CLIMATE AND ENVIRONMENT ROADMAP

Reducing Médecins Sans Frontières Operational Centre Paris OCP's footprint by 2030

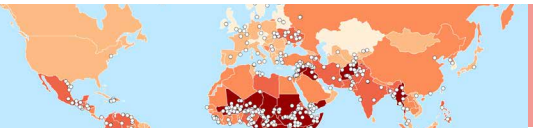
24 May 2023 version

MEDECINS SANS FRONTIERES

Climate Action Accelerator

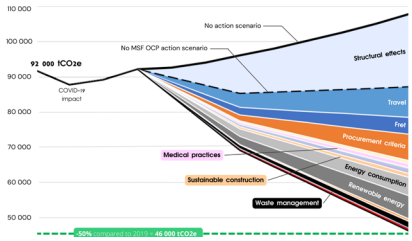
TABLE OF CONTENTS

FOREWORD 3



MSF AND THE ENVIRONMENT 5

REDUCING OUR FOOTPRINT 6–10
- The 4 key messages
- Our carbon footprint in 2019
- Our decarbonisation trajectory



SOLUTIONS BY DOMAIN 11–19
- Waste management
- Local ecosystems
- Travel
- Freight
- Medical practices
- Energy and buildings
- Fundraising
- Procurement of goods and services
- Digital and transversal practices

IMPLEMENT 20

ACKNOWLEDGEMENTS 21

FOREWORD

For more than half a century, MSF has been helping populations affected by natural disasters. Floods, droughts, hurricanes – responding to these extraordinary events is one of MSF's typical domains of operation. But in recent years, MSF has mounted one climate-related emergency operation after another. Cyclones in Mozambique in 2018, unprecedented flooding in South Sudan in 2019 and 2020, historic and ongoing droughts in Madagascar and the Horn of Africa since 2020, etc.

And the scientific consensus is now established: global warming causes the frequency and the severity of extreme meteorological events to grow. Hence, we can no longer ignore the environmental and climate emergency in which we, and the rest of humanity, find ourselves.

Throughout our development, we have tried to provide "more care", by investing our skills and beliefs in ever-broader fields of intervention, and also to provide "better care", by practicing demanding, high quality humanitarian medicine whose cornerstone remains the medical precept "do no harm".

It is through this prism, still relevant, that we continue to analyse and dissect our medical action and humanitarian operations, and their consequences. We must also make sure that we are not, as an organisation, making problems worse. In other words, we must do our part in this vast endeavour and reduce the environmental impact of our own activities.

Our commitment to do just that is the subject of the environmental roadmap laid out below. MSF OCP (Operational Centre Paris) wants to further reduce the pollution generated by its field activities and is committed to halving its greenhouse gas emissions by 2030, as recommended by the IPCC (Intergovernmental Panel on Climate Change).

In partnership with the NGO Climate Action Accelerator, we have examined all of our practices and have set about thirty very ambitious quantitative objectives aimed at reducing our environmental impact while preserving our current high quality of care. This is going to require a change in the orientation and workings of various departments (Logistics, Supply, and Medical, in particular) and additional human resources will undoubtedly be allocated specifically for this purpose.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All this while continuing to move forward on other large-scale transformational efforts like our more ambitious goals regarding patients' rights and stronger HR policies in terms of team diversity, non-discrimination, compensation, and abuse prevention and treatment.

All of these projects are essential, and all force us to rethink broad swathes of our operation; doing all of them successfully at the same time will require us to set the right priorities at the right times.

Lastly, let's face it, embarking on an environmental transition is new for us. Hence our objectives are based on assumptions, estimations, and projections that we will undoubtedly have to revise, readjust, and re-estimate on the fly. But our course is set, and this is it.

Because providing medical assistance and delivering quality care while doing as little damage as possible to our environment is, henceforth, an integral part of our operations and of our goal of providing "better care".

Katrina Penney
MSF Australia President

Isabelle Defourny
MSF France President

Yuko Nakajima
MSF Japan President

Africa Stewart
MSF USA President

Thierry Allafort-Duverger
OCP General Director

MSF AND THE ENVIRONMENT

1980 Since the 1980s, we have been managing our medical waste to render it "non-contaminating, inaccessible, and non-reusable".

2009 Our Swiss colleagues did the first carbon footprint in the MSF Movement in 2009.

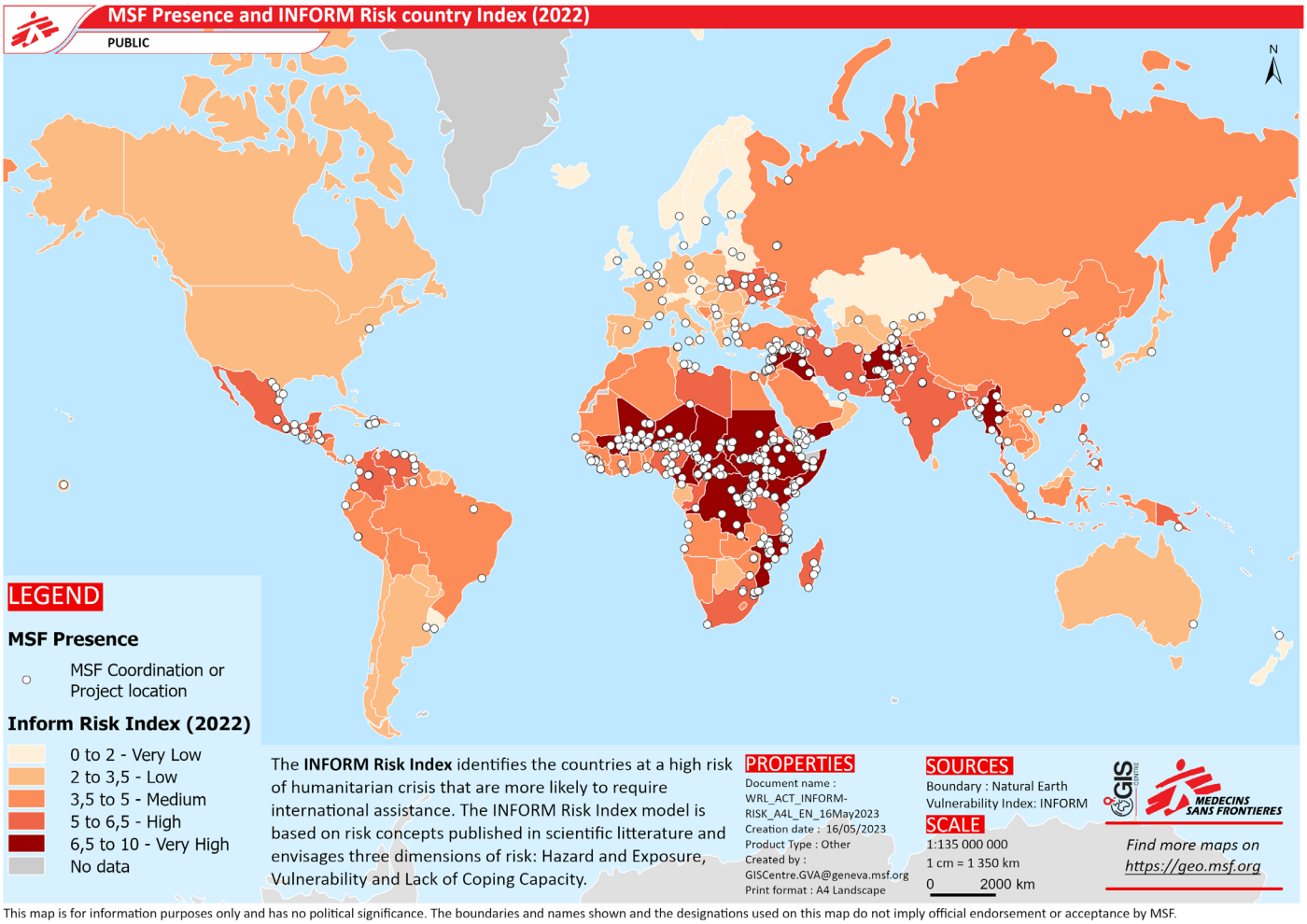
2020 In 2020, our extended Board of Directors, the Group Committee, made seven commitments aimed at reducing our environmental footprint, and a first small team was assigned to determine the scope of the task.

2021 In 2021, the MSF OC Geneva, Paris and Brussels committed to reducing their carbon footprint by 50% by 2030, in the framework of their partnership with Climate Action Accelerator. At MSF OCP, that triggered the large-scale effort that culminated in this roadmap. In their wake, the MSF Movement as a whole adopted the same target.

2022 In 2022, the MSF Movement signed the Climate and Environment Charter for Humanitarian Organizations: www.climate-charter.org.

The intersection between "MSF projects" and "Climate vulnerability"

· The map below shows the locations of MSF Movement projects - white circles - on one hand, and a country's INFORM Risk Index on the other, that takes into account, among other things, its vulnerability to climate change - the darker the colour, the more vulnerable the country. Quite clearly, many of our projects are located in countries with high levels of climate vulnerability.



This map is for information purposes only and has no political significance. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by MSF.

REDUCING OUR FOOTPRINT

THE 4 KEY MESSAGES

We are changing our "way of being", not our "reason for being"

Our reason for being is not changing; it is humanitarian medical action. What is changing is the way in which we deploy our operations, which will become less harmful to the environment.

We will give ourselves the means to succeed – in terms of personnel, in particular

There will be many changes, which will involve large, long-term investments, particularly from the human standpoint; learning, training, and awareness-raising will be key to achieving our objectives.

We will have to make adjustments, but our course is set

We have taken a lot of highly ambitious commitments, often based on estimates, because this is a very new exercise for us; though we will have to adjust them often as implementation goes along, the course has been set and we will see it through.

Two dimensions: further reduce the local environmental impact of our activities and halve our carbon footprint compared to 2019, without carbon offsets

We are going scale-up our current efforts to reduce the pollution directly related to our activities locally and add a new dimension – our greenhouse gas emissions.

Some efforts will require particular attention due to the scope of the commitments and the scale of the organisational changes they will involve between now and 2030:

- A **50%** reduction in the overall volume of waste, plastics in particular
- Implementation of the "best environmental available techniques economically achievable" for waste management at **100%** of our missions
- A **35%** reduction in kilometres travelled for passenger air trips
- Decarbonisation of our supply chain (purchasing and freight) by about **30%**, mainly by adding environmental criteria to the selection process for products and suppliers
- A **40%** reduction in our electricity consumption and a **75%** reduction in the "CO_2 per kilowatt-hour" ratio for our electricity production and use.

NB: these commitments are in addition to the projected decarbonization for certain sectors (the "structural effects") and are expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the 2019 value.

A collaborative process

This roadmap – developed in partnership with Climate Action Accelerator (CAA), an NGO that specialises in helping organisations reduce their footprint – defines the direction that MSF OCP will take to achieve its environmental and climate-related objectives by 2030. It offers a strategic framework for measuring and reducing our greenhouse gas emissions and local environmental damage and is the outcome of an internal participatory process at MSF OCP. Notably, when the process started, all "MSFers" were invited to contribute via a collaborative online platform, so that the entire organisation would be involved right from the start of the project.

Our strategy for reducing our environmental footprint

To reduce its footprint, MSF OCP, with CAA support, has identified 33 solutions specific to its activities. They cover all key areas of our operations: waste management, local ecosystems, travel, freight, energy, buildings, medical practices, fundraising, procurement of goods and services, digital and transversal practices. These are presented in detail in pages 11 to 19.

The solutions with the greatest reduction in local degradation are identified with a green badge, and those with the greatest carbon impact with a blue one. This does not, however, mean that the other solutions are unimportant; all 33 are needed to achieve our goals.

As our ambition to reduce our CO_2 emissions is precisely quantified, i.e. -50% compared to 2019, a preliminary estimation of our carbon footprint was necessary to target our efforts (see below), followed by a simulation of our "decarbonization trajectory" to show us the path to follow (page 9).

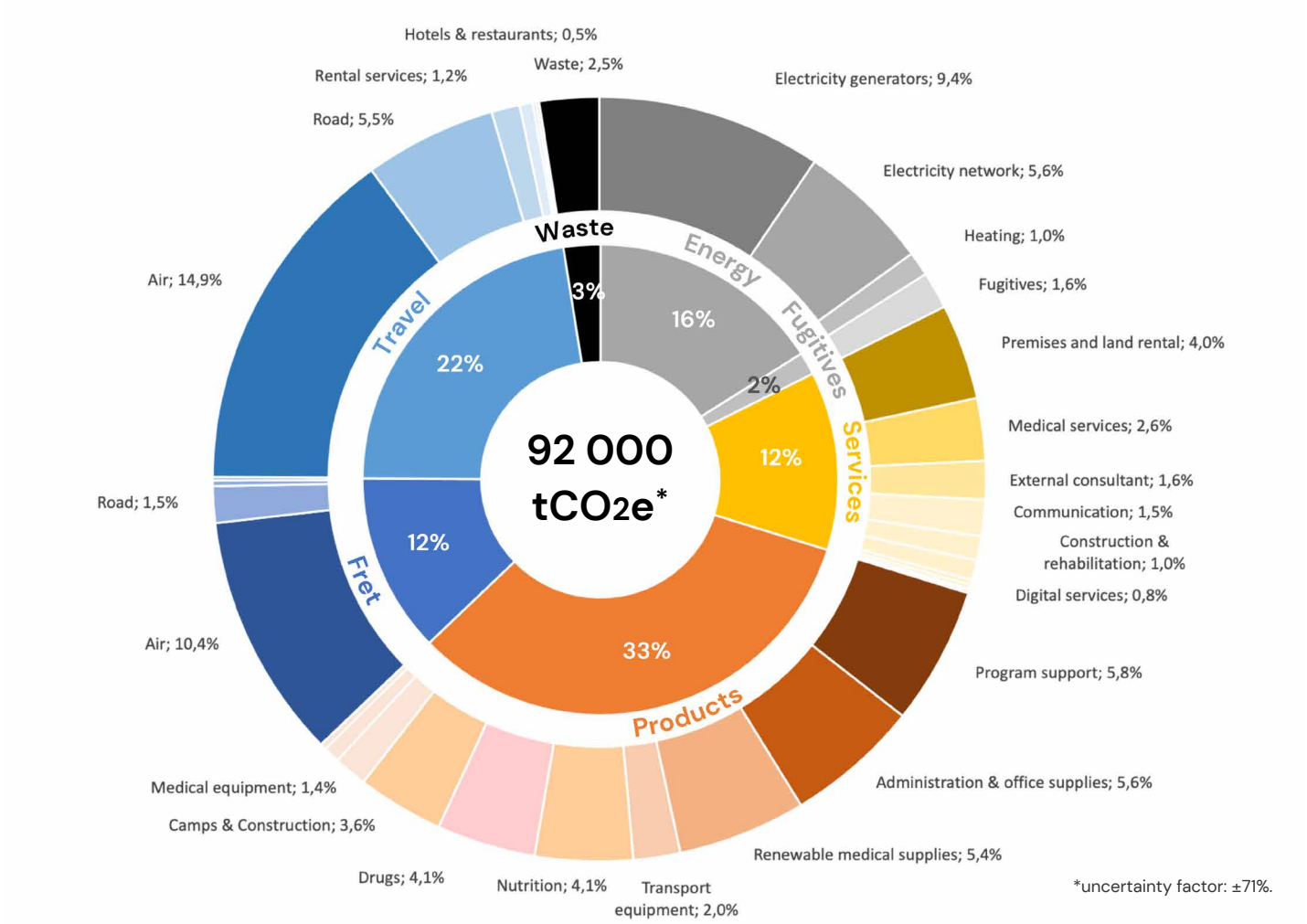
MSF OCP's 2019 carbon footprint

Our footprint is estimated to be 92,000 tCO_2e (metric tonnes of carbon dioxide equivalent). It was calculated for 2019 and quantified how many greenhouse gas emissions MSF OCP was responsible for. This included our headquarters in France and our activities in the thirty-six countries in which we worked; it encompassed 8,550 employees and a €334M budget (2019).

The methodology chosen for evaluating the carbon footprint of MSF OCP activities met international standards, followed the GHG (Green House Gas) Protocol, and included both direct (fuel use and energy purchases) and indirect (all other purchases of goods and services) emissions.

Since the science underpinning carbon accounting is relatively new and constantly improving, the “uncertainty factor” of the estimation is fairly high (about 70%). It does, however, allow organisations to identify their major sources of emissions and begin to take action.

Here is MSF OCP 2019 Carbon footprint



The detailed footprint report is available at this adress: [OCP Carbon footprint report](#).

For MSF OCP, the major emissions categories are as follows:

Travel emissions (20,600 tCO2e, 22% of the total footprint), two thirds of which can be attributed to plane travel by our personnel, and most of the remainder to our vehicles in the field.

Our **energy consumption** (14,700 tCO2e, 16% of the total), with 59% of emissions coming from our generators, 6% from our heating systems, and 35% from local electricity purchases.

Freight transport (11,300 tCO2e, 12% of the total), whose emissions come overwhelmingly from air freight (84%), despite the fact that it represents a smaller share of our shipment tonnage than does sea or road freight.

Waste treatment (2,300 tCO2e, 2.5% of the total), mainly during the incineration of waste from our medical activities.

The so-called **fugitive** emissions (1,400 tCO_2e, 1.6% of the total), which are gases that leak from our freezers, refrigerators, and air conditioning systems, as well as some anaesthetic gases (isoflurane and sevoflurane).

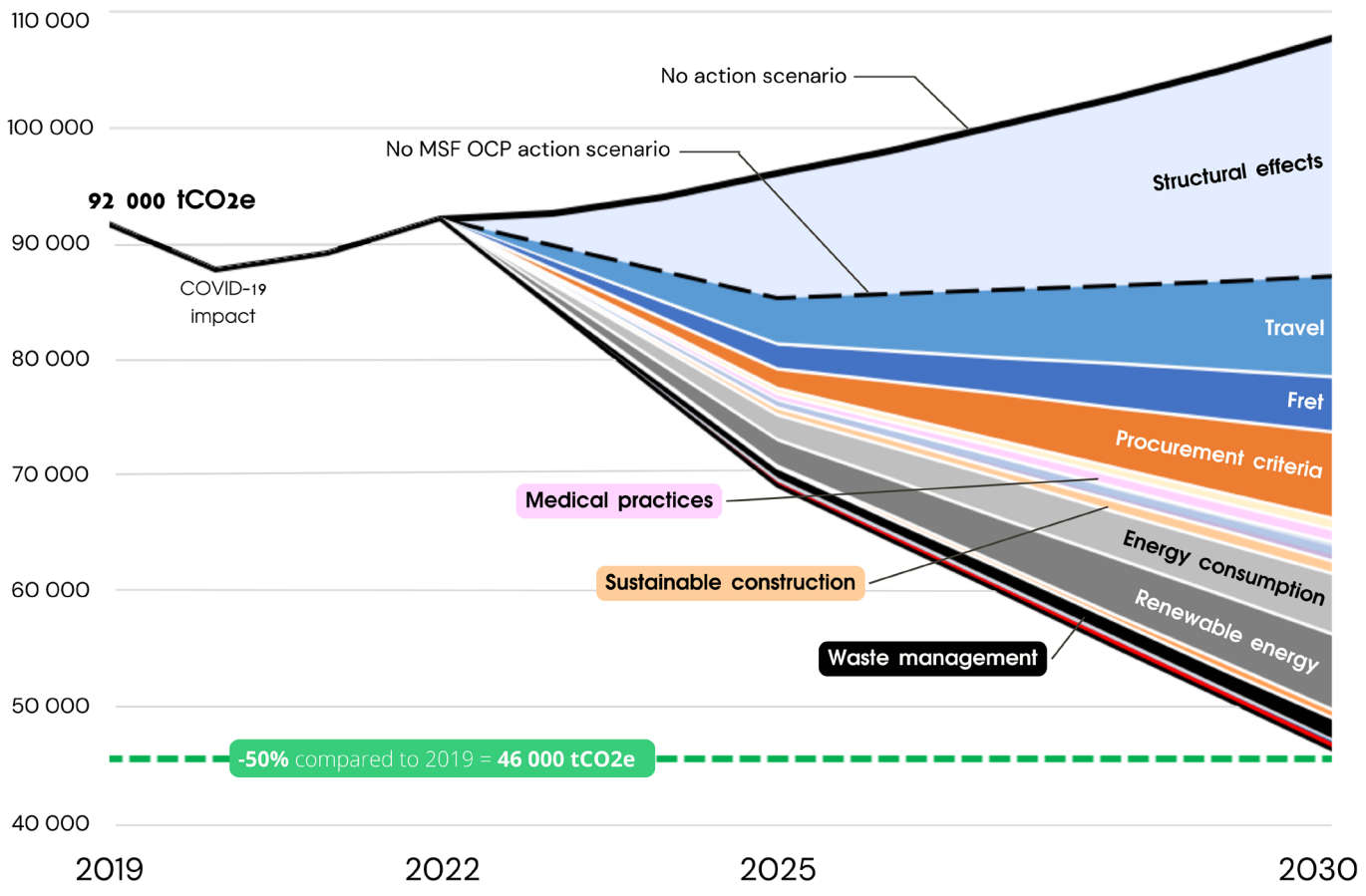
Last there are all the indirect emissions related to the **purchase of the goods and services** needed to keep our organisation running, from medications to pens, and even computers and customs fees. In fact, the production of those goods and the performance of those services necessarily emit CO_2, and when we buy them from our suppliers, we "import" them into our own carbon footprint. Altogether, this represents 41,600 tCO_2e, or 45% of the total.

MSF OCP's decarbonisation trajectory: 2019-2030

In a scenario in which neither MSF OCP nor our suppliers nor anyone take any action, our emissions would continue to increase over the next decade in proportion to the growth in our activities: this is the "no action scenario" curve in the graph below.

In a scenario where only MSF OCP does not take any specific action to reduce its footprint, our emissions would remain quite similar to what they are today: this is the "no MSF OCP action scenario" dotted curve. Reducing our emissions by half thus means significantly "decoupling" the change in emissions from the organisation's growth.

Here is our "decarbonisation trajectory", illustrating how different solutions contribute to halving our CO_2 emissions by 2030 compared to our baseline emissions in 2019.



What are the structural effects?

Structural effects are included in carbon footprint reduction trajectories to take into account the fact that, independent of an organisations' individual choices, society as a whole is decarbonising; for example, as a result of technological, infrastructure, and legislative changes, the "energy mix" used to produce electricity is shifting toward less carbon-intensive sources, increases in energy efficiency are having an impact on truck, boat, and plane emissions, and industry is switching to lower-emission production processes.

These factors are included when calculating the projected pathway by assuming a given annual emissions reduction for the selected categories. These structural effects – which our partners estimated to be -17% by 2030 – are added to the calculated emissions reductions that are expected to result from the organisation's low-carbon choices. A few examples:

- Electricity from the grid: 1.2% per year (Africa and Middle East Region)
- International sea and air transport: 2.0% per year
- Production of goods: 3.4%
- Services: 2.3%

These factors are based on trends that rely, in large part, on the IEA (International Energy Agency) analysis regarding historical, projected, and required emissions reductions for various sectors, and also on Ember (which gathers data from the IPCC and other agencies, including IEA data), and on the United Nations Sustainable Development Goals Indicators Database. CAA's choices for these numbers are fairly conservative compared to the projections and objectives in each of these sectors.

Uncertainty and readjustment

The decarbonisation trajectory, and more generally our environmental roadmap, spread out over several years. It then necessarily contains a lot of uncertainties: the carbon footprint calculation methodology itself, changes in MSF OCP's volume of activity, the effects of national decarbonisation policies, the rate at which photovoltaics are deployed in the regions where we work, and so on, are all factors that will require readjustment. Besides, as you can see, we still have to "go look for" few more tenths of a percent between now and 2030 to achieve that 50%.

WASTE MANAGEMENT

2,5% of the carbon footprint
2 300 tCO_2e in 2019 ▶ 900 tCO_2e in 2030


© Khaula Jamil

This topic is not new – in fact, it has long been one of our biggest headaches in the field. In many of our intervention contexts, medical waste streams and wastewater management infrastructure are rare or non-existent, and we ourselves have to set up a system that we feel is appropriate. What changes with this roadmap is that on one hand we are going to up our requirements and equipment a notch, and on the other reduce the amount and complexity of waste created going back to the source, while also considering CO_2 emissions.

SOLUTIONS	COMMITMENTS
Avoid and reduce waste • Reduce the use of single-use medical and nonmedical items and use reusable and biodegradable materials • Stop using plastic bags for dispensing our medications and replace them with reusable or biodegradable alternatives when applicable • Better enforce the donation before expiration policy • Promote the repair of electronic and electrical equipment	Reduce the weight of waste **50%** by **2030**
Increase local or regional recycling • Improve domestic waste sorting and evaluate local waste treatment streams • Promote the recycling of electronic and electric equipment	Recycling streams are identified at **100%** of projects by the end of **2025**
Ensure that all steps of waste management are followed in the best possible way • Establish and implement a waste management plan specific to each context	**100%** of MSF OCP missions have a waste management plan by the end of **2025**
Limit soil, water, and air pollution • Roll out sustainable waste disposal systems • Better monitor treatment quality in cases where hazardous waste management is outsourced • Better monitor and treat wastewater discharges from hospitals • Engage into research on the risks from hospital wastewater	**100%** of missions have implemented the "best environmental available techniques economically achievable" by **2030**

Commitments added to the Structural effects and expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the value of 2019.
Intermediate commitments for 2025 have also been decided but are not presented here for the sake of readability.

LOCAL ECOSYSTEMS

This domain mostly impacts the environmental footprint (minor CO_2 impact)


© Florence Miettaux

In addition to reducing pollution and emissions, an environmental transition means considering the fact that the local ecosystems react and can be damaged if we take too many “resources” relatively to its capacity for regeneration. In this respect, we are going to take actions to identify and mitigate those risks and even, in some small way, to contribute locally to regeneration.

SOLUTIONS

COMMITMENTS

Preserve water resources

- Implement water conservation policies in places where this resource is scarce

100% of projects have implemented the "best environmental available techniques economically achievable" by the end of **2025**

Prevent and reduce damage to the local environment

- Implement "best environmental available techniques economically achievable" after analysing each project's impact on the environment

100% of projects have conducted an environmental impact analysis by the end of **2025**

Preserve the land and soil in and around our facilities

- Promote tree planting and integrate gardens in MSF premises

100% of our construction and renovation projects include a revegetation component starting in **2024**

Commitments added to the Structural effects and expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the value of 2019.
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TRAVEL

22.4% of the carbon footprint
20,600 tCO_2e in 2019 ▶ 13,100 tCO_2e in 2030

© Christophe Da Silva/Hans Lucas

Unsurprisingly, passenger transport – by air, in particular – is a major source of CO_2 emissions. This is obviously due, primarily, to our operational model, which involves sending expatriate staff to field projects and using four-wheel drive vehicles to reach remote areas. As a result we have set extremely ambitious goals, which are going to involve both speeding up some large-scale efforts that are already underway (extending the length of missions, improving local staff access to positions previously reserved for "expats", using hybrid training modalities, etc.) and giving our staff tools that will help make fewer trips and lower fuel consumption an integral part of their day-to-day practices.

SOLUTIONS

COMMITMENTS

Reduce work-related air travel

- Define a responsible travel policy
- Review training locations and modalities
- Develop tools that allow employees to choose low carbon-emission travel

Reduce work-related air travel kms **35%** by **2030**

Optimise the size, composition, and movements of the vehicle fleet

- Further optimise vehicles usage in the missions where context and security allows it
- Train the drivers on eco-driving
- Purchase low-emission vehicles whenever possible

Reduce fuel consumption-related emissions **30%** by **2030**

Reduce the carbon impact of commuting to and from work

- Promote public transport and sustainable transport, when context allows
- Encourage partial remote work, particularly at headquarters

Reduce commute mileage that uses fossil fuels **60%** by **2030**

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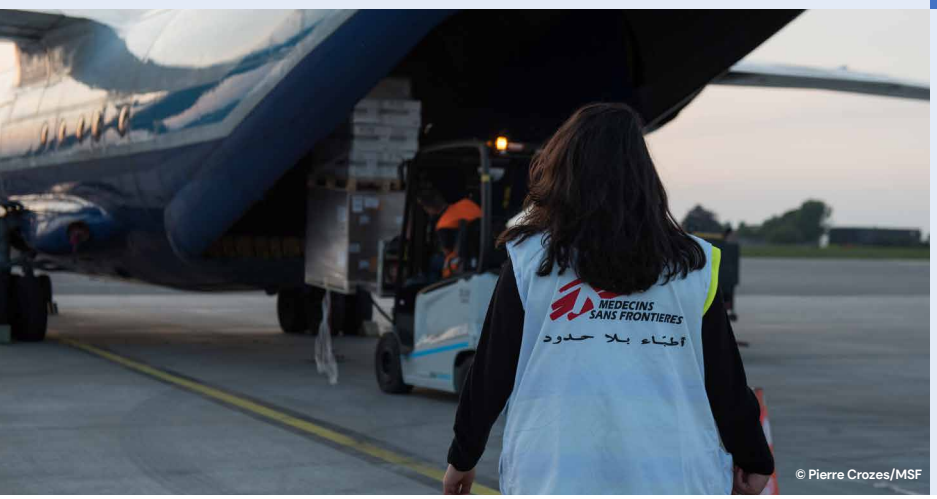
FREIGHT

12.3% of the carbon footprint
11,300 tCO_2e in 2019 ▶ 6,000 tCO_2e in 2030



Successfully carrying out our activities requires a lot of products and equipment, which we sometimes have to purchase far from our field projects to ensure acceptable quality; shipping all that merchandise – by air, in particular – contributes significantly to our carbon footprint. And while we have already reduced the percentage of freight shipped by air in recent years, there is still room for improvement.

SOLUTIONS	COMMITMENTS
Reduce the amount of goods transported by optimising the quantities ordered • Improve forecasting to avoid overstock	Reduce overstock-related losses **80%** by **2030**
Increase the percentage of sea and road freight by better positioning goods • Ensure that storage locations are closer to use and distribution points • Increase supplier direct deliveries to hubs and missions	Reduce tonne-kilometres of air freight for emergency projects **20%** by **2030**
Increase the percentage of sea and road freight via better planning CO_2 • Only use air freight in situations and contexts where it is absolutely unavoidable • Reduce field stock-outs requiring urgent re-supply	Reduce non-priority air shipments **80%** by **2030**
Optimise container shipments to a single destination • Consolidate shipments between the supply centres and the missions (it makes it easier to reach the optimal quantity for a sea shipment, and thus to avoid some air shipments)	Reduce tonne-kilometres of air freight **5%** by **2030**
Reduce air shipment of backorders • Align supply centres stock strategy with demand, improve follow up and communication on lead times, and review the backorder management	Reduce air shipment of backorders **50%** by **2030**
Select transport service providers with a lower carbon footprint • Include environmental criteria in the selection process	**60%** of freight is transported with lower-emission fuel by **2030**

Climate Action Accelerator

Commitments added to the Structural effects and expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the value of 2019.
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MEDICAL PRACTICES

22.8% of the carbon footprint
21,000 tCO_2e in 2019 ▶ 18,000 tCO_2e in 2030


© Ahmed Kaka/MSF

Medical products and equipment are obviously central to our operations, and we have understandably gotten into the habit of "playing it safe", at the risk of occasionally overusing, and overprotecting. This "playing it too safe" is what we are going to address in our protocols and habits in order to reduce the amount of products needed for our activities and the potential risks of pollution, while maintaining the same quality of care.

SOLUTIONS

Adopt medical protocols that have a smaller environmental impact

- Switch to longer lasting medical material and alternative medical products, like recycled plastic items or anaesthetic gases and inhalers with lower "global warming potential"
- Train medical staff on updated protocols and their environmental impact

Reduce the overconsumption or the unjustified use of medical items

- Rationalise the selection, ordering, and distribution of drugs, the use of medical devices, and patient prescriptions
- Optimise the ordering, use, and maintenance of medical equipment

Increase the percentage of sea and road freight via better planning for medical orders

- Only use air freight in situations and contexts where it is absolutely unavoidable
- Reduce field stock-outs requiring urgent re-supply

COMMITMENTS

Reduce the volume of medical items purchased and shipped **5%** by **2030**

Reduce overuse of drugs and medical devices **70%** by **2030**

Reduce unnecessary medical supplies orders **70%** by **2030**

Reduce non-priority air shipments **80%** by **2030**

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ENERGY AND BUILDINGS

21.7% of the carbon footprint
20,000 tCO_2e in 2019 ▶ 8,900 tCO_2e in 2030


© Mohammed Sanabani/MSF

Energy transition is, of course, a high priority focus of this roadmap. For us, this will initially involve an effort to reduce our electricity use and then to shift what remains toward renewable energy sources.

SOLUTIONS	COMMITMENTS
Favor sustainable constructions CO_2 • Better respect construction best practices and encourage sustainable design (techniques and materials)	**90%** of construction and renovation work is managed according to new best practices by **2030**
Reduce the energy consumption of buildings CO_2 • Redefine the temperature standards in all buildings • Improve building energy performance via sustainable design and passive measures • Implement the most energy efficient temperature regulation	Reduce energy consumption **40%** by **2030**
Reduce energy consumption and improve the energy efficiency of electric installations CO_2 • Monitor energy consumption and production • Install automated regulation of electrical equipment • Purchase energy efficient equipment • Promote responsible choices and behaviours in all domains requiring energy use	
Decarbonise electricity and energy production CO_2 • Replace the electricity produced using fossil fuels with renewable energy • Use solar energy for specific equipment (water heaters, pumps, etc.) • Produce electricity or energy from waste or fatal heat • Subscribe to decarbonated energy suppliers for buildings	Reduce the carbon intensity of electricity production and use **75%** by **2030**
Encourage the production, use, and distribution of sustainable heating items in facilities and programmes • Use alternatives to fossil fuels, charcoal, and wood in distribution and production for heat	Reduce the quantity of charcoal and wood used for heating **80%** by **2030**
Reduce emissions of gases with high global warming potential • Purchase air conditioning and cold chain equipment that uses alternative to HFC gases • Ensure responsible commissioning, maintenance, and decommissioning • Use local, national, and regional recycling channels	**100%** of air conditioning and refrigeration equipment uses non-HFC gases by **2030**

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FUNDRAISING

1.5% of the carbon footprint
1,400 tCO_2e in 2019 ▶ 1,300 tCO_2e in 2030

The way in which we solicit our donors, both current and future, should also reflect our commitment to the environment, whether it's travel arrangements for our street fundraising teams, the amount of paper used for direct mail, or the environmental responsibility of our suppliers.

SOLUTIONS

Choose Fundraising items, services and suppliers with a lower environmental footprint

- Include environmental criteria in our selection process for products and services procurement
- Identify alternatives that produce less carbon or waste for the most important services and items, including replacing plastic items

Promote good practices and responsible behaviours related to fundraising

- Create a best practices and guidelines handbook
- Reduce emissions related to canvassers' travel via sustainable transport, local recruitment, and reducing the distance between mission sites
- Reduce the quantity of transported goods thanks to a better definition of needs and alternative organisations
- Reduce the volume of paper and electronic direct mail sent thanks to a better and optimised targeting of audiences and increased use of regular giving practices
- Optimize the volume of paper and electronic mail sent, through more personalized targeting and relationship cycles, and by increasing the proportion of regular donations

COMMITMENTS

Reduce life-cycle emissions of goods and services purchased for fundraising **25%** by **2030**

Reduce the carbon intensity of fundraising activities **15%** by **2030**

Climate Action Accelerator

Commitments added to the Structural effects and expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the value of 2019.
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GOODS AND SERVICES

44.9% of the carbon footprint
41,300 tCO_2e in 2019 ▶ 21,700 tCO_2e in 2030

Includes part of Medical Practices', Fundraising's and Buildings' emissions

© Remi Decoster

This broad category, which accounts for half of our emissions, includes all goods and services purchases except for energy and transport, and ranges from ballpoint pens to drugs, computers and leases. While the wide range of products, services, and suppliers, and the near-total absence – for now – of information about their environmental impact prevents us from being very specific in our goals, its importance requires our resolve.

SOLUTIONS

COMMITMENTS

Choose items, services and suppliers with a lower environmental footprint

- Request visibility on products' carbon value and life cycle information
- Include environmental criteria in procurement procedures
- Identify lower carbon or lower waste generating alternatives for most important items

Reduce life-cycle emissions of goods and services **25%** by **2030**

Reduce goods packaging

- Reduce product packaging or use more environmentally-friendly alternatives

Reduce tonne-kilometres transported **6%** by **2030**

Non-medical products: promote the procurement of locally or regionally produced items

- Prioritise local or regional production for heavy or bulky nonmedical items, provided the quality can be guaranteed

Reduce the transported tonne-kilometres **5%** by **2030**

Medical products: bolster our supply centers efforts to "source" from medical suppliers closer to our operations

Commitments added to the Structural effects and expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the value of 2019.
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DIGITAL

The impact of digital – both in terms of climate impacts and of pollution generated during raw materials extraction or for end-of-life processing of equipment – is increasing worldwide, so we want to get into good habits quickly.

SOLUTIONS

Rationalise the amount of data storage and transfer

- Optimise growth data use and storage via "cold data storage" policies and regular deletion

COMMITMENTS

Reduce available cloud data storage **90%** by **2023**

Reduce the carbon intensity of digital equipment and services

- Expand the life cycle of IT and telecom equipment and reduce turnover rate
- Mutualise personal and professional equipment when relevant
- Purchase easily-reparable equipment and repair locally
- Store data at eco-friendly data centres

Increase computer equipment service life cycle **50%** by the end of **2025**

TRANSVERSAL PRACTICES

It is essential that all staff members be involved in our environmental efforts, because each will have a role to play; the solutions in this category will enable every person to find some way to contribute.

SOLUTIONS

Limit the growth in headquarters office space

- Optimise office space by introducing co-working practices

COMMITMENTS

Establish and implement a workstation use and optimisation policy by the end of **2025**

Promote best practices and responsible behaviours

- Create a best practices guide regarding energy, waste, supplies, food, etc. for offices and facilities
- Provide more eco-responsible meals (more organic, less meat, etc.) in offices and medical facilities

Develop and deploy a best practices handbook in **100%** of our offices and facilities by the end of **2025**

Commitments added to the Structural effects and expressed in relative value of the estimated MSF OCP activity in 2030, contrary to the -50% of CO_2 which is in absolute value compared to the value of 2019.
Intermediate commitments for 2025 have also been decided but are not presented here for the sake of readability.

IMPLEMENT

Implementing this roadmap will require a significant, long-term effort.

Financial resources

From a financial standpoint, we estimate that we will have to allocate between 1 and 3% percent of our total annual budget each year during the initial phases of the project. This does not include the savings nor the avoided costs that some solutions will generate (travel, energy, etc.).

Investing in our personnel

Other critical aspect: supporting our personal through these changes, in terms of both building skills and changing mindsets, will involve a robust system of learning, training, and awareness-raising.

Accountability

Lastly, to anchor the environmental transition in the workings of our associative life, we will give an update on the implementation of this roadmap at each General Assembly and add a specific section to our annual report. This accountability exercise will enable every employee, every member of the association, and every donor to judge the progress being made and the steadfastness of our commitment.

ACKNOWLEDGEMENTS

MSF OCP

We would like to thank all staff and co-workers from MSF OCP, and more broadly from the entire MSF Movement, who participated in the development of this roadmap by taking part in interviews, questionnaires, and workshops, by offering solutions on the participatory platform, and by providing their technical insight on the feasibility of the solutions.

Climate Action Accelerator

We would like to thank the entire team for its support in producing this roadmap – in particular, in calculating footprints, modelling the trajectory, and producing the content presented.

Under the direction of

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About Médecins Sans Frontières OCP - Operational Centre Paris

MSF is an independent, international humanitarian medical organisation that provides medical assistance to people whose lives or health are in danger, in France or elsewhere, mainly from armed conflict, but also epidemics, pandemics, natural disasters, or exclusion from healthcare.

OCP is one of 6 Operational Centres that deploy interventions under the MSF banner. MSF has grown considerably since its creation by a group of volunteers in 1971; it now employs more than 60,000 people each year in 70 countries.

The organisation's autonomy and independence is ensured by its funding, which comes from the generosity of private donors. In France, in 2021, 98.6% of MSF resources came from private sources.

About Climate Action Accelerator

The Climate Action Accelerator, a not-for-profit initiative, aims to mobilise a critical mass of community organisations in order to scale up climate solutions, contain global warming below 2°C and avoid the risk of dangerous runaway climate change. The aim is to help shift the aid, health and higher education sectors towards a radical transformation of their practices, pursuing emissions reduction targets (-50% by 2030) and a 'net zero' trajectory, in line with the Paris Agreement.

REDUCING OUR FOOTPRINT BY 2030

Further reduce the **local environmental impact** of our activities

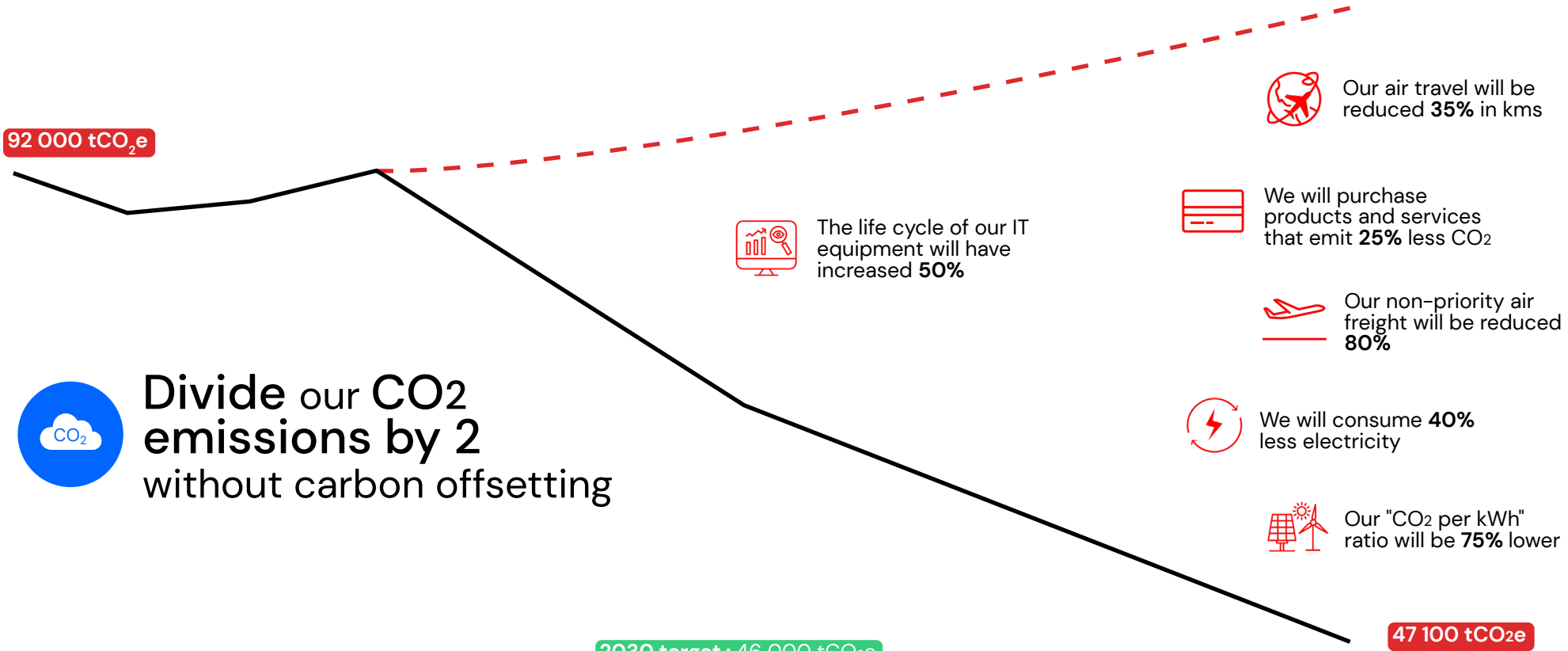
100% of our projects will have conducted an environmental impact analysis

Recycling streams will have been identified in **100%** of our countries of operation

We will generate **50%** less waste

The best environmental available techniques economically achievable for waste management will be in place on **100%** of our missions

2019	2022	by 2025...	by 2030...



Divide our CO_2 emissions by 2 without carbon offsetting

The life cycle of our IT equipment will have increased **50%**

Our air travel will be reduced **35%** in kms

We will purchase products and services that emit **25%** less CO_2

Our non-priority air freight will be reduced **80%**

We will consume **40%** less electricity

Our "CO_2 per kWh" ratio will be **75%** lower

MEDECINS SANS FRONTIERES

Climate Action **Accelerator**

...and more than 20 other commitments will have been met