



Impact Reduction Playbook

US Biathlon

Submitted by
WM

2024



Table of Contents

Introduction	IBU Sustainable Events Checklist	Materials Management
<u>IBU Sustainability Charter Commitment.</u> 3	<u>Activating the Sustainable Events Checklist.</u> 6	<u>Material Streams.</u> 13
<u>Playbook Overview.</u> 4	<u>Understanding the Sustainable Events Checklist.</u> 7	<u>Waste Collection.</u> 14
	<u>Sport and Competition.</u> 8	<u>IBU Recommended Signage.</u> 15
	<u>Event Operations.</u> 9	<u>Stakeholder Engagement: Recycling.</u> 16
	<u>Planning & Logistics.</u> 10	<u>Stakeholder Engagement: Compost.</u> 17
	<u>Marketing & Communication.</u> 11	<u>Zero Waste Event Checklist.</u> 18
Purchasing	Next Steps	<u>Green Team Volunteers.</u> 19
<u>Integrating Sustainability.</u> 22	<u>Next Steps.</u> 27	<u>Training and Communication.</u> 20
<u>Sustainable Product Preferences.</u> 23		
<u>Sustainability Certifications.</u> 24		
<u>Materials Management Alignment.</u> 25		
<u>Communication and Engagement.</u> 26		

This report has been prepared for the specific purpose(s) contained herein. The conclusions, observations, options, and recommendations contained in this report represent the opinions of Waste Management National Services. To the extent that statements and information provided by the client, its representatives, or partners have been used in the preparation of this report, Waste Management National Services has relied upon the same to be accurate, and for which no assurances are intended, and no representations or warranties are made. Waste Management National Services makes no certification and gives no assurances except as explicitly set forth in this report. This report and the information contained herein, is produced for the expressed use of the company or organization named on the cover. Waste Management National Services specifically prohibits redistribution of this report and the material contained herein in whole or part without expressed written permission of Waste Management National Services.



Image Courtesy of Nordic Focus Photo Agency

IBU Sustainability Charter Commitments

Playbook Overview

As an International Biathlon Union (IBU) organizing committee, the US Biathlon Association (USBA) has committed to acting on sustainability goals and commitments outlined by IBU in the IBU Sustainability Charter. USBA supports IBU's assertion that "climate change is real, and that human activity is the principal cause." (IBU Sustainability Charter) Further, USBA recognizes that "the sport of biathlon is both impacted by the effects of climate change and that event organization is where biathlon's impact is felt the most." (IBU Sustainability Charter) Therefore, USBA is committing to fulfilling activities defined by IBU in the areas listed below as we continue our journey toward sustainable biathlon.



Strategy & Reporting



Resource Use & Nature



Supply Chain & Waste



Gender Equality &
Participation



Mobility & Accessibility



Information & Education

IBU Sustainability Charter Commitments

Playbook Overview

Playbook Content

USBA partnered with WM Advisory Services to develop this playbook. It serves as a guide to align event organization and management practices with the impact-reducing actions outlined in the IBU Sustainability Charter and Sustainable Events Checklist.

This playbook seeks to provide actionable insight for stakeholders in three key areas:

1.

Align event organization with the IBU Sustainable events checklist.



Intended to help **all stakeholders** understand opportunities available to align with IBU guidance and when and where to look for support in activating them.

2.

Implement waste reduction and diversion efforts.



An area where WM has specific expertise, this section provides actionable guidance for **venues and organizers** on how to reduce waste sent to landfills.

3.

Establish sustainable procurement policies.



Highlights links between purchasing and other aspects of **sustainable event management** and outlines steps for integrating sustainability in purchasing decisions.

Who is this playbook for?

As an international sport, biathlon events are produced in a complex, multilayered stakeholder environment. WM developed content that can serve as a guide for both USBA and its members as they build comprehensive sustainability programs. This playbook's content encompasses general "best practices" and industry-tailored approaches.

We advise using a phased approach to adopting the guidance contained here based on your understanding of your own challenges and priorities.

IBU Sustainable Events Checklist

- Understanding the Sustainable Events Checklist
- Activating the Sustainable Events Checklist
- Sport and Competition
- Event Operations
- Planning and Logistics
- Marketing and Communication



Activating the Sustainable
Events ChecklistUnderstanding the Sustainable
Events ChecklistSport &
CompetitionEvent
OperationsPlanning &
LogisticsMarketing &
Communication

This section provides guidance in line with the IBU Sustainable Events Checklist. The actions recommended within pages 8 - 11 are organized within three concentric areas of command, each based on the USBA and event organizers' level of ability to leverage resources that create more sustainable events:

Actions that require collaboration with local governments, community members, national and local advocacy organizations, and providers of operational and logistic services.

Network

Actions that require engagement and alignment between USBA and event organizers to manage impacts related to event operations and planning.

Influence

Actions that USBA or organizers can take to directly manage impacts at events.

Control

Activating the Sustainable Events Checklist

Understanding the Sustainable Events Checklist

Sport & Competition

Event Operations

Planning & Logistics

Marketing & Communication

Professional sports clubs and global organizations alike must identify and adopt solutions to reduce negative environmental externalities from their operations. The IBU has identified four actionable impact areas. Activating efforts in these categories requires an understanding of your organization's connectivity within the stakeholder ecosystem. When coordinated, sustainable change can be leverage from multiple angles.

Sustainable Events Checklist Impact Categories



Sport & Competition

The field of play offers various opportunities for moving towards more sustainable operations.



Event Operations

Coordinating operations within an event or competition and associated venues warrants consideration of various sustainability impacts.



Planning & Logistics

It is essential to uncover the wider sustainability impacts involved in the planning and management of support services that ensure the smooth flow of an event or competition.



Marketing & Communication

Enhancing awareness of sustainability issues and advocating for behavioral change among all stakeholders is key to fully leveraging the power of sport.

Understanding the Sustainable Events Checklist	Activating the Sustainable Events Checklist	Sport & Competition	Event Operations	Planning & Logistics	Marketing & Communication
--	---	---------------------	------------------	----------------------	---------------------------


Snow Management

- Select venues located in areas with high annual natural snowfall to limit water and energy used for production.

- Request the host sites provide data on impacts of Snow Management.
- Provide sites a list of preferred equipment like electric snow groomers, or efficient snow makers for future procurement.

- Work with alternative-fuel grooming machine suppliers to create discounts for USBA site cohort purchasing.
- Endorse the National Ski Area Association's [Sustainable Slopes framework](#).

Powering Venues

- Select venues that engage in the following energy management initiatives:
 - Utilize energy efficient building design and management practices.
 - Invest in on-site renewable energy generation.
 - Purchase renewable energy indirectly.

- Establish a USBA run program to incentivize venues to engage in utility green energy programs.
- Establish partnerships with business to enable adoption of alternative fuel or electric generators.
- Conduct cost analysis of transition to electric equipment and renewable fuels.

- Partner with venues to engage local utilities about on-site renewable energy generation systems and Renewable Energy Credit (REC) offerings to match event energy consumption.

Biodiversity Protection

- Require venues to maintain hazardous waste disposal SOPs
- Require venues to establish collection of hazardous materials for safe disposal.
- Request environmental and biodiversity screenings prior to events

- Share resources with venues on governmental regulations of natural habitat and conservation.
- Provide place-based information on re-seeding and selecting native trees, grasses, and flowers for venues.

- Contact Copper Mountain with requests to learn [tree restoration methods](#).
- Connect data, biodiversity protection standards, and approved equipment suppliers to identify best practices in conservation for Nordic sport venues.

Sport Equipment

- Require venues to implement the following equipment management criteria:
 - Shell casings are collected and recycled.
 - Race bibs / pinnies are reusable or made of recycled material.
 - Trail markers are stored for re-use.

- Provide a list of approved/recommended sports equipment suppliers to sites based on environmental performance and sustainable product attributes like percent of recycled content, end-of-life treatment options, and embodied carbon content.

- Connect site hosts to local recycling outlets for shell casings and ski equipment.
- Work with equipment suppliers to create group discounts for USBA site cohort purchasing.

Understanding the Sustainable Events Checklist	Activating the Sustainable Events Checklist	Sport & Competition	Event Operations	Planning & Logistics	Marketing & Communication
--	---	---------------------	------------------	----------------------	---------------------------

Control

Influence

Network

Food & Beverage

- Select venues that employ efforts to reduce food waste through right-sized purchasing and low waste menu options.
- Select venues that utilize energy and water efficient kitchens and appliances.
- Request the addition of composting and recycling infrastructure at or near venue.

- Educate fans and staff on how to reduce waste.
- Offer reusable, recyclable, and compostable service ware.

- Partner with food banks where unused food from events can be donated.
- Partner with local vendors to source organic, seasonal, and local produce.

Accommodation

- Select venues located near a variety of accommodations with a range of prices to support all attendees.
- Select venues that are easily accessible by public transportation or offers carpooling and shuttle services to venue.

- Partner with hotels that meet standards in sustainable procurement recommendations, see "[Purchasing](#)" for detail.

- Communicate with hotels about fundamental actions to protect the environment, such as a linen reuse program, using green cleaning products, implementing reusable dinnerware, and increasing their energy efficiency.

Local Transport

- Prioritize venues located in host communities that have invested in eco-friendly transportation accessible to the venue.
- Request that venues provide bike racks and electric vehicle charging stations.

- Provide incentives to encourage attendees to travel sustainably (discounts on tickets, discounts for preferred parking, food vouchers).
- Encourage carpooling by providing preferable parking for cars with 3 or more passengers

- Identify transportation sponsors with low-carbon options such as rideshare, and electric shuttle services.
- Prioritize local workers and volunteers within 100 miles to reduce emissions from travel and provide incentives for the use of public transportation or carpool.

Accessibility

- Prioritize venues with a wide range of services and amenities for people with specific needs.
- Require accessible parking spaces and accessibility (e.g., ramps, elevators, etc.) at venues.

- Hire staff with adequate training who can help people with specific needs.
- Initiate social media efforts where people with disabilities are encouraged to voice their requirements.

- Launch a helpline, especially for people with disabilities.

Understanding the Sustainable Events Checklist	Activating the Sustainable Events Checklist	Sport & Competition	Event Operations	Planning & Logistics	Marketing & Communication
--	---	---------------------	------------------	----------------------	---------------------------


Sustainable Procurement & Policy

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> Align procurement practices with sustainable product standards and attributes outlined below in "Purchasing." | <ul style="list-style-type: none"> Create Sustainability Guidelines for vendors and partners. Set goals for covering all procurement categories with environmental certifications. | <ul style="list-style-type: none"> Food Service: Design flexible recipes to adapt to changing seasonal and local supply of specific ingredients. |
|---|--|---|

Freight

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> Ensure that all venues can manage packages from small parcels to pallets. Use shipping companies that use durable, reusable, and stackable containers for shipping items, which can be stored for returning items. | <ul style="list-style-type: none"> Donate leftover materials after an event rather than discarding them. Optimize competition schedules to minimize transportation between events. | <ul style="list-style-type: none"> Partner with a shipping company that voluntarily reports their GHG emissions and has a strategy to reduce their environmental impact. |
|---|--|---|

Waste

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> Follow guidance on materials management practices related to waste stream assessment, collection, and communication. Collaborate with your local waste hauler to establish source separated material collection at events. | <ul style="list-style-type: none"> Set event-specific and overall waste diversion goals and establish an accurate system for tracking facility and event waste generation. Identify materials that can be reused or repurposed for following USBA events. | <ul style="list-style-type: none"> Engage with local organizations to donate food and materials from events. Advocate for expansion of recycling and composting services in venue communities. |
|---|---|--|

Understanding the Sustainable Events Checklist	Activating the Sustainable Events Checklist	Sport & Competition	Event Operations	Planning & Logistics	Marketing & Communication
---	--	--------------------------------	-------------------------	---------------------------------	--------------------------------------



Diversity & Inclusion

- Provide diversity training resources to host sites, and educate on the importance of diversity in building Nordic sports.
- Conduct an [Environmental Justice screen](#) of sites to help inform possible event goals or activations based on key environmental and demographic indicators that are greater than normal.

- Provide guidelines to host sites for youth volunteer programs.
- Request host sites include land acknowledgements during ceremonies.

- Partner with local organizations that support marginalized groups.
- Establish relationships with organizations like EDGE Outdoors, National Brotherhood of Skiers, or the Share Winter Foundation.

Awareness & Communication

- Spotlight venues that support local environmental initiatives.
- Prioritize venues that provide space for community events.
- Prioritize venues that offer educational programs about sustainability.

- Social media posts should highlight USBA sustainability efforts.
- Engage participating athletes in communicating and advocating for sustainability actions taking place at USBA events and the need to take action to address climate change.

- Partner with a printing service to create signage that can be placed around the venue for attendees to read about sustainability related initiatives and sport impacts.

Sustainable Sponsorship

- Incorporate sustainability-related clauses within sponsorship contracts to ensure that various policies and practices (100% no plastic, train-first, etc.) are respected.

- Allocate a portion of sponsorship agreements to establish a sustainability fund to advance impact reduction initiatives.
- Formalize sustainability sponsorship verticals, setting a goal to have at least one authentic and impactful sustainability sponsorship at each USBA event.

- Use sustainability as a building block to create new sponsorship verticals.
- Seek out airline or travel partners interested in helping attendees, sponsors, and employees to offset unavoidable travel emissions.

Materials Management

- Material Streams
- Waste Collection
- IBU Recommended Signage
- Stakeholder Engagement: Recycling
- Stakeholder Engagement: Compost
- Zero Waste Checklist
- Training & Communication



Designated waste streams exist to ensure safe and sustainable disposal of materials. Different types of materials are collected separately so that they can be reused, recycled, processed into energy, or otherwise properly handled. Each group of material collected is its own waste stream. The more granularly materials are collected, the more waste we can divert from landfills.

Standard Collection

Recycling



Landfill

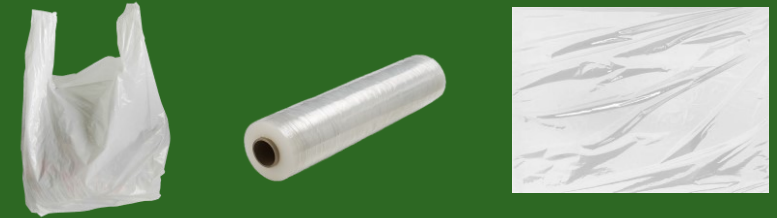


Compost



Additional Streams

Plastic Film



Food Recovery & Donations



Special Collection*



*Items listed in special collection are examples of items that might fit in that category. Contact local waste hauler to identify what specific items they collect in addition to standard collection streams.

A standardized material collection system ensures separate collection and clean disposal of recyclable and organic materials by following best practices for waste stream set up:

Bin Parity

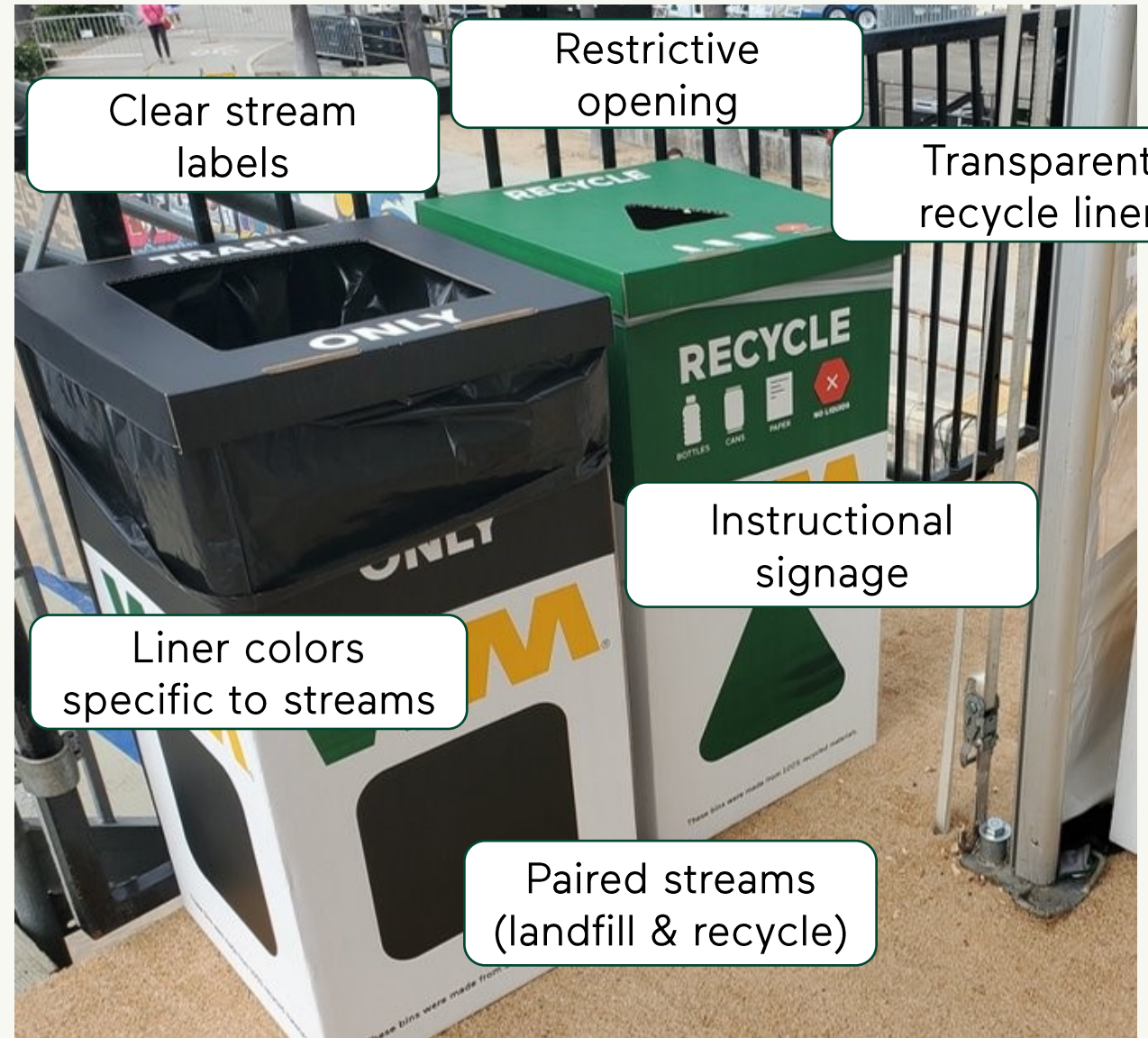
- Any waste collection station must include a bin for each material stream collected in a certain location.
- Every recycling bin must be accompanied by an adjacent landfill bin, and vice versa, to prevent contamination of streams.

Liners

- Separate liner colors must be used for recycling to help keep material separate throughout conveyance.
- Keep liner colors consistent throughout the facility and among various bin types.

Signage

- All bins must have a clear label to identify its waste stream.
- Additional signage on the lid of recycling bins is preferred and works best when containing the stream name, icons, and/or words describing acceptable material for that bin.
- Disposal containers like compactors and dumpsters must be clearly labeled with the stream name visible from all points of entry.

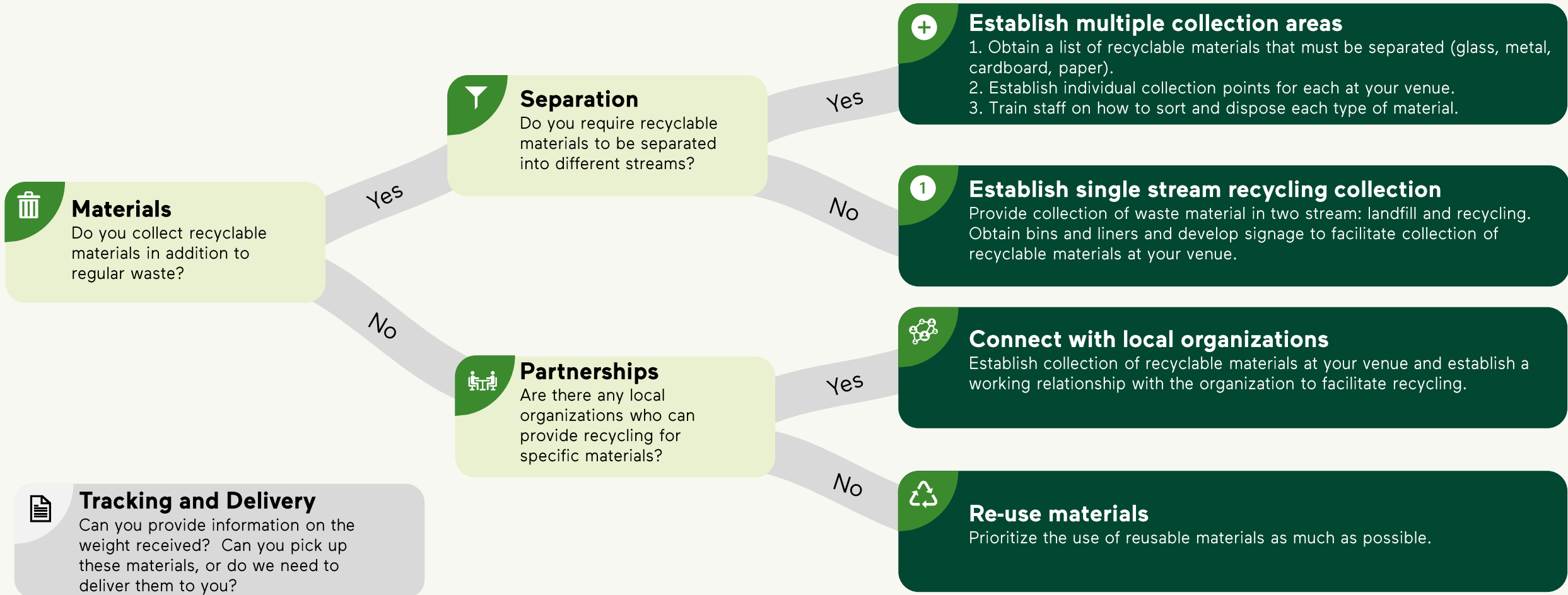


Material Streams	Waste Collection	IBU Recommended Signage	Stakeholder Engagement: Recycling	Stakeholder Engagement: Compost	Zero Waste Checklist	Green Team Volunteers	Training & Communication
------------------	------------------	-------------------------	-----------------------------------	---------------------------------	----------------------	-----------------------	--------------------------

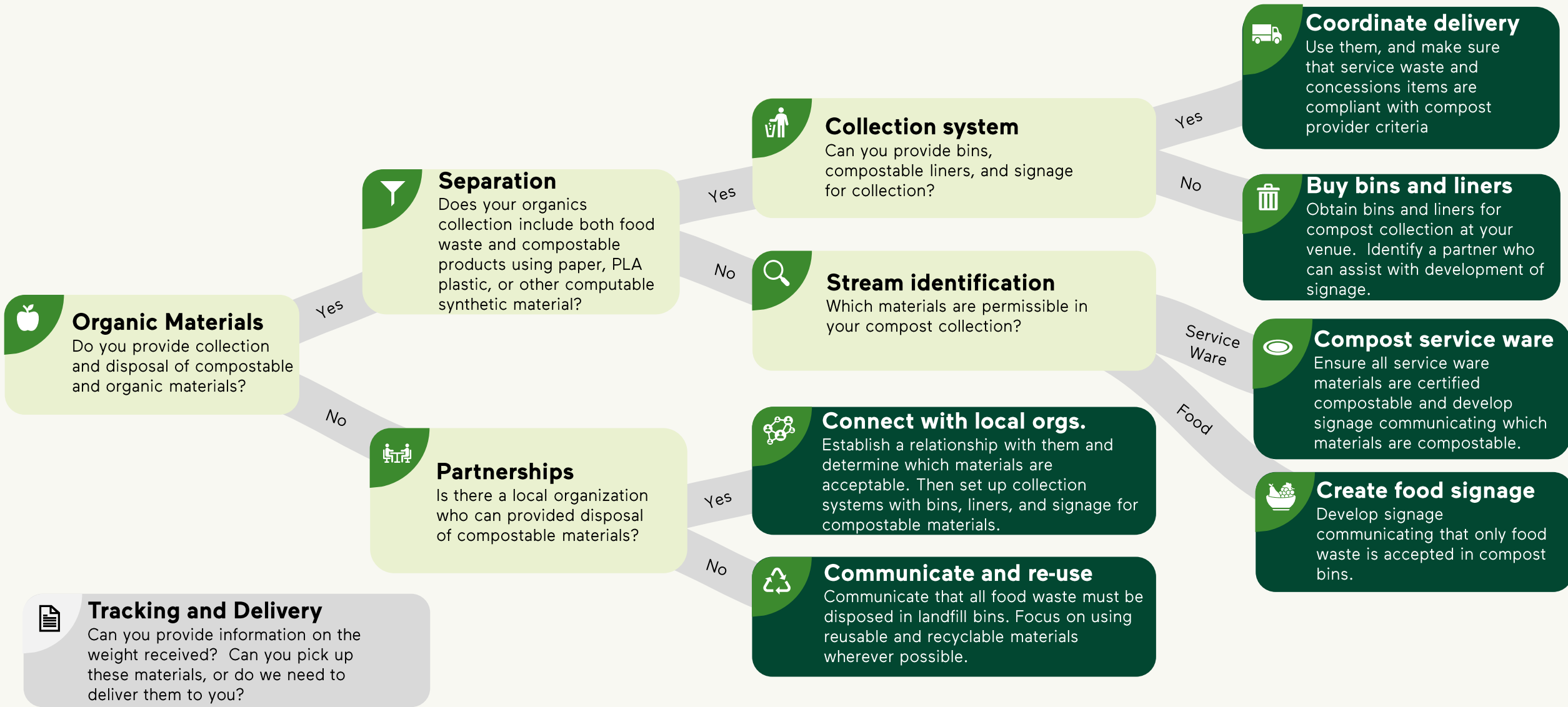
IBU has provided bin signage templates for its events to use in compliance with event recycling guidelines. These examples show the types of signage that may be used for various waste streams.

Before selecting bin signage, identify the waste streams and materials that are collected in your venue's area, following the guidance for **Material Streams** and **Stakeholder Engagement**.





Material Streams **Waste Collection** **IBU Recommended Signage** **Stakeholder Engagement: Recycling** **Stakeholder Engagement: Compost** **Zero Waste Checklist** **Green Team Volunteers** **Training & Communication**



Tracking and Delivery
Can you provide information on the weight received? Can you pick up these materials, or do we need to deliver them to you?

As you prepare to host your first event with an emphasis on waste reduction and diversion, ensure that the following actions have been assigned and completed:

- Contacted local waste providers and identified which waste streams they collect.
- Identified materials at venue that need to be collected and disposed in special locations (e.g., hazardous waste, lighting, shell casings, batteries, electronics, etc...)
- Obtained designated bins, multicolored liners, and signage communicating acceptable materials for each stream.
- Set up waste stations throughout venue.
- Identified and implemented necessary changes to purchasing to maximize the use of recyclable, compostable, or reusable materials. Align purchasing with acceptable recyclable or compostable materials.
- Provided training for employees communicating which waste streams are collected in each location, which materials are accepted in each stream, how to set up waste streams, and handling and final disposal location for each stream.
- Communicated your waste reduction and diversion efforts to athletes, fans, viewers, and other stakeholders.

Volunteer teams are an effective way to increase waste diversion at events. A “green team” made up of volunteers from local organizations can assist with educating attendees and athletes on proper waste diversion habits and directly contribute to managing contamination of waste streams on site.

Potential Volunteer Pools

- Nordic sport youth teams
- Girl and Boy Scouts of America
- Schools and Universities
- Local conservation groups and non-profit organizations

Green Team Roles and Responsibilities

- **Manage** waste stream contamination by top sorting bins
- **Educate** attendees on waste diversion practices and what materials are accepted in waste streams
- **Assist** with staff education management during waste sorting
- **Monitor** containers for proper material disposal

Stakeholder Group	Engagement Topics	
Venue Custodial Staff	<ul style="list-style-type: none"> • Waste streams • Accepted/prohibited materials • Waste station setup 	<ul style="list-style-type: none"> • Special collection • Waste handling and conveyance • Disposal locations
Athlete	<ul style="list-style-type: none"> • Waste streams • Special collections 	<ul style="list-style-type: none"> • Disposal locations
On-Site Vendors	<ul style="list-style-type: none"> • Accepted/prohibited materials • Waste station set up 	<ul style="list-style-type: none"> • Special collection • Disposal locations
Suppliers	<ul style="list-style-type: none"> • Accepted/prohibited materials 	

Purchasing

- Integrating Sustainability
- Sustainable Purchasing Preferences
- Certifications
- Aligning Purchasing and Materials Management
- Communication and Engagement



Integrating Sustainability

Sustainable Product
PreferencesSustainability
CertificationsAligning Purchasing and
Material ManagementCommunication and
Engagement

Purchasing is essential to establishing an effective materials management program that reduces waste and diverts materials from landfills. Procurement policies should be positioned to only allow materials that are aligned with preferred waste disposal methods inside the event. Other aspects of sustainability programs are also linked to purchasing, and these objectives can be integrated in procurement systems in 3 primary ways:

**Product
Preferences**

Internal standards that guide purchasing decisions by identifying desirable attributes within product and service categories that align with goals around waste reduction, resource efficiency, and conservation.

**Product
Certifications**

Third party standards established for industry or sector wide clarification of sustainability performance of different goods and services.

**Supplier
Requirements**

Contractually binding standards that require suppliers to meet desired sustainability performance indicators, disclose environmental impacts, and provide products and services that align with organizational goals.

Integrating Sustainability

Sustainable Product
PreferencesSustainability
CertificationsAligning Purchasing and
Material ManagementCommunication and
Engagement

Establishing internal preferences within purchasing categories is a simple and effective way to reduce environmental impacts throughout your supply chain. The table shows a starting point for establishing environmental preferences within some common purchasing categories. Review all procurement categories to identify opportunities for aligning purchasing with sustainability goals.

Product Categories	Preferred Characteristics
Cleaning and janitorial	<ul style="list-style-type: none"> • Refillable • Recycled content
Electrical equipment and devices	<ul style="list-style-type: none"> • EPEAT registered • Refurbished
Paper	<ul style="list-style-type: none"> • Highest percentage recycled content
Transportation and fuels	<ul style="list-style-type: none"> • Clean and renewable technologies
Food and beverage service	<ul style="list-style-type: none"> • Plant-based, local • Small producer • Fair trade/labor • Sustainable agriculture • Sustainable seafood • Humane animal care • Avoid individually packaged products
Apparel, linens, and textiles	<ul style="list-style-type: none"> • Published labor and human right standards of clothing suppliers • Organic, bio-based or recycled content textiles • Members of sustainable apparel coalition
Furniture	<ul style="list-style-type: none"> • Low-VOC or free of flame retardants
Shipping and packaging materials	<ul style="list-style-type: none"> • Recycled content • Reusable • No Styrofoam or polystyrene products

Integrating Sustainability

 Sustainable Product
Preferences






 Sustainability
Certifications

 Aligning Purchasing and
Material Management

 Communication and
Engagement

Certification

Product Categories

	<p>UL EcoLogo Helps manufacturers and consumers easily identify environmentally preferred products and is used for everything from building materials and furniture to cleaning products, paper products and toys.</p>	<ul style="list-style-type: none"> • Cleaning and janitorial • Shipping and packaging materials
	<p>FSC The FSC label is mainly used on timber and non-timber products, from paper and furniture to medicine and jewelry. It aims to give consumers the option of supporting responsible forestry. There are three labels FSC distributes:</p> <ul style="list-style-type: none"> • FSC 100% Products come from FSC – certified forests; • FSC Recycled: The wood or paper in a product comes from reclaimed material; • FSC Mixed: At least 70% of the wood in a products comes from FSC-certified or recycled material, while 30% is made of controlled wood. 	<ul style="list-style-type: none"> • Cleaning and janitorial • Paper • Furniture • Shipping and packaging materials
	<p>Green Seal Products that are guaranteed to meet the strictest standards for performance, health, and environmental safety, which helps consumers make safer, greener choices with confidence. Certification expands to a variety of areas: everyday products, hotels, educational institutes, and cleaning services.</p>	<ul style="list-style-type: none"> • Cleaning and janitorial
	<p>ENERGY STAR A rating system that provides consumers with unbiased information about the energy efficiency of products they are purchasing. Product categories can expand from appliances, building products, commercial food service equipment, data centers, electronics, heating and cooling, lighting, and office equipment.</p>	<ul style="list-style-type: none"> • Information technology and equipment • Personal electric devices
	<p>EPEAT Helps purchasers evaluate, compare and select electronic products based on their environmental attributes. EPEAT covers computers, imaging equipment, televisions, mobile phones, servers, and photovoltaic modules and inverters.</p>	<ul style="list-style-type: none"> • Information technology and equipment • Personal electric devices

Integrating Sustainability
Sustainable Product Preferences
Sustainability Certifications
Aligning Purchasing and Material Management
Communication and Engagement

Professional sports clubs and global organizations alike must identify and adopt solutions to reduce negative environmental externalities from their operations. The IBU has identified four actionable impact areas. Activating efforts in these categories requires an understanding of your organization’s connectivity within the stakeholder ecosystem. When coordinated, influence can be exerted from multiple angles.

Food & Beverage
Food Trucks
Packaging
Signage & Printing
Supplier Engagement

<ul style="list-style-type: none"> • All beverage containers, food packaging, foodservice accessories and utensils, and paper products must be recyclable. • Hot cups and lids must be made of sugarcane fibers, cornstarch, or paper, using PLA lining. • Straws should be made of paper or wood. No straws are the preferred option. • Food should prioritize the use of local and seasonal ingredients. 	<ul style="list-style-type: none"> • Utilizes low/no-carbon fuel food trucks. • All foodservice accessories and utensils are recyclable. • Kitchen appliances that are Energy Star approved or considers clean energy to power appliances. • Prioritizes locally sourced and seasonal ingredients when possible. • Engages in materials management training. • Menus are designed to reduce food waste and wasting. 	<ul style="list-style-type: none"> • Uses bulk packaging. • Uses reusable packaging (e.g., totes reused by delivery service for next delivery). • Uses innovative packaging that reduces the weight of packaging, reduces packaging waste, or utilizes packaging that is a component of the product. • Maximizes recycled content; • Uses locally recyclable or certified compostable material. • Prioritizes limiting packaging; • No single-use plastics are used. 	<ul style="list-style-type: none"> • All signage must be recyclable. • Signage can be reused over the years. • Eco-friendly ink is always used. 	<ul style="list-style-type: none"> • Vendors and suppliers are expected to provide product data related to environmental impacts when requested. This may include, but is not limited to the following: <ul style="list-style-type: none"> ○ Weight and/or volume per unit ○ Product distribution origin ○ Product material composition ○ Product environmental attributes
--	---	---	--	--

Suppliers, vendors, and other third parties involved with event production should be notified of changing expectations regarding accepted materials and data collection. Ensure that suppliers are up to date on contract requirements and work with them to bring practices into alignment with your sustainability expectations.

Stakeholder Group

Suppliers

On Site Vendors

Engagement Topics

- Alignment of sustainability goals
- Sustainable product preferences
- Product environmental certifications
- Prohibited items
- Mode of transportation
- Greenhouse gas emissions and water footprint

Next Steps



Review

Review the Impact Management Playbook.

Identify areas for immediate action and those in need of additional development or research.



Engage

Engage with leadership, staff, suppliers, and external stakeholders about the impact management process and stakeholder-specific actions.



Implement

Determine opportunities for immediate action.

Coordinate stakeholders and obtain equipment to implement programs aimed at reducing waste and managing overall impact.