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# ENVIRONMENTAL ROADMAP

## REDUCING OUR ENVIRONMENTAL FOOTPRINT BY 2030

Médecins Sans Frontières - Operational Center Brussels

MEDECINS SANS FRONTIERES

Climate Action Accelerator

# Foreword

MSF aims to meet the medical humanitarian needs of vulnerable and excluded populations in a changing political and aid environment. These needs are now significantly amplified by climate change and environmental degradation, which are risk multipliers of the vulnerabilities experienced in the contexts where we work.

In its latest report[1], the Intergovernmental Panel on Climate Change (IPCC) states that the challenge to keep global warming below 2C is greater than ever, primarily due to the continuous rise in greenhouse gas emissions. The report highlights that current efforts and strategies are inadequate in tackling climate change, resulting in rapidly escalating hazards.

As acknowledged in the MSF Operational Center Brussels (MSF OCB) strategic orientations[2], ¨dramatic changes to our environment require adaptations from MSF¨. While the humanitarian sector may not contribute as substantially to carbon emissions as some other sectors, our activities still have an environmental impact. We are experiencing changes in outbreak patterns, extreme weather events, or changes in the disease burden linked to the environment. To respond to these profound changes and recognise our role in contributing to them, we are building a solid base to guarantee the inclusion of the effects of climate change and environmental degradation within our programmatic medical discussions and decisions. To achieve this objective, we structured our engagement on Climate, Environment and Health around three core pillars: adapting our operational response, reducing our environmental footprint and advocacy.

This Environmental Roadmap is the outcome of a consultative and collaborative process undertaken by MSF OCB with the support of the NGO Climate Action Accelerator[3] to reduce our carbon emissions by 50% by 2030 and decrease our environmental footprint whilst maintaining and continually improving the quality of care for our patients. It integrates tangible and practical solutions aimed at achieving our environmental objectives across all our medical humanitarian programmes.

These commitments do not come without challenges. One of our most significant hurdles is to safeguard the core of our operations while ensuring the necessary resources for implementing the different solutions in an increasingly complex and evolving landscape of medical humanitarian needs. Another challenge is to embed these actions into our everyday work, positioning each of us, both individually and collectively, as active contributors to the decarbonisation journey.

[1] *Climate Change 2023: Synthesis Report, IPCC, 2023.*

[2] *Strategic Orientations 2020-2023, MSF OCB.*

[3] *https://climateactionaccelerator.org/*

However, it is by reflecting on how to overcome these challenges that we will pave the way towards a lasting structural transformation. Fulfilling our environmental commitments requires a deep understanding of the balance between individual and institutional needs. It requires fostering a culture of continuous learning and adaptation while building spaces to collaborate and exchange in an equal, inclusive and transversal manner. And this transformative effort must especially consider the realities in the contexts and continents where the impact of climate change will be most acutely felt, and where mobilisation efforts address the intersection of different struggles. We are committed to genuine environmental responsibility. We prioritise transparency over greenwashing, ensuring adequate monitoring systems that will allow us to take measures to align with our commitments and learn along the way.

As the climate crisis accelerates, it has become imperative for MSF, as a medical-humanitarian organization, to collectively engage and commit to addressing this issue. Guided by the Do No Harm principle, we have a profound social responsibility to rethink our way of working and to take resolute action to reduce our environmental impact.

TEJSHRI SHAH,
*DIRECTOR GENERAL*

BENOIT DE GRYSE
*PRESIDENT AD INTERIM*

MSF BELGIUM
MSF BRAZIL
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MSF SWEDEN
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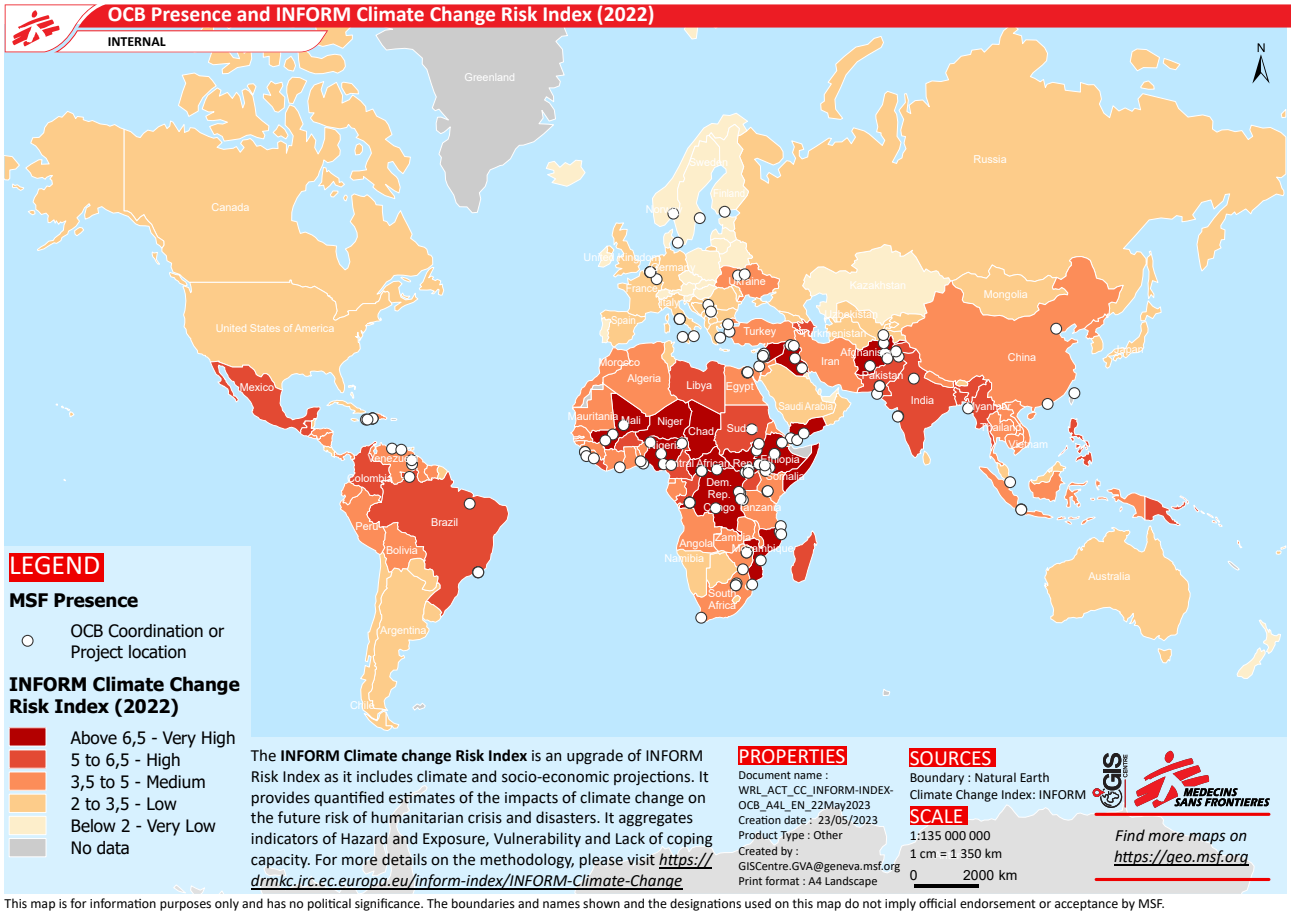
# Climate, Environment and Health (CEH)

## The climate and environmental crisis and their health consequences

The impact of climate change and environmental degradation on health is already evident in many contexts in which MSF provides medical care.[4] The consequences of climate change and environmental degradation constitute a risk multiplier of the vulnerabilities experienced in the contexts in which MSF works (see Figure 1). As the climate crisis accelerates, it has become urgent for MSF, a medical-humanitarian organisation, to collectively engage with this issue. MSF acknowledges the medical and humanitarian consequences of climate change and environmental degradation and its contribution towards it.[5] There is therefore a pressing need to take immediate action.




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.

*Figure 1. OCB Presence and INFORM Climate Change Risk Index. The INFORM Climate Change Risk Index is an upgrade of the INFORM Risk Index, as it includes climate and socio-economic projections. It provides quantified estimates of the impacts of climate change on the future risk of humanitarian crises and disasters. It aggregates indicators of hazard and exposure, vulnerability and lack of coping capacity. See detailed maps in GeoMSF Platform, 2023.*

[4] *See the yearly publication of The Lancet Countdown on health and climate change : https://www.thelancet.com/countdown-health-climate*

[5] *MSF´s 2020 Environmental Pact*

## Snapshot of OCB's[6] journey on CEH

The Climate, Environment and Health (CEH) movement within MSF has become increasingly active and its membership has grown over the past years, and several initiatives have been launched within OCB and across the movement.

**2019**

OCB Motion: Recognizing & acting upon medical & humanitarian emergecy linked to environmental degradation

IGA Motion: A matter of urgency: MSF role, responsibility and capacity regarding the climate, environment and their health consequences

**2020**

Environmental Pact (Associative and Executive authorship & ownership): recognition of the **medical & humanitarian consequences** of climate charge and environmental degradation

Climate, Environment & Health **OCB circle** and **Action Plan**: set of proposals of field-oriented actions to improve our emergency preparedness planning while reducing our environmental-related impacts

**2021**

MSF extended Board of Directors agrees to set a movement-wide carbon reduction target: reducing carbon footprint by at least 50% compared to 2019 levels by 2030.

**2022**

Signature of the Climate and Environment Charter for Humanitarian Organisations

OCB partnership with Climate Action Accelerator

*Figure 2. Major milestones related to CEH within OCB, considering the associative and executive dimensions*

## A comprehensive approach

Acknowledging the challenges and the health consequences of climate change and environmental degradation, and the fact that many of our projects are located in countries in which climate change will have a significant impact (see Figure 1), MSF OCB´s engagement in Climate, Environment, and Health encompasses three pillars:

· **Positioning, Analysis and Advocacy:** including the OCB and MSF position, reflections and debate, networking, to propose research on the medical humanitarian consequences of climate change, and where appropriate use this for public positioning and advocacy.

· **Reducing our environmental footprint:** adapting operational and institutional practices to reduce MSF's overall environmental footprint while maintaining and continually improving the quality of care for patients.

· **Adapting our operational response:** increasing and adapting the humanitarian medical response to include/adapt to the intensified needs caused by climate change and environmental degradation.[7]

[6] *This Roadmap refers to the headquarters located in Brussels (excluding the International Office), as well as all the countries in which MSF OCB has made an expenditure. The partner sections in Denmark, Hong Kong, Italy, Luxemburg, Norway and Sweden, although institutionally attached to MSF OCB, do not appear in OCB's budgets and expenses; these sections are therefore not included in the analysis scope.*

[7] *CEH intersects with several of the already existing projects and Missions across OCB, such as: increased frequency/severity of floodings in South Sudan, South Africa, Mozambique, Pakistan and Brazil; increased frequency/severity of cyclones and floodings in Indonesia; increased malnutrition triggered by decreased rainfall and rodent population vector present in new areas in Nigeria and Benin; shifting malaria patterns in Burundi and DRC; conflict and cholera linked to increased water scarcity in Burundi; and increase in heat-related death and drought in Malawi leading to food insecurity and long recovery times.".*

# Our Environmental Roadmap


This Environmental Roadmap addresses the second pillar, aiming to reduce our environmental footprint and achieve our carbon[8] and environmental degradation reduction targets.

## Our Guiding Principles and Key Commitments

**Four Guiding Principles** will guide the Environmental Roadmap implementation towards achieving our 50% carbon and environmental degradation reduction targets by 2030 :

- We are changing our '**WAY OF BEING**', not our 'reason for being': our reason for being is not changing; **it is and will always remain humanitarian medical action.** What is changing is our **way of working**; adapting strategies and including climate and environment as variables of MSF's action will contribute to: i. adapting our preparedness and response to the increasing climate change and environmental degradation risks; and ii. decreasing our environmental impact.

- CARBON EMISSIONS: We will reduce our greenhouse gas emissions by 50% by 2030, compared to the 2019 baseline, without purchasing carbon offsets..

- PROGRAMMES: we will adapt operational and institutional practices to reduce the environmental footprint of all of our medical humanitarian programmes while maintaining and continually improving the quality of care and following the 'do no harm' principle.

- PEOPLE: we will prioritise environmental awareness among our staff, providing them with opportunities to contribute to the required change and fostering a culture of learning and adaptation. We will create spaces to exchange in an equal, inclusive and transversal manner, and invest in individual and organisational learning and change management, building together the cultural shift, expertise, tools and means to act..

*[8] In this report we use 'carbon emissions' to refer to greenhouse gases (GHG). GHG emissions are expressed in tonnes of CO2 equivalent and are commonly known as 'carbon emissions'.*

Following these guiding principles, some areas require particular efforts due to the scale of the organisational changes they involve. The **Key Commitments** focus on those areas:

**ENERGY**: We will decrease our energy-related carbon emissions by reducing our energy consumption by 30% and replacing 60% of the energy produced by fossil-fuel generators with renewable energy sources (mainly solar) by 2030.

**SUPPLY CHAIN**: By 2030, our supply-chain-related emissions will be reduced by 50% by adding environmental criteria into our sourcing strategies and procurement management and developing a solid collaborative demand and supply planning that will influence the designs of the supply chains of our fields of operations, freight decisions, and supply chain global strategy.

**WASTE**: As of 2027, all of our projects will have effective waste management plans to reduce, recycle and responsibly dispose of waste. The weight of the waste we produce, particularly plastic, will be reduced by 50% by 2030. Correct hazardous waste management will be emphasised in order to reduce environmental degradation.

**TRAVEL**: We will reduce by 30% the mileage related to work-related air travel by 2030 by developing sustainable travel practices and strengthening the responsible travel policy.

**MONITORING**: We will ensure adequate and quality data collection and analysis to follow up the Environmental Roadmap implementation, and institutionalise carbon and waste monitoring from 2024 onwards. We will measure our carbon footprint regularly and take measures to align with our commitments when appropriate.

## A collaborative process: building a Roadmap to meet our climate and environmental goals

This Roadmap is developed in collaboration with Climate Action Accelerator (CAA), a renowned NGO dedicated to assisting organisations in minimising their footprint. Together, and following an extensive internal participatory process, we have charted a course that will guide MSF OCB towards achieving our environmental and climate-related goals by 2030. This journey, driven by collective engagement, has allowed us to define a strategic framework for measuring and reducing our greenhouse gas emissions and impacts related to local environmental degradation.

Throughout the process, our teams have diligently ensured that the solutions considered to reduce our carbon and environmental impact also align with our mission to deliver medical humanitarian assistance to populations at risk. Solutions that could impede our ability to carry out our medical humanitarian action were purposefully excluded. This principle was established as a fundamental cornerstone from the beginning of the process.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# Towards a transformational reduction of our footprint

## Our carbon footprint in 2019[9]

Our footprint is estimated to be 129,000 $tCO_2e$ (metric tonnes of carbon dioxide equivalent).[10] The amount of greenhouse gas emissions MSF OCB was responsible for was calculated and quantified for 2019. This included our headquarters in Brussels, our supply centre in Nairobi, and our activities in the 44 countries in which we worked; it encompassed 10,100 employees and a €407m budget (2019).

The methodology chosen for evaluating the carbon footprint of MSF OCB activities meets international standards, follows the GHG (greenhouse gas) Protocol,[11] and includes 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, uncertainty is fairly high (around 70%[12]). However, it allows us to identify our major sources of emissions and begin taking action to reduce them.

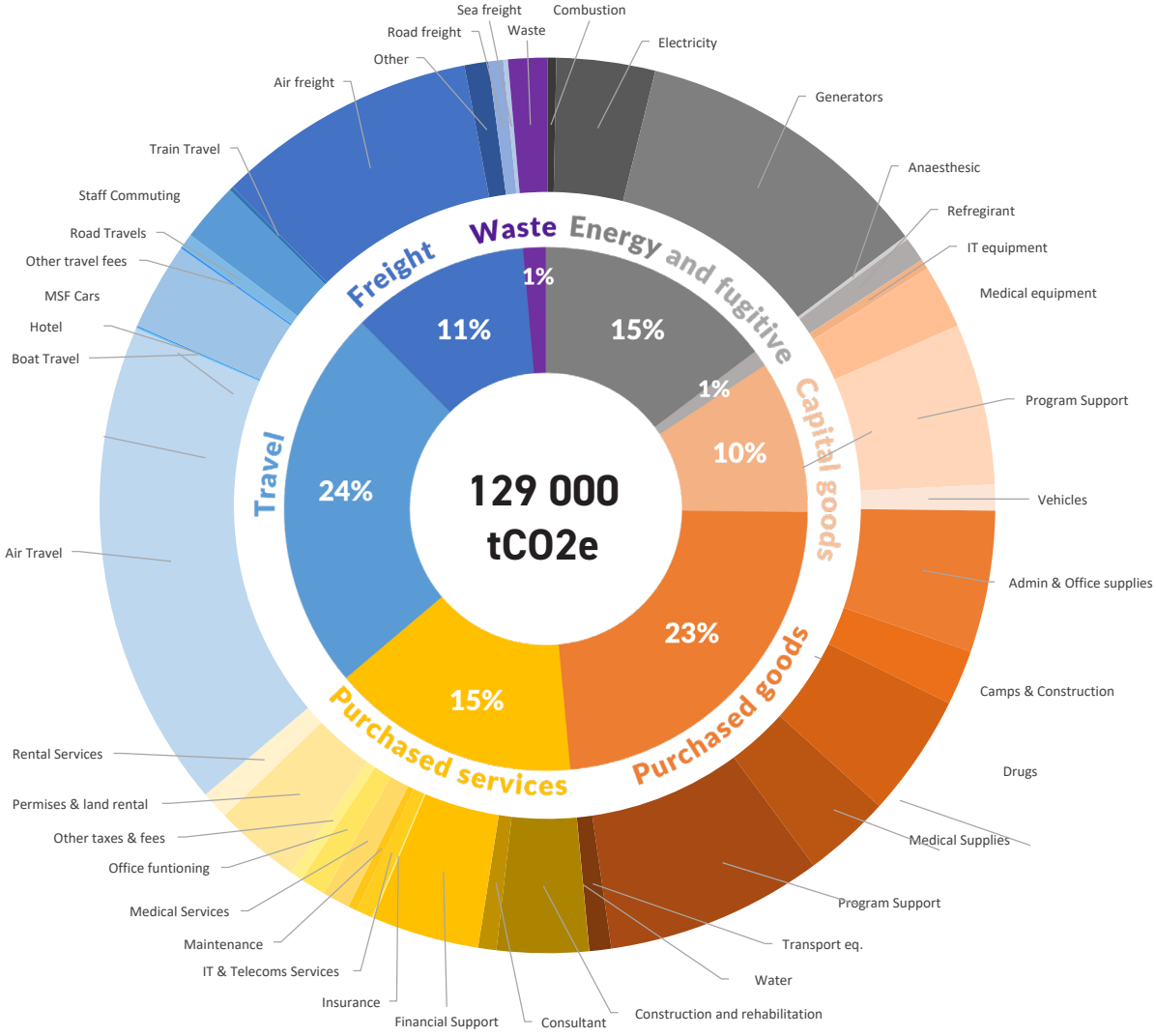


*Figure 3. MSF OCB's 2019 Carbon Footprint (Link to full report)*

*[9] The year 2019 is considered to define a baseline measurement that is not affected by the disruptions related to Covid-19.*

*[10] Throughout this report, tCO2e refers to metric tonnes of CO2.*

*[11] The main objective of a GHG assessment is to give a global overview of an activity with an indicator that is not economic but climatic (greenhouse gas emissions expressed in tonnes of CO2 equivalent). The greenhouse gases and their impacts are defined in the Kyoto Protocol (CO2, CH4, N2O, HFCs, PFCs, SF6). In addition to these gases, a number of so-called 'non-Kyoto' gases, including halocarbons (similar to HFCs and PFCs), are found in air conditioning systems and are considered in the analysis as they are emitted through MSF OCB's activities.*

*[12] We are currently exploring alternative mathematical models to review the uncertainty of the carbon accounting calculations (e.g., IPCC approach).*

## Four key carbon emissions sources represent more than 95% of our total emissions:

Indirect emissions related to the **purchase of goods and services** (including capital goods[13]) needed to keep our organisation running, from medications to pens, and even computers and customs fees. The production of those goods and the performance of those services necessarily emit CO2, and when we buy them from our suppliers, we 'import' them into our own carbon footprint. Altogether, purchases represent 48% of the total footprint; i.e., 62,100 tCO2e.

**Passenger transport** (24% of the footprint; i.e., 30,700 tCO2e), three quarters 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** (15%; i.e., 19,000 tCO2e), with the emissions coming from electricity consumed from the city power and from energy our organisations produce using generators.

**Freight transport**. (14,200 tCO2e; 11% of the footprint), whose emissions come overwhelmingly from air freight (86%), although it represents a smaller share of our shipment tonnage than sea or road freight.

## In smaller proportions, other sources of emissions are:

**Waste treatment** (1,800 tCO2e; 1.4% of the total), mainly during the incineration of waste from our medical activities.

**Fugitive emissions** (1,300 tCO2e; 1% of the total), which are gases that leak from our freezers, refrigerators, and air conditioning systems, as well as some anaesthetic gases (e.g.; isoflurane).

## Our reduction strategy to 2030

To reduce our footprint, we have identified 28 tailored solutions. Together, they are the building blocks of a decarbonisation trajectory that will help us halve our carbon emissions by 2030 and reduce our impact on the local environment. They cover all key areas of our operation: travel, freight, procurement of goods and services, medical practices, energy and construction, waste and local ecosystems, digital and transversal practices. These are presented in detail on pages 11 to 19.

## Our carbon footprint reduction target and trajectory

In a scenario in which neither MSF OCB nor our suppliers or any other actors took any action, our emissions would continue to increase over the next decade in proportion to the growth on our activities: this is the 'no action' scenario curve in the graph below.
In a scenario where only MSF OCB fails to take any specific action to reduce its footprint, but where we would take into account decarbonisation efforts in the industry, in transports etc (the so-called 'structural effects' described below), our emissions would slightly decrease to return to 2021 estimated levels: this is the 'no MSF OCB action' scenario dotted curve. Reducing our emissions by half thus means significantly 'decoupling' the change in emissions from the organisation's growth.

[13] *Capital goods consists of medical equipment, program support equipment such as generators, vehicles and IT related goods.*

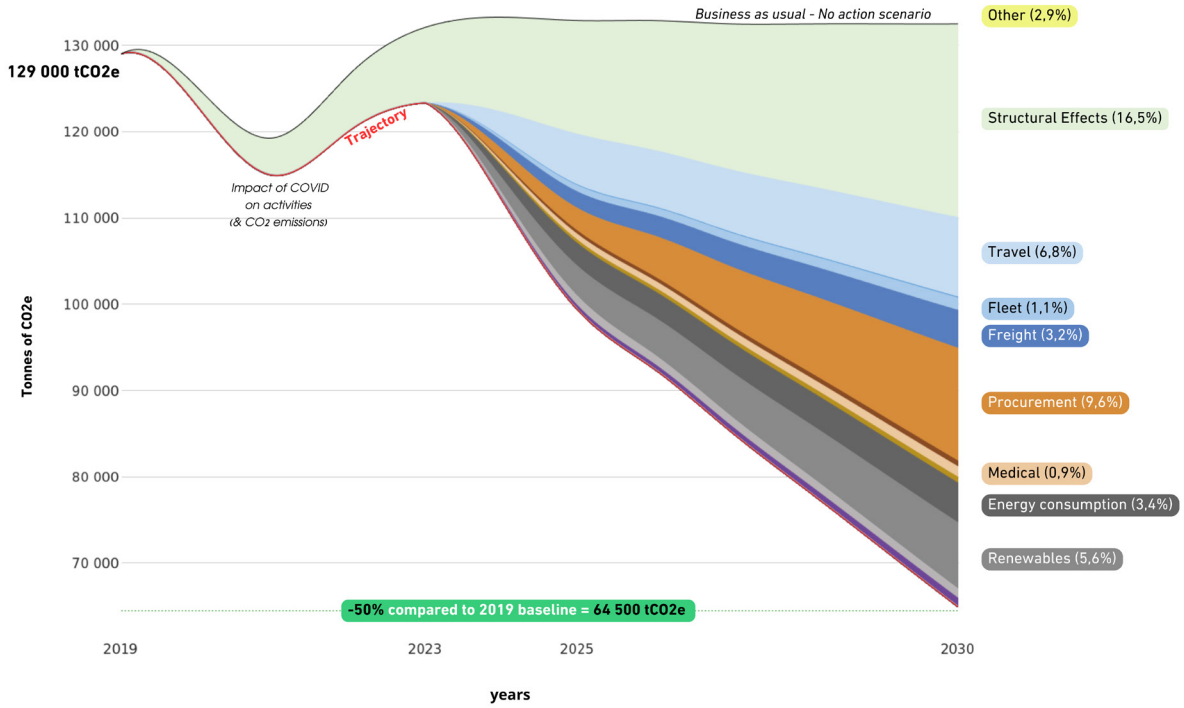


*Figure 4. MSF OCB's decarbonisation trajectory (2019-2030)*

## Our decarbonisation trajectory: 2019-2030

Our 'decarbonisation trajectory' illustrates how different solutions contribute to halving our CO2 emissions by 2030 compared to our baseline emissions in 2019.

This Environmental Roadmap and associated decarbonisation trajectory is not a prediction of the future state of MSF OCB, but a projection of current trends, to enable us to select the most promising environmental actions. We will regularly review the hypothesis, input data and targets behind our decarbonisation trajectory, and continue monitoring its actual GHG emissions to ensure that the work undertaken brings the expected outcomes.

## Opportunities, uncertainties and structural effects

A decarbonisation roadmap, as well as our Environmental Roadmap in a broader sense, extends over a span of several years. Consequently, it inevitably entails certain uncertainties. Factors such as the methodology used for calculating carbon footprints (which is an evolving science), fluctuations in MSF OCB's level of activity, the impacts of national decarbonisation policies, the pace at which photovoltaic technologies are implemented in the regions in which we operate, and other related variables will necessitate periodic adjustments.

### *What are the structural effects?*

Structural effects are included in carbon footprint reduction pathways to consider that, independent of an organisation's individual choices, society as a whole is decarbonising. For example, as a result of technological, infrastructural, 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.

Carbon footprint reduction pathways incorporate structural effects to account for the overall decarbonisation efforts of society, beyond the choices made by an organisation such as MSF OCB. This recognition is crucial because various factors, such as technological advancements, infrastructure improvements, and legislative changes, are influencing the composition of the 'energy mix' used for electricity generation, leading to a shift towards less carbon-intensive sources. Additionally, advancements in energy efficiency are positively impacting emissions from trucks, boats, and planes. Moreover, industries are transitioning to lower-emission production processes.

Structural effects are included when calculating our carbon footprint reduction trajectory. These structural effects – estimated to be -16.5% by 2030 – are added to the calculated emissions reductions expected to result from MSF OCB carbon reduction choices.[14]

[14] *A few examples of structural effects are: electricity from the grid: 1.2% per year (Africa and Middle East region); international sea and air transport: 2% 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.*

# Our solutions by domain

28 solutions will be implemented to reduce both our carbon footprint and local environmental degradation, while maintaining and continually improving the quality of care and following the 'do no harm' principle.

Each solution addresses a specific aspect of the effort to reduce our environmental footprint, amplifying the overall impact when integrated and achieving substantial and lasting reductions in our environmental footprint.









The eight solutions with the greatest reduction in local degradation are identified with a green badge, and the eight with the greatest carbon impact with a blue one. This does not, however, mean that the other solutions are unimportant; all 28 are needed in order to achieve our goals..

# TRAVEL

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Passenger transportation, particularly by air, significantly contributes to CO2 emissions. This is primarily attributed to our operational model, which entails dispatching internationally mobile staff to field projects and employing four-wheel drive vehicles, helicopters or planes for accessing remote areas. Consequently, we have established highly ambitious objectives that necessitate accelerating ongoing large-scale initiatives and equipping our personnel with tools to reduce travel and fuel consumption in their daily practices.

24% of the carbon footprint

30,700 tCO2e in 2019
20,000 tCO2e in 2030

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Reduce work-related air travel**<br>• Further strengthen the responsible travel policy, addressing topics like: field visit optimisation, international meetings within the movement, better management of briefings and debriefings<br>• Optimise training locations and modalities | Reduce mileage related to work-related air travel by 20% by end 2025, and 30% by 2030 |
| **Develop sustainable travelling practices**<br>• Develop tools and levers for employers to facilitate lower-impact choices like: direct flights, train options or alternative airline choices | Reduce air travel by 30% by end 2025 through using companies with less environmental impact, and by 70% by 2030 |
| Optimise car fleet size, composition and movements<br>• Further optimise vehicles usage in the missions where context and security allow it<br>• Train the drivers on eco-driving<br>• Purchase low-emission vehicles whenever possible: purchase the lightest car adapted to the operational needs, easily repairable and with the lowest emissions | Reduce forecasted emissions related to vehicle fuel consumption by 15% by end 2025, and 30% for 2030<br><br>Replace 12% of Landcruiser fleet with lighter cars (10% 4x4 and 2% city cars) by end 2025, and by 30% by 2030 (25% 4x4 and 5% city cars) |
| **Reduce the use of private thermal vehicles in commuting**<br>• Encourage partial remote work, particularly at headquarters<br><br>Promote public transport and sustainable transport in headquarters, and field office when context allows for it | Reduce the number of kms travelled in thermal vehicles by 30% by end 2025, and by 60% by 2030<br><br>Develop a field commuting good practices playbook and implement in 100% of MSF OCB missions by end 2025 |

# FREIGHT

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To optimise the efficiency of our operations, it is necessary to procure a range of products and equipment, often from remote locations, in order to maintain the desired level of quality. However, the transportation of these goods, particularly through air freight, significantly contributes to our carbon footprint. While we have already taken steps to reduce the proportion of air freight in recent years, there is still room for further improvement in this area.

11% of the carbon footprint

14,200 tCO2e in 2019
7,700 tCO2e in 2030

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Reduce air freight and switch from air to sea/road freight through an improved supply chain network and planning**<br><br>• Limit air freight to specific situations (e.g., cold chain) and pure operational emergencies<br>• Reduce stock-outs leading to urgent replenishments (ASAP orders) by air by improving supply-chain planning (e.g., information, forecasting, demand, supply and transport planning, inventory management, product segmentation, etc)<br>• Improve collaborative demand planning to avoid overstock<br>• Change the composition, management, and supply of kits to reduce waste and carbon emissions<br>• Reduce air shipments of backorders<br>• Optimise and consolidate container shipments to the same destination between different OCs<br>• Optimise the supply network to make storage locations closer to use and distribution location<br>• Increase direct deliveries from suppliers to hubs/missions<br>• Put in place a CO2 indicator for transport, and performance management of supply chain department | Reduce air freight versus sea freight and road freight ratio from 32% in 2019 to 27% by end 2025 and 20% in 2030<br><br>Reduce by 10% the t.km unjustified transported by air or qualified 'high priority' resulting from poor planning by end 2025, and by 50% in 2030<br><br>Reduce by 30% the t.km of excess goods bought and transported due to inaccurate forecasting, poor needs estimation and unnecessary orders by end 2025, and by 80% by 2030<br><br>Reduce by 10% t.km of backorders transported by air originally foreseen by sea by end 2025, and by 50% by 2030<br><br>Reduce t.km by airfreight by 2% by end 2025, and by 5% by 2030<br><br>Reduce by 10% the forecasted tonne-kilometres transported by air for emergencies by end 2025, and by 20% by 2030<br><br>Avoid 2% of outbound freight thanks to direct deliveries (outside regional specific purchase) by end 2025, and by 5% by 2030 |
| **Select transport service providers using means and routes with a lower carbon footprint**<br><br>• Include environmental criteria in the selection process | Ensure 20% of t.km freight transported through companies or boats using less emissive fuel by end 2025, and 60% by 2030 |

# PURCHASING

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This comprehensive category, which accounts for approximately half of our emissions, encompasses all procurement of goods and services, excluding energy and transportation. It covers a wide range of items, including, but not limited to, ballpoint pens, medications, computers, and leases. Setting specific goals for this category presents challenges due to the diverse nature of products, services, and suppliers involved, as well as the limited availability of detailed environmental impact information. Nonetheless, considering its significant contribution to carbon emissions and local environmental pollution, our commitment to addressing this category remains resolute.

48% of the carbon footprint

62,100 tCO2e in 2019
29,500 tCO2e in 2030

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Purchase items and services with a lower carbon/environmental footprint[15]**<br>• Request visibility on carbon value and life cycle information<br>• Engage with suppliers about the OCB carbon strategy<br>• Include environmental and social criteria for services and products in the sustainable procurement guideline<br>• Identify lower carbon or lower waste-generating alternatives for key items<br>• Identify and prioritise reconditioned, easily repairable and reusable non-food and non-medical items, where relevant. | Reduce by 5% the projected emissions related to the lifecycle of goods and services purchased by end 2025, and by 30% by 2030 |
| **Reduce number of km made by goods thanks to procurement of locally or regionally produced items[16]**<br>• Prioritise locally or regionally produced items, notably for non-medical products, heavy or large items for which quality can be assured at the same level as international purchase.<br>• Pursue medical supplies identification by European Supply Centers (ESCs) of local or regional opportunities, in line with the agreed quality assurance system and international procurement policy | Reduce the tonne-kilometres transported by air or sea, through regional purchases, by 3% by end 2025, and by 5% by 2030<br><br>Reduce by 3% the tonne-kilometres transported by air or sea, through regional purchases, by end 2025, and by 5% by 2030 |
| **Reduce and optimise the packaging of goods.**<br>• Optimise the packaging and use alternative materials for most important items | Reduce by 2% the t.km transported by end 2025, and by 6% by 2030 |

*[15] An analysis is being done with the European Supply Centrers to identify medical and non-medical items with the highest carbon footprint.*

*[16] An analysis is being conducted together with MSF supply, MSF Logistique and APU, aiming to identify medical and logistical items with the most significant carbon footprint. This analysis will aid in prioritising areas where efforts can be focused.*

# MEDICAL PRACTICES

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Medical products and equipment are of paramount importance in our operations, and, naturally, we have adopted a cautious approach. Our objective is to minimise the quantity of products necessary for our activities and mitigate the potential risks of pollution, all while maintaining and enhancing the quality of care we provide.

11.5% of the carbon footprint[17]

14,900 tCO2e in 2019
6,100 tCO2e in 2030

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Reduce unnecessary provision of medical items and consumables[18]**<br>• Rationalise use of consumables in MSF programmes<br>• Optimise medical equipment ordering, use and maintenance | Reduce the overuse of consumables in MSF programmes by 30% by end 2025, and by 70% by 2030<br><br>Reduce orders of unnecessary medical material in MSF programmes by 30% by end 2025, and by 70% by 2030 |
| **Switch to medical protocols that lead to a reduced environmental impact while maintaining equivalent medical effectiveness**<br>• Identify alternative protocols. Train and inform medical practitioners on updated protocols and their environmental impact | Reduce the volume of purchased and transported medical drugs, consumables and equipment by 2% by 2025, and by 5% by 2030 |
| **Switch to medical materials with a reduced carbon / environmental impact while maintaining equivalent medical effectiveness**<br>• Switch to alternative medical material (when safely possible) | |

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[17] *Includes medical equipment, drugs and consumables as well as the CO2 generated to transport medical goods.*
[18] *Related to overuse of consumables and single use items like gloves, masks, etc. stock discrepancy rates and over-ordering of medical equipment.*


# ENERGY & CONSTRUCTION[19]

Undoubtedly, energy transition stands as a paramount objective in this Roadmap. Initially, we will focus on reducing electricity consumption, followed by a deliberate transition towards renewable energy sources for the remaining energy needs.

21% of the carbon footprint

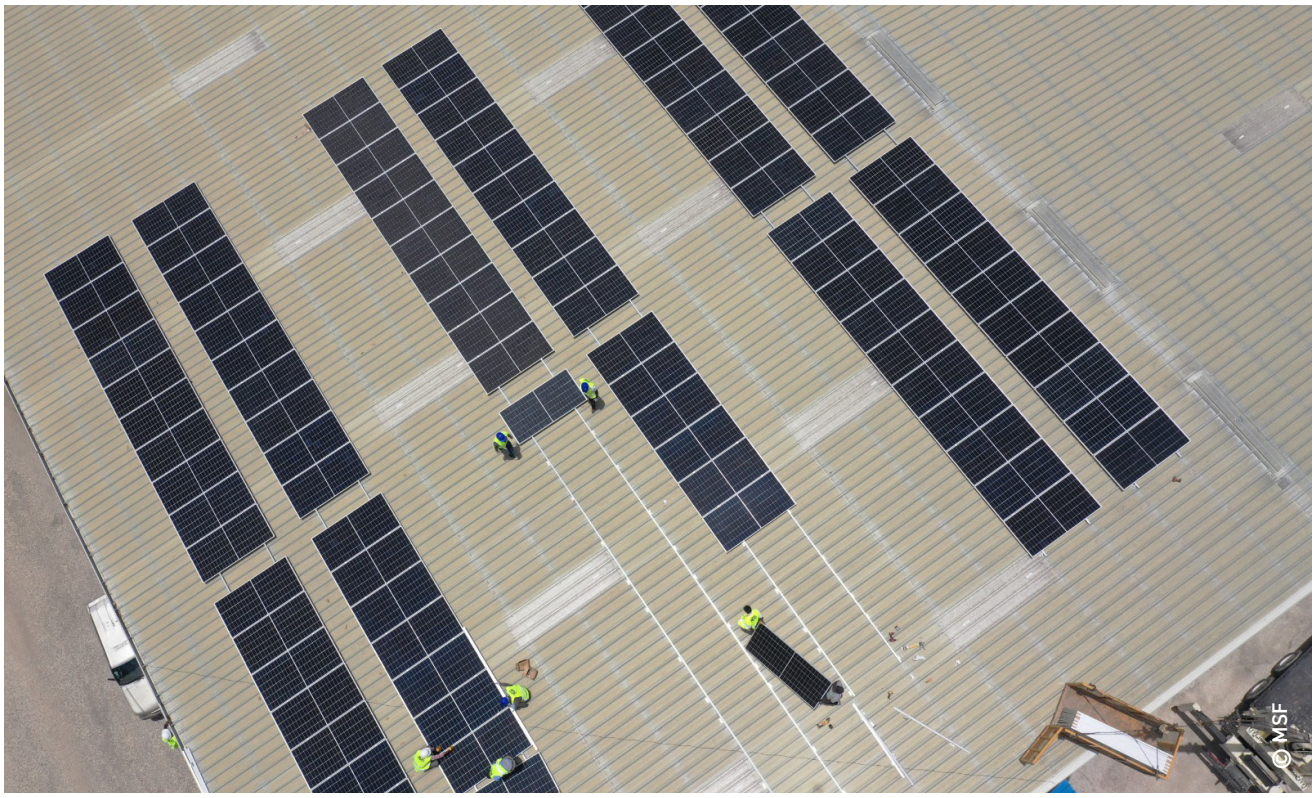
27,000 tCO2e in 2019
9,900 tCO2e in 2030

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Favour constructions with a lower carbon/environmental impact**<br>• Respect construction best practices/standards to encourage sustainable design and appropriate buildings or infrastructure (including local practices and know-how on construction techniques and materials) | Decrease number of works that are redone by 25% by end 2025 and by 50% by 2030 – by respecting construction process and avoiding changing the design after its formal approval<br><br>4% of construction works to be carried out with natural local materials (planned according to local availability) by end 2025, and 10% by 2030<br><br>20% of construction and rehab works to be carried out with materials produced in the region by end 2025, and 50% by 2030 |
| **Reduce the energy consumption of buildings**<br>• Redefine the temperature standards in all buildings<br>• Improve building energy performance via sustainable design and passive measures<br>• Favour low-consumption active measures where applicable | Reduce the forecasted consumption of kilowatt hours by 15% by end 2025, and by 30% by 2030 |
| **Reduce energy consumption and improve efficiency of electric installations**<br>• Monitor electric installations[20] to understand consumption and optimise power set up and usage<br>• Install automated regulation of electric equipment<br>• Purchase energy-efficient equipment<br>• Campaign for and train staff to make responsible choices and behaviour changes in all domains requiring use of energy | |

[19] *Energy and fugitive emissions constitute 16% of OCB's carbon footprint. However, carbon emissions resulting from the proposed energy and construction encompass emissions from construction services and materials and exclude anaesthetic gases, amounting to a cumulative 21% of the total emissions*

[20] *Electric installations also include heating, ventilation and air conditioning (HVAC).*

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Decarbonise electricity and energy production and consumption**<br>• Reduce fossil-fuel-produced and -consumed electricity thanks to renewable resources and appropriate generator sizing<br>• Use solar energy for specific equipment<br>• Produce electricity or energy from waste or from fatal heat<br>• Subscribe to a decarbonated energy supplier for buildings, where possible | 5% of energy consumed from the grid will come from or be replaced by renewable energy sources by end 2025, and 20% by 2030, targeting countries where the CO2/kWh ratio is the highest<br><br>25% of the kilowatt hours produced by fossil fuel generators will be replaced by renewable energy sources by end 2025, and 60% by 2030 |
| **Encourage production, use and distribution of sustainable heat items**<br>• In MSF compounds and programmes use alternatives to charcoal, fossil fuel or wood | Reduce the quantity of charcoal and firewood used in MSF compounds and programmes by 20% by end 2025, and by 60% by 2030 |
| **Reduce emissions linked to gas with high global warming potential**<br>• Purchase AC equipment with lower Global Warming Power (GWP) gas (e.g. R32).<br>• Purchase cold- chain equipment with alternatives to HFC gas (R600).<br>• Ensure responsible commissioning, maintenance, and decommissioning of HVAC equipment<br>• Explore the future potential for gas recycling channels at local, national and regional level | By end 2025, 100% of purchased Air Conditioning equipment will be operated with lower Global Warming Power gas (R32 or better).<br><br>By 2025, 100% of missions actively engage in identification of responsible decommissioning channels for refrigerating equipment. |



# WASTE AND ECOSYSTEMS

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In addressing longstanding field challenges, our Roadmap tackles medical waste and wastewater management. Recognising the limited infrastructure in many intervention contexts, we have taken proactive steps to establish appropriate systems. Notably, we are raising standards and improving equipment while simultaneously reducing waste generation at its source, taking into account the impact on CO2 emissions. Furthermore, this environmental transition requires us to acknowledge the potential harm to local ecosystems caused by resource overexploitation. As a result, we actively identify and mitigate risks, while also contributing to local regeneration efforts.

1.4% of the carbon footprint

1,800 tCO2e in 2019
9,00 tCO2e in 2030

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Prevent and limit negative environmental degradations caused by projects**<br>• Implement the best environmental available techniques economically achievable (BATEA) after environmental impact analysis with regards to environmental degradation of each project | 100% of regular projects will conduct environmental impact assessments (EIA) for the whole project lifecycle by end 2026<br><br>The headquarters and regional offices, all missions and regular projects will have a waste management plan in place, monitor 100% of missions, and be able to quantify and qualify their waste and incorporate the best environmental available techniques economically achievable (BATEA) into their action plan by end 2027 |
| **Put in place waste management plans**<br>• Establish and implement tailor-made waste management plans (WMP) based on in-depth diagnosis and waste segregation in every project | |
| **Avoid and reduce waste generated by MSF activities**<br>• Reduce usage of single-use medical items and favour use of reusable, biodegradable materials<br>• Investigate reusable or biodegradable alternatives to plastic dispensing bags when feasible, in order to reduce usage of single-use plastic dispensing bags<br>• Favour product donations through better anticipation of expiration dates and a strict donation policy<br>• Reduce usage of single-use non-medical items in MSF offices and facilities and favour use of reusable, biodegradable materials | Overall weight of waste will have been reduced by 20% by end 2025, and by 50% by 2030 |
| **Increase local or regional recycling of MSF equipment and waste**<br>• Improve segregating of domestic waste from MSF facilities and evaluate the local waste streams<br>• Promote recycling or repairing of waste electronic and electric equipment (WEEE)<br>• Identify opportunities for local collaboration and livelihood creation | 100% of the projects will have assessed and identified viable recycling streams for their different types of waste (as part of their waste management plan) by end 2025 |

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Limit pollution of land, water and air through improved waste treatment.**<br><br>• Develop sustainable waste destruction systems (e.g., efficient incinerators, pyrolysis, autoclave or microwave with integrated shredder, etc)<br>• Promote responsible outsourced treatment of hazardous waste<br>• Treat and monitor hospital wastewater discharge with best environmental available techniques economically achievable (BATEA) to comply with national and international regulations (e.g., decentralised wastewater treatment systems<br>• Engage in research related to hospital wastewater environmental risk<br>• Promote sustainable and responsible decommissioning of waste electronic and electric equipment and batteries (WEEE) | 20% of missions will have installed or implemented the best environmental available techniques economically achievable (BATEA) to ensure proper destruction and final disposal of all categories of generated waste by end 2025, and 100% by 2030 |
| **Preserve water resources**<br><br>• Implement the best achievable options after quick environmental impact analysis with regards to water resources preservation in each project.<br>• Apply sanitary seal for all boreholes and favour diagnosis and rehabilitation of existing structures over new drilling | 100% of projects will have implemented the best environmental available techniques economically achievable (BATEA) related to water resource management by end 2025<br><br>From 2025 onwards, sanitary seals will be applied to all drilled or rehabilitated boreholes |
| **Regenerate land and soils, protect, and conserve biodiversity**<br><br>• Promote local actions such as tree plantations, gardens in MSF premises, and composting of MSF non-medical organic waste<br>• Deploy specific prevention measures to inform beekeepers and protect beehives | From 2025 onwards, systematically integrate a plantation dimension into construction and rehabilitation projects.<br><br>From 2025 onwards, systematically implement prevention measures towards beekeepers and biodiversity during vector control activities |

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# DIGITAL & TRANSVERSAL PRACTICES

## DIGITAL

The global influence of digital technology is expanding, encompassing climate implications as well as pollution resulting from raw material extraction and end-of-life equipment processing. As this impact continues to grow, it is crucial for us to promptly adopt responsible practices to mitigate these effects.

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Rationalise the amount of data storage and transfer**<br>• Optimise growth data use and storage via 'cold data storage' policies and regular deletion | The available volume of online data storage will be reduced by 90% (OneDrive, from 1 TBto 100 GB ) to 80% (mails, from 100 GB to 20 GB by 2030 |
| **Reduce the carbon intensity related to digital equipment**<br>• Expand the lifecycle of IT and telecom equipment and reduce turnover rate<br>• Enable staff to mutualise personal and professional equipment when relevant<br>• Purchase locally and easily reparable equipment, and repair locally<br>• Switch to a contract option with the service provider of data storage services that has a lower carbon footprint | Increase the lifespan of IT equipment by 50% by end 2025<br><br>The total number of phones provided by HQ will be reduced by 20% by end 2025, and by 80% by 2030 |

## TRANSVERSAL PRACTICES

Active participation from all staff members is crucial in our environmental endeavours, as everyone has a role to fulfil. The solutions within this category aim to empower everyone to contribute uniquely to our environmental goals.

| SOLUTIONS | TARGET SCENARIO |
|---|---|
| **Promote good office practices and responsible behaviour**<br>• Produce a HQ good office/facility practices playbook<br>• Produce a FIELD good office/facility practices playbook | From 2025, develop and deploy a facility good practices playbook in all offices and facilities of the organisation, including eliminating single-use plastic from all office buildings |

# Co-benefits


In addition to their positive impact on carbon emissions and the environment, these solutions offer significant co-benefits, including:

- **Increased energy independence**: by reducing dependency on fossil fuels, we increase the resilience and adaptability of MSF OCB in times of volatile energy availability and pricing. This shift ensures more predictable energy costs, minimising the risk of energy price inflation and its adverse impact on our operational budgets.

- **Strengthened supply chain resilience**: Emphasising the use of locally produced and quality-assured items boosts the resilience of our supply chain in a world prone to frequent disruptive events. As supplies become scarcer, relying more on local sources mitigates potential disruptions and limitations in global supply chains.

- **Improved resource efficiency**: implementing these solutions involves better planning, enhanced human resource management and improved supply chain coordination, leading to more efficient resource utilisation within MSF OCB. This optimisation ensures the optimal allocation and use of resources, making our operations more efficient overall.

# Our levers of transformation

The climate and Environmental Roadmap commits us to transforming our ways of working by 2030. To that end, we need to meet several internal and external conditions in order to achieve our goals.

### Leadership

Our commitment to climate action is resolute and deeply anchored within our organisation. It aims towards achieving ambitious outcomes, and involves the active participation of our entire organisation and its members. The Roadmap's implementation is driven by MSF OCB's leadership, who will provide regular updates on its progress and mobilise the necessary resources to drive change.

### Transversality

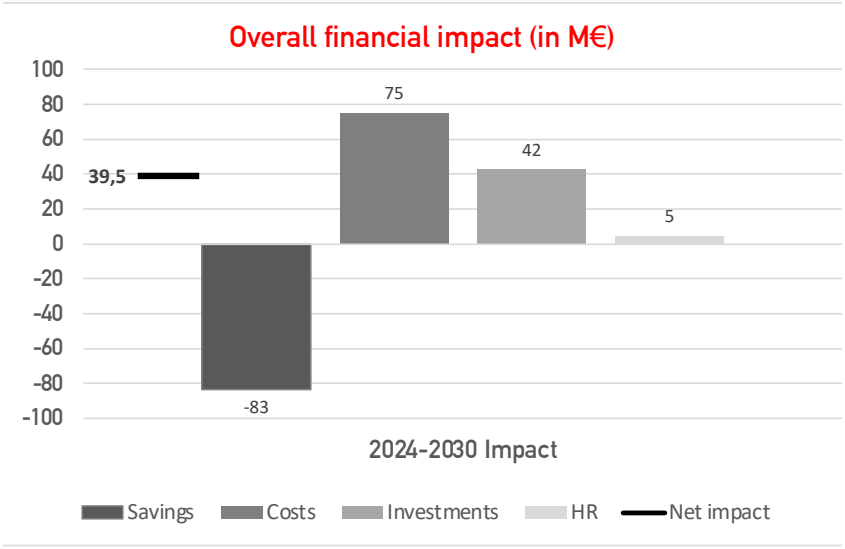
We will harmonise and consolidate the different environmental solutions, identifying shared challenges and potential synergies across departments and units to maximise their transversal effectiveness and collective impact.

### Individual and organisational efforts

In order to fulfil our environmental commitments, we will strive to raise awareness and foster a deep understanding of the balance between individual and organisational needs. We will emphasise the importance of cross-functional collaboration as a means to accomplish both institutional and individual objectives effectively.

## Mobilising resources

Over the next seven years (2024-2030), our initial cost estimate for implementing the carbon reduction component of the Roadmap indicates a net financial impact of €40m, which means that we will need to spend an average of 1.1% of our total annual budget each year. Investments and running costs, including HR, might represent a total of €123m over seven years, while deploying certain solutions, particularly in transport and energy, will also generate savings up to around €83m.[21]




## Accountability

At the core of our commitment is accountability. We will integrate environmental commitments and the means to achieve them into the operational and departmental programming cycle. To anchor the environmental transition in the workings of our associative life, we will provide regular updates on the implementation of our roadmap at each General Assembly and add a specific section to our annual report. This transparent and accountable approach will empower every employee, association member, and donor to assess the advancements made and the steadfastness of our commitment.

## Influencing our peers

Driven by our social responsibility, we are committed to inspiring, mobilising, and influencing our peers and operational partners to embrace the essential environmental changes that lie ahead. We will publish and share our results and challenges with our humanitarian counterparts fostering a culture of transparency among our humanitarian peers, and nurturing a spirit of collective intelligence.


[21] *Estimates are intended to calculate an approximate total cost to implement the Environmental Roadmap. They do not represent a committed budget with detailed allocations and year-by-year commitments.*

# Assembling the means for success

### Our priority solutions

Over 90% of the emissions reduction goal over the next seven years relies on only seven main climate solutions. Alongside these priority solutions for carbon reduction, an additional eight solutions are considered critical in reducing local environmental degradation resulting from our field activities. Highlighting priority solutions indicates those without which it would be almost impossible to reach the -50% target.

It also allows for a gradual and phased implementation of the Roadmap, focusing on a progressive upgrading of the different solutions.

A specific investment and project management effort will take place over the 2024-2027 period to accelerate the deployment of these key solutions through concrete projects.

## Seven key solutions for carbon reduction

**28%**
Environmental criteria for purchases

**17%**
Renewable energy deployment

**7%**
Air Freight reduction

**2%**
Reduce overuse of medical supplies

**21%**
Trave less and travel better

**12%**
Energy consumption and thermal efficiency of buildingd

**3%**
Fleet size composition and movements

**11%**
Others

*% represent the proportion of carbon avoided by the solution compared to the total carbon avoided by all solutions*

## Eight key solutions to reduce environmental degradation

- Review of protocols
- Reduce overuse of medical suppliers
- Re-use and recycle
- Waste management plans
- Environmental criteria for purchases
- Avoid and reduce waste
- Best available techniques for waste elimination
- Environmental impact analysis

## Expected outcomes and means

| EXPECTED OUTCOMES | MEANS |
|---|---|
| **Measurement**: Measure the organisation's carbon emissions and the quantity and type of waste produced | Measuring and monitoring systems for carbon emissions and waste are in place for the entire organisation |
| **Project management**: Ensure steering, monitoring and reporting on the commitments and projects identified in the Roadmap | A CEH Coordinator and Steering Committee are in place |
| **Accountability**: Integrate environmental commitments and the means to achieve them into the operational and departmental programming cycle | A monitoring framework is established to include progress follow-up of the Roadmap |
| **Responsibility**: Integrate environmental responsibility into the job profiles of all staff | All new MSF OCB contracts include a clause relating to CEH commitments |
| **Competencies**: Integrate essential technical expertise within the organisation and empower staff to effectively implement OCB's environmental commitments at individual and institutional level | Essential learning and development opportunities are provided for all staff |
| **Procedures and policies**: Incorporate the levers to achieve the expected outcomes of the Roadmap in all relevant departmental policies and procedures | Policies and procedures are reviewed to support the achievement of the corresponding expected outcomes |

# Acknowledgements


## MSF OCB

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

## Climate Action Accelerator

We would like to thank the entire team for their support in crafting this Roadmap. Special recognition to those members who have dedicated efforts to collecting data, calculating footprints, envisioning the pathway, proposing solutions, and producing the content presented. Together, we have taken a significant step forward on our journey towards reducing our carbon and environmental impact.

## Under the direction of:

Jehan BSEISO, Deputy General Director, MSF OCB
Bruno JOCHUM, Executive Director, Climate Action Accelerator
Maria TEN PALOMARES, Climate, Environment & Health Programme Manager, MSF OCB
Cédric MARTIN, Programme Manager, Climate Action Accelerator


## About Médecins Sans Frontières OCB – Operational Centre Brussels

Médecins Sans Frontières (Doctors without Borders) is an international, independent medical humanitarian organisation providing medical assistance to people affected by conflict, epidemics, disasters, or exclusion from healthcare. Since its creation in 1980, MSF Operational Centre Brussels has grown considerably, and is today supporting more than 100 humanitarian projects in over 40 different countries. MSF OCB has committed to reduce its carbon emissions following the decision of the entire MSF movement in 2020 to reduce the environmental impact of its emergency medical projects by adopting an environmental pact.

## 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.

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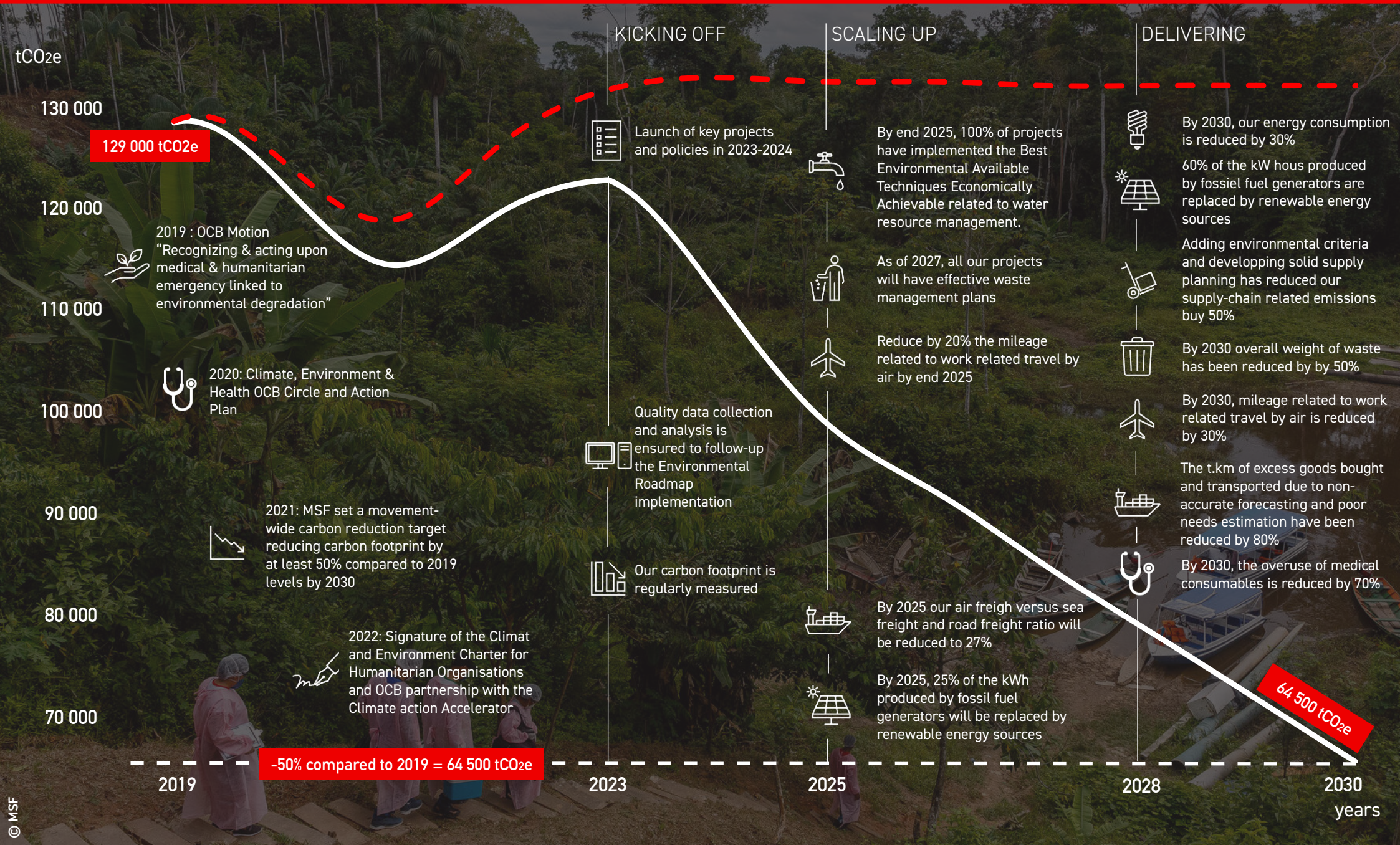
# Our Environmental Roadmap in a nutshell

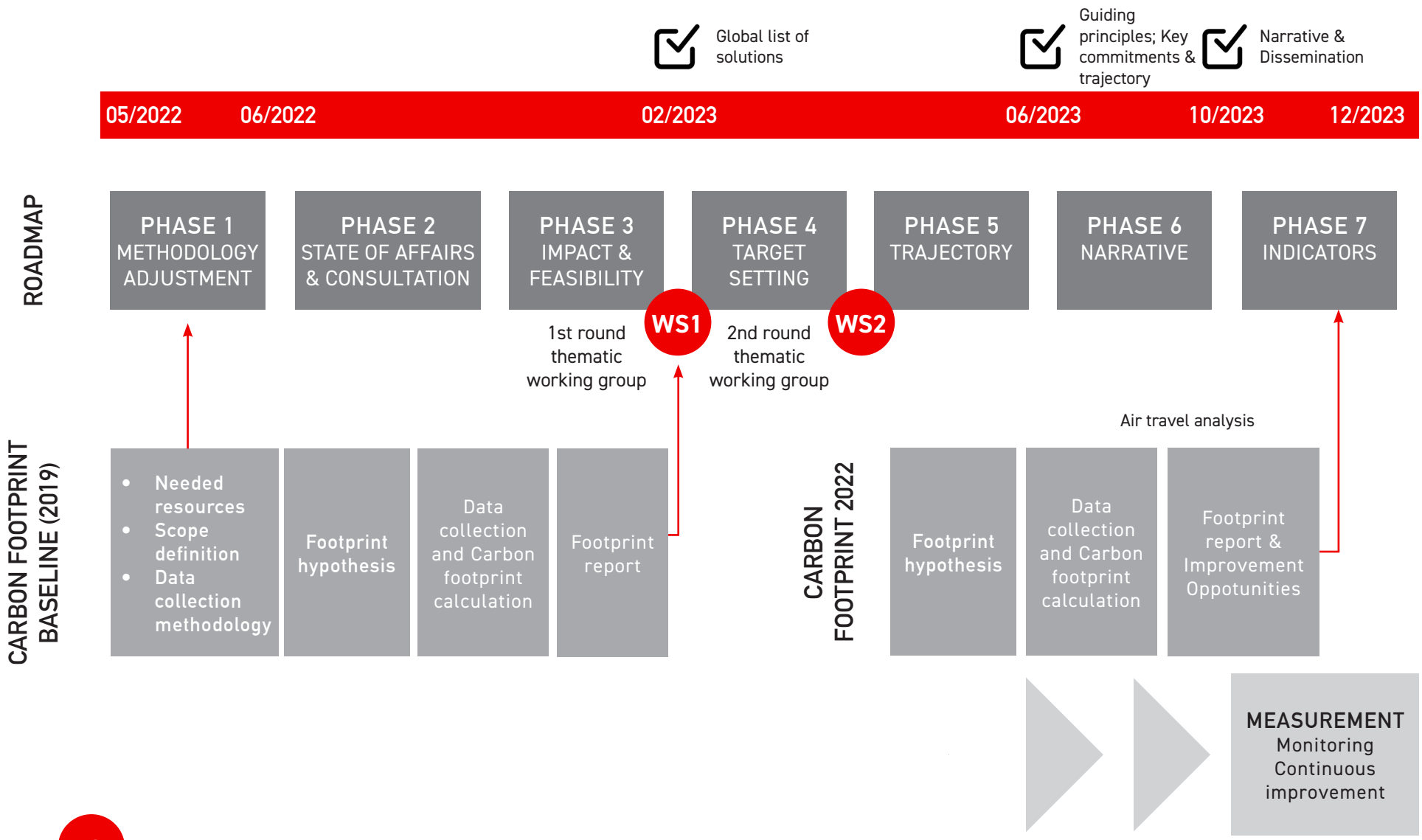


# High-level indicators

## MEASURING OUR COMMITMENTS

| | 2019 | 2025 | 2030 | % 2030 |
|---|---|---|---|---|
| EMISSIONS | 129,000 tCO2e | 99,000 tCO2e | 64,500 tCO2e | -50% |
| PROGRAMMES | N/A | All mission's plans of action include environmental footprint mitigation actions | | 100% |
| PEOPLE | N/A | Essential learning and development opportunities are provided for target staff | | Continuous |
| ENERGY CONSUMPTION | 19.7 GWh | 16.8 GWh | 13.8 GWh | -30% |
| ENERGY GENERATORS | 12.7 GWh | Less than 8.4 GWh | Less than 3.7 GWh | -60% |
| SOLAR ENERGY | N/A | More than 1,400 kWp installed | More than 4,500 kWp installed | N/A |
| SUPPLY CHAIN | 76,600 tCO2e | 60,000 tCO2e | 37,200 tCO2 | -50% |
| WASTE | 5,000 t | 4,000 t | 2,500 t | -50% |
| TRAVEL | 110 million passenger-kilometers | 85 million passenger-kilometers | 75 million passenger-kilometers | -30% |

# Methodology



# Table of all solutions, actions & commitments

The solutions with the greatest reduction in environmental 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.

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Travel** | | |
| **Reduce work related air travel** | | |
|  | • Further strengthen the responsible travel policy addressing topics like field visits (from HQ, Regional Hubs, Coord), briefings / debriefings and promoting online international meetings within the movement<br>• Review trainings location choices and modalities(on-line vs in-person) | Reduce by 20% the mileage related to business travel by air by end 2025 and 40% by 2030 |
| **Develop sustainable traveling practices** | | |
|  | • Develop tools and levers to facilitate employees to make travel choices with a lower impact (ex: direct flights, train alternatives, choice of aircraft and airline) | End 2025, 30% of air travel is ensured through compagnies with less environmental impact and 70% by 2030 |
| **Reduce the use of private thermal vehicles in commuting** | | |
|  | • Encourage part-time remote working for HQ staff.<br>• Promote public transport and soft mobility in HQ offices<br>• Promote public transport and soft mobility in all field offices where the security context allows it. | By 2025, reduce the number of km with thermal vehicles by 30%, and 60% by 2030.<br>By end 2025, a field commuting good practices playbook is developped and implemented in 100% of MSF OCB missions. |
| **Optimize car fleet size, composition and movements** | | |
|  | • Further optimise vehicles usage in the missions where context and security allows it.<br>• Train drivers on eco-driving.<br>• Purchase the lowest emission vehicules adapted to the need and reflect on future standard vehicles. | Reduce by 15% the forecasted emissions related to vehicle fuel consumption by end 2025 and 30% for 2030.<br>By end 2025, 12% of the Landcruiser fleet is replaced by lighter cars (10% 4x4 and 2%city cars) and 30% by 2030 ( 25% 4x4 and 5% city cars) |

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Freight** | | |
| **Reduce air freight and switch from air to sea/road freight through an improved supply chain network and planning.** | | |
|  | • Limit air freight to cold chain, narcotics, short-shelf life products, absence of critical volume that prevents sea freight, specific contexts and pure operational emergencies (this excludes the emergency related to bad forecasting).<br>• Reduce stock-outs leading to urgent replenishments (ASAP orders) by air by improving supply chain planning (information, forecasting, demand, supply and transport planning, inventory management, product segmentation…).<br>• Improve collaborative demand planning to avoid overstock situation leading to losses (expired products, forced donations) or sleeping stocks.<br>• Change the composition, management, and supply of kits through an assessment of opportunities related to waste and carbon reductions.<br>• Reduce air shipments of backorders (remaining order lines that are not available to meet the requested delivery date)<br>• Optimize and consolidate container shipments to the same destination between different OCs using a single ESC per country in order to limit air freight due to insufficient volume.<br>• Optimise the supply network to make storage locations closer to use and distribution locations, including preposition of goods at suppliers facilities.<br>• Increase direct deliveries from suppliers to hubs/missions.<br>• Put in place a CO2 indicator for transport and include it as an indicator in performance management of supply chain department. | Reduce air freight versus sea freight and road freight ratio from 32% in 2019 to 27% end 2025 and 20% in 2030.<br><br>End 2025, reduce by 10% the t.km unjustified transported by air or qualified “high priority” resulting from poor planning and 50% in 2030<br><br>Reduce by 30% the t.km of excess goods bought and transported due to non accurate forecasting, poor needs estimation and unnecessary orders by end 2025, and 80% by 2030<br><br>Reduce by 10% t.km of backorders transported by air originally foreseen by sea by end 2025 and 50% by 2030.<br><br>Reduce t.km by airfreight by 2% by end 2025 and by 5% by 2030<br><br>End 2025, reduce by 10% of the forecasted tonne-kilometres transported by air for emergencies and 20% in 2030<br><br>End 2025, 2% of outbound freight is avoided thanks to direct deliveries (outside regional specific purchase) and 5% in 2030. |
| **Select transport service providers using means and routes with a lower carbon footprint** | | |
| | • Include environmental criteria into the selection process of transport service providers. | By end 2025 20% of t.km freight is ensured through companies or boats using less emissive fuel, and 60% by 2030. |

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Purchasing** | | |
| **Purchase items and services with a lower carbon / environmental footprint** | | |
|  | • Request visibility on carbon value and life cycle information, notably for international orders, to allow for better informed orders on relevant items.<br>• Engage with suppliers about the OCB carbon strategy and invite them to work on the decarbonisation of their production or services. Favor those with a lower carbon and environmental impact.<br>• Include environmental and social criteria for services and products in the sustainable procurement guideline to be developed in line with the global procurement policy.<br>• Identify lower carbon or lower waste generating alternatives for key items (in terms of quantity, weight, emission factors), including replacement of (single-use) plastic items.<br>• Identify and prioritise reconditionned, easily repairable and reusable non-food and non-medical items, where relevant. | Reduce by 5% by end 2025 the projected emissions related to the life cycle of goods and services purchased and by 30% by 2030 |
| **Reduce number of km made by goods thanks to procurement of locally or regionally produced items.** | | |
| | • Prioritise locally or regionally produced items, notably for non-medical products, heavy or large items for which quality can be assured at the same level as international purchase.<br>• Pursue medical supplies identification by ESCs of local or regional opportunities, in line with agreed quality assurance system and international procurement policy, in order to organize direct delivery from supplier/manufacturer | Reduce by 3% by end 2025 and 5% by 2030 the tonne-kilometres transported by air or sea, through regional purchases. |
| **Reduce and optimise the packaging of goods.** | | |
| | • Optimise the packaging and use alternative materials for most important items. | Reduce by 2% the t.km transported by end 2025 and 6% by 2030 |
| **Medical** | | |
| **Reduce unnecessary provision of medical items and consumables** | | |
|  | • Rationalise use of consumables in MSF programmes<br>• Optimize medical equipment ordering, use and maintenance | Reduce by 30% by end of 2025 and by 70% by 2030 the overuse of consumables in MSF programmes.<br><br>Reduce by 30% by end of 2025 and by 70% by 2030 orders of unnecessary medical material in MSF programmes |

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Medical** | | |
| **Switch to medical protocols that lead to a reduced environmental impact whilst maintaining equivalent medical effectiveness** | | |
|  | • Identify alternative protocols. Train and inform medical practitioners on updated protocols and their environmental impact (protocols with less consumables and drugs, alternative conditioning, limited local polutions…) | Reduce by 2% the volume of purchased and transported medical drugs, consumables and equipment by 2025 and by 5% by 2030 |
| **Switch to medical materials with a reduced carbon / environmental impact whilst maintaining equivalent medical effectiveness** | | |
| | • Switch to alternative medical material (when safely possible) like the use of recycled plastic items, anesthetic gas and inhalers with less global warming potential… | Reduce by 2% the volume of purchased and transported medical drugs, consumables and equipment by 2025 and by 5% by 2030 |
| **Energy & Construction** | | |
| **Favor constructions with a lower carbon / environmental impact** | | |
| | • Respect construction best practices/standards to encourage sustainable design and appropriate buildings or infrastructure (including construction techniques and materials) | Decrease works that are redone by 25% by end of 2025 and 50% by 2030 - by respecting construction process and avoid changing the design after its formal approval.<br><br>By end 2025, 4% of construction works are done with natural local materials (planned according to local availability) and 10% by 2030.<br><br>By end 2025, 20% of construction and rehab works are done with materials produced in the region and 50% by 2030. |
| **Reduce the energy consumption of buildings** | | |
| | • Redefine temperature standards in offices, guesthouses, medical facilities and pharmacies and restrict cooling inside pharmacies only to items needing it.<br>• Improve energy performance of the buildings through sustainable design, passive measures, including insulation and low carbon emissions materials, tree plantations and preservation of natural spaces.<br>• Favor low consumption active measures where applicable (alternative to AC: Air cooler, fans,…). | Reduce the forecasted consumption of kilowatts-hours by 15% by end 2025, and by 30% by 2030. |
| **Reduce energy consumption and improve efficiency of electric installations** | | |
|  | • Monitor electric installations to understand consumption and optimise power set up and usage<br>• Install automated regulation of electric equipment (ex: motion sensors, thermostats)<br>• Purchase energy efficient equipment (AC, heaters, light appliances…)<br>• Campaign for and train staff to make responsible choices and behavior changes in all domains requiring use of energy: program and activity design, equipment ordering, facility management, daily office usage of equipment. | Reduce the forecasted consumption of kilowatts-hours by 15% by end 2025, and by 30% by 2030. |

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Energy & Construction** | | |
| **Decarbonize electricity & energy production and consumption** | | |
|  | • Reduce fossil fuel produced and consumed electricity thanks to renewable resources and appropriate generators sizing.<br>• Use solar energy for specific equipment (hotwater production, water pumps for boreholes…)<br>• Produce electricity or energy from waste or from fatal heat (co-generation installed on incinerators or generators, methanisation…)<br>• Subscribe to a decarbonated energy supplier for buildings, where possible | End 2025 5% of energy consumed from the grid will come from, or be replaced by renewable energy sources and 20% by 2030 targetting countries where the CO2/kWh ratio is the highest.<br><br>End 2025, 25% of the kilowatts-hours produced by fossil fuel generators will be replaced by renewable energy sources and 60% by 2030. |
| **Encourage production, usage and distribution of sustainable heat items** | | |
| | • In MSF compounds and programmes use alternatives to charcoal, fossil fuel or wood in using or in distribution of heat production items (e.g. biochar briquettes) | Reduce by 20% the quantity of charcoal and firewood used in MSF compounds and programmes by 2025 and 60% by 2030 |
| **Reduce emissions linked to gas with high global warming potential** | | |
| | • Purchase AC equipment with lower Global Warming Power (GWP) gas (e.g. R32).<br>• Purchase cold chain equipment with alternatives to HFC gas (R600).<br>• Ensure responsible commissioning, maintenance, decommissioning of HVAC equipment<br>• Explore the future potential for gas recycling channels at local, national and regional level | By end 2025, 100% of purchased Air Conditionning equipment will be operated with lower Global Warming Power gas (R32 or better).<br><br>By 2025, 100% of missions actively engage in identification of responsible decommissioning channels for refrigerating equipment. |
| **Waste & Ecosystems** | | |
| **Prevent and limit negative environmental degradations caused by projects** | | |
|  | • Implement the Best Environmental Available Techniques Economically Achievable (BATEA) after environmental impact analysis with regards to environmental degradation of each project. | By end 2026, 100% of regular projects conduct environmental impact assessments (EIA) for the whole project lifecycle |
| **Put in place waste management plans** | | |
|  | • Establish and implement tailor-made Waste Management Plans (WMP) based on in-depth diagnosis and waste segregation in every project. Mutualize management efforts amongst OCs to reduce environmental degradations. | By end 2027, the headquarters and regional offices, all missions and regular projects will have a waste management plan in place, 100% of missions monitor and are able to quantify and qualify their waste and incorporate the Best Environmental Available Techniques Economically Achievable (BATEA) into their action plan. |

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Waste & Ecosystems** | | |
| **Avoid and reduce waste generated by MSF activities** | | |
|  | • Reduce usage of single use medical items and favor use of reusable, biodegradable material<br>• Investigate reusable or biodegradable alternatives to plastic dispensing bags when feasible in order to reduce use of single use plastic dispensing bags.<br>• Favor products donations through better anticipation of expiration dates and a strict donation policy<br>• Subscribe to a decarbonated energy supplier for buildings, where possible<br>• Reduce usage of single use non-medical items in MSF offices and facilities and favor use of reusable, biodegradable material | End 2025, overall weight of waste has been reduced by 20% and by 50% by 2030. |
| **Increase local or regional recycling of MSF equipment and waste** | | |
|  | • Improve segregating of domestic waste from MSF facilities and evaluate the local waste streams<br>• Promote recycling or repairing electronic and electric equipment (WEEE)<br>• Identify opportunities for local collaboration and livelihood creation. | By the end 2025, 100% of the projects have assessed and identified viable recycling streams for their different type of waste (as part of their waste management plan). |
| **Limit pollution of land, water and air through improved waste treatment.** | | |
|  | • Develop sustainable waste destruction systems (e.g. efficient incinerators, pyrolisis, autoclave or microwave with integrated shreder…)<br>• Promote responsible outsourced treatment of hazardous waste.<br>• Treat and monitor hospital wastewaters discharge with Best Environmental Available Techniques Economically Achievable to comply with national and international regulations<br>• Engage into research related to hospital wastewaters environmental risk (antibio-resistance, bio-accumulation of chemical compounds…)<br>• Promote sustainable and responsible decomissioning of electronic and electric equipment and batteries (WEEE) | By the end of 2025, 20% of missions have installed or implemented the Best Environmental Available Techniques Economically Achievable (BATEA) to ensure proper destruction and final disposal of all categories of generated waste and 100% by 2030. |
| **Preserve water resources** | | |
| | • Implement the best achievable options after quick environmental impact analysis with regards to water resources preservation in each project.<br>• Apply sanitary seal for all boreholes and favor diagnosis and rehabilitation of existing structures over new drilling | By end 2025, 100% of projects have implemented the Best Environmental Available Techniques Economically Achievable (BATEA) related to water resource management.<br>From 2025, sanitary seals are applied to all drilled or rehabilitated boreholes |
| **Regenerate land and soils, protect, and conserve biodiversity** | | |
| | • Promote local actions such as tree plantations, gardens in MSF premises and composting of MSF non medical organic waste, and further actions.<br>• Deploy specific prevention measures to inform beekeepers and protect bee hives before vector control activities and campaigns. | From 2025, systematically integrate a plantation dimension into construction and rehabilitation projects.<br>From 2025, systematically implement prevention measures towards beekeepers and biodiversity during vector control activities |

| SOLUTIONS | ACTIONS | COMMITMENTS |
|---|---|---|
| **Digital** | | |
| | **Rationalize amount of data storage and transfer** | |
| | • Optimise growth of data usage and storage with “cold storage policies”, introduction of restrictive policies (quotas) and regular deletion of unused data. | The available volume of online data storage is reduced by 90% (OneDrive, from 1To to 100Go ), 80% (Mails, from 100 Go to 20 Go) by 2030 |
| | **Reduce carbon intensity related to digital equipment** | |
| | • Increase the lifespan of IT and telecom equipment and reduce turnover rate of digital equipment.<br>• Enable and incentivise staff to use personal equipment for professional purposes.<br>• Purchase easily repairable equipment and repair locally.<br>• Switch to a contract option with the service provider of data storage services that has a lower carbon footprint as the current contract by 2025, or sooner if available. | Increase the lifespan of IT equipment by 50% at the end of 2025. |
| **Transversal** | | |
| | **Promote good office practices and responsible behavior** | |
| | • Produce a HQ good office/facility practices playbook allowing staff to implement key measures in the following areas: energy and resources consumption, waste management, office procurement, food catering… | From 2025, develop and deploy a facility good practices playbook in all offices and facilities of the organisation, incl. eliminating single-use plastic from all office buildings |
| | • Produce a FIELD good office/facility practices playbook allowing staff to implement key measures in the following areas: energy and resources consumption, waste management, office procurement, food catering… | From 2025, develop and systematically deploy a facility good practices playbook in all offices and facilities of the organisation, including eliminating single-use plastic from all office buildings |