



SUSTAINABILITY SESSIONS

Sustainability Sessions

Getting Started with
Sustainability by The Toolbox



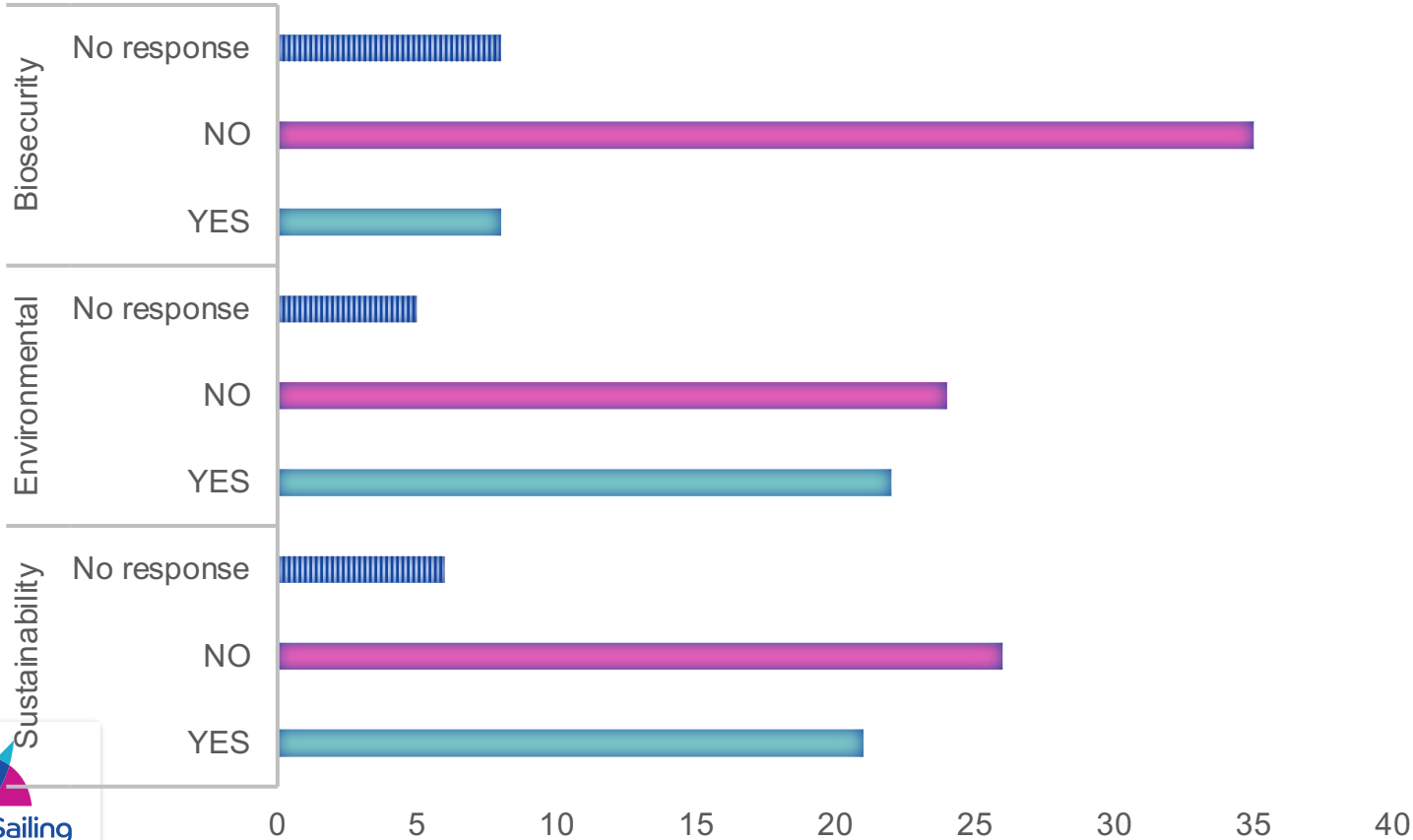


Agenda 2030

39. World Sailing will encourage and assist where appropriate to allow all MNAs to have their own sustainability strategy that supports World Sailing's sustainability Agenda 2030.

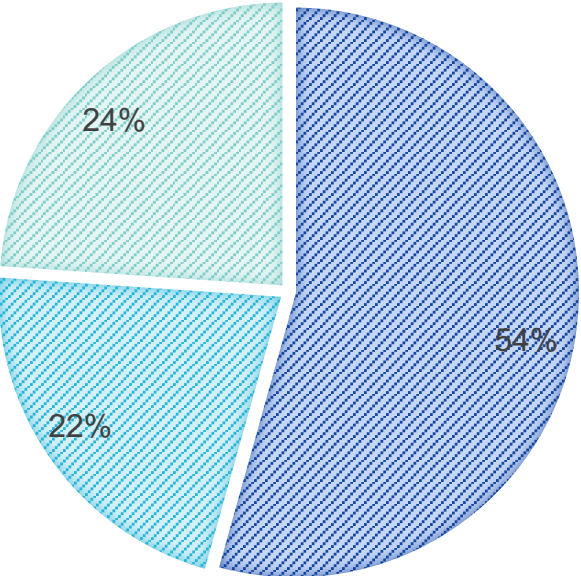
Census Data

DO YOU HAVE ANY SUSTAINABILITY,
ENVIRONMENTAL OR BIOSECURITY POLICIES?



WOULD YOU LIKE SUPPORT TO
DEVELOP ANY OF THESE POLICY
STATEMENT/STRATEGIES?

■ YES ■ NO ■ No response





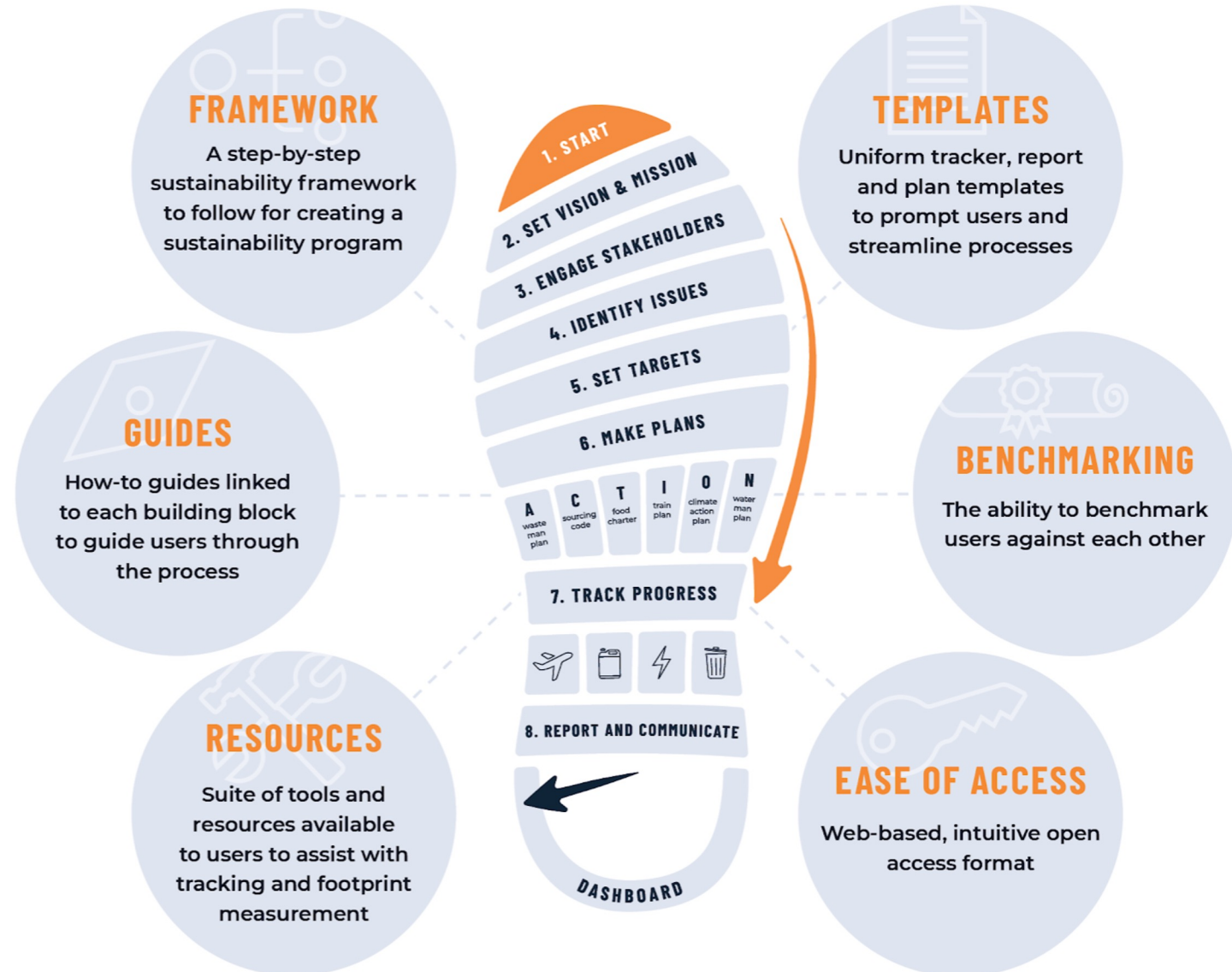
HOW TO IMPLEMENT A SUSTAINABILITY PROGRAM

Amy Munro & Isaac Murray

THE TOOLBOX FEATURES

The “How-to Guides” are a part of The Toolbox, created by 11th Hour Racing Team for the benefit of the wider community to make sustainability accessible for any organization - no matter the size of your organization or industry sector.

www.sustainabilitytoolbox.com



THE TOOLBOX FEATURES



HOW TO

START A SUSTAINABILITY PLAN

Created by the 11th Hour Racing Team, for the benefit of the wider community, this series of eight How To Guides and Case Studies are part of the TOOLBOX which is designed to make sustainability accessible for any organization, no matter the size or industry sector.

Whilst every effort and care was taken when preparing the contents of these Guides, applying sustainability is specific to each organization. It is up to the user to make the relevant choices and define what aspects are particularly important to address or are legally mandatory.

INTRO

You have established that sustainability, the aspect of preserving long term environmental, social and economic balance, is important to your organization and now you may be asking yourself, "what's next?". The How To Guide series lays out a Framework to help you implement

your sustainability program - from establishing a sustainability priority all the way through to the implementation of the plan and reporting your progress (and success).

Are you ready? Then let's get started...

A QUICK GUIDE

To understand where your organization sits in the landscape of sustainability you need to step back and answer a few fundamental questions:

1. WHO ARE YOU?

What is your organization's purpose?

2. WHAT DO YOU DO?

What kinds of activities are you involved in?

3. WHY IS SUSTAINABILITY IMPORTANT TO YOU?

What led you here?

4. WHAT ARE YOU ALREADY DOING IN THE SUSTAINABILITY SPACE?

5. WHERE DOES YOUR ORGANIZATION FIT WITHIN THE LANDSCAPE?

6. WHO OR WHAT NEEDS TO BE A PART OF YOUR SUSTAINABILITY JOURNEY TO HELP MAKE IT A SUCCESS?

[illegible]

HOW TO: IDENTIFY ISSUES

Determining the scope of your sustainability programme should ultimately be about things where you have either control or strong influence - *IOC Essentials*



- 1. REVIEW** organizational activities and issues.
- 2. IDENTIFY** the risks and opportunities.
- 3. ENGAGE** your team and stakeholders.
- 4. RESEARCH** peer activities.
- 5. COMPILE** and prioritize results.
- 6. DEFINE** the scope and boundaries of your sustainability plan.

TOP TIP

You can start by reviewing the list of issues presented in the UN Sustainable Development Goals and identify which apply to your activities.



QUICK GUIDE

CASE STUDY

ENGAGING STAKEHOLDERS

To support each of The Toolbox 'How to Guides', 11th Hour Racing Team has created these case studies to showcase practical application of each guide for the purpose of establishing a sustainability program. This case study supports **3. How to Engage Stakeholders**.

INTRODUCTION

Engaging both internal and external stakeholders is key to the success of any sustainability plan. Getting buy-in and commitment from influential individuals and organizations that you work with ensures strong collaboration on projects, access to more resources, and measurable results for long-lasting change. Below, we have highlighted our process at 11th Hour Racing Team for this critical step in establishing a sustainability plan.

STEP 1: IDENTIFIED AND MAPPED STAKEHOLDERS

At 11th Hour Racing Team we tackled this process by categorizing our stakeholders into four broad groups:

- TEAM MEMBERS**
 - Team Members: Staff, contractors, management, sponsors, shareholders, sailing sustainability club, community
 - 'Team Members' Families
- PARTNERS**
 - Official Sponsors
 - Off-road partners and sponsors
 - Official Suppliers
 - VIR Suppliers
- COMMUNITIES**
 - Peers
 - Con-quitos, other sporting events and teams
 - Marine Communities
 - World teams, iN2U2, La Jolique
 - Local Communities
 - Conservation, environmental, and agricultural activists
- MARINE INDUSTRY**
 - Suppliers
 - Port U.S.
 - Race Operators
 - The Ocean Race

11th HOUR RACING TEAM
Map your stakeholder groups within the boundary of your sustainability plan

[illegible]

THE TOOLBOX

The Quick Guides provide a summarized version of the “How-to Guides” found in the The Toolbox - a suite of guides, templates and case studies to help organizations establish a sustainability program.

While the guides are laid out in a step-by-step process, each step is inherently cyclical and continuous stakeholder engagement is fundamental at every stage.



1 HOW TO: START A SUSTAINABILITY PROGRAM



Establish a starting point for your sustainability program by answering these fundamental questions:



1. DEFINE WHO YOU ARE:

Who are you and what is your organization's purpose?



2. WHAT DO YOU DO:

What does your organization do and what activities are you involved in?



3. UNDERSTAND 'THE WHY':

Why is sustainability important to you and what led you to this point?



4. CURRENT INITIATIVES:

What are you already doing in the sustainability space?



5. THE LANDSCAPE:

Where does your organization fit within the sustainability landscape?



6. RESOURCES:

Who/what is needed to help make your sustainability plan a success?

TOP TIP

- *Reach out across your organization's departments to share the task of discovery.*
- *Consider what sustainable practices are already in place.*
- *Look at both practical measures, industry sector standards, and legal requirements.*

2 HOW TO: CREATE A SUSTAINABILITY POLICY

The policy is a starting point that acts as a roadmap for establishing a comprehensive sustainability program for your organization.



1. VISION

An aspirational statement of how your team envisions the future of your business, organization, or community. Think Big!



2. MISSION

The mission should describe how your organization will go about achieving your vision.



3. DEFINITION OF SUSTAINABILITY

Define what sustainability means in the context of your organization.



4. SCOPE

State what activities the Sustainability Policy and Program applies to within your organization.



5. OBJECTIVES & TARGETS

Identify key objectives and targets for reaching each goal. Targets should be clearly defined and measurable.



6. IMPLEMENTATION STRATEGY

Describe implementation strategy for your sustainability plan and how you plan to measure and report on progress.



7. REPORTING METHOD

Commit to periodic reporting to identify opportunities to make adjustments to your operations for continuous improvements.



8. COMMITMENT FROM LEADERSHIP

Include a section of your organization's leadership to sign-off, committing to the policy.

HOW TO:

ENGAGE WITH STAKEHOLDERS ON SUSTAINABILITY



STAKEHOLDER = *A person or organization that can effect, be affected by, or perceive themselves to be affected by your decisions or activity.*



1. IDENTIFY

Visually map out your identified stakeholders, looking at groups/individuals your activities impact internally and externally.



2. PRIORITIZE

List out your stakeholders prioritizing them based on level of importance to and influence on your organization.



3. ENGAGE

Connect with stakeholders in a discovery consultation.



4. ESTABLISH AN ACTION PLAN

- Set up a tracker to capture ongoing feedback, issues or opportunities.
- Demonstrate to your stakeholders how you are addressing common issues.
- Define joint initiatives, set targets and deliver!

TOP TIP

"Let them lead the conversation. It's important to provide a listening platform to hear and record their perspectives."

- Damian Foxall, Sustainability Program Manager

HOW TO:

IDENTIFY ISSUES

Determining the scope of your sustainability programme should ultimately be about things where you have either control or strong Influence - IOC Essentials



-  **1. REVIEW** organizational activities and issues.
-  **2. IDENTIFY** the risks and opportunities.
-  **3. ENGAGE** your team and stakeholders.
-  **4. RESEARCH** peer activities.
-  **5. COMPILE** and prioritize results.
-  **6. DEFINE** the scope and boundaries of your sustainability plan.

TOP TIP

You can start by reviewing the list of issues presented in the UN Sustainable Development Goals and identify which apply to your activities.



QUICK GUIDE

HOW TO: SET TARGETS

You can now set goals and targets which will then be supported by action plans and assigned resources.



1. DRAFT a set of goals and targets that address all the material issues you have identified.



2. TARGETS Make sure your targets are 'SMART'; Specific, Measurable, Achievable, Relevant and Time-bound.



3. SHARE your draft targets with your key stakeholders and get feedback on whether they are realistic, relevant (material) and ambitious enough.



4. ALIGN with global goals and industry standards.

**TARGET
SETTING**

VISION & MISSION

ISSUES

**RISKS &
OPPORTUNITIES**

**DEVELOP
PRINCIPLES
& GOALS**

**DEVELOP
OBJECTIVES
& TARGETS**

Remember: If everything is important, nothing is...

HOW TO:

PLAN AND IMPLEMENT



Now that you know how to set targets, it is important to make sure these targets are properly planned, resourced and coordinated internally to ensure success.



1. WRITE YOUR SUSTAINABILITY PLAN

This will be your roadmap for achieving your targets and evaluating progress.



2. ALLOCATE RESOURCES

- Identify resources to execute your plan
- Assign competent, motivated people
- Provide tools and systems
- Assign a realistic budget



3. IMPLEMENT THE SUSTAINABILITY PLAN

- Embed a sustainability framework within your organization's management system
- Communicate & coordinate procedures, roles and responsibilities internally

TOP TIP

Creating a master sustainability plan acts as a manual for how you will go about achieving your targets, reviewing your issues and progress, adapting to change, identifying non-conformities and ensuring continuous improvement.

7 HOW TO: ASSESS PROGRESS

Assessing progress is critical to understanding the success of your program, helping you identify lessons learned during the planning and implementation phase and to use it to inform ongoing improvement loops.



1. MEASURE PROGRESS

- Compile data relative to all your targets
- Process information using established industry protocols



2. COMPARE YOUR RESULTS

- Compare your results to your targets
- Conduct internal audits



3. EVALUATE AND REACT

- Evaluate performance
- Conduct a management review
- Address non-conformities

TOP TIP

*Are there any trends that start becoming clear while collating data?
Address them early!*

Step 7 Deep Dive

TRACKING TARGETS AND EMISSIONS



The **trackers** will:

- Record data for all of your operations.
- Allow you to track against targets and objectives
- Feed into the carbon calculator.
- Provide clear data for analysis when reporting

The **Carbon Calculator** will:

- Use monthly data from the trackers to make carbon footprint for your organisation for the current year.
- Covers Scope 1, 2, and 3.
- Use UK government (DEFRA) carbon factors but is changeable to your own country.
- Updated each year with new UK DEFRA carbon factors.

The image displays three overlapping screenshots of 'THE TOOLBOX' software interfaces. The top screenshot shows the 'TEMPLATE | ELECTRICITY' tracker with a progress bar and a 'USER LOGO' placeholder. The middle screenshot shows the 'TEMPLATE | FUEL TRACKER' with a progress bar and a 'USER LOGO' placeholder. The bottom screenshot shows the 'TEMPLATE | TRAVEL TRACKER' with a progress bar and a 'USER LOGO' placeholder. Below these is a larger screenshot of the 'TEMPLATE | CARBON CALCULATOR' interface, which includes a 'USER LOGO' placeholder, a progress bar, and a detailed table for carbon footprint calculation. The table has columns for 'MONTH', 'SECTOR', 'Emissions (tCO2e)', and 'Total Emissions'. The bottom of the calculator interface shows a navigation bar with links: 'Template | Carbon Calculator', 'Instructions & References', 'GHG Introduction', 'What's new', 'Index', 'Fuels', 'Bioenergy', and 'Refrigerant & Other'.

8 HOW TO: REPORT AND COMMUNICATE

Celebrate success and share learnings with you team and stakeholders by communicating the key elements of the sustainability program.



1. REPORTING IS IMPORTANT TO:

- Demonstrate progress
- Provide credibility
- Ensure accountability
- Drive continual improvement



2. DEFINE YOUR REPORTING PRINCIPLES:

- Align your reports to an industry standard e.g. GRI Reporting Principles



3. HOW TO REPORT:

- Know what your reporting objectives are and what your stakeholders want to read about



4. INCLUDE ALL RELEVANT DETAIL:

- What is contained in report
- Who you are and what you do
- Vision, mission and strategy
- Stakeholders
- Scope
- Materiality
- Progress update against targets



5. COMMUNICATE EFFECTIVELY

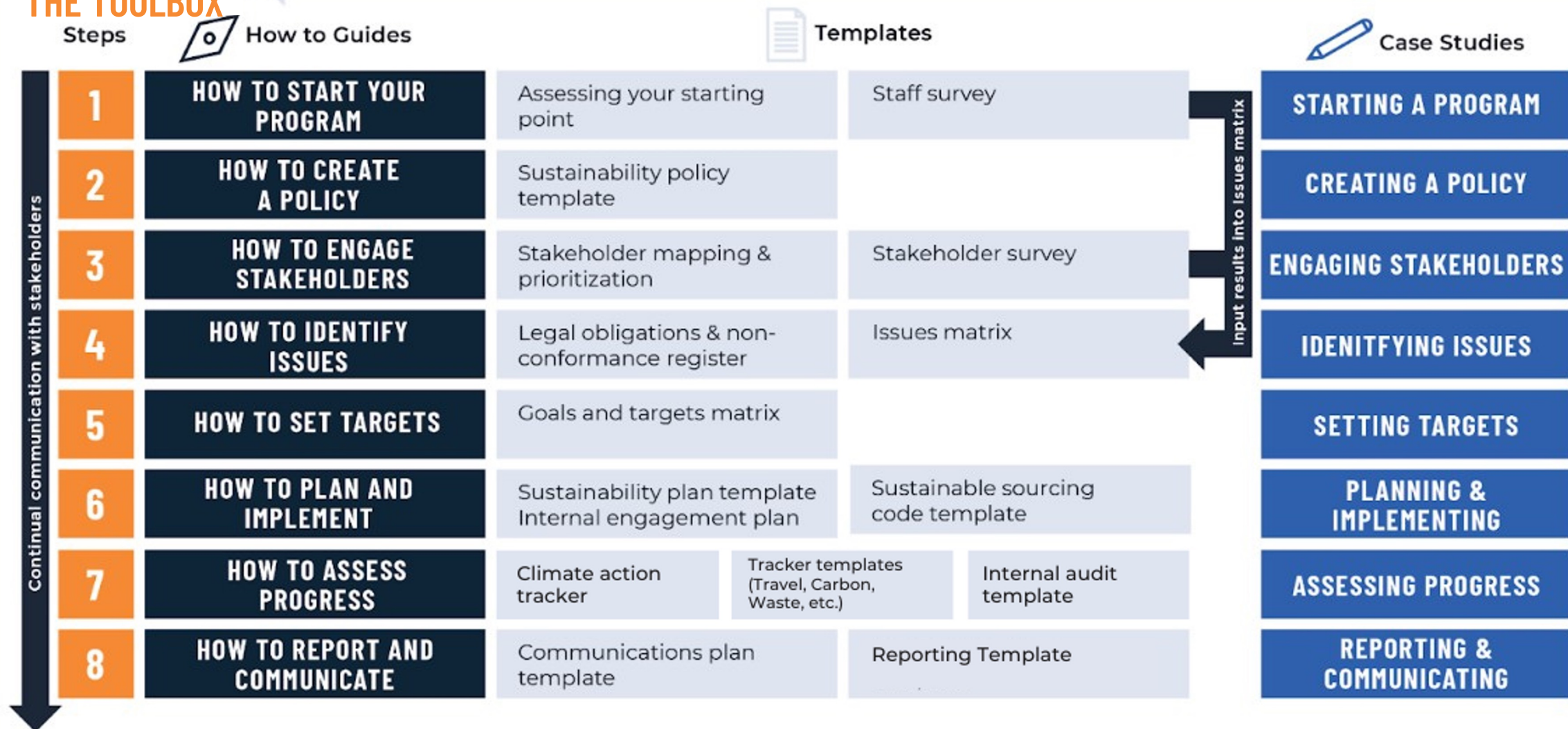
- Keep your target audience in mind and use common language

“

Sustainability reporting is a good discipline; the need to demonstrate some real results is an incentive for measuring progress and keeping records, which in turn can encourage you to improve further over the next reporting cycle.”

- IOC Essentials

WHAT'S IN THE TOOLBOX



QUESTIONS?

CASE STUDY



You can find these
Case studies and
more on The
Toolbox platform



CASE STUDY CREATING A SUSTAINABILITY POLICY

To support each of The Toolbox 'How-to Guides', The Toolbox community has created case studies to showcase practical application of each guide. This case study by **Swiss Cycling** supports **Step 2. How to: Create a Sustainability Policy**.

INTRODUCTION

In its sixth report, the Intergovernmental Panel of Experts on Climate Change (IPCC) identified sport as a driver to mitigate the effects of greenhouse gases and, in turn, climate change. As the National Federation for cycling in Switzerland, Swiss Cycling is committed to the fight against climate change, by utilizing its existing knowledge of, and mobilizing the cycling community,

Swiss Cycling seeks to gradually implement measures to limit the impact of its activities on the climate, educate its members and the wider Swiss Cycling family, and work towards being an inclusive and responsible sport.

Swiss Cycling used the questions in the Toolbox's Sustainability Policy Template to explore its outlook and values. By creating guidelines, the Federation has built a strong foundation for the conduct of its organization in delivering its sustainability plan.



VISION

Using The Toolbox's Staff Survey Template in Step 1 and other methods to speak with their stakeholders, Swiss Cycling wrote a vision statement that encompassed a broad representation of the shared views of employees across departments. Swiss Cycling acknowledged that equality and the social framing of sustainability were important to stakeholders, and wanted to include both social and environmental dimensions in their plan. Swiss Cycling's vision is:

"Cycling as a vector of equality, the bicycle as a driving force of sustainability"

MISSION

Considering its national reach, Swiss Cycling laid out a mission statement of advocacy and behavior change. Its statement acknowledges the opportunity it has to make a systemic difference and deliver best practices.

"We want cycling to be a model of responsible and fair sport thanks to our diversity and our structures. We want to promote cycling as a healthy, respectful, environmental activity, and as a sustainable mode of transport. Our influence will make cycling a driving force in the fight against the climate threat."

DEFINITION OF SUSTAINABILITY

Swiss Cycling tailored The Toolbox's tools to its own organizational preference, opting to call this section 'Sustainability in Context'. It took key components of the common worldwide definition outlined in the Brundtland Report: [Swiss Cycling will] conduct its activities without compromising the ability of future generations to meet its own needs. Operating at a national non-profit level, Swiss Cycling offers a holistic view of sustainability based on ecological, social, and economic factors over alternatives centered on governance or business strategy.

Raphael Crettol, Sustainability Officer for Swiss Cycling also added that:

"Defining sustainability was too general and it didn't bring enough context to our vision and mission. We wanted to provide an answer to the question 'What does Sustainability mean in cycling?'"

Adjoining this with its sport, Swiss Cycling created a view that sustainability should be 'a practice of cycling that respects the environment and guarantees equal opportunities, whatever the level of performance, in a viable and healthy environment.'

SCOPE

Clearly outlining the scope of the sustainability policy in several clear and direct points helps an organization to devise a suitable plan within its own contexts. Swiss Cycling has used its own three spheres of responsibility, to outline a scope that is tangible and simple, yet effective. Those being:

- Swiss Cycling as an organization
- Swiss Cycling as an event organizer
- Swiss Cycling as the umbrella federation for cycling in Switzerland

"Our three spheres of influence had already been developed through the International Olympic Committee (IOC) Guidelines. It made sense to follow those areas of influence so that it could fit comfortably with our existing strategy."

Raphaël Crettol, Swiss Cycling Sustainability Officer.

GOALS

With the scope outlined, Swiss Cycling then set goals to establish its objectives. Goal one (below) speaks to engagement and can be measured both qualitatively and quantitatively. The second and third goals speak to the reach and influence of support activities, raising awareness, and climate advocacy.



1. Swiss Cycling as an organization

ACT: Swiss Cycling will engage with their partners to reduce the footprint of their activities on the environment and provide equal opportunities in cycling.

2. Swiss Cycling as an event organizer

SUPPORT: Swiss Cycling will propose guidelines to event organizers and support them in setting up a sustainable event.

3. Swiss Cycling as the umbrella federation for cycling in Switzerland

RAISE AWARENESS: Swiss Cycling will encourage and promote the practice of cycling that is respectful of the environment.

CASE STUDY



You can find these
Case studies and
more on The
Toolbox platform



CASE STUDY CREATING A SUSTAINABILITY POLICY

To support each of The Toolbox 'How-to Guides', The Toolbox community has created case studies to showcase practical application of each guide for the purpose of establishing a sustainability program. This case study by the **Association of National Olympic Committees (ANOC)** supports **Step 2. How to: Create a Sustainability Policy.**

INTRODUCTION

As part of its commitment to minimize its carbon footprint, embed sustainability into its organization, and catalyze climate action amongst National Olympic Committees, ANOC joined the UNFCCC's Sports for Climate Action initiative in 2020.

ANOC recognized their duty to drive change and take an active role in achieving climate neutrality, but found themselves working through sustainability processes that felt overwhelming and weren't easily adaptable to ANOC's needs.

Using The Toolbox and its streamlined guidance and practical case studies, ANOC created their sustainability policy.

"The Toolbox was clear and concise and helped us formulate our policy in a digestible way that was tangible to the ANOC board and members."
ANOC's Secretary General, Gunilla Lindberg

ANOC tailored the tools so that their policy includes a sustainability pledge with three key pillars: Stewardship, Transparency and Operations. Among these is the commitment to halve emissions by 2030 and attain net zero emissions by 2040, a pledge made by all signatories of the UNFCCC Sports for Climate Action Framework.

ANOC is structured by mandate cycles, with regular change of leadership. *"We wanted this policy to be meaningful, fundamental, and evergreen,*

going above and beyond the individuals in the organization," Gustavo Harada, International Relations Lead at ANOC explained.

This commits future ANOC leadership to follow the same pledge, acknowledging that whoever is steering the boat will follow the same course.



ANOC Sustainability Policy October 2022



Vision: A planet in balance as our Field of Play.

Mission: Pave the way for the sustainability maturity of the NOC Family, delivering climate positive and awareness raising events.

ANOC Definition of Sustainability: Sustainability is the search for balance in all human aspects of life, including the search for equilibrium between consumption and the respect for the planet, but also, within human society. Sport is unique in the way it gathers and unites people by emotion, spreading the key Olympic values of excellence, friendship and respect. It is a powerful tool to promote and inspire the change needed at this point in human history.

Scope of action: ANOC embraces the following UN Sustainability Development Goals:

- 3. Good Health and Well Being
- 5. Gender Equality
- 6. Clean water and sanitation
- 12. Responsible consumption and production
- 13. Climate action
- 14. Life below water
- 15. Life on land

As a key player in the Olympic Movement, the National Olympic Committees must take their share of the responsibility to promote positive change, both regarding the protection of our planet but also within human relations. ANOC will act to enable the NOCs to play their part, spreading

the necessary messages of awareness, but also developing the tools to facilitate and support the NOCs' delivery. The ANOC General Assembly, ANOC commissions' meetings and workshops must all embrace sustainability at their core, improving the way of operating, and supporting the NOCs' as a group and individually.

The ANOC World Beach Games are an important platform for the organization to apply effective measures to deliver on the selected UN Sustainable Development Goals, leading by example, with the ability to promote change and break paradigms. Climate action and the protection of the environment is in the DNA of the event, with sustainability considered in all aspects of Games delivery. Rising sea levels, disappearing beach lines and polluted oceans all threaten the existence of the Games.



CASE STUDY

BAMBOO U

You can find these
Case studies and
more on The
Toolbox platform

BAMBOO U



CASE STUDY CREATING A SUSTAINABLE SOURCING CODE

To support each of The Toolbox 'How-to Guides', The Toolbox community has created case studies to showcase practical application of each guide. This case study by **Bamboo U** supports **Step 6. Planning and Implementing**.

INTRODUCTION

Layane Al Madani is a freelance facilitator, architect, and creative who has worked with Bamboo U to develop educational resources for their online course. In this case study, she explains how she used tools from Step 6 (Implementing a Sustainability program) to create a checklist to help course participants from around the world consider sustainable sourcing of bamboo for their projects.

Bamboo U is an educational enterprise focused on bio-construction. It operates from Ubud in Bali, Indonesia, in partnership with IBUKU Sustainable Design and Architecture Firm and the PT Bamboo Pure (PTBP) factory. Bamboo U offers a variety of courses in Bamboo Design and Sustainable Architecture, teaching people from many backgrounds how to build. The courses focus on everything ranging from sustainable forestry, harvesting, treatment, design, and carpentry to building bamboo structures.



WHAT DOES SUSTAINABLE SOURCING MEAN FOR BAMBOO U?

The students who attend our online The Fundamentals of Building with Bamboo course come to us from across the globe with many needs and specialisms. Some are focused on planting and harvesting their own bamboo for their projects, wanting to meet the best standards to make their surplus more attractive to buyers. Others don't have the land or resources to grow Bamboo and must carefully consider how they source it.

"We wanted to give clear guidance on the whole process so that our course participants could align with our ethos: Reliable, Sustainable, and Equitable."

We don't want to just focus on the final product. We recognize that to deliver on our ethos truly, these values must extend down the supply chains we inspire.

HOW DID YOU USE THE SSC TEMPLATE?

Our online course takes a holistic approach to bamboo construction, and we strive to educate our participants beyond just the building phase. From seed to structure, propagule to pagodas, we want to include not only how to use bamboo but how to obtain it too.

Bamboo U needed a bonafide list of things to look out for when sustainably sourcing Bamboo. We already had an organizational ethos and our codes of conduct and entrusted the sustainable supply chains built over the last decade. Also, much of our bamboo was produced at source. The Toolbox SSC template gave us a good starting point for putting it all into words and delivering that information to our course participants.

The Toolbox sustainable sourcing code provided just what we needed, a very clearly presented checklist to consider supplier requirements sustainably. Its accessibility to a broad audience and divisions into

distinct categories made for an already digestible format.

I read through the existing example requirements picking out and adapting those which applied to us. I then tailored the resource to match the other resources in the course. The how-to guide also gave me direction on how to tailor our Sourcing Checklist, ensuring it was:

Consistent

Providing comparable results within our community

Relevant

To the bamboo and natural materials construction industry

Accessible

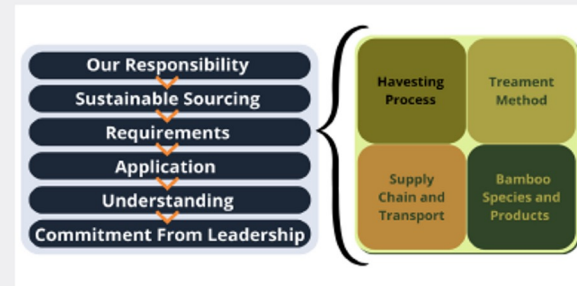
To our course participants

Efficient

Current and easy to use

HOW DID YOU FORMAT YOUR SSC?

The format of The Toolbox Sustainable Sourcing Code template is very logical and its great how it echoes the commitments and standards you adhere to as an organisation. For our SSC, we adapted some of the section headers to be more tangible and understandable. We just focused on the requirements opting to include our overview of procurer responsibility in other documents. We divided our sustainable sourcing requirements across broader categories which were more specific to Bamboo.



RESOURCES



*Follow the QR
code to the
site*



www.sustainabilitytoolbox.com

Email: info@sustianabilitytoolbox.com

Sustainability Sessions feedback



Register for the next session

Getting Started with Sustainability by The Toolbox



SUSTAINABILITY SESSIONS

2023

18 OCTOBER
12PM

CLEAN REGATTAS & CLASSES
BY SAILORS FOR THE SEA

1 NOVEMBER
6PM

GETTING STARTED WITH SUSTAINABILITY
BY THE TOOLBOX

8 NOVEMBER
9AM

LIFE CYCLE ASSESSMENTS
BY MARINE SHIFT 360

29 NOVEMBER
6PM

SUSTAINABLE SAILING CLUB

6 DECEMBER
9AM

INCLUSIVE & ACCESSIBLE SAILING
BY THE TURNING POINT

2024

10 JANUARY
6PM

SUSTAINABLE EVENTS

24 JANUARY
9AM

MEGAFAUNA SIGHTING & STRIKES
BY THE 11TH HOUR RACING TEAM

7 FEBRUARY
6PM

FIGHTING PLASTIC POLLUTION
BY UNPLASTIFY

21 FEBRUARY
9AM

BIOSECURITY
BY THE IUCN

6 MARCH
6PM

FEMALE EMPOWERMENT
BY THE MAGENTA PROJECT

20 MARCH
9AM

SAFEGUARDING
BY WORLD SAILING

All times are UK times. Sessions will be held on MS Teams.