communicate Ring's sustainability commitment and SAP, as well as Partner with the City on educational opportunities on sustainable business practices.
- **Clearwater Chamber of Commerce:** communicate Ring's sustainability commitment and SAP, as well as share learnings on implementing sustainability and reducing GHG emissions as a business.
- **Tampa Bay Regional Resilience Coalition:** sign on as a corporate member and explore partnerships for educational opportunities on sustainable business practices for Ring community members.
- **Tampa Bay Climate Alliance:** community partner for potential volunteer opportunities focused on climate action for Ring staff and Ring community members.
- **Tampa Bay Watch:** partner to provide with online education opportunities to Ring staff and Ring community members through the Tampa Bay Watch Discovery Center's online training and course offerings.
- **University of South Florida:** possible partner for delivering sustainable business practice education opportunities and share learnings on embedding sustainability within business practices.
- **Patel College of Global Sustainability:** partner with for sustainable business practice education opportunities, including the annual Women in Green Summit or corporate community engagement opportunities with master students.
- **Sierra Club Florida Chapter:** partner with for ocean clean up volunteer opportunities as well as their annual sustainability event held in Clearwater.



RATIONALE

4. RATIONALE

This section outlines The Ring's rationale behind implementing the SAP, as well as possible opportunities and risks of implementing the SAP. This section also includes the client's requirements in developing the SAP.

4.1. Driver's for Change

4.1.1. Business Drivers

Over the past two decades, there has been extensive research into the business case for sustainability, with many organizations embracing sustainable practices and principles (Schaltegger et al, 2019). According to the 2019 PwC's Annual Global CEO Survey report, business leaders around the globe are also increasingly recognizing the opportunities that climate change initiatives offer compared to ten years ago. These include:

- **Reputation and trust:** transparent communication about sustainability practices can build goodwill, improve brand image, and reduce reputation risks
- **Employee motivation:** attracts new talent, reduces absenteeism, and increases productivity
- **Brand loyalty:** customers, especially millennials, are willing to pay higher prices for products from companies committed to sustainability
- **Ability to raise capital:** sustainability reporting can signal quality and good management as well as opening up opportunities to access SRI investors
- **Stakeholder engagement:** sustainability-related initiatives can build networks with the broader community

4.1.2. Social Drivers

The SAP initiatives seek to extend social benefits of The Ring's key stakeholders and the broader Clearwater community. The Ring seeks to place people and promoting their needs at the core of its business. As such, The Ring is committed to uphold, protect, and promote:

- **Human rights:** these include those codified in the Universal Declaration of Human Rights, including those in regard to workers such as the freedom of association and the right to collective bargaining, and the elimination of discrimination in respect of employment and occupation (UN, 1948). The SAP will continue to drive The Ring's work towards promoting Ring community members' and employees' rights and wellbeing.
- **Social and Environmental Justice:** populations are experiencing the effects of climate change differently, often with marginalized people experiencing less protection from environmental and health-related hazards (Center for Economic and Social Justice, 2016). With the SAP, The Ring is publicly committed to reducing its environmental impacts, with key initiatives to help drive The Ring's work in promoting social justice and greater community connections.

4.1.3. Environmental Drivers

Climate studies have unequivocally demonstrated that human-generate climate change is occurring, creating many climate hazards and vulnerabilities for business operations and society at large (IPCC, 2019). These environmental impacts include:

- **Rising temperatures:** global temperatures are expected to rise between 1.1 and 5.4 degrees Celsius by the end of the 21st century. This increase in temperature will increase energy costs related to cooling The Ring's facilities.
- **Rising sea levels:** global seal levels are projected to rise between 1 foot to 8.2 feet by 2100, causing significant impacts to low-lying areas on Florida's coastline where the Ring's HQ is currently located.
- **Increase in extreme weather events:** a rise in global temperatures is expected to drive the frequency and intensity of extreme weather events. Given The Ring's location, an increased number of cyclones and hurricanes could affect operations.

4.2. SAP Opportunities and Risks

As part of the process of identifying opportunities and risks associated with the implementation of the SAP, a SWOT analysis was conducted (see [Appendix A](#)).

4.2.1. Opportunities

Through the SWOT analysis and initial discussions with Ring senior management, several key opportunities were identified, including:

- **Cost Reduction:** initiatives to reduce energy use and waste could provide significant costs saving for The Ring.
- **Environmental Impact Reduction:** SAP initiatives would reduce the environmental impact The Ring's operations have on the environment, namely through GHG emission reductions.
- **Marketing Impact:** The Ring is seeking to position itself as a market leader in sustainable and healthy co-working spaces. The SAP initiatives are expected to significantly contribute to achieving this ambition by differentiating The Ring brand from other co-working spaces.
- **Reduction of Reputational Risks:** By instituting sustainability initiatives, including social-focused initiatives, The Ring reduces the risk of environmental or social-related scandals.
- **Occupant wellbeing and client retention:** many initiatives would promote a healthy workplace and improved air quality (i.e., through the Green Cleaning protocol and indoor garden). Many initiatives would also provide additional value offerings to Ring members at no additional charge.
- **Embedding sustainability in the start-up ecosystem:** The Ring is in a unique position to model best practices and provide guidance in regard to sustainability to business start-ups. This will have a long-term – and potentially wide – impact given The Ring's expansion plans.

4.2.2. Risks

Through the SWOT analysis and initial discussions with Ring senior management, several key opportunities were identified, including:

- **Capital investment hurdles:** As The Ring is still growing and is a start-up itself, there are financial limitations to implementing SAP initiatives.
- **Data availability:** Data will need to be actively collected through waste audits, a basic GHG inventory, and an annual sustainability survey. Therefore, a significant amount of staff time will need to be allocated towards organization and implementation of the SAP.
- **Change in management/ unexpected events:** The current Ring senior management has demonstrated a strong commitment to sustainability. However, in light of staff turnover, or additional demands on existing senior management, commitment to implementing the SAP could waiver.

Risk management and mitigation strategies for the identified risks above are addressed in the Ensuring Stakeholder Buy-in of the **SAP Goals section**.

4.3. Client-Specific Requirements

During the initial meeting with Ring senior management and while negotiating the Statement of Work, the client provided the consultant with the following requirements in developing the SAP:

- The framework on the path to net zero emissions by 2030
- Desire to create a "culture of sustainability" at the Ring and lead by example
- Focus on both short-term sustainability wins as well as longer term goals
- Total budget for SAP implementation not to exceed \$25,000

To reflect the client's timeline requirements, the consultant developed the SAP to cover a three-year period from 2020-2022. The SAP will be revised in 2022 to reflect The Ring's expanding operations, emerging opportunities, and new regulations and policies. The SAP goals will remain in place; however, short- and medium-term initiatives will be developed and revised as needed.

A top-down view of a dense field of fresh basil leaves. The leaves are a vibrant, bright green color and are arranged in a somewhat regular, repeating pattern. The background is a dark, almost black color, which makes the green leaves stand out prominently. The lighting is even, highlighting the texture and veins of the leaves.

METHODOLOGY

5. METHODOLOGY

In developing the SAP, an evidence-based approach was undertaken in identifying the key goals and recommended sustainability initiatives. Throughout the process, a holistic lens to sustainability was adopted, extending beyond reducing carbon emission metrics to also include social and economic dimensions of sustainability (WCED, 1987). The methodological approach drew from best-practice sustainability planning and sustainability science methodologies, including The Natural Step's ABCD Planning Method and the SDG Compass Tool.

5.1. Visioning SAP goals

The first step of developing The Ring's SAP was meeting with The Ring's senior management to identify their core sustainability ambitions and what The Ring would ideally look like in a green future (i.e., operating within ecological boundaries and supporting social equity). After this meeting, a Statement of Work was prepared by the consultant, which included client requirements, deliverables, key stakeholders, availability of data sources, and an approximate timeline. The Statement of Work was reviewed and approved by the Ring senior management.

Please note that due to COVID-19 social distancing measures, all remaining interactions between the Ring and the consultant were virtually conducted. Baseline assessments were conducted in collaboration with the Ring Community Manager and COO.

During the Visioning of SAP Goals stage, the consultant worked with the senior management to align current and future sustainability ambitions with emerging sustainability trends and policies at the local, national, and international level, including the UN Sustainability Development Goals (SDGs). This first stage also established a common understanding of sustainability among The Ring's senior management and fostered greater corporate buy-in for the SAP and future sustainability initiatives.

5.2. Conducting a Sustainability Baseline Assessment

After establishing the overarching sustainability goals for the SAP (see [SAP Goals section](#)), the consultant conducted a sustainability baseline assessment and reviewed The Ring's GHG Inventory (see [Appendix B](#)). The sustainability baseline assessment and associated survey (see [Appendix C](#) and [Appendix D](#)) builds off of established sustainability assessments for service organizations (Hitchcock and Willard, 2015). Impact areas were assessed in the following categories:

- **Environmental:** energy use, transportation (including business travel and commuting), waste management, ICT use, water use, and supply chain-related environmental impacts
- **Social:** Human resources, organizational culture, local community
- **Economic:** Sustainability metrics in budgeting and financial decisions, SRI

investing, sustainability reporting

The assessment process was intended to 1) provide a baseline to measure The Ring's sustainability progress, and 2) identify areas of improvements for sustainability initiatives. The survey was distributed electronically in July 2020 to 94 Ring community members, of which 41 completed the survey (44% response rate). This is considered an acceptable response rate in organizational research (Baruch & Holtom, 2008). Responses were collated and analyzed to inform recommended sustainability initiatives for the SAP.

5.3. Developing and Prioritizing Recommended Sustainability Initiatives

From baseline assessment, community member survey, and the long-term SAP goals articulated from the previous two stages, the consultant conducted a gap analysis and utilized 'backcasting' techniques to develop tailored sustainability initiatives for The Ring. Backcasting is a common scenario methodology for planning strategic initiatives in sustainability and future studies. Compared to traditional planning approaches that focus more on present trends and constraints, backcasting requires the organization to design steps towards an ideal future, and to adopt a systems-oriented vision of environmental, economic, and social impacts (Bibri, 2018).

Recommended initiatives were discussed and prioritized with senior management. High impact, low-cost initiatives were given priority given the limited operating budget of The Ring at this time. Any initiatives that were considered of high impact but not within budgetary constraints were included in the **Future Initiatives section** of this report.

5.4. Ongoing Monitoring and Reporting on the SAP

After the SAP initiatives were agreed upon by The Ring senior management, relevant key performance indicators (KPIs) were selected to monitor and report on the implementation of the SAP. As The Ring is still a start-up itself and has limited resources at this time to monitor SAP initiatives, only 9 KPIs were selected (see **Performance Metric and Reporting Section** for more details). The consultant also prepared a sustainability reporting template (found at **Appendix I**) to aid The Ring's reporting activities on the SAP.

A low-angle photograph looking up into the canopy of a tree. The leaves are a rich, vibrant green, with some appearing darker due to shadows and others lighter where they catch the light. The branches are thin and dark, crisscrossing the frame. The background is a bright, slightly overcast sky, visible through the gaps in the leaves. The overall mood is fresh and natural.

SAP GOALS

6. SAP GOALS

6.1. The Ring's Sustainability Goals

This section outlines The Ring's long-term goals that underpin this SAP. The consultant worked closely with The Ring's senior management using sustainability visioning exercises (see **Methodology section** for more information) to establish these three goals and to ensure that the goals met client requirements:

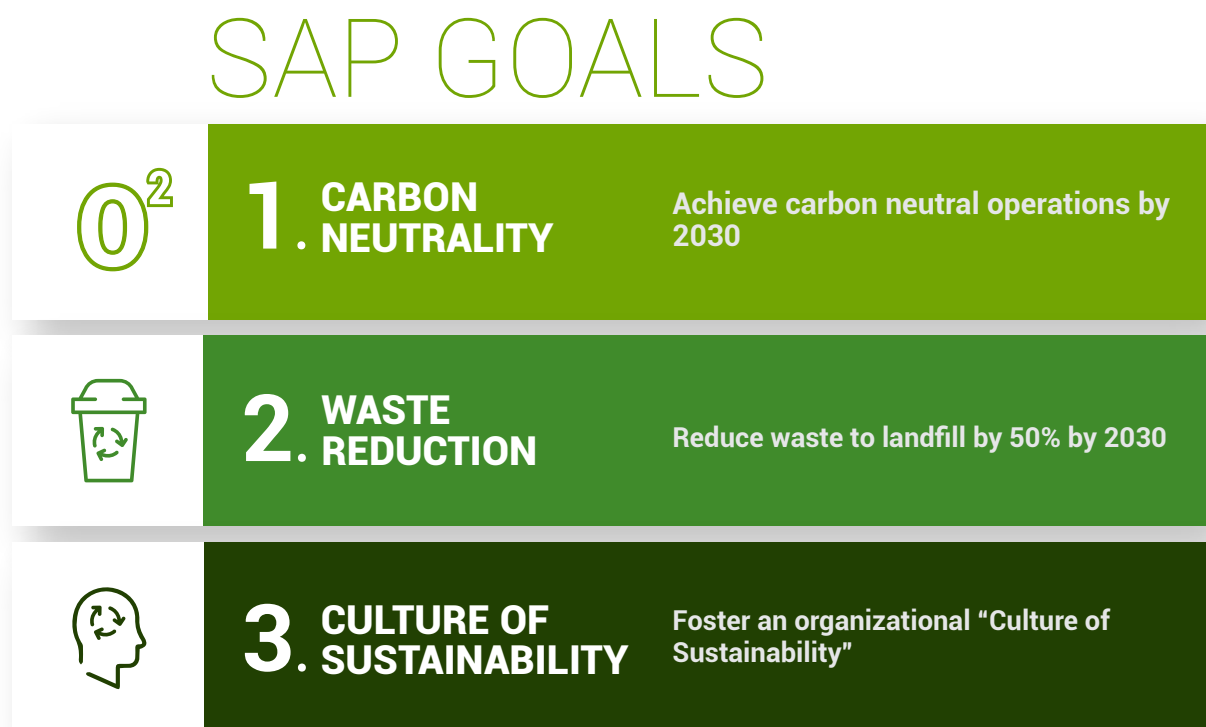


Figure 5: SAP Goals

6.1.1. Goal 1: Achieve carbon neutral operations by 2030

The net-zero emissions reduction target for Goal 1 by 2030 was a key part of The Ring's senior management's sustainability ambitions, with an interim goal of reducing emission per Ring occupant by 30% below 2019 levels by 2025. While the 2030 goal represents an absolute emission reduction target, the interim goal is an intensity target due to the planned expansion of The Ring to up to 20 new locations over

the next five years. Using 2019 as the base year, a 30 percent reduction of GHG emissions per Ring occupant would reduce GHG emissions from 3.32 metric tons of CO₂e to 2.32 metric tons CO₂e per Ring occupant. This decrease is expected to be achieved primarily through energy efficiency and green transportation measures (Scope 2 and Scope 3 emissions). Carbon offsets are only to be considered when all energy reduction and efficiency measures have been exhausted. The target is based on a fixed base year of 2019, for which the earliest accurate data is available.

6.1.2. Goal 2: Reduce waste to landfill by 50% by 2030

This goal was set with the ambition of moving towards a zero-waste enterprise. Leading firms, including Microsoft, Toyota, and Google, have committed to similar zero waste to landfill goals (Esposito et al., 2017). Given The Ring's limited waste products, a fifty percent reduction can be primarily achieved through recycling initiatives, food composting, and reducing disposables. The base year for Goal 2 will be 2020, when the first waste audit was conducted (during SAP baseline assessment).

6.1.3. Goal 3: Foster an organizational culture of sustainability

This goal was selected by Ring senior management, given the opportunity to take the lead in setting a 'best-practice' example for Ring community members. The Ring sees its sustainability initiatives as an opportunity to educate Ring's community members on how to integrate sustainability in business practices. The base year for Goal 3 will be 2020 when the first baseline assessment and member survey data was collected. Note that Goal 3 uses survey questions as proxies to measure progress.

KPIs were established to measure and monitor the progress of all three goals as outlined in the [Performance Metrics and Reporting section](#) of this document. The goals are intended to drive this SAP's recommended sustainability initiatives, and subsequent sustainability action plans for both The Ring's Clearwater location and future sites as the business expands.

The SAP goals were set aggressively but realistically in retrospect of and in alignment with the following global, regional, and local sustainability agendas, as outlined below. Also (see [Figure 5](#)).

6.2. Alignment with Global Goals

Aligning The Ring's SAP with the [UN Sustainability Development Goals \(SDGs\)](#) was a core part of goal visioning exercises with The Ring senior executive team (see [Methodology section](#) for more information). The following SDGs were selected as particularly relevant to The Ring's SAP ambitions:



SDG 8 Decent Work and Economic Growth:

given The Ring's role in decoupling economic growth from environmental degradations through creating a sustainability-focused ecosystem for start-ups



SDG 9 Industry, Innovation, and Infrastructure:

given The Ring's role in fostering innovative, green approaches to co-working spaces, as well as among Ring community members.



SDG 12 Responsible Consumption and Production:

given The Ring's effort on reducing the amount of waste going to landfill.



SDG 13 Climate Action:

given The Ring's focus on reducing its own GHG emissions (particularly in regard to commuting and energy use) as well as encouraging Ring community members to reduce their own business' GHG emissions.

In addition, the SAP Goals were informed and aligned to the following international sustainability and emission reduction ambitions, including the Paris Agreement and The UN Global Compact's Ten Principles

- Intergovernmental Panel on Climate Change's Global reduction target (IPCC AR5) OF 40-70% reduction by 2050 compared to 2010 and GHG emission near zero by 2100 (IPCC, 2014)
- COP21 in Paris <2 degrees C (strongly urge <1.5 degrees C) which urges all parties to make "nationally determined contributions" (COP21, 2015)
- Principle 8 of The UN Global Compact: Initiatives to promote greater environmental responsibility

6.3. Alignment with Local and Regional Goals

Aligning The Ring's SAP goals with regional and local sustainability goals were also considered in SAP visioning discussions. The City of Clearwater in Florida has demonstrated a growing commitment to sustainability over the past five years, having recently appointed a Sustainability Manager to drive initiatives with the business community, local government, and residents. In 2019, [Clearwater's mayor](#) signed on as a Climate Mayor, a coalition of U.S. mayors working together to address climate change challenges in their communities. Specific sustainability initiatives considered when drafting the Ring SAP goals included:

- Florida's statutory goal to achieve a recycling rate of 75% by the end of 2020 and waste initiatives by "[Keep Florida Beautiful](#)"
- The City of Clearwater's (where The Ring HQ is located), 2011 [Greenprint Sustainability Plan](#), which promotes green transport and waste reduction.

- City of Clearwater's 2018 [Resolution 18-08](#) encouraged Clearwater businesses to support initiatives to lessen the negative impact of single-use plastic, plastic bags, and styrofoam products.



GLOBAL

1. UN Global Compact's Ten Principles
2. UN Sustainable Development Goals
3. UNFCCC Paris Agreement

REGIONAL

Keep Florida Beautiful's Recycling and Solid Waste Reduction Initiatives

LOCAL

1. The City of Clearwater 2011 Greenprint
2. City of Clearwater's 2018 Resolution 18-08
3. Sustainability performance metrics in the city grant awarded to The Ring in 2018

Figure 6: The Ring's SAP Goals Alignment

A close-up photograph of a large, vibrant green leaf with prominent, parallel veins. The leaf is the central focus, filling most of the frame. The lighting is bright, highlighting the texture and color of the leaf. In the bottom left corner, there is white text.

**RECOMMENDED
SUSTAINABILITY INITIATIVES**

7. RECOMMENDED SUSTAINABILITY INITIATIVES

This section outlines the recommended sustainability initiatives for The Ring to achieve the SAP goals outlined in the previous section. Although The Ring has a limited ecological footprint due to its role as a service organization, The Ring is cognizant that it has a responsibility to mitigate relevant impacts and model best-practice to Ring community members.

Recommended initiatives were developed based on the findings from the baseline assessments (see [Appendix D](#) and [Appendix E](#)) and 'backcasting' from The Ring's long-term SAP goals. The recommended initiatives were discussed with the Ring's senior management and were prioritized by The Ring into three stages based on the impact and costs associated with each initiative:

INITIATIVES STAGES

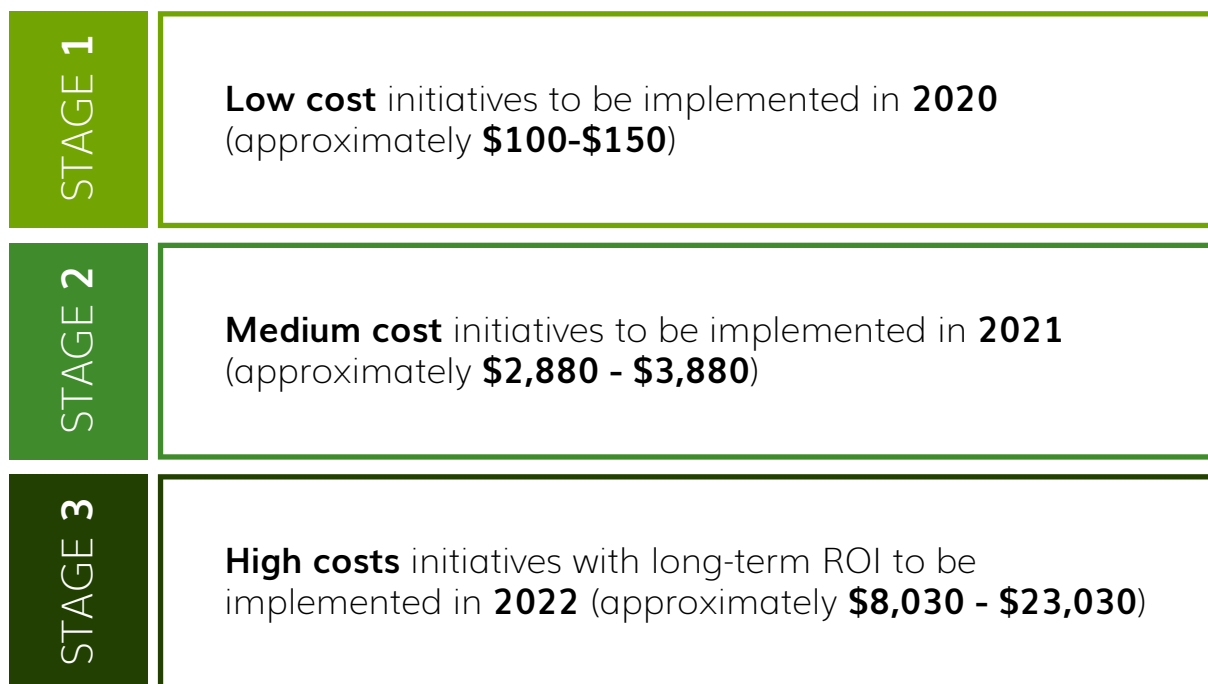


Figure 7: SAP Stages

Past and Current Initiatives

Since its inception, The Ring has strived to provide an environmentally friendly workspace, which enhances its occupants' health, well-being, and productivity. Selected sustainability initiatives and accomplishments to date include:

- Working to become [WELL certified](#), one of the premier standards for buildings that foster human health and wellness

- Installing automatic lighting with energy-efficient LED lighting across The Ring’s operating space
- Using environmental-friendly cleaning products and hand soaps made from plant derived ingredients and essential oils. Disinfectants are Green Seal certified
- Purchasing environmental-friendly office supplies, including:
 - ▶ Recycled toner cartridges (from recycled milk bottles) and made with plant-based biomass materials
 - ▶ 30% recycled paper
 - ▶ Folders made from 100% Post-Consumer Fiber
 - ▶ Pencils made out of bamboo
- Sourcing organic and locally produced fruit for staff and Ring community members. Approximately 60% of all catered food is organic and made from locally sourced fruits and vegetables
- Providing organic fair-trade coffee that is either sun-dried or locally roasted

Recommended initiatives outlined in the following section are based on the findings from the baseline assessment and the associated sustainability survey. The initiatives are organized into the following topic areas – **Energy Management, Waste Management, Transportation, ICT Use, and Misc. Operations.**

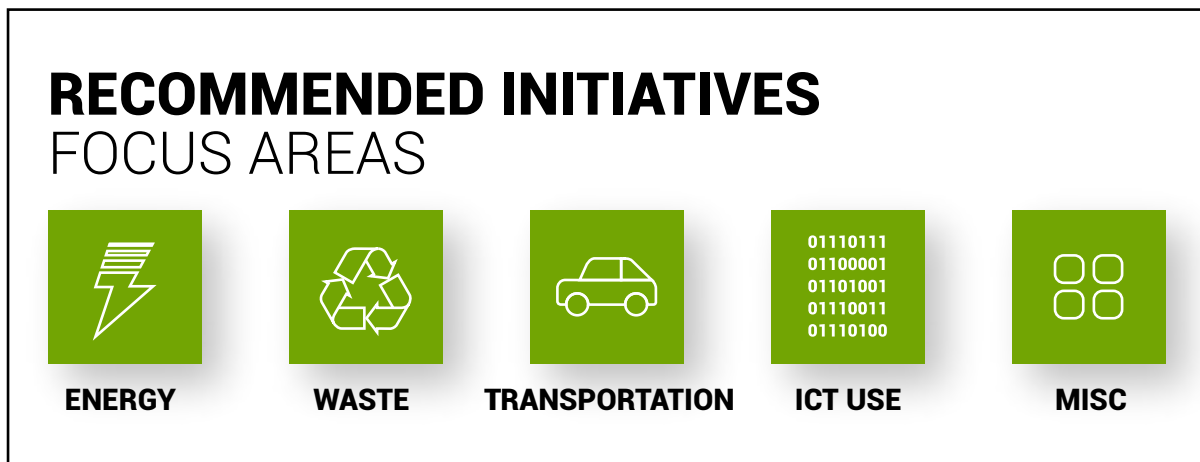


Figure 8: Recommended Initiatives Focus Areas

7.1. Energy Management

Since The Ring Workspace is not sub-metered and runs under an operating lease with electricity, priority was given to initiatives that would reduce overall energy use and increase energy efficiency. The baseline assessment revealed that The Ring has 164 devices plugged-in 24/7 at the Ring facility, including a sleep pod and multiple standing desks. Although The Ring already has implemented energy-efficient LED lights, the baseline assessment found that 13.7 percent of all lights were left on after hours. As phantom loads can account for up to 30% of energy consumption, the consultant recommends implementation of a smart energy management system

along with other energy efficiency measures as outlined in **Table 1**. The consultant also highly recommends sub-metering the space for better energy monitoring and management. Switching to a 100% green energy provider was not viewed as an option as Clearwater purchases all electricity through Duke Energy, which predominately relies on fossil fuels (61.7 percent) to generate the electricity it produces.¹ Behavioral prompts, including being transparent about energy use, have proven to be effective interventions in reducing office energy use (Hitchcock and Willard, 2015).












Figure 9: The Ring's Phantom Loads Energy Waste Overview

Table 1: SAP Initiatives – Energy Management

Priority	Strategy	Goal	Description	Outcomes	Effort	Cost
STAGE 1	Develop an after-hours energy saving routine and Energy Conservation Policy	 	Develop an after-hours savings routine for staff and Energy Conservation Policy (i.e., reduce energy vampires by unplugging small machinery, switching off all manual lights, etc.). Policy to be included in the Ring Employee Handbook and Community Guidelines Document.	<ul style="list-style-type: none"> Employee and member buy in to Ring's energy conservation effort Reduced energy consumption, carbon footprint, and energy costs 		

¹ As of 2017, wind and solar accounted for 3.9 percent of the electricity generated by Duke Energy.

STAGE 2	Install energy metering systems		Install three energy metering systems to measure the electricity use across the 2 nd and 3 rd floors. "You can only manage what you can measure", therefore, this strategy has been prioritized in this list despite associated cost and effort.	<ul style="list-style-type: none"> ➤ Greater ability to monitor and report on energy use 		\$2,500
STAGE 2	Install a vending machine miser		Connect a miser to the 2 nd floor vending machine	<ul style="list-style-type: none"> ➤ Energy Saving ➤ Automation 		<u>\$130</u>
STAGE 3	Install Advanced Power Strips		Install advanced power strips (APS) in each office and common area to reduce "phantom load" or stand-by energy use.	<ul style="list-style-type: none"> ➤ Office Automation ➤ Energy Monitoring ➤ After hour energy saving ➤ Reduced indirect (Scope 2) greenhouse gas emissions 		<u>Approx. \$65 per 6 smart outlets</u>
STAGE 3	Purchase carbon offset credits to offset Scope 2 emissions Note this is not a REC	 	Carbon offset could be completed by planting approximately 2,943 tree seedlings ² per year (trees could be planted through a carbon offset provider such as TerraPass)	Offset 100% of all Scope 2 emissions associated with electricity use		\$3000

² Calculation based on EPA Greenhouse Gas Equivalencies calculator. In 2019, The Ring's Scope 2 emissions were 178 MT CO₂e.

7.2. Waste Management

The baseline assessment found that there is significant room for improvement of waste disposal and recycling: approximately 65 percent of all recyclable items were disposed of in the general waste bins. Biodegradable and plastic food containers, plastic coffee and juice cups, soda cans, and discarded food were consistently found to be present in the general waste bins during the baseline audit. In addition, non-recyclable materials primarily consisting of Coffee grinds, food waste, food-soiled paper towels, and shipping packaging were consistently found in recycling bins in the kitchen area. In total, approximately 50 pounds of food waste, recyclable and non-recyclable waste are sent to landfill each day.

There are also opportunities for a significant cost savings for The Ring in reducing waste to landfill, including the cost of disposable cups (approximately 550 biodegradable cups per month, or approximately \$520 per year) and individual garbage bin liners (approximately 14 liners each day, or approximately \$630 per year). Therefore, the consultant recommends that there be an office-wide campaign on recycling and proper waste disposal as outlined in [Table 2](#)

THE DRY COMPOSTER



Figure 10: Product Highlight - Dry Composter

The FoodCycler FC-30, in contrast, is an odorless, easy-to-use indoor food recycler that dehydrates food scraps within three to eight hours into a nutrient-rich soil amendment. The resulting natural fertilizer is sterile and can be used for the plants around The Ring as well as for use by Ring community members. Its capacity is to compost 2.5 liters of food waste per 8 hours.

Table 2: SAP Initiatives – Waste Management

LEGEND

GOAL ALIGNMENT

- Carbon Neutral
- Reduce Waste
- Culture of Sustainability

EFFORT

- Low
- Medium
- High

COST

- Free
- Low
- Medium
- High

Priority	Strategy	Goal	Description	Outcomes	Effort	Cost
STAGE 1	Install new recycle bins and conduct a recycling awareness campaign	 	Place <u>zero-waste recycling boxes</u> at the end of hallways or floors or in strategic locations (eg. <u>shipping material zero waste box</u> in mail room). Improve signage in Café and Breakroom on recycling (see Appendix L)	<ul style="list-style-type: none"> ➢ Increased recycling rates of glass, metal, plastic, and paper ➢ Decreased contamination of recyclables ➢ Decrease waste going to landfill 		\$100-\$150
STAGE 2	Install an upcycle station in the print room	 	Provide shelves where community members can give away used ICT equipment and other items. The Ring "Freecycle listserv" could be established to reinforce this initiative.	<ul style="list-style-type: none"> ➢ Reduced need to purchase new supplies ➢ Community connections built ➢ Less waste going to landfill 		\$100 for shelves
STAGE 3	Reduce use of disposable cups, dishware, and cutlery	 	Discourage use of all single-use items in the Café and Breakroom. Provide all community members with a customized "The Ring Mug" or water bottle to be issued at the launch of the SAP	<ul style="list-style-type: none"> ➢ Decrease waste going to landfill ➢ Reduced costs associated with purchasing paper cups 		\$300-\$400 for the one-off purchase of mugs
STAGE 3	Install a Food Composting unit		Purchase and install an odorless dry food composter such as <u>FoodCycler FC-30</u> in the kitchen and compost all organic food waste. Consider becoming a participant in <u>EPA's Food Recovery Challenge (FRC)</u> program.	<ul style="list-style-type: none"> ➢ Decrease waste going to landfill ➢ Organic Fertilizer for plants ➢ Increased understanding of food waste trends 		<u>\$299.95</u>

7.3. Transportation

Transport is the primary source of CO₂e emissions from The Ring’s activities, including business-related travel and staff and community member commuting to/from The Ring. According to the baseline assessment, **only 3.2 percent of Ring community members use alternative transport**, despite the availability of bike racks and a prominent community-wide campaign to **encourage public transportation, biking, and car-sharing.**

ZIMRIDE A SECURE RIDE-SHARING PLATFORM

Facilitation of employee carpooling
Decrease single-occupancy vehicle usage
Reduce Scope 3 carbon emissions





Figure 11: Service Highlight - Zimride car sharing Platform

As awareness-raising alone has proven ineffective in promoting significant change, the consultant also recommends incentivization programs for electric cars, car-sharing, and biking as outlined in the **Table 3**

Table 3: SAP Initiatives – Transportation

LEGEND	GOAL ALIGNMENT				EFFORT				COST				
		Carbon Neutral	Reduce Waste	Culture of Sustainability		Low	Medium	High		Free	Low	Medium	High

Priority	Strategy	Goal	Description	Outcomes	Effort	Cost
STAGE 1	Establish an eco-transport award	 	Provide a 10% membership discount for every community member who uses alternative modes of transportation for more than 50% of commuting trips per month	<ul style="list-style-type: none"> Reduce indirect emissions associated with commuting (Scope 3) 		Revenue loss generated from 10% discount

<p>STAGE 2</p>	<p>Identify and subscribe to a customized carpooling app for The Ring</p>	 	<p>Explore annual subscription/ partnership with a secure ride-sharing platform such as ZimRide</p>	<ul style="list-style-type: none"> ➤ Facilitation of employee carpooling ➤ Decrease single-occupancy vehicle usage ➤ Reduce Scope 3 carbon emissions 		<p>Subscription cost</p>
<p>STAGE 2</p>	<p>Implement an annual Car Free Day/Week challenge</p>	 	<p>Provide an incentive (either membership discount or gift card) to community members that use alternative transport for a day or week</p>	<ul style="list-style-type: none"> ➤ Reduced indirect emissions associated with commuting (Scope 3) 		<p>Incentive costs</p>
<p>STAGE 3</p>	<p>Promote video conferencing as an alternative to air travel</p>		<p>Incorporate smart conference room technology and take initiatives to promote and foster videoconferencing at the Ring. Promote platforms such as GoToMeeting, Zoom etc.</p>	<ul style="list-style-type: none"> ➤ Decrease need for air travel ➤ Reduce Scope 3 carbon emissions 		<p>Technology \$\$</p>
<p>STAGE 3</p>	<p>Offer subsidy to The Ring employees for purchasing electric vehicles</p>	 	<p>Provide a one-off subsidy payment (\$2,000) to employees that purchase an electric vehicle</p>	<ul style="list-style-type: none"> ➤ Reduced indirect emissions associated with employee commuting (Scope 3) ➤ Attract and retain talent ➤ Increased brand recognition 		<p>\$0 to \$14,000 depending on subsidy use</p>

7.4. IT Infrastructure

Emissions related to an organization’s IT Infrastructure use can be substantial for service-based businesses and, as such, strategies to reduce ICT-related emissions are increasingly being incorporated into sustainability considerations (Belkhir & Elmeligi, 2018). Due to the power and water required to run data centers, sending a standard email ‘emits’ the equivalent of 4 grams of CO₂, while an email with attachments creates approximately 50 grams (Berners-Lee, 2010). Digitalization and recent remote working trends have also led to an increase of internet use, with the ICT sector projected to consume up to 21 percent of the world’s electricity by 2030 (Jones, 2018).

THE CARBON FOOTPRINT OF THE ICT CO₂ EMISSIONS FROM EMAILS, SEARCHES, AND CLOUD STORAGE

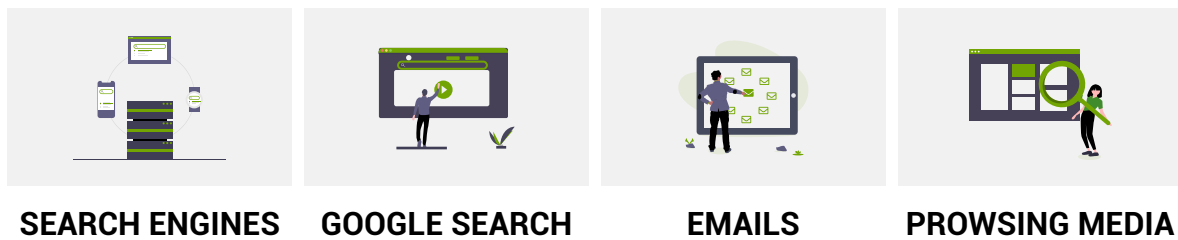









Figure 12: Carbon Footprint of ICT use

The baseline assessment found that The Ring’s current ICT-related emissions are driven primarily by its website, as it is not hosted by a web host that uses renewable energy. In addition, the sustainability survey found that 78% of Ring community members’ websites are not hosted by providers that use renewable energy sources. The total CO₂e emissions of Ring community members’ basic IT Infrastructure usage was estimated to be approximately 21 metric tons.³ Therefore, the consultant recommends the following strategies as outlined in [Table 4](#).

Table 4: SAP Initiatives – IT Infrastructure

Priority	Strategy	Goal	Description	Outcomes	Effort	Cost
STAGE 1	Promote green digital habits among The Ring’s occupants through a communication campaign	Carbon Neutral Reduce Waste Culture of Sustainability	Post green digital tips in highly visible areas around the office. Include green digital tips in monthly newsletter. See Appendix F for green digital tip poster	<ul style="list-style-type: none"> Increased usage of green website hosting Reduced indirect emissions related to email use and website hosting (Scope 3) 		

³ Ring community members’ total ICT-related emissions were not calculated as part of the Ring’s Scope 3 emissions as Ring community members’ business websites and emails (hosted on external servers with no connection to The Ring) are not attributable to the Ring’s downstream activities.

<p>STAGE 2</p>	<p>Host The Ring website on a green web host provider</p>		<p>Switch The Ring web host to a green provider such as GreenGeeks who allow business to "carbon reduce" via Bonneville Environmental Foundation.</p> <p>Display the "green seal" by Green Web foundation on Ring's website</p>	<ul style="list-style-type: none"> ➤ Reduce indirect emissions associated with data center operations (Scope 3) 		<p>Difference between current provider and green provider</p>
<p>STAGE 2</p>	<p>Establish an e-waste recycling system</p>		<p>Implement a recycling procedure for e-waste for The Ring and offer community members the ability to bring in their own e-waste to be recycled. The Ring can custom order a zero-waste box from a green provider such as Terracycle</p>	<ul style="list-style-type: none"> ➤ Decrease waste going to landfill ➤ Reduce toxic spills and associated emissions 		<p>\$100-\$150</p>
<p>STAGE 3</p>	<p>Purchase carbon offsets for website-related emissions</p>	 	<p>Purchase carbon offset for 0.67 CO₂e metric tons either through planting 11 trees from OneTreePlanted or TreeSisters or other certified carbon offset providers</p>	<ul style="list-style-type: none"> ➤ Carbon neutral website ➤ Reduced indirect emissions (Scope 3) 		<p>\$15 (\$1 per tree + administration fees from One Tree Planted)</p>

7.5. Operations Misc.

Additional initiatives as outlined in Table 5 were identified by the consultant to embed sustainability into the Ring’s daily operations through the baseline assessment, as well as best practices and ideas presented by Ring community members themselves through the sustainability survey (see [Appendix D](#) and [Appendix E](#)). Given that **approximately 54 percent of the Ring community members print between 10 – 250 pages per week**, initiatives to reduce the environmental impact of printing were also included (see [Change Management section](#) for more initiatives on printing behavior).

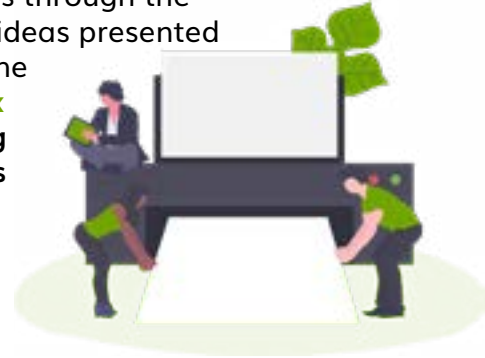




Table 5: SAP Initiatives – Operations Misc.

LEGEND				EFFORT				COST				
					Carbon Neutral	Reduce Waste	Culture of Sustainability		Low	Medium	High	Free

Priority	Strategy	Goal	Description	Outcomes	Effort	Cost
STAGE 1	Choose Carbon Neutral shipping options		For both incoming and outbound shipment choose this option when available. For example UPS provides a carbon-neutral-shipping option where offsets typically supports funding renewable energy or mitigating pollution.	<ul style="list-style-type: none"> Decrease Scope 3 emissions associated with shipping and transport Recognition as market leader 		+\$05
STAGE 1	Raise sustainability awareness through environmentally responsible promotional items	 	Ask your printer for eco-marketing items or utilize B corporation like Eco Promotional Products who will “brand Ring responsibly” with items like recycled plastic items, seed paper, stainless steel straw in brand pouches, or collapsible, waste-free lunch containers.	<ul style="list-style-type: none"> Promote sustainability awareness Green Marketing Recognition as market leader Reduce waste to landfill 		No to minimal costs associated with product switch

<p>STAGE 3</p>	<p>Install an indoor "mini community garden" at the Ring</p>		<p>Install a hydroponic, low maintenance indoor garden (i.e, <u>OGarden</u> unit) in the kitchen and grow edible plants. Provide vegetables to Ring members or to local charity.</p> <p>Optionally a hydroponic <u>living wall</u> could be installed (quote required)</p>	<ul style="list-style-type: none"> ➤ Demonstrated commitment to social sustainability ➤ Recognition as a leader in social sustainability initiatives ➤ Community connections ➤ Occupant wellbeing 		<p>\$1,064</p>
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CHANGE MANAGEMENT

8. CHANGE MANAGEMENT

“Excellence is an art won by training and habituation. We are what we repeatedly do. Excellence, then, is not an act but a habit”

~ Aristotle

This section outlines the behavioral change-related initiatives aimed at changing the attitudes and business practices of 1) **The Ring senior management and staff**, and 2) **Ring community members towards sustainability**. These recommended initiatives were organized according to the “Kotter’s Eight Steps of Change” framework (Kotter, 2014, also see Fig below) and are primarily directed at achieving Goal 3: Fostering an organizational culture of sustainability.

“3 STEPS OF CHANGE AT THE RING”



Figure 13: The Ring Change Framework adapted from Kotter's 8 steps Principle

These initiatives include applying behavioral science approaches to promote the widespread adoption of sustainability practices, including climate-forward business strategies, mindful waste disposal, and green energy-use behaviors. This can be achieved through nudges, incentivization programs, educational opportunities, and environmental cues. The initiatives are categorized into two broad sections:

- **Embedding sustainability into The Ring’s leadership and business practices** this includes Ring leadership, staff, and The Ring’s vision
- **Fostering business sustainability practices among the Ring community members:** this includes integrating sustainability as a core part of start-up's and SMEs' strategy and operations.

These initiatives sought to incorporate behavioral insights gleaned from interactions with Ring members, the sustainability survey, and from personas developed in collaboration with Ring senior management (refer to **Background section** for more details on Ring personas). These personas reflect the attitudes, behaviors, goals, and pain points of Ring community members in regard to sustainability. As 55 percent of Ring community members spend less than one or two days per week at the office, specific initiatives were also developed to target this location-independent stakeholder group.

8.1. Embedding Sustainability into The Ring's Leadership and Business Practices

These initiatives refer to actions taken to embed sustainability principles and practices throughout The Ring's strategic and administrative decisions, both at its current Clearwater site and future locations. These initiatives are intended to influence decision-making processes at The Ring by highlighting and committing to address environmental and social sustainability issues.

Past and current initiatives

To date, The Ring has taken significant steps towards integrating sustainability into their administration and strategic direction as a company. Selected sustainability initiatives and accomplishments to date include:

- Incorporating sustainability as one of the three core values of The Ring's operations
- Facilitating opportunities for staff and community members to engage with the local community, including partnering with a local NGO for a park clean-up
- Publicly committing to support a triple-bottom line approach to sustainability and the implementation of the UN SDGs on The Ring's [website](#).
- Providing executive leadership with sustainability-focused training, including a Good Governance and Sustainable Investing seminar
- Providing an open-door policy for sustainability-related suggestions and initiatives from employees (as per The Ring Employee Handbook)
- Actively recruiting talent from diverse backgrounds and supporting a culturally-diverse workspace

However, the baseline assessment revealed that there are opportunities for The Ring to embrace sustainability values at a more systematic level. There are also increasing societal expectations that the private sector engages with climate change issues and integrate sustainability into long-term strategic plans (PwC, 2019). Therefore, the consultant recommends providing greater opportunities for staff to learn about sustainability as well as including sustainability factors as part of annual performance reviews.









Recommended new initiatives

These new initiatives were developed to create a sense of urgency, build a guiding team, and communicating commitments to sustainability (Kotter, 2014). Just as a sailboat requires a rudder and a captain to propel forward, the Ring SAP will also require a designated climate champion and a clear sustainability vision to gain momentum and velocity. In light of this, the consultant highly urges the Ring executives to set up the following initiatives in [Table 6](#)

Table 6: Embedding sustainability into The Ring's leadership and business practices

LEGEND				EFFORT				COST				

Priority	Goal	Strategy	Description	Outcomes	Effort	Cost
STAGE 1	 	Appoint a temporary Sustainability Manager	The sustainability manager would help lead and monitor the implementation of the SAP for The Ring.	<ul style="list-style-type: none"> Successful implementation of the SAP Monitoring and evaluation of SAP initiatives, with learnings from prior initiatives informing future 	 Estimated time spent on implementing and monitoring the SAP is between 2-5 hours per week.	
STAGE 1	 	Establish a sustainability working group or "Green Team"	Working group could include interested community members on a voluntary basis and would be overseen by the Sustainability Coordinator. The working Group could or-ganize and implement: <ul style="list-style-type: none"> Sustainability-related educational opportunities Awareness campaigns Administer Green Award 	<ul style="list-style-type: none"> Inclusive process supports community input and greater breadth and depth of ideas 	 26 Ring community members have indicated their interest in participating in the Green Team	
STAGE 1		Embed sustainability within The Ring's vision statement	Include a reference to sustainability explicit in the vision and/or mission statement.	<ul style="list-style-type: none"> Continued buy-in and commitment from senior management on sustainability 		
STAGE 1		Include a sustainability priority statement in all Ring's job postings	Recruit employees with a sus-tainability orientation. Put them in key roles related to sustainability.	<ul style="list-style-type: none"> Increase awareness of Ring's commitment to sustainability among perspective employees 		

STAGE 1		Insert 'Sustainability Commitment' section in the Ring Community Member Handbook	<p>Insert a section describing The Ring's sustainability commitment and its expectation of community members, including:</p> <ul style="list-style-type: none"> ➤ Recycling habits <p>Energy use (i.e., switch off power at end of day)</p>	<ul style="list-style-type: none"> ➤ Continued buy-in and commitment from members on sustainability 		
		Make sustainability a factor in annual employee assessment	<p>Add a sustainability component to each staff's job description that's appropriate to their role.</p>	<ul style="list-style-type: none"> ➤ Exemplifies Ring's environmental and social commitments 		
		Offer staff grants, time off, or company time to pursue relevant sustainability initiatives and continuing education	<p>Example:</p> <ul style="list-style-type: none"> ➤ Offer staff paid time off for up to 8 hours per year for community service and/or volunteering <p>And/or</p> <p>Offer staff the ability to access up to \$500 to finance continuing education opportunities</p>	<ul style="list-style-type: none"> ➤ Exemplifies Ring's environmental and social commitments and promotes ethic of environmental, fiscal, and social responsibility 		<p>\$150-\$500</p> <p>Per Staff Member</p>

8.2. Fostering Sustainability Practices among the Ring Community Members

These initiatives aim to encourage Ring community members to integrate sustainability practices and principles into their own operations. This is a unique opportunity for the Ring to make a wide and lasting impact by changing the business practices of SMEs to be more environmentally and socially responsible.

As many of the initiatives are free to low cost still require significant effort on behalf of the Ring or a change in operations, the consultant has recommended these initiatives be implemented in Stage 3 of the SAP. Information provision initiatives and 'norm nudges' – nudges that rely on social norms and eliciting social expectations – have been found to highly effective in driving behavioral change (Bicchieri & Dimant, 2019). These initiatives also include those that keep the urgency up and make sustainability a core part of Ring community members' organizational culture (Kotter, 2014).






Past and current initiatives

While The Ring has enacted some engagement and behavioral-change initiatives with Ring community members, it was clear from the baseline assessment and from interviews with Ring senior management that there was room for greater buy-in on sustainability practices. In the sustainability survey, many Ring community members articulated challenges in adopting sustainable business practices, including:

- Perceived costs associated with business sustainability practices
- Lack of knowledge in how to implement sustainability into business
- Balancing priorities between profit and the planet
- Perceived resistance from some consumer segments
- Need for single-use plastics due to sanitary issues
- Convenience of status quo operating practices
- Availability of sustainable materials




The survey also revealed that 75 percent of Ring community members surveyed did not have formalized mechanisms to integrate sustainability into their business (i.e., within the business plan) and 82.5 percent had never heard of the UN Sustainable Development Goals. The consultant, therefore, recommends a set of initiatives aimed at increasing the knowledge and skills associated with business sustainability practices.

Table 7: Embedding Sustainability Practices among the Ring Community Members




Priority	Goal	Strategy	Description	Outcomes	Effort	Cost
STAGE 1		Provide 'How To' best-practice green guides (see Appendix G for example)	Develop and distribute on website best-practice green guides for common office-related tasks.	<ul style="list-style-type: none"> ➢ Increased awareness and implementation of sustainability practices ➢ Educate Ring community members on how to integrate sustainability considerations into everyday business practices 		
						
						

LEGEND





GOAL ALIGNMENT
















-  Carbon Neutral
-  Reduce Waste
-  Culture of Sustainability

EFFORT

-  Low
-  Medium
-  High

COST

-  Free
-  Low
-  Medium
-  High

<p>STAGE 1</p>		<p>Include a monthly "Green Tip" in Ring newsletter (see Appendix H for list of examples)</p>	<p>Provide a practical and easy green tip in the Ring monthly newsletter.</p>	<ul style="list-style-type: none"> Increased awareness and implementation of sustainability practices 		
<p>STAGE 3</p>		<p>Provide annual carbon footprint reports to community members</p>	<p>Use results from Annual Sustainability Survey and GHG inventory to provide one pager at the beginning of each calendar year with:</p> <ul style="list-style-type: none"> Estimated electricity use ICT footprint Commuting data <p>See example in Appendix K</p>	<ul style="list-style-type: none"> Nudge community members to make behavioral changes on energy use Recognize community members' sustainability efforts Community members can use for their own sustainability reports 		
<p>STAGE 2</p>		<p>Launch in-house training and work-shops on business sustainability issues</p>	<p>Workshop topics could include:</p> <ul style="list-style-type: none"> Business case for sustainability Integrating SDGs into your business strategy 	<ul style="list-style-type: none"> Empower SMEs within The Ring to embrace and profit from sustainability practices within their business 		
<p>STAGE 3</p>		<p>Establish a Green Champion award for community members</p>	<p>Design a peer-based award for The Ring community members to nominate fellow community members that are demonstrating outstanding commitment to sustainability</p>	<ul style="list-style-type: none"> Recognize short-term wins by behavioral changes/commitment to sustainability by members Increased efforts to integrate sustainability within community members' businesses 		
<p>STAGE 3</p>		<p>Partner with local NGOs on SAP initiatives where possible</p>	<p>Have NGOs provide workshops for community members:</p> <ul style="list-style-type: none"> Tampa Bay Watch on basic sustainability workspace practices <p>Conservation International or similar organization on using mangrove trees for carbon sequestration (for future carbon offsets)</p>	<ul style="list-style-type: none"> Successful implementation of the SAP Increased brand recognition as a sustainability leader 		

8.3. Ensuring Stakeholder Buy-in of the SAP

Lack of stakeholder buy-in was identified as a key risk in implementing the SAP (see **Rationale section**). Therefore, this section provides suggestions to ensure the support of the SAP by The Ring senior leadership, staff, and community members. These initiatives also are aligned with Kotter's Eight Steps of Change framework, particularly Step 4: Communicating Buy-In.

8.3.1. Corporate Support

Ensuring senior management's commitment to implementing the SAP is vital to its success. Many sustainability initiatives fail due to lack of corporate support (Kiesnere & Baumgartner, 2019). The Ring's senior management has demonstrated a high-level of commitment to sustainability from the company's establishment, with sustainability being one of them. To ensure continued commitment from senior management, the consultant recommends the following:

- Find opportunities to talk about the organization's commitment to sustainability
 - ▶ To employees – in meetings, memos, events
 - ▶ To community – in welcome video, on website
 - ▶ To broader world – in annual reports, via press release, in media interviews, speeches
- Include a short 1-minute video messages with the invite/ notice of the SAP launch
- Share knowledge regarding the business case behind embracing sustainability across The Ring's operations with community partners (see **Rationale section** for details)

8.3.2. SAP Ownership by staff

Throughout the development of the SAP, Ring senior management and the Community Manager were consulted. The remaining Ring staff will have a chance to offer input into recommended initiatives before the launch of the SAP. Ring employees will be offered sustainability educational opportunities and certifications (see details on corresponding initiatives in **Table 7**) as a means to foster greater support for the SAP and The Ring's sustainability initiatives. The consultant also recommends that staff be given opportunities to lead specific SAP initiatives that they are interested in, and contribute ideas on how sustainability metrics can be integrated into performance metrics.

8.3.3. Communication Strategies

Communication activities aim to support SAP initiatives by providing high-level awareness and stakeholder buy-in (Hitchcock and Willard, 2008). This includes communicating The Ring's commitment to sustainability to internal and external stakeholders.

8.3.3.1. Internal stakeholders

Ring staff and community members' understanding and awareness of the SAP and broader sustainability practices will be increased through the following communication strategies:

- **SAP Launch Event:** At the event, senior management will present the SAP, its goals, and oncoming sustainability initiatives. This is also an opportune time to recruit members for the Sustainability Working Group and hand out durable mugs. Due to social distancing restrictions, the launch could be either virtual (including a short kickoff video from Ring senior management) or delayed until 2021
- **Annual report:** progress on the SAP will be reported in The Ring's annual report
- **Newsletters:** SAP initiatives, such as educational opportunities and green tips, will be shared in monthly newsletters

8.3.3.2. External stakeholders

- **Ring website:** the SAP will be promoted on The Ring's Eco section on their website
- **Social media:** SAP initiatives, such as indoor gardening and green tips, will be shared through The Ring's social media channels
- **Clearwater Chamber of Commerce:** the launch of the SAP and its accomplishments will be regularly communicated with the broader Clearwater business community through verbal updates at meetings
- **Clearwater Sustainability Manager:** The Ring senior management will communicate the launch of the SAP and The Ring's ongoing commitment to sustainability with the City of Clearwater's [Sustainability Manager](#)
- **Additional external partners on The Ring's sustainability initiatives:** see list in [Key Stakeholder section](#)



PERFORMANCE METRIC AND REPORTING

9. PERFORMANCE METRICS AND REPORTING

“If you don't keep score, you are only practicing.”

~ Vince Lombardi



The progress of the SAP will be monitored and measured on an annual basis at the completion of each calendar year. Measuring progress and reporting on sustainability efforts is a critical step in capturing the value of embedding sustainability into business practices as well as a key tool in building The Ring's reputation and brand loyalty.

9.1. Key Performance Indicators


Given the current size of The Ring, a simple and visual approach to reporting is recommended.⁴ Nine key performance indicators (KPIs) were selected to track The Ring's progress on SAP goals using three primary data collection methods. KPIs are commonly used to track a business's sustainability performance, and how it is impacting profits, the broader community, and the environment (GRI, 2016). When selecting the KPIs, the following criterium was used:

- Relevance to The Ring's overall SAP goals
- Data availability and ease of collection methods
- Suitable proxies

Table 8: SAP Key Performance Indicators

SAP Goal	Key Performance Indicators	How to Measure
	Net GHG emissions	EPA's simplified GHG emissions calculator with data collected from the following sources:
	Fossil Fuel Consumption	Annual Expenses
	Energy Consumption	Utility Bill
	Business Travel Miles by Air	Travel Records
	Commuting data on Ring staff and community members	Annual Sustainability Survey (Q. 9)
	IT-related emissions	Website Carbon Calculator and average email calculations (see GHG Inventory in Appendix B for calculation)
	Amount of waste sent to the landfill per year	Annual Waste Audit

⁴ A comprehensive sustainability report (i.e., in accordance with the GRI Standard) was deemed to be too time-consuming and with little added value for The Ring's current operations. As the business expands, a stand-alone sustainability report may be considered (see 'Future Initiatives' section).

	Number of sustainability-related education opportunities per year	Administrative data
	Self-reported change in business sustainability practices	Self-reported awareness data collected through the annual sustainability survey (Q. 13)
	Ring community member and employees' score of The Ring's commitment to sustainability - Proxy for measuring Ring's leading commitment to sustainability	Score collected through Annual sustainability survey (Q. 11)

9.2. Data collection methods

The following three data collection tools will be used as part of the measurement of the SAP KPIs. Specific monitoring and evaluation suggestions of each SAP initiative are included in the tables outlined in the **Recommended Initiatives section**.

9.2.1. GHG Inventory

A simplified GHG Inventory will be conducted utilizing the [EPA's Simplified Emissions Calculator](#) from administrative data (such as electricity use) and supplemental data collected through Ring's annual sustainability survey (such as commuting and ICT use data) to accurately measure and report GHG emissions for the following:

- a. **Scope 1** – Stationary Combustion of Fossil Fuel, Fugitive Emissions
- b. **Scope 2** – Purchased Electricity
- c. **Scope 3** – Business Travel, Employee Commuting, Member Commuting

9.2.2. Annual sustainability survey

This survey (found at **Appendix D**) was developed to be used on an annual basis across existing and future Ring Workspace locations. Quantitative results from the survey can be compared over time and location, while the qualitative data gathered from the survey will help shape The Ring's educational and behavioral change initiatives for the upcoming year.

9.2.3. Waste Audit

A waste audit is recommended to be conducted once every quarter, with the annual average reported as part of the KPIs. An example waste audit table is found below:

Table 9: Waste Audit

Waste Item	Weight (in pounds)	Ideas/suggestions for improvement
Daily waste headed to the landfill		
Recyclables found in general waste bins (i.e., cans, paper, plastic containers)		
Non-recyclables found in the recycling bins (i.e., soft plastics, batteries)		
Food waste found in general waste bins		

9.3. Reporting Mechanisms

Transparent reporting and communication on the SAP KPIs will be included in The Ring’s annual report. The Ring’s senior management agreed to the first inclusion of the SAP KPIs in the 2020 Annual Report. The recommended format for visually reporting on the SAP KPIs in the annual report is found in **Appendix J** and a reporting tool is found in **Appendix I**.



Figure 14: KPI Progress Reporting example (see **Appendix J**)

A close-up photograph of a vibrant green leaf, showing a central midrib and numerous fine, parallel secondary veins extending outwards. The leaf's surface has a slight sheen, and there are a few small, faint yellowish spots on the right side. The overall appearance is that of a healthy, young leaf.

FINANCING THE SAP

10. FINANCING THE SAP

10.1. Sustainability Capital Reserve

Sustainability projects requiring capital can be self-funded by establishing a Sustainability Capital Reserve (SCR) on the organization's balance sheet. Savings resulting from implementation of the recommended initiatives can be captured and set aside as a rotating pool of capital to fund sustainability projects. The SCR also enables managers to view easily the financial impact of implementing the sustainability initiatives.

To put matters into perspective, the Ring needs adequate financing that may be challenging to raise in reference to the associated high-costs strategies. Nevertheless, the organization can restructure its budgetary allocations to encompass General purpose funds, maintenance and repair funds, as well as Sustainability Capital Reserve (SCR) funds as described above to oversee the implementation phase. In addition, external sources of funds can be pursued from potential investors through partnership, especially when advancing sustainable strategies such as car-sharing programs and purchasing electric vehicles in the company.



**RECOMMENDED FUTURE
INITIATIVES**

11. RECOMMENDED FUTURE INITIATIVES

Although this SAP covers a three-year period (2020-2022), considerations were given to initiatives that could be integrated into future SAPs to ensure that The Ring continues to track towards its long-term sustainability ambitions outlined in the SAP Goal' section. These future initiatives were developed from baseline assessment results, backcasting methods, and a visioning discussion held with members of The Ring's Executive Board.

11.1. Become a Signatory to the UN Global Compact



The Ring can demonstrate its commitment to sustainability by becoming a Signatory of the [UN Global Compact](#). This will help promote The Ring's sustainability agenda, branding, and provide access to practical guidance and tools, such as the UN Global Compact Academy Learning Portal.

Benefits	Estimated Costs
<ul style="list-style-type: none"> › Stand out from competitors and communicates a high-level commitment to sustainability › Branding benefits – can use the UN Global Compact endorser logo and company profile on UN Global Compact website 	<p>Staff time</p> <p><i>(No cost to becoming signatory if the corporation makes under \$50 million in revenue per year)</i></p>

11.2. Integrate Sustainability Criteria into the Selection Process of The Ring's Future Locations

Over the next five years, The Ring plans on expanding to up to 20 new locations across the U.S. As the buildings for these new locations have yet to be selected, it is highly recommended that sustainability criteria be used in the site selection process. This includes:

- Proximity to public transport options
- Ability to adapt space to WELL and LEED green building standards
- Use of ENERGY STAR and WaterSense appliances
- Options for on-site renewable energy technologies

Benefits	Estimated Costs
<ul style="list-style-type: none"> › Stand out from competitors and communicates a high-level commitment to sustainability › Reduced CO2e emissions over the long-term 	<p>Minor opportunity costs related to the selection of a site, which meets the sustainability criteria, compared to a site which does not meet the new criteria</p>

11.3. Install On-site Green Energy

While The Ring’s current HQ location offers limited possibilities of installing renewable energy technologies, The Ring plans to expand operations to up to 20 new locations over the next five years. These new locations could allow the installment of renewable energy technologies that could produce 100% green energy for the building as well as opportunities to sell energy back to the grid. These technologies could include solar PV and hydrogen units.

Benefits	Estimated Costs
<ul style="list-style-type: none"> › Reduced energy costs over the long-term › Stand out from competitors and communicates a high-level commitment to sustainability › Attract and retain talent 	<p>Anticipated high costs – depends on future locations and building requirements</p>

11.4. Become a Zero-Waste Facility

Reducing waste to landfill is a key concern for The Ring due to the environmental and business costs associated with waste disposal. The Ring senior management have expressed a desire to move towards a zero-waste facility in the future, with all solid waste diverted from the landfill, incineration, and the environment. The waste reduction initiatives outlined in this SAP will significantly reduce waste; however, a change in operations and purchasing policies will also be required in the future to eliminate waste. If the Ring later desire to be formally recognized for their waste reduction efforts, the consultant recommends best practice policies and procedures through [Zero Waste International Alliance](#).

Benefits	Estimated Costs
<ul style="list-style-type: none"> › Eliminate costs associated with waste to landfill › Reduce emissions associated with waste disposal › Stand out from competitors and communicates a high-level commitment to sustainability 	<p>Net costs estimated to be minimal (given cost saving potential); however, staff time for implementing zero waste initiatives is expected</p>

11.5. Share Learnings with Research Institutions, Co-Working Spaces, Incubators, etc.

As the Ring continues to be an industry leader in terms of sustainable workspaces and embedding resiliency into start-ups, there will be opportunities in the future to share learnings and empower similar organizations to benefit from sustainability practices. This could include:

- Leading workshops
- One-on-one consulting opportunities
- Brochures and other printed and/or online learning materials

Benefits	Estimated Costs
<ul style="list-style-type: none"> ➤ Increased brand recognition ➤ Position The Ring as a thought leader and industry example in sustainable workspaces ➤ Opportunities for additional revenue generating activities 	Staff time

11.6. Become a Carbon Negative Operation

Becoming carbon-negative refers to the reduction of an entity's carbon footprint to less than neutral, so that the entity has a net effect of removing carbon dioxide from the atmosphere rather than adding it. A carbon handprint refers to the beneficial environmental impacts that organizations can achieve and communicate by providing products that reduce the footprints of customers. More and more leading organizations such as Microsoft Corp., for example, are setting goals to become Carbon Negative by 2030 and beyond. In line with the Ring management's aspiration to be an industry leader, the organization could pursue such an ambitious goal by refining its SAP initiatives, installing on-site green energy in future locations and through purchasing renewable energy credits (RECs) and investing into carbon sinks.

Benefits	Estimated Costs
<ul style="list-style-type: none"> ➤ Increased brand recognition as carbon negative operation ➤ Position The Ring as a market leader and industry example in sustainable workspaces 	\$3,000 - \$10,000 depending on offset program or renewable energy installation

11.7. Conduct a Sustainability Report in Accordance with GRI Standard

While The Ring will be reporting on key KPIs and SAP progress through internal channels and its annual report, the consultant recommends that The Ring produce an annual sustainability report in accordance with the Global Reporting Initiative (GRI) Standard which can be shared externally.

Benefits	Estimated Costs
<ul style="list-style-type: none"> ➤ Attract SRI and ESG capital ➤ Increased brand recognition ➤ Position The Ring as a market leader and industry example in sustainable workspaces 	Staff time

11.8. Invest in Innovative Technologies

Invest in innovative technologies such as:

- A Human Powered Electricity Producing Exercise Machine or
- Dynamic smart glass windows

A human-powered exercise machine can allow community members to exercise and make alternative energy in a safe, fun, carbon-neutral, and healthy manner. The kinetic motion of aerobic exercise is then captured and converted into renewable energy that feeds back into the local utility's power grid. These are plug and play exercise machines that require no permits or electricians and harnesses up to 74% of human energy.

Self-tinting SolarSmart dynamic glass windows can cut the cooling and lighting costs at the Ring facility significantly. The addition of such technology at the Ring facility can assert the organization's commitment to enhancing the wellbeing of people and the planet through innovation and as well affirm its position as a market leader. Please note that these suggestions were not included in the current SAP initiatives due to high cost and lack of data on LCA.

A HUMAN POWERED ELECTRICITY PRODUCING EXERCISE MACHINE

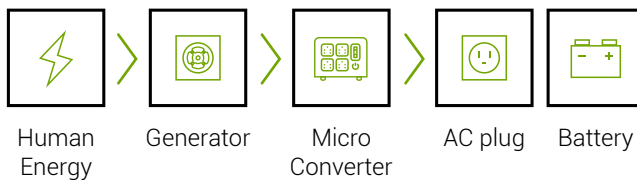


Figure 15: Future Recommendation - Human Powered Electricity Producing Exercise Machine

Benefits	Estimated Costs
<p>For Electricity Producing Exercise Machine:</p> <ul style="list-style-type: none"> › Promotes occupant wellbeing › Reduces electricity use › Reduces CO2 emission › Fosters sustainable behavior › Position The Ring as a thought leader and industry example in sustainable workspaces › Generates energy and lowers building net energy consumption › Provides members with a fun, visual way to understand energy use › Promotes wellbeing through exercise › Increases brand differentiation and new value proposition to members 	<p>Approx. \$10,000/ unit depending on specs.</p> <p>Need to request a quote.</p>
<p>For Dynamic Glass Windows:</p> <ul style="list-style-type: none"> › Reduce energy usage by 25% › Reduce indirect emissions associated with electricity use (Scope 2) 	<p>Approx. \$200,000 and up depending on specs. Need to request an estimate.</p>

11.9. Achieve B Corp Certification

Gaining a B Corp certification will recognize the work The Ring has done through its implementation of the SAP to promote inclusive and sustainable growth. B Corporations are businesses that meet strict standards of “verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose” (B Labs, 2020). A B Corp certification is a well-known recognition of an industry leader that is committed to the positive impact for their employees, community members, and the environment. Certification would include conducting a B Impact Assessment and legally integrating stakeholder considerations into The Ring’s governance structure. As a Florida L.L.C., The Ring would only need to amend its governing document with several minor clauses. The Ring senior management is very interested in gaining recognition as a sustainability leader and is already interested in pursuing a B Corp Assessment.

The Ring must score 80 points or above on B Lab’s 200-point scale in order to achieve B Corp certification, and must complete a new B Impact Assessment every three years to maintain certification.

Benefits	Estimated Costs
<ul style="list-style-type: none"> ➤ Brand recognition as a business with a force for good ➤ Stand out from competitors and communicates a high-level commitment to sustainability ➤ Attract and retain talent 	<p>\$550-\$1,100 for the annual certification fee + staff time to complete assessment and associated documentation</p> <p>Fee is on a sliding scale based on revenue and percentage of business ownership from people from underrepresented backgrounds</p>

An aerial photograph of a dense evergreen forest, showing a vast expanse of green trees from a high-angle perspective. The trees are packed closely together, creating a textured, green canopy. The lighting is natural, highlighting the varying shades of green and the intricate patterns of the forest floor from above.

**ROADMAP
TO SUCCESS**

12. ROADMAP TO SUCCESS

"A goal without a plan is just a wish."

~ Antoine de Saint-Exupéry

The following foundational steps will ensure Ring's success in implementing the SAP over the next three years and reaching its long-term sustainability goals, including reaching net zero emissions by 2030. The roadmap includes opportunities for feedback and learnings to be incorporated into the SAP.

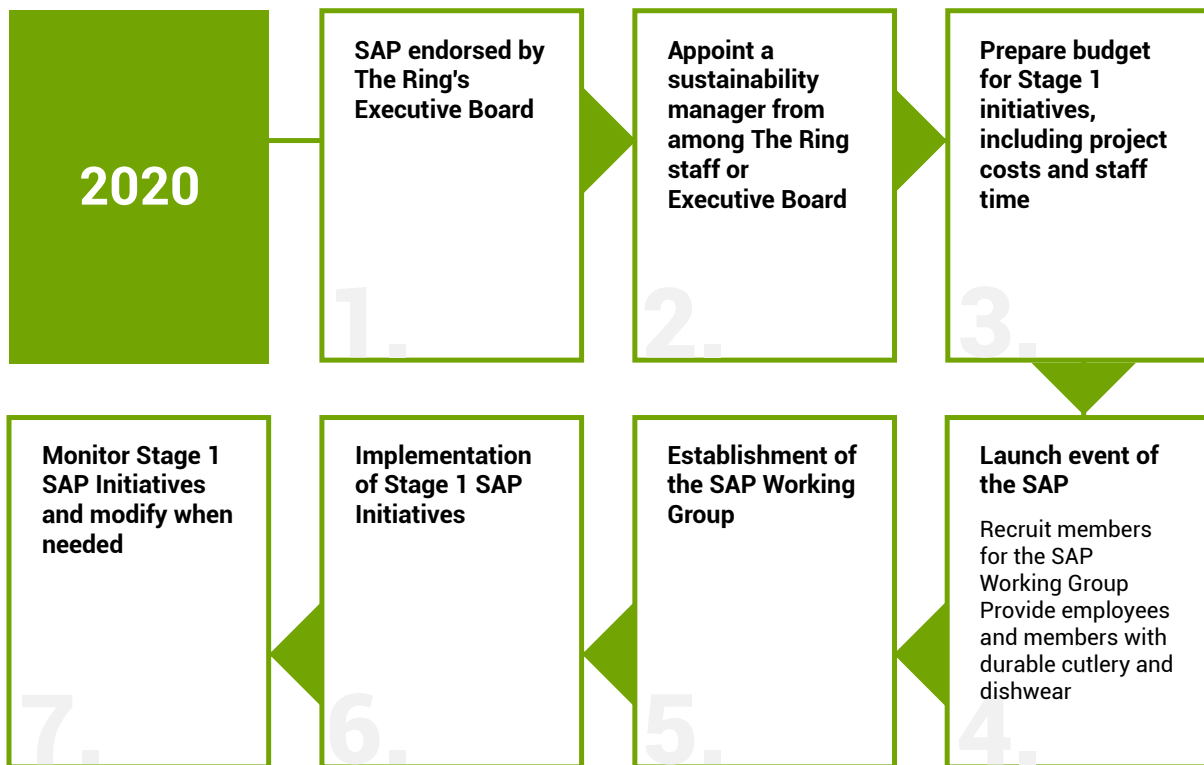
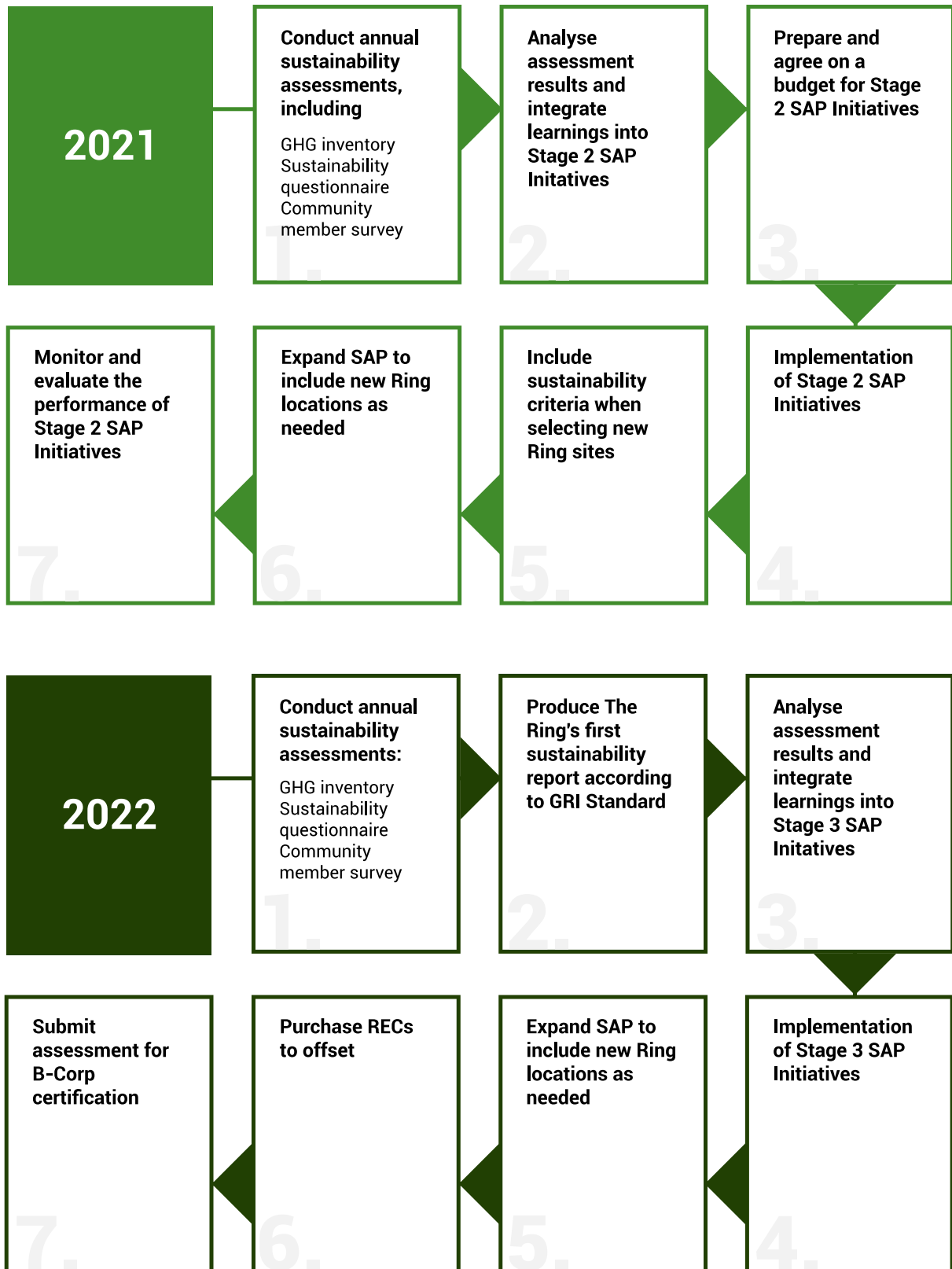


Figure 16: Implementation Roadmap



A photograph of a dense forest of tall, dark green coniferous trees, likely spruce or fir, under a cloudy sky. The trees are the primary focus, filling the lower two-thirds of the frame. The sky is a pale, overcast grey. The overall mood is serene and natural.

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APPENDICES

Appendix A: SWOT Analysis on Sustainability Action Plan

SWOT ANALYSIS

STRENGTHS

- Management on Board
- Core values in alignment
- Manageable scope due to small size
- Could be replicated as the company expands

WEAKNESSES

- Small size (budgetary restriction)
- May not be a prioritized action item as the company is focused on sustenance and expansion at the moment
- Small number of employees burdened with a lot of tasks, may be difficult to assign a "climate champion"

OPPORTUNITIES

- Cost reduction
- Environmental impact reduction
- Reduction of reputational risks
- Client retention
- Positive marketing branding impact
- Embedding sustainability in the start-up ecosystem
- Creating a culture of sustainability in the entrepreneurial world

THREATS

- Capital investment hurdle
- Availability of quality data
- Failure to launch due to lack of cooperation from member community
- Change in management
- Unexpected events (such as pandemic, mergers and acquisition)

Appendix B: GHG Inventory Summary

A greenhouse gas (GHG) inventory catalogs all major emissions sources and their associated emissions using standardized calculation methods. This includes GHG emissions that an organization is, directly and indirectly, responsible for as part of their activities. While The Ring's Sustainability Action Plan is based on broader metrics than a GHG inventory, a baseline assessment of The Ring's GHG emissions were conducted as part of the SAP process to identify opportunities for improvement and to track The Ring's progress towards carbon neutrality.

In determining organizational boundaries for the GHG inventory, The Ring took an operational control approach compared to an equity share approach or a financial share approach. This is to ensure that emissions from leased Ring co-working facilities will be included in future GHG inventories. The Ring also adopted an in-depth and comprehensive approach when reporting emissions, including reporting on Scope 3 indirect emissions not required under the GHG Protocol.

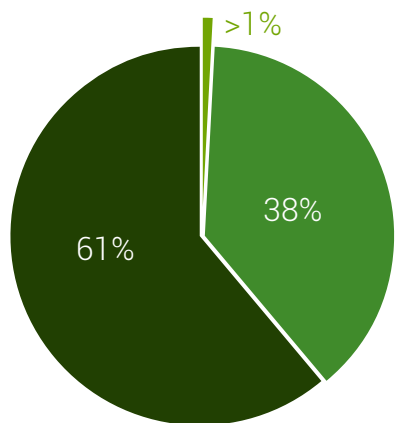
- **Scope 1 emissions:** Direct emissions produced from activities that are owned or controlled by The Ring, including on-site heating and emissions from vehicles directly owned by The Ring. As The Ring is an office-based operation, The Ring has limited Scope 1 emissions at this time.
- **Scope 2 emissions:** Indirect emissions caused by purchased electricity and steam produced from third-party energy providers. Scope 2 emissions constitute the majority of GHG emissions produced by The Ring. Energy is currently purchased from Duke Energy, of which 3.9% is generated from renewable energy sources.
- **Scope 3 emissions:** Indirect emissions from business travel and commuting (both staff and Ring community members) was included as commuting-related emissions was predicted to contribute a large share of The Ring's GHG emissions.

GHG inventory calculations were conducted in line with guidance from GHG Protocol with the U.S Environmental Protection Agency's (EPA) Simplified GHG Emissions Calculator. Calculations for Scope 3 emissions are more difficult to measure given the variability of occupant travel and ICT use. Therefore, a survey was sent to Ring staff and community members to collect needed data, including web hosts, vehicle type, gas mileage, and the average number of miles driven commuting to and from The Ring. An average from the survey responses (42% response rate) was then calculated and applied to the total number of occupants.

Table 6 outlines The Ring's carbon emissions for the base year of 2019. Since The Ring started operations in January 2019, there is no comparison data from previous years.

Table 10: GHG Inventory Overview

Scope	Emission Source	Emissions Amount (Metric Tons CO2)	
Scope 1	Stationary Combustion: Distillate fuel Oil No. 2 used in Backup Generator	0.881	1
	Fugitive Emissions: HFC 134a (R-134a) Refrigerant leak from Refrigerator and Kegerator	0.0011	
Scope 2	Grid electricity	178.01	178
Total Scope 1 + 2		179	
Scope 3	Business Travel: includes domestic and international flights	10.9	286
	Employee Commuting: 7 staff members	12.4	
	Community Member Commuting: 140 community members	260.7	
	Ring ICT-related Activities: Website traffic, emails, etc. ⁵	1.56	
Total Scope 1 + 2 + 3		465	



Ring's GHG Emissions by Scope

- Scope 1
- Scope 2
- Scope 3

3.32 metric tons of CO2e Per Member

The equivalent amount of emissions generated by driving an **average car** for **8,238 miles** or the amount of carbon that **55 trees grown for 10 years** would sequester



Figure 17: Ring's GHG Emissions by Scope

⁵ Total ICT-related emissions (including data server use) are not explicitly listed in the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard; however, The Ring chose to include these emissions as best practice as there have been calls for businesses to reduce their ICT-related emissions. Emission calculations based on the following: Website–0.69 CO2e metric tons (using [Website Carbon Calculator](#)); Ring employee emails–0.87 CO2e metric tons (Calculation based on Carbon Literacy Project–121 average emails sent/received per employee x 7 employees x 260 average working days per year x 4 grams of CO2e per email)

Appendix C: Plug Load Inventory List

The following table lists items that are plugged into a wall electric outlet 24/7. The list excludes refrigerators.

Amenities/ Items	3 rd Floor Space	2 nd Floor Space	Total in the Ring Facility
Stand-up Desks	59	29	89
PCs/ Laptops	39 (Members) + 1 (Reception)	14 (Members) + 1 (Reception)	54
TVs	7	3	10
Projector	1		1
Telephone	2		2
Copy Machine	1	1	2
Coffee Maker	1		1
Water Filtration System	1		1
Kombucha Tower	1		1
Nap Pod	1		1
Paper Shredder		1	1
Vending Machine		1	1
Total items per floor	114	50	
	Total number of Plug load items @ the Ring Clearwater		164

Appendix D: Baseline Sustainability Assessment for The Ring Workspaces L.L.C.

Date	May 29, 2020
Assessor	Simee Adhikari
Location	Clearwater HQ

This questionnaire is to be used to assess The Ring L.L.C.'s current sustainability practices and to identify key impact areas for future sustainability initiatives. This assessment process embraces a comprehensive approach to sustainability (environmental protection, economic prosperity, and social equity) and builds off of established sustainability assessments for service organizations. Impact areas to be assess are divided into the following categories:

- **Environmental:** energy use, transportation (including business travel and commuting), waste management, ICT use, water use, and supply chain-related environmental impacts
- **Social:** Human resources, organizational culture, local community
- **Economic:** Sustainability metrics in budgeting and financial decisions, SRI investing, sustainability reporting

Environmental Impacts

Energy

		Yes/No/ NA	Percentage/ number	Additional information
1	Approximate electricity use for this location (GHG Inventory data– Scope 2 emissions)	-	381,946.39 KWh	Calculated using area method as the location is not sub-metered
1	Does the office purchase energy from renewable energy sources? If yes, provide % of total energy use that is sourced from renewable energy sources	No	3.9%	The Ring runs under an operating lease where electricity is included in the rent. Duke Energy is provider – 3.9% is produced by renewable sources

2	Does the office use LED or another energy-efficient lighting source? If yes, provide % of energy-efficient light bulbs	Yes	100%	<p>328 lights in total</p> <p>*All fixtures are UL listed and use LED Bulbs, including:</p> <ul style="list-style-type: none"> ➤ (138) Intelligent LED Troffers on 2nd and 3rd floors. ➤ (38) Standard 2x4 troffers on 2nd floor ➤ (33) Recessed lights ➤ (26) RGBW Recessed lights ➤ (24) Chandelier bulbs (Per 2 fixtures 14 & 12 respectively) ➤ (61) Track Lights (Per 11 separate tracks) ➤ (3) lights in a small conference room ➤ (4) Wall sconces ➤ (1) Connected LED Strip (21 Ft. in length)
3	Does the office purchase carbon offset for its energy use? If yes, provide % of energy currently offset	No		
4	Is there information on responsible energy use posted in highly visible areas around the office?	No		
5	Does the office have automatic lighting?	Yes	99%	<p>(2) Automation Systems are used to control the majority of light fixtures in the space. CREE Smartcast Technology and Control4 Automation combined with daylight harvesting and motion sensors send signals allowing the system to dim all troffers to 5% intensity during the day and completely turn off after 12:00 pm at night.</p>
6	Total number of manually controlled lights		8	<p>All fixtures have the ability to be manually controlled/overridden by a smart wall mounted switch. These switches have both dimming and color temperature controls per their grouping</p> <p>Breakdown of (8) fixtures:</p> <ul style="list-style-type: none"> ➤ 2 /Chandeliers with a combined 26 individual LED bulbs are only capable of being manually controlled. ➤ 3 individual track fixtures with a combined 11 bulbs. ➤ 3 grouped fixtures.

7	Total number of monitors (includes computer and TV). Provide % with Energy Star Certification		11	<ul style="list-style-type: none"> ➤ 5 Interactive Digital Displays ➤ (1) Samsung Flip WM55H (Energy Consumption mode 165/ Sleep Mode 0.5 w) ➤ (1) Elo 46" (Energy Class B, Energy Consumption per Year : 133 kilowatt hour) ➤ (1) SamsungQBH TR (Power Consumption (Typical/Max) 115 (Typical), 150(Rating) Power Consumption–Standby less than 0.5W ➤ 3 Facilities Smart Televisions ➤ (1) Samsung QN55Q8FNBF Q8FN Series–55" ➤ (1) Samsung QN65Q8FNBF Q8FN Series–65" ➤ Samsung QN55Q80RAF Q80 Series–55" ➤ (3) Workspace Member Smart Televisions ➤ (1) Apple IMac Desktop Computer–Energy Star Compliant ➤ (1) Asus Laptop–This device remains turned on to provide the driver for the printers. This allows third party applications and multiple users to interface with the printer without being aware of the technical details such as the printer model and settings/properties.
8	Total number of printers. Provide % with Energy Star Certification	2	100%	<p>KONICA MINOLTA C458 and KONICA MINOLTA E368</p> <p>Both units are Energy Star Certified</p>
9	Total number of kitchen appliances. Provide % with Energy Star Certification	7	50%	<ul style="list-style-type: none"> ➤ Sub zero Refrigerator–Energy Star Certified ➤ Bunn Dual Titan Coffee machine–Energy Star Certified ➤ Summit Kegerator ➤ Vending Machine–Energy star certified (2nd Floor Break Room) ➤ Water Dispenser Chiller ➤ (2) Bosch Dishwashers–Energy Star Certified
Answer the following assessment questions after hours on a randomly selected date		Number	Additional information	
10	Total number of manual lights still switched on after hours?	45	<ul style="list-style-type: none"> ➤ (3) LED lights in a small conference room are left on to provide supplemental lighting to Pothos Plants that wrap the walls. ➤ (4) Elevator lobby wall sconces ➤ (1) Strip of LED Cove lights (21 Ft. in length) ➤ (11) Track light bulbs (3 Track light fixtures) ➤ (26) Chandelier bulbs (2 Fixtures 12 & 14 respectively) 	
11	Total number of monitors still switched on after hours?	1	All computers enter sleep mode when not in use.	
12	Total number of monitors in power saving mode after hours?	1		
13	Total number of printers still switched on after hours?	0		

14	Total number of printers in power saving mode after hours?	2	
15	Total number of kitchen appliances still switched on after hours (exclude refrigerators)?	2	
16	Total number of devices are plugged into an electric outlet (excluding refrigerators)?	160	Includes stand-up desks and sleep pod

Transportation

		Yes/No/NA/#	Additional information
1	Approximate annual CO2e emissions (in metric tons) from employee business travel (GHG Inventory data)	10.9	Local business-related travel via fossil-fuel powered vehicles; Domestic & international flights
2	Approximate annual CO2e emissions (in metric tons) from employee commuting (GHG Inventory data)	12.4	7 employees commuting using fossil-fuel powered vehicles
3	Approximate annual CO2e emissions (in metric tons) from community member commuting (GHG Inventory data)	260.7	
4	Percentage of The Ring community members using green transport options (i.e., biking, public transport, car-pooling)	3.0%	1 uses a Pedal Assist EV Bike 2 use standard Adult Street Bikes 1 uses a bus (public transportation)
5	Does the office incentivize using green transport options to employees (i.e., public transport tickets, bike payment, premium park places for car-poolers, incentive payment for a fuel-efficient vehicle)? If yes, how?	No	
6	Does the office incentivize using green transport to The Ring community members (i.e., public transport tickets, premium park places for car-poolers)? If yes, how?	No	
7	Does the office offer bike racks?	Yes	Secure bike storage onsite. 1 single sided grill rack with a capacity for 10 bicycles.

8	Does The Ring actively promote and/or raise awareness of green transport options?	Yes	There is a strong advocacy for the use of bicycles within the urban core where the facility is located. Social Media channels such as Instagram and Facebook are used to raise awareness for World Bicycle Day and World Environmental day in which information on emission reduction was highlighted. "Cleaner fuels can reduce vehicle emission by 90%–World Environmental Day"
9	Does The Ring purchase carbon offsets for employee business-related travel? If yes, indicate % of travel offset	No	

Waste Management

		Yes/No/NA/#	Additional information
1	Is there a central recycling station that is accessible to employees and community members?	Yes	2 recycle bins in the Cafe & Breakroom. Personal trash bins are prohibited in the Private Rooms 2 recycle bins in the Print Room for paper only products.
2	Does the office recycle paper?	Yes	2 Paper only recycle bins are located in the 3rd Fl Print Room 1 Paper only recycle bin is located near the mailbox and package area
3	Does the office recycle cardboard?	Yes	Approximately 50% of all cardboard boxes in good condition are reused for storing and mailing items. 100% of all brown paper bags 0.167 BBL (7 gallons) are reused or donated to RCS Pinellas a local organization dedicated to supporting families facing hunger, homelessness, domestic violence, or a lack of basic needs. Damaged or unsalvageable cardboard boxes and items are discarded in the Recycle Dumpster provided by the Building as Part of the City of Clearwater Solid Waste Recycling Program.
4	Does the office recycle magazines and brochures (printed on glossy paper)?	Yes	All paper products are recycled together, this includes brochures, magazines and discarded paper.
5	Does the office recycle inkjet and toner cartridges?	Yes	Empty toner cartridges are mainly recycled via the onsite recycling dumpster bins. The Ring is however registered as part of Konica Minolta's Clean Planet Program.
6	Does the office recycle or sell old IT equipment?	No	
7	Does the office recycle batteries?	No	
8	Does the office offer a bio-waste bin for food waste?	No	
9	Does the office use disposable cups and/or cutlery?	Yes	Approximately 550 Biodegradable disposable cups per month. Packaging made of 100% recyclable materials.

10	Does the office provide occupants with durable mugs, glasses, plates, and cutlery?	Yes	24 Ceramic Mugs Biodegradable cutlery Biodegradable plates made from palm leaves Wooden spoons No single use plastics are permitted
11	Is there information on recycling posted in highly visible areas around the office	No	2 bins in the kitchen area and 1 bin in the break room on the 2nd floor is labelled.
12	Number of individual bins in the office?	6	
13	Does The Ring offer any incentives to employees and community members to divert resources from general waste?	No	
Answer the following assessment questions after hours on a randomly selected date		Percentage/number	Additional information
14	Approximate percentage of recyclables in general waste bins (i.e., cans, paper, plastic containers)?	65%	Biodegradable and plastic food containers, plastic coffee and juice cups, soda cans and discarded food were found to be regularly present in the general waste bins.
15	Approximate percentage of non-recyclables in recycling bins?	45%	Non-recyclable materials primarily consisting of Coffee grinds, food waste, food soiled paper towels and shipping packaging were found to be consistently present in recycling bins in the kitchen area.
16	Approximate weight of daily waste headed to the landfill (in pounds)	50 lbs	Use approximately 14 13-gallon bags trash bags per day

ICT Use

	Yes/No/#	Additional information	
1	Is there information on green digital habits posted in highly visible areas around the office and/or regularly distributed to The Ring employees and community members?	No	
2	Does The Ring host its website on a green server (if unsure, use Green Web Foundation's tool)?	No	
3	Approximate annual CO2s emissions (in metric tons) generated by the website (use Website Carbon's tool):	0.69	Approximately 11 trees needed to be planted per year to offset associated emissions

4	<p>Approximate annual CO2 equivalent emissions (in metric tons) generated by employee email use:</p> <p>Calculation: average # of emails per employee x # of employees x average # of working days x 4 grams of CO2e</p> <p>Calculation based on Mike Berners-Lee's 2010 calculations and the Carbon Literacy Project</p>	0.87	<p>= 120 emails sent/received per employee (based on U.S. average office worker) x 7 employees x 260 working days x 4g CO2e</p> <p>Conservative estimate given that an email with a large attachment can produce up to 50 grams of CO2e</p>
5	Percentage of The Ring community members to use green web hosting services (data from Annual Sustainability Survey)	19.5%	
6	Does The Ring carbon offset any of their direct and/or community members' digital carbon footprint? If yes, how?	No	Approximately 26 trees needed to be planted per year to offset associated emissions from The Ring website traffic and staff emails

Water Use

		Yes/ No/#	Additional information
1	Is there information on sustainable water habits posted in highly visible areas around the office and/or regularly distributed to The Ring employees and community members?	No	Signage is expected to be installed by Q3 of 2020 per the Well Building Standard recommendation to raise awareness for healthy indoor environments.
2	Does The Ring reuse rainwater collected on site? If yes, indicate approximate % of water used	No	
3	Does the office conduct regular water audits?	No	

Supply Chain

		Yes/ No/#	Additional information
1	Does The Ring write sustainability criteria into contractor and suppliers' contracts?	No	
2	Does the office purchase environmentally preferred stationary (i.e., recycled folders, refillable pens)?	Yes	<p>Folders are made from 100% Post-Consumer Fiber. Pencils are made out of bamboo.</p> <p>Office supplies such as tape</p>
3	Does the office purchase environmentally preferred paper (i.e., post-consumer recycled paper, PCP)?	Yes	<p>Quill 8 ½ X 11 (30% Recycled Paper)</p> <p>Boise Aspen 30 (30% Post-Consumer Fiber)</p>

4	Does the office purchase recycled printer cartridges and/or soya-based inks?	Yes/No	Konica Minolta product disclaimer: "Toner bottles are made from recycled HDPE plastics from recycled milk bottles. Simitri toner is made with plant-based "biomass" materials. It contains smaller particles than ordinary toner which cuts toner consumption by 30+%. Soy based inks are not used.
5	Does the office use environmentally friendly cleaning products (i.e., Green Seal or equivalent)?	Yes	Meyers hand soaps, all surface cleaner–Made with Plant derived Ingredients, Natural Essential Oils, Birch bark Extract Ecolution disinfectant is a pH neutral Fragrance-and dye-free formula. This product is green seal certified GS-37
6	Does the office use recycled toilet paper?	No	
7	Does the office purchase fair-trade, shade-grown coffee?	Yes	Organic fair-trade coffee that is sun dried or locally roasted if provided for the community.
8	Does the office purchase seasonal fruits and/or local food products? If yes, indicate percentage compared to all food products purchased	Yes	100% of all fruits are organic and locally sourced. 60% of all catered food is organic and made from locally sourced fruits and vegetables. Non-dairy milk and creamer alternatives are provided examples include: Oat milk and Vegan Superfood Creamers

Social Impacts

Human Resources

		Yes/No/#	Additional information
1	Does the executive leadership receive sustainability-focused training (i.e., speakers, workshops, booklets)? If yes, when and how?	Yes	Training is not done on a consistent or scheduled basis, however members of the management team recently participated in Good Governance and Sustainable Investing: ESG for small Business (07/16/20 Zoom Seminar).
2	Do Ring employees receive sustainability-focused training (i.e., speakers, workshops, booklets)? If yes, when and how?	Yes	Training is not done on a consistent or scheduled basis, however members of the team participated in monthly workshops and meetings held by the Sustany Foundation. These events are held at different business locations in the Tampa Bay Area.
3	Does The Ring have a formalized framework of recognizing community members' contributions to sustainability initiatives?	No	
4	Does The Ring offer employees a mechanism to offer feedback and suggestions on sustainability initiatives? If yes, how?	Yes	Open door policy for suggestions and ideas (as per The Ring Employee Handbook)
5	Does The Ring actively recruit staff from diverse backgrounds and disadvantaged populations? If yes, how?	Yes	The Ring Team (Owners, management and staff) are from 6 different countries. This includes African and Caribbean

Organization Culture

		Yes/No/#	Additional information
1	Does The Ring have a sustainability working group or similar body that oversees and implements sustainability initiatives?	No	No formal group is created
2	Does The Ring offer educational opportunities on sustainability to community members (i.e., workshops, informational booklets, guest speakers)? If yes, how many per year?	No	
3	Does The Ring have a formalized framework of recognizing community members' contributions to sustainability initiatives?	No	
4	Does The Ring offer programs and opportunities for The Ring community members from diverse backgrounds and disadvantaged populations? If yes, how?	Yes	The Ring partners with the Working Women Tampa Bay, an organization supporting female entrepreneurs. Female entrepreneurs/ members at the Ring can attend the meetings at no cost.
5	Does The Ring consider sustainability criteria in marketing and give-away material (i.e., no single-use plastics, print on recycled paper, giveaway products that exemplify sustainability)	Yes	<p>There is no formal criteria or checklist established.</p> <p>The Ring emphasizes environmental responsibility and seeks to incorporate and fully practice sustainability in operating current and future spaces. As a mindful group, The Ring has made some efforts to focus on sustainable practices in marketing and business development.</p> <ul style="list-style-type: none"> - There is a strict ban on single use plastics. - Marketing material is printed only on recycled paper - Parking passes are made from reclaimed wood <p>As of Q2 2020 The Ring had begun using seed paper for certain small flyers to community messaging focused on "a healthy workspaces environment."</p>

Community

		Yes/ No/#	Additional information
1	Does The Ring offer opportunities to employees and community members to give back to the local community? If yes, how?	Yes	<p>The Ring has been in operation for only 1 year and 3 months. Successful events are determined by the community response and overall participation. such events will eventually be held annually. As there are no specific annual events at this time, we are actively exploring options and partnerships that will have the greatest social impact.</p> <p>Previous Events:</p> <p>In 2019, The Ring partnered with Keep Pinellas Beautiful for a Crest Lake Park Clean Up. In January of 2020 The Ring held a Golf Tournament in which contributions were collected for the Boys and Girls Club of Tampa. By simply requesting, members of the community have the opportunity to partake in an activity organized by The Ring or host their own local event that raises funds or awareness for causes they may be affiliated with.</p>
2	Does The Ring have channels in place to communicate its commitment to sustainability to the broader community and report on its sustainability progress? If yes, how?	Yes	<p>Website, Social Media Channels (Instagram & Facebook), Chamber of Commerce, The City of Clearwater Sustainability Department</p>

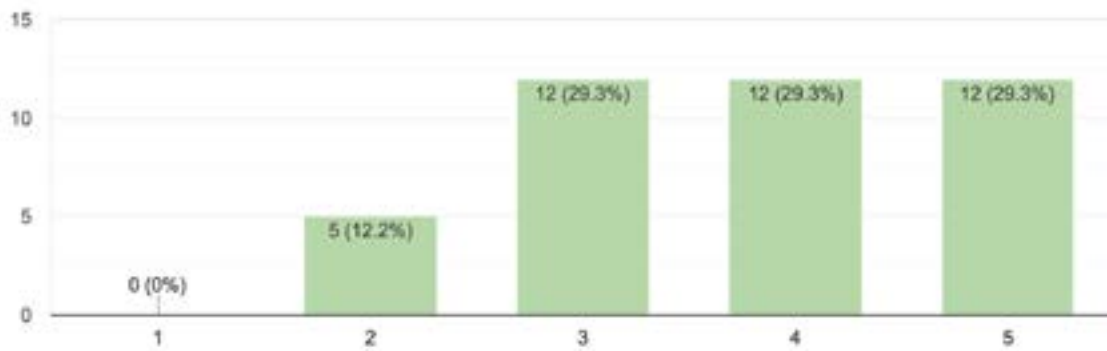
Economic Impacts

		Yes/ No/#	Additional information
1	Does The Ring include sustainability metrics in budgeting and financial decisions (i.e., life cycle costing, cost/benefit analysis of sustainability initiatives)? If yes, how?	No	
2	Does The Ring report on sustainability in its annual reporting?	No	Includes brief description on WELL certification progress but does not explicitly report on sustainability
3	Does The Ring factor in socially responsible investing criteria when making investment decisions (i.e. retirement plans, bond purchases)? If yes, how?	No	

Appendix E: Community Member Survey

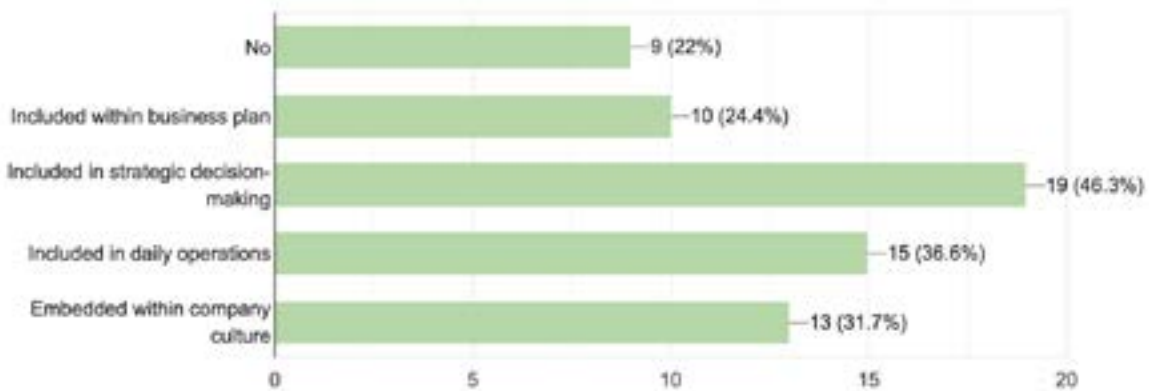
1. Do you consider sustainable business practices to be a key driver of your growth and profitability? (Scale of 1-5, with 1 = Not Important and 5 = Very Important)

Do you consider sustainable business practices to be a key driver of your growth and profitability?
41 responses



2. Do you include sustainability criteria as part of your business activities? (Check all that apply)

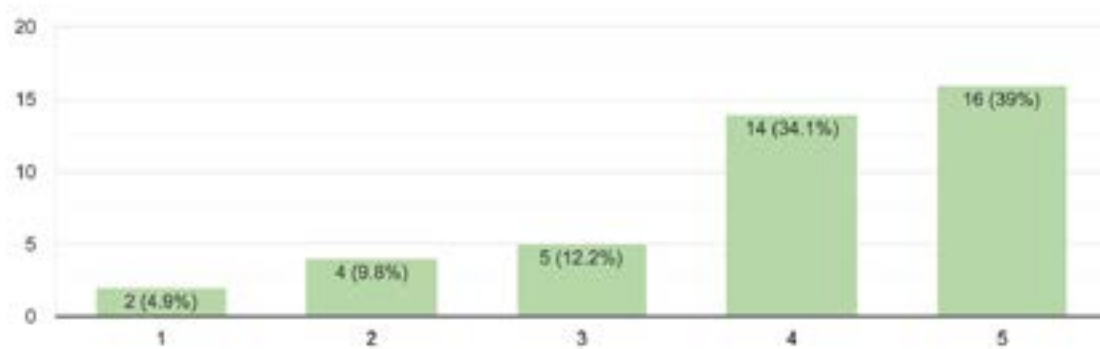
Do you include sustainability criteria as part of your business activities?
41 responses



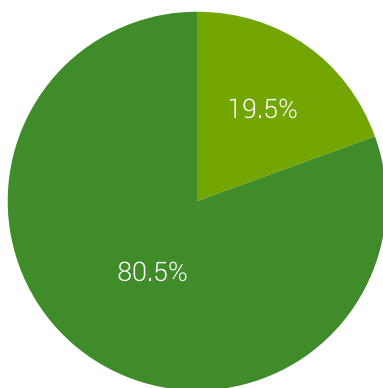
3. How important are sustainability considerations when developing products and/or services

(e.g. recyclable packaging, low-carbon options, give-back programs)? (Scale of 1-5, with 1 = Not Important and 5 = Very Important)

How important are sustainability considerations when developing products and/or services (e.g. recyclable packaging, low-carbon options, give-back programs)?
41 responses



4. Are you aware of the UN Sustainability Development Goals? If yes, have you used them to guide your business strategy and/or operations? How?



Are you aware of the UN Sustainability Development Goals?

- Aware
- Not aware

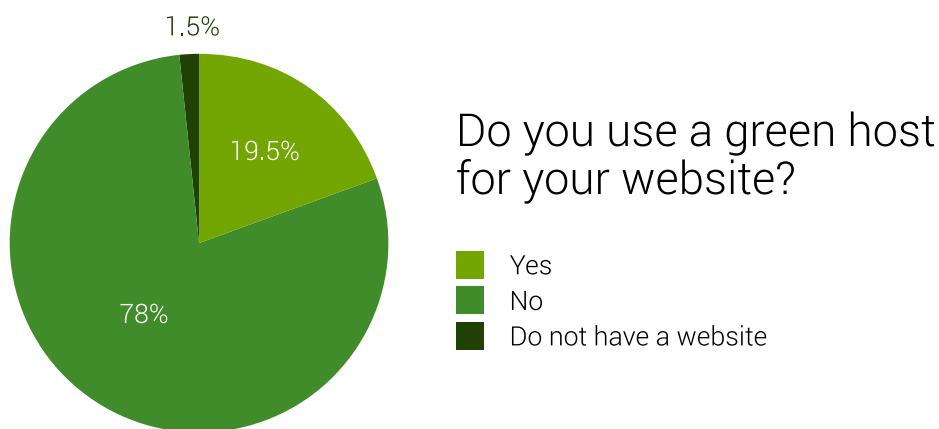
- Increased awareness in day to day operations
- Yes, we focus working with very diverse team, we focus on the health and well-being of our members. Just to name a few.
- Yes. We use the goals to guide our global impact initiatives and actively raise awareness in our community on ways they too can be a part of creating a better and more sustainable future using the UN blueprint.
- Not in general, but I am aware of them.
- Going paperless, working remotely
- OppZone Capital
- Consideration of wellness and performance

5. What challenges have you encountered in incorporating sustainability into your business practices?

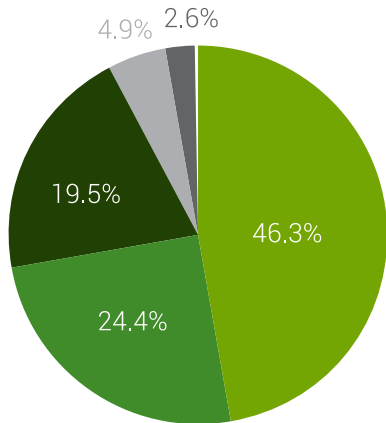
- Costs (5 responses)
- Education (3 responses)
- Considering we do coaching and training it hasn't been too hard. We use digital media, digital files etc
- Normal balancing act of working with overseas suppliers, resources
- Some clients are not receptive to it
- maintaining sanitary conditions (less single use-plastics means things need to be sterilized instead), maintaining a level of convenience (this must be washed/sanitized instead of being thrown away), etc.
- Local regulations.
- Value/Pricing
- patenting medical devices for safety and efficacy prior to FDA 510K clearance also called premarket notification for Class I medical devices and premarket approval for stem cell activation patches
- CONVENIENCE
- finding other companies or businesses to partner or use that also incorporate sustainability into their products or practices.
- cash flow
- I prefer to send information virtually versus printing. Saving paper whenever I can.
- None really, we just make sure that we recycle everything we can.
- Available of materials

6. Do you use a green host for your website? If you are unsure, just enter the URL into The

Green Web Foundation's free web check: <https://www.thegreenwebfoundation.org/green-webcheck/>



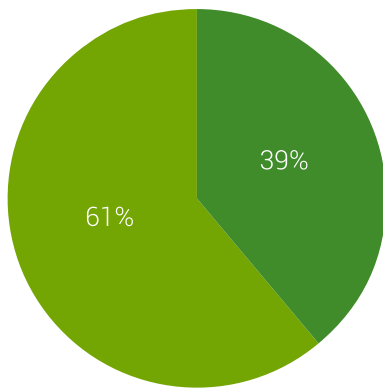
7. How many pages of paper do you print per week?



How many pages of paper do you print per week?

- 1-10 pages
- 10-50 pages
- 50-100 pages
- 100-250 pages
- +250 pages
- Do not use printer

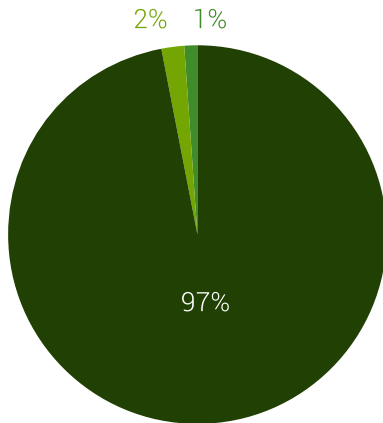
8. Do you print double-sided? (Yes/No)



Do you print double-sided? (Yes/No)

- Yes
- No

9. How do you usually get to The Ring?



How do you usually get to The Ring?

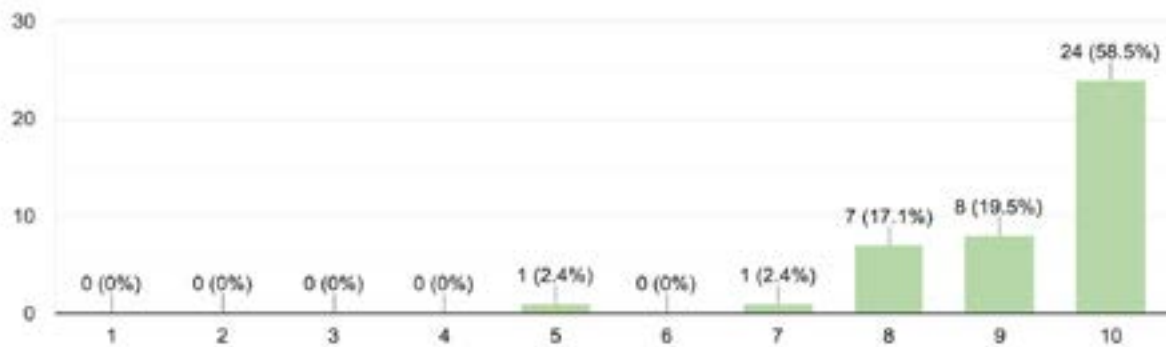
- Private Vehicle
- Bike
- Public Transport
- Carpool

10. If you drive, please enter the average roundtrip journey (in miles) and your vehicles information (make/model and year) below

Member Comments	Make/Model	Year	Average Mpg	Roundtrip Distance (Miles)	Days at Work/Year	Total Fuel Consumption (Gallons)
Member 1	MB C300	2015	28	36	260	334.29
Member 2	Chevy C7	2017	19	22	260	301.61
Member 3	Honda Civic	2009	29	30	260	89.66
Member 4	Ford Focus	2007	23	8	260	71.35
Member 5	Toyota Tacoma	2018	16	52	260	845.00
Member 6	Ford Mustang	2010	19	14	212	223.89
Member 7	VW Jetta	2017	32	9	260	71.13
Member 8	MB C40 AMG	2013	17	23	260	433.33
Member 9	Hyundai Elantra	2016	28	6	260	51.71
Member 10	VW Passat	2012	24	8	240	56.47
Member 11	BMW X6	2016	16	54	210	706.75
Member 12	MB SL550	2016	19	22	260	301.61
Member 13	Nissan 370Z	2013	21	20	260	247.62
Member 14	Chevy 300	2014	21	30	260	123.81
Member 15	Chevy Silverado	2007	17	23	260	351.76
Member 16	Kia Sorento	2011	24	14	260	151.67
Member 17	MB E300	2017	23	11	260	114.40
Member 18	Mercedes	2017	27	18	260	179.37
Member 19	VW Beetle	2007	21	28	260	316.52
Member 20	Nissan Juke	2014	29	30	210	217.24
Member 21	MB GAS AMG	2017	13	30	260	200.00
Member 22	MINI Cooper	2019	30	2	260	17.33
Member 23	BMW 320i	2010	22	27	260	319.09
Member 24	Ford Mustang	1999	26	20	240	243.00
Member 25	Mercedes C.L.S	2014	26	17	260	120.00
Member 26	Audi S4	2005	16	38	180	427.50
Member 27	Infiniti QX60	2018	22	24	260	283.64
Member 28	Lexus Navigator	2018	18	34	180	343.00
Member 29	Nissan Altima	2014	23	38	260	395.20
Member 30	Chevy SR	2020	19	16	130	104.47
Member 31	Ford Mustang GT	2019	19	26	260	335.79
Member 32	Honda CR-V	2002	21	40	260	495.24
Member 33	Lexus ES300h	2016	40	13	260	87.50
Member 34	Daimler Endeavor	2013	19	17	260	212.63
Member 35	Ford Focus RS	2018	22	26	260	302.27
Member 36	Nissan Murano	2013	24	28	260	308.33
Member 37	MB C40 AMG	2020	22	38	260	449.09
Member 38	Kia Optima	2019	31	8	260	87.13
Member 39	Lexus LS380 C	2015	22	11	260	130.00
Member 40	MB C120	2001	19	6	260	82.11
Member 41	Kia Sorento 4WD	2003	15	28	260	485.33

11. How would you rank The Ring's sustainability efforts? (Scale of 1-10, with 1 = Very Poor and 10 = Excellent)

How would you rank The Ring's sustainability efforts?
41 responses



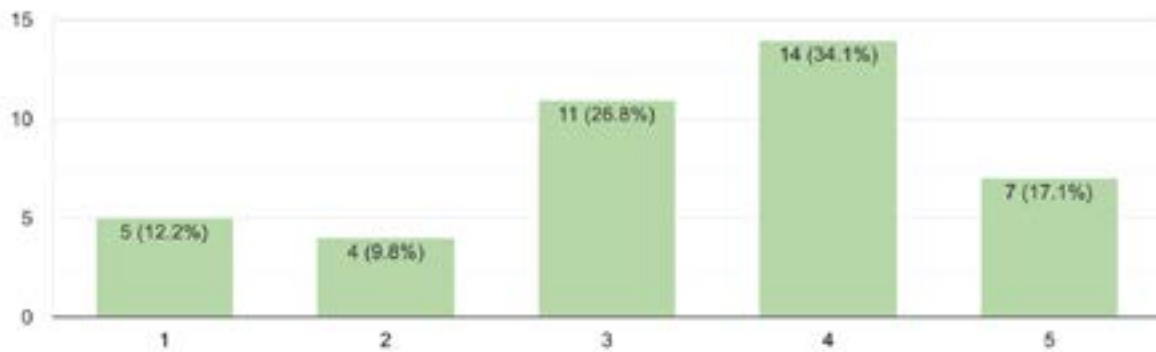
12. Any suggestions on how The Ring could improve on its sustainability practices?

- Educating the members on the reasons behind The Rings Sustainability Practices and Goals
- I'd love to go into the pillars of sustainability and how to improve The Ring for the community and myself

- Offer more washable cups in the kitchen for water and coffee.
- Providing a mother's room
- I think The Ring could be even safer with COVID protection by installing plexiglass between workstations and limiting the number of co-space workers in individual rooms.
- Recycling
- Calm down with the 100.0% efforts on WELL criteria. 2.5%-5%+ of things have to be just pretty/awesome; without being "Well"..
- Cooking area for individuals who desire to prepare meals such steaming vegetables
- Real living walls

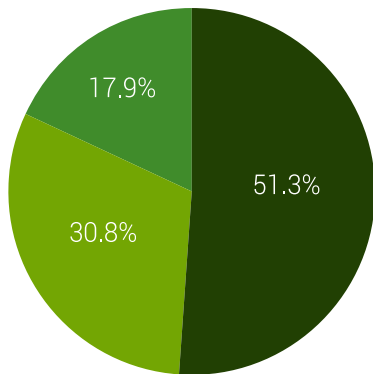
13. Have you changed your business practices in regards to sustainability since joining The Ring? (Scale of 1-5, with 1 = No Change and 5 = Significant Change)

Have you changed your business practices in regards to sustainability since joining The Ring?
41 responses



Optional questions

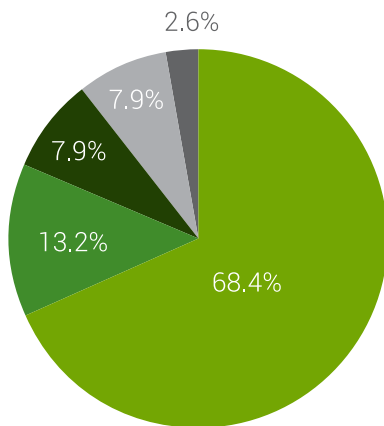
14. Would you be interested in participating in The Ring's new sustainability working group to foster sustainable business practices at The Ring and among our community members' organizations?



Would you be interested in participating in The Ring's new sustainability working group to foster sustainable business practices at The Ring and among our community members' organizations?



15. Which industry do you operate in?



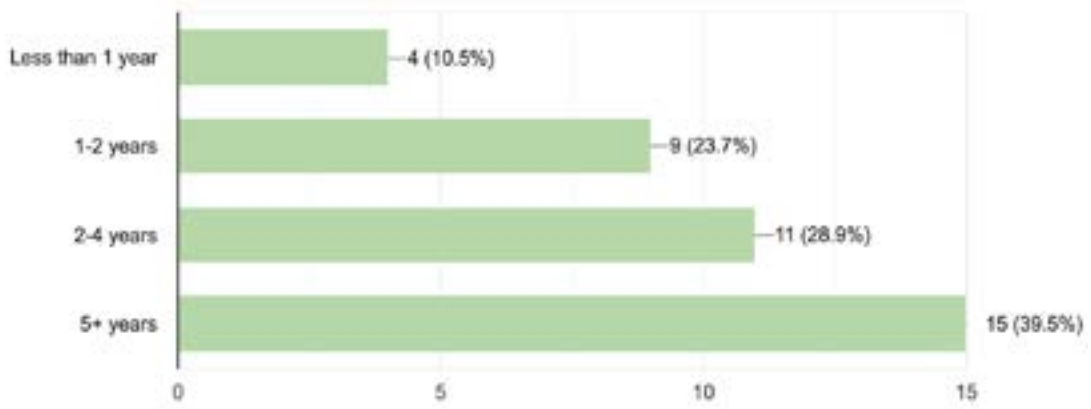
Which industry do you operate in?



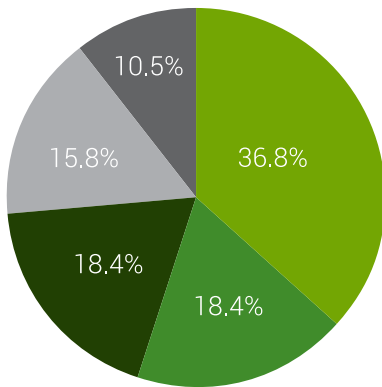
16. Years in operation?

Years in operation?

38 responses



17. Number of employees?



Number of employees?

- Self-employed
- 1-3
- 3-5
- 5-10
- 10+

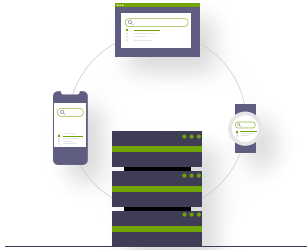
Appendix F: Green ICT Awareness Campaign Poster Sample



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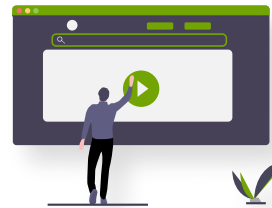
THE CARBON FOOTPRINT OF THE ICT CO₂ EMISSIONS FROM EMAILS, SEARCHES, AND CLOUD STORAGE

SEARCH ENGINES



Every time we use a search engine, there's an output of GHG gases because every unique search requires multiple servers.

PROWSING MEDIA



Looking at a webpage with pictures or videos emits an estimated 0.2 grams of CO₂ per second.

EMAILS



An email has an estimated carbon footprint of 4 grams of CO₂, and a large attachment cloud have a footprint of 50 grams.

GOOGLE SEARCH



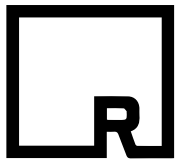
Google search accounts for an estimated 0.2 to 7 grams of carbon dioxide emissions.

7 grams are equivalent to boiling a pot of tea or driving a car 52 feet.

What can we do?

1. Only send needed emails.
2. Unsubscribing from unnecessary mailing lists.
3. Check emails for accuracy to avoid having to send them again.
4. Link information instead of attaching documents where possible.
5. Use your company's chat box function when sending non-vital replies.

Appendix G: Green Tips for Ring Monthly Newsletter



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ADDITIONAL TIPS TO BE GENERATED BY THE SUSTAINABILITY WORKING GROUP TO RESPOND TO CONTEXTUAL NEEDS (I.E., PROPER DISPOSAL OF PPE WASTE IN TIMES OF COVID-19 MEASURES)

- Why should you include sustainability in your business strategy? Cost savings, building brand loyalty, attracting talent, supporting innovation, and reducing risks are just a few reasons to start considering embedding sustainability into your organization – check out this [article](#) by CEO Magazine for more on the value of sustainability for business.
- Five quick tips to reduce your paper use:
 1. Double-side it! Here are instructions for Apple or Window computers!
 2. Reduce your printing margins to 0.75
 3. Print only needed pages: look out for blank pages and only print graphics only “as-needed”
 4. Print multiple images per sheet for PowerPoint slides
 5. Rethink if you need to print in the first place – can this document be sent or uses electronically?
- Did you know the world uses 17 million barrels of oil each year just to make disposable plastic water bottles?! Save on this single-use plastic by filling up your Ring cup or your own bottle at The Ring’s filtered water station!
- Did you know a standard email ‘emits’ the equivalent of 4 grams of CO₂, while an email with attachments creates approximately 50 grams?! Here is five quick ways you can reduce email-related emissions:

1. Only send needed emails: Do you really need to send back a 'thank-you' or 'ok' email?
 2. Unsubscribing from unnecessary mailing lists: Which newsletters do you actually get around to reading?
 3. Link information instead of attaching documents where possible: When you really do need to attach a file, compress files or images and lower the resolution.
 4. Use your company's chat box function when sending non-vital replies
 5. Check emails for accuracy: Before hastily pressing Send, check over to avoid having to send out multiple correction emails.
-
- (to be sent after a waste audit) Recycling here at The Ring have diverted – pounds of waste from the landfill! Keep up the good work with recycling efforts and thank you for doing your part of keeping Florida clean and beautiful!
 - Sustainability for your business is not just about recycling or riding your bike to work; it's also about profits. The U.S. sustainability market is [projected](#) to reach \$150 billion in sales by 2021! Learn more about how you can tap into this growing market by attending one of The Ring's educational workshops on sustainability strategies for your business!
 - Have you thought of incorporating sustainability practices into your products? Not only can you cut costs and increase efficiency, but also many consumers – especially [millennials](#)–are willing to pay more for products that are good for the planet. Learn more about how you can tap into this growing market by attending one of The Ring's educational workshops on sustainability strategies for your business!
 - Organization big and small are integrating climate-friendly practices into their operations: The "[Clean at Sephora](#)" section offers eco-friendly, clean beauty products; Target has set a [goal](#) to use 100% sustainable, organic cotton in all Target-owned brands by 2022. Learn more about sustainability goal setting and its impact on your business bottom line at one of The Ring's next sustainability workshops!
 - Did you know that embracing sustainability can financially affect your business' performance? A meta-study [showed](#) that 88% of research found that that solid Environmental and Social Governance (ESG) practices result in better operational performance, while 80% of studies show that stock price performance of companies is positively influenced by good sustainability practices
 - Back in 2016, the UN set forth 17 goals to drive sustainable development across the world. What do these [Sustainable Development Goals](#) have to do with you and your business? Well, working towards the achievement of the Sustainability Development Goals (SDGs) has been estimated to generate [up to \\$12 trillion USD in market opportunities](#). Check out this great [article](#) from the SDG Hub on possible business opportunities that the SDGs present for your business.

Appendix H: 'How To' Guide Example






10 TIPS

FOR HOSTING A GREEN MEETING



- 1 Send around a digital agenda prior to the meeting – if needed at the meeting, display agenda via projector or write on whiteboard
- 2 Go paperless – send any required documents digitally
- 3 Use pitchers of tap water, fair-trade coffee, and sustainability sourced tea
- 4 Ditch disposables and use durable mugs, cutlery, and plates
- 5 When offering snacks, serve whole, locally produced fruit, vegetables and hummus
- 6 If the meeting is catered, ask your caterer to use reusable, compostable, or recyclable serving items. Find a local charity to donate uneaten food from your meeting
- 7 Make sure your meeting room has a "waste station" with clearly marked recycling, compost, and trash bins
- 8 Periodically break up sedentary sitting time with opportunities for movement (e.g., light stretching, standing, or walking). Inform attendees of which stairwells, elevators, and restrooms they may use, including any on other floors
- 9 Encourage people to attend the meeting digitally rather than travelling to the meeting
- 10 If people must travel to the meeting, encourage carpooling and consider offsetting resulting carbon emissions

Appendix I: Sustainability Reporting Tool

SAP Goal	KPI	Measurement	2019 (Baseline)	2020	2021	2022	2030
	Net GHG emissions	<ul style="list-style-type: none"> Use EPA Simplified GHG Emission Calculator Commuting data (for Scope 3 emissions) from annual sustainability survey (Q. 9 & Q. 10) 	465 metric tons CO2 e				Carbon Neutral
	Fossil Fuel Consumption	<ul style="list-style-type: none"> Annual expenses 	86 Gallons Diesel				Fossil Fuel Free
	Electricity Consumption	<ul style="list-style-type: none"> Utility Bill 	381,946 KWH				30% Reduction
	Business Air Travel Miles	<ul style="list-style-type: none"> Travel Records 	35,876 Air Miles				30% Reduction
	Employee and Member Commuting data	<ul style="list-style-type: none"> Commuting data (for Scope 3 emissions) from annual sustainability survey (Q. 9, & Q. 10) 	589,162 Car Miles				25% Reduction
	IT-related emissions	<ul style="list-style-type: none"> Website Carbon Calculator and average email calculations⁶ 	1.56 MT CO2e				100% Reduction (reduction and offsets)
	Amount of waste sent to the landfill daily	<ul style="list-style-type: none"> Waste audit 	50 pounds per day				50% Reduction
	Self-reported change in business sustainability practices	<ul style="list-style-type: none"> Annual sustainability survey—Q.13 (score 4 and above) 	48.7% (20 out of 41 respondents)				>60%
	Number of sustainability-related education opportunities per year	<ul style="list-style-type: none"> Administrative data 	2				5 or more per year at each Ring location
	Ring community member and employees' score of The Ring's commitment to sustainability	<ul style="list-style-type: none"> Annual sustainability survey—Q.11 (score 9 and above) 	75.6% (31 out of 41 respondents)				>80% average per year at each Ring location

⁶ Calculation based on Carbon Literacy Project: 121 average emails sent/received per employee x # of employees x 260 average working days per year x 4 grams of CO2e per email

Appendix J: One-Page Sustainability Snapshot Template



Sustainability Initiatives At-A-Glance

- > Established the "Ring Green Team"
- > Switched to a Green Web Host
- > Beach clean up with Sierra Club
- > Installed new Recycling Stations
- > Collaborated with Patel College of Global Sustainability
- > Partnered with the Jane Goodall Institute for planting trees



Appendix K: The Ring's Annual Member Carbon Footprint Snapshot Sample



CARBON FOOTPRINT SNAPSHOT

Please note that this is a rough estimation and may not reflect your actual carbon emissions. If you have questions about how this snapshot was calculated, please ask the Ring's Sustainability

Your Annual Work CO₂e Emissions

3.32 MT of CO₂ e



58 Tree

The equivalent amount of emissions generated by driving an **average car** for **8,685 miles** or the amount of carbon that **58 trees** grown for **10 years** would sequester



8.685 miles

How do you compare?

Ring community Member



3.3 MT



U.S. Office Worker



3.4 MT

5 QUICK WAYS TO REDUCE YOUR WORK CARBON

1. | Bike to work, carpool, or use public transport – check out the Ring's website for green transport options!
2. | Power down all appliances before leaving for the evening
3. | Go paperless whenever possible!
4. | Use the Ring's video conference room or Zoom rather than traveling to a meeting
5. | Implement the 5 Rs: Refuse (single-use items), Reduce (plastic, paper, etc.), Reuse (check out The Ring's Upcycle Station), Rot (we compost food waste so place food scraps, coffee grounds, etc. in the bio waste container), and Recycle! There are recycling bins conveniently located throughout the Ring with information on what you can and cannot recycle

Appendix L: The Ring's Recycling Poster Sample

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ARE YOU RECYCLING RIGHT?

LET US REMIND YOU ANYWAY

RECYCLE BINS

 Glass Bottles & Jars No Lids, labels okay	 Paper & Carton Clean & dry, no shredded paper	 Plastic Bottles & jugs No caps, labels okay	 Metal Cans No lids, labels okay
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Remember: Nothing smaller than your fist should be placed in the recycle bin!

Why? Because smaller items are not properly sorted at recycling facilities and end up contaminating other recyclable materials

WASTE BINS

 Bags & Styrofoam	 Other Plastics	 Cords, Wires & Hoses	 Food-Soiled Items
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KNOW MORE! <https://floridadep.gov/waste/waste-reduction/content/recycling>