CLIMATE AND ENVIRONMENT ROADMAP FOR MSF SUPPLY CENTRES

Reducing the carbon footprint of MSF Logistique and MSF Supply by 50% by 2030

MSF LOGISTIQUE

Climate Action Accelerator

MSF Supply

September 2024

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FOREWORD

For more than 30 years, MSF Logistique and MSF Supply have been providing supplies and logistical support to MSF missions and other humanitarian organisations.

Among the partners' missions, interventions following natural disasters or exceptional climate events have multiplied. Globally, the last eight years have been the hottest ever recorded. Around the world, the effects of climate change are already being felt: more frequent and intense heat waves, droughts, floods, cyclones, hurricanes and violent fires. And the communities that have historically contributed the least to current climate change are now the most affected. These communities are largely the population whom MSF supports.

The environmental emergency is therefore one of the greatest challenges facing our planet today. As members of the MSF movement, we, MSF Logistique and MSF Supply, have a responsibility to act and take an active role in the fight against climate change. Integrated into the commitment made by the MSF movement and in line with the objectives of the climate and environment roadmaps of the various operational centres, our roadmap aims to reduce our carbon emissions by 50% by 2030 and reduce our environmental footprint.

This roadmap is the result of several months of reflection, analysis and consultations common to the two ESCs (European Supply Centres) in the framework of a partnership with the Climate Action Accelerator (CAA) organisation, and complements the roadmaps of the operational centres. It reflects our determination to be a responsible and proactive player in the fight against climate change.

It is structured along three main lines:

- The first concerns our activities and more particularly the purchasing and transport of goods;
- The second concerns our operating structures;
- The third concerns the Air Operations Unit attached to MSF Logistique.

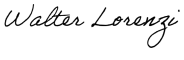
The environmental impact of our activities is now a parameter that we must integrate into our strategies and our short-, medium- and long-term operational choices while preserving the effectiveness of our social mission. This roadmap involves profound changes in our relationships with our suppliers and a transformation of our supply chain to improve its efficiency. In an industrial world that has already begun its own transformation through its production chains, we will have to ensure that we work with those most active on the path to decarbonisation. Resources will need to be devoted to identifying these players and their products or services.

We would like to thank all those who have contributed to the development of this document, our collaborators, the members of the project's different governance platforms, the MSF sections and external partners for their continuous support. Together, we can make a meaningful and lasting difference.

We invite you to explore this roadmap and join us in this ambitious but necessary adventure towards a low carbon and environmental impact future.

PRESIDENT, MSF LOGISTIQUE
Claire Magone

PRESIDENT, MSF SUPPLY
Walter Lorenzi



DIRECTOR, MSF LOGISTIQUE
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Challenge, context and objectives

THE CLIMATE AND ENVIRONMENTAL CRISIS AND ITS HUMANITARIAN CONSEQUENCES

Through its work, MSF cannot help seeing the impact of climate change and environmental degradation on health in the many contexts where the organisation provides medical care. MSF's emergency response to climate hazards has increased in recent years, including cyclones in Mozambique, unprecedented floods in South Sudan, and historic droughts in Madagascar and the Horn of Africa. These phenomena are all the more worrying because among the planetary boundaries within which humanity can thrive, six have already been crossed in 2023[1], some threatening the very existence of life on Earth. In this regard, the latest report of the Intergovernmental Panel on Climate Change[2] (IPCC) stated that:

> "The scientific evidence is unequivocal: climate change is a threat to human well-being and the health of the planet. Any further delay in concerted global action will miss a brief and rapidly closing window to secure a liveable future[3]".

The scientific consensus is clear: global warming is leading to an intensification of extreme weather events and this climate crisis is accelerating and multiplying the vulnerabilities of the populations to which MSF provides support. Faced with this emergency, and by becoming aware of its own contribution to environmental degradation, MSF must act collectively, not least by reducing greenhouse gas emissions in its logistics supply chain. Thus, in line with the Paris Agreement, which aims to limit the rise in temperatures to less than 2°C, the MSF Logistique and MSF Supply centres are committed to this roadmap in order to ensure the sustainability of MSF's projects while protecting our patients and their communities.

[1] https://www.science.org/doi/10.1126/sciadv.adh2458
[2] Climate Change 2023: Synthesis Report, IPCC, 2023.
[3] https://www.ipcc.ch/2022/02/28/pr-wgii-ar6/

THE MSF MOVEMENT AND THE ENVIRONMENT

MOVEMENT ENGAGEMENT AND OPERATIONAL CENTRE ROADMAPS

1980 From the 1980s onwards, implementation of a management system for our medical waste to make it non-polluting, inaccessible and non-reusable.

2009 The first carbon footprint in the MSF movement is produced by the Geneva Operational Centre.

2019 The MSF movement adopts a motion at its International General Assembly: "A matter of urgency: MSF role, responsibility and capacity regarding the climate, environment and their health consequences". Some operational centres' solutions include response climate vulnerability measures in their programmes.

2021 In 2021, MSF OC Geneva, OC Paris and OC Brussels commit to reducing their carbon footprint by 50% by 2030 compared to the 2019 level as part of their partnership with the Climate Action Accelerator (CAA). In this vein, the entire MSF movement adopts the same objective

2022 While the operational centres publish their Climate and Environment Roadmap[4], we at MSF Logistique and MSF Supply undertake to reduce our carbon emissions by 50% and we start working towards this roadmap. In that same year, the MSF movement signs the Climate and Environment Charter for Humanitarian Organizations: www.climate-charter.org

THE CRITICAL ROLE OF THE EUROPEAN SUPPLY CENTRES (ESC) IN REDUCING THE MSF MOVEMENT'S FOOTPRINT

About 65% of MSF's carbon footprint is generated by the purchase and transport of medicines, supplies, medical equipment and logistics equipment, together with procurement of services. Goods are largely procured and transported by our supply centres such as MSF Logistique and MSF Supply, known as the European Supply Centres (ESC). Thus, the reduction of the environmental impact of MSF's operational centres is highly dependent on the reduction of carbon emissions by the ESCs, more than 95% of which relate to the purchase of products and services as well as their transport. Thanks to a set of solutions detailed in this roadmap, covering both the mode of transport, the commitment of suppliers and the choice of alternative products, we are committed to reducing the environmental footprint of our products and their transport, regarding both carbon and local pollution, for the benefit of all our operational partners.


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[4] https://climateactionaccelerator.org/published_roadmaps/

WHAT HAVE WE DONE SO FAR?

PURCHASING – PRODUCT QUALITY

In collaboration with the sustainable procurement team of the MSF Global Procurement Unit and the Climate Smart project, we have already initiated the following actions:

- Ongoing evaluation of MSF Logistique and MSF Supply by Ecovadis (sustainability assessment service provider);
- Supplier evaluation (>100k EUR of expenditure per year) by Ecovadis or based on our MSF sustainability questionnaire;
- Identification of items with a high carbon impact in cooperation with the operational centres and ongoing development of criteria ensuring selection of items with a lower environmental impact.

STRUCTURES AND FUNCTIONING

Various actions underway show the existing commitment of the two ESCs: electric vehicles, energy efficiency of buildings, photovoltaic energy production, recycling of office and warehouse waste, site listed by the LPO (French League for the Protection of Birds) for the protection of biodiversity, water recovery, purchase of refurbished digital equipment and limitation of replacement rate, optimisation of product shipments that must be kept between 2°C and 8°C (reduction of consumables and weight sent), reuse of temperature recorders, creation of an Ecoteam: a group working to reduce the ecological footprint through actions impacting MSF Supply and the life of its employees.

TRANSPORT

- Increasing the share of maritime transport and direct deliveries by suppliers to missions (impacted, however, by urgency and access conditions).
- Freight pooling and more specifically emergency air cargo between operational centres and ESCs, in particular for Sudan, Gaza, Haiti and to a lesser extent Yemen.
- Involvement in various projects, internal or external, in connection with the improvement of the order planning and management of stocks :
  - ◊ Creation of MSF Supply Kenya and development of MSF Logistique Dubai as part of a coherent approach to purchasing, storage and distributions that supply is closer to intervention locations, reducing time and carbon from inbound and outbound transportation.
  - ◊ Establishment of a joint MSF Supply – MSF Logistique order tracking portal to facilitate the integration of these regional distribution structures into the MSF supply network.
  - ◊ SDE (Single Data Entry) project led by OCG and carried out across sections and with ESCs with the objective of improving the management and reliability of medical stock data by implementing a solution to scan and read the information available on the product packaging when it is put into storage. This project will also improve demand planning through more reliable and timely visibility of mission and ESC stocks.
  - ◊ Collaboration with all the operational centres in diagnosing their medical supply chains so as to enhance their efficiency.

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OUR GUIDING PRINCIPLES

Two guiding principles will shape the implementation of our climate and environment roadmap towards our goal of reducing carbon emissions by 50% and reducing environmental degradation.

RESPECT FOR OUR "RAISON D'ÊTRE"

We remain fundamentally committed to our ability to mobilise to support humanitarian medical action. This does not change. Our practices, on the other hand, will adapt to integrate an environmental dimension throughout the supply chain.

MOBILISING THE NECESSARY RESOURCES

We will give ourselves the resources we need, particularly human resources, to implement this roadmap.Learning and raising our staff's environmental awareness will be key to contributing to the necessary changes and achieving our goals.

AND OUR KEY COMMITMENTS

1. **We will reduce our carbon emissions by 50% by 2030** compared to 2021, without resorting to the purchase of credits to compensate.

2. **We are committed to engaging the entire organisation in implementing the roadmap.** We strive ensure that all employees understand the environmental impacts of our humanitarian action in order to promote change in our ways of working. We are investing in training, adapting roles and responsibilities, and providing the tools and means to act.

3. **By 2030, we will reduce our emissions from the procurement of our products and services by 55% to 60%** by adding environmental criteria to our sourcing strategies and procurement management, and by investing in the environmental commitment of our suppliers.

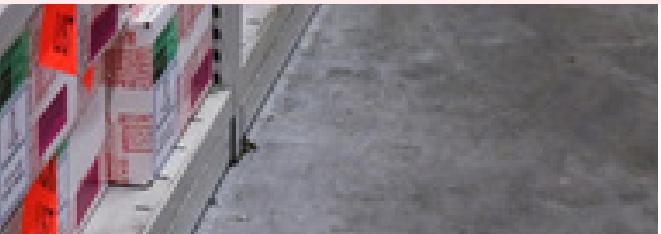
4. **We will reduce freight-related emissions by 50% by prioritising maritime transport over air,** selecting carriers according to strict environmental criteria, and working with MSF missions to develop robust demand and supply planning. These new practices will shape the structure of our supply chains, our freight choices, and our global footprint strategy into a unified approach.

5. **We are adapting warehouse activities, both reception of goods and dispatch of orders, to reduce non-recyclable packaging** and, consequently, the amount of waste generated from the outset. We are also implementing less polluting packaging alternatives, including replacing and reducing the use of plastic.

6. **We are committed to selecting warehouses and buildings for our activities around the world that comply with thermal efficiency** criteria and the use of carbon-free energy, also integrating ease of access as an essential selection criterion.

7. **We are implementing good office practices,** in particular by banning single-use plastic items, optimising our office space and promoting digital best practices.

8. **We are leading our operational partners and players in our ecosystem towards a demanding environmental commitment**, by sharing our experience, our tools and by reporting each year on our progress and challenges.



An inclusive and collaborative approach

A PARTICIPATORY PROCESS

This roadmap was developed in collaboration with the Climate Action Accelerator (CAA), an NGO specialised in mobilising and supporting organisations to minimise their carbon and environmental footprint. Following an extensive internal participatory process, we have together defined a clear trajectory that will guide MSF Logistique's and MSF Supply's efforts towards achieving our environmental and climate goals by 2030. This work, fuelled by a strong collective commitment, has enabled us to create a strategic framework to measure and reduce our greenhouse gas emissions as well as local environmental impacts. Throughout this process, our teams have actively ensured that the solutions envisaged to reduce our carbon footprint are fully in line with our main mission: to provide medical and humanitarian aid to populations in distress. Following the fundamental principle of preserving our ability to carry out our medical and humanitarian interventions, solutions that might compromise it have been deliberately discarded from the outset of the process.

WORKING IN PARTNERSHIP WITH THE OPERATIONAL CENTRES AND THE INTERNATIONAL SUPPLY STRATEGY

Our roadmap is part of an international strategy to reduce MSF's carbon footprint, through the climate and environment roadmaps of the operational centres, as well as the transformation of the supply chain, led by MSF's international supply coordination. In addition, MSF's Global Procurement Unit is an initiative to harmonise procurement processes and introduce environmental criteria. This ambition implies common objectives, effective collaboration and coordination of the different projects and actions to be implemented between the ESCs, the operational sections and the movement's different platforms.

The international supply strategy brings together operational centres and ESCs around four pillars, all of which have a direct impact on the carbon footprint of each entity:

- Medical sourcing with the aim of regionalisation as close as possible to the intervention locations
- Our distribution system now includes MSF Logistics Dubai and MSF Supply Kenya with the objective of geographic coherence in sourcing/storage/distribution
- Pooling of supply activities, reducing outgoing volume by air
- Inventory planning and management with a focus on supply chain efficiency

These different pillars will be worked on together and should make it possible to :

- Reduce carbon emissions generated by freight transport by minimising distance between production sites and missions
- Limit the use of air transport to operational emergencies only and reduce the share of long distance transport thanks to regional hubs
- Reduce mission demand through better inventory management and planning of orders, and thus reduce the risk of shortages requiring emergency air resupply.

DECARBONISING SUPPLY CHAINS: GLOBAL CONTEXT

The European supply hubs are part of broader efforts to fight for decarbonisation. The Science Based Targets Initiative (SBTi), an independent organisation that verifies companies' climate targets, has grown exponentially in recent years – reaching more than 5,000 companies that had adopted science-based greenhouse gas emission reduction targets by April 2024[5]. The number of SMEs that have adopted science-based targets increased by 58% in 2022[6]. In addition, industrial collaborations are emerging and aligning with common supplier requirements. To name just one: the Health Systems Working Group of the Sustainable Markets Initiative[7] has published common climate and sustainability goals for suppliers. Suppliers are given clear targets and deadlines, including setting science-based greenhouse gas emission reduction targets by 2025 and switching to at least 80% renewable energy by 2030[8]. By focusing on collaboration with suppliers committed to decarbonisation and environmental impact reduction plans and those using decarbonised energy, we will be able to accelerate the reduction of our own footprint as well as that of the operational centres.

[5] Science Based Targets Initiative, "Business Ambition for 1,5°C Campaign Final Report", 2024, https://sciencebasedtargets.org/resources/files/ SBTi-Business-Ambition-final-report.pdf, (Accessed 23 May 2024).

[6] Science Based Targets Initiative, SBTi Monitoring Report 2022, 2023, https:// sciencebasedtargets.org/resources/files/ SBTiMonitoringReport2022.pdf, (Accessed 23 May 2024).

[7] The Sustainable Markets Initiative is a public-private strategic partnership that brings together CEOs and leaders from AstraZeneca, GSK, Merck KGaA, Novo Nordisk, Reckitt, Roche, Samsung Biologics, Sanofi, Bupa, Novartis, National Health Service England, the Sustainable Healthcare Coalition, UNICEF, the University of Pavia, and the World Health Organization (WHO).

[8] Sustainable Markets Initiative, "Joint Supplier Targets", 2023, https://a.storyblok.com/f/109506/x/c6189f0f83/smi_suppliertargets.pdf, (Accessed 20 June 2024)

Towards a reduction in our ecological footprint

OUR FOOTPRINT IN 2021

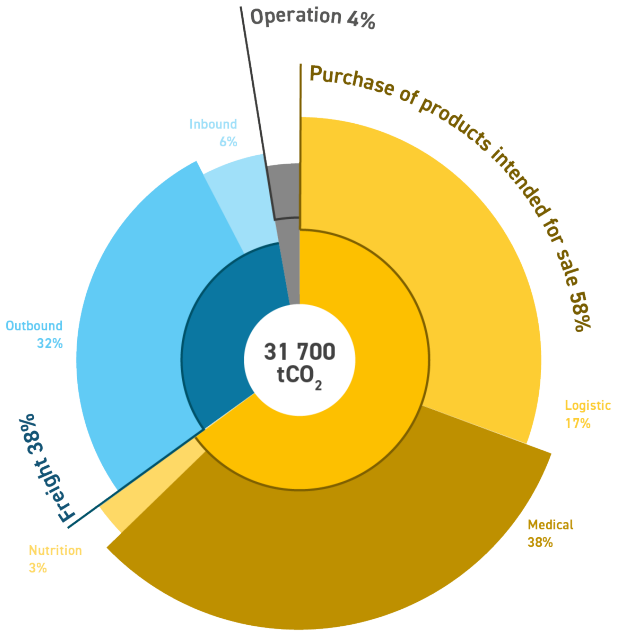
We have calculated our carbon footprints for 2021. Greenhouse gas (GHG) emissions from the Bordeaux supply centre (MSF Logistique) amounted to 60,400 tCO2e, while those from the Brussels supply centre (MSF Supply) reached 31,700 tCO2e. The calculation was made taking into account all purchasing and supply flows as well as infrastructure, including that located in Dubai. At MSF Logistique and MSF Supply, we employed 200 and 120 people respectively (on permanent contracts, fixed-term contracts and temporary contracts). We had 14,577 and 15,635 product references, and had a turnover of 121 million EUR and 67.3 million EUR. We had shipped about 6,000 tons and 2,700 tons of goods respectively.

The footprint measurements were carried out in partnership with the Climate Action Accelerator (CAA) and follow the international standard ISO 14064 as well as the Green House Gas (GHG) Protocol methodology.

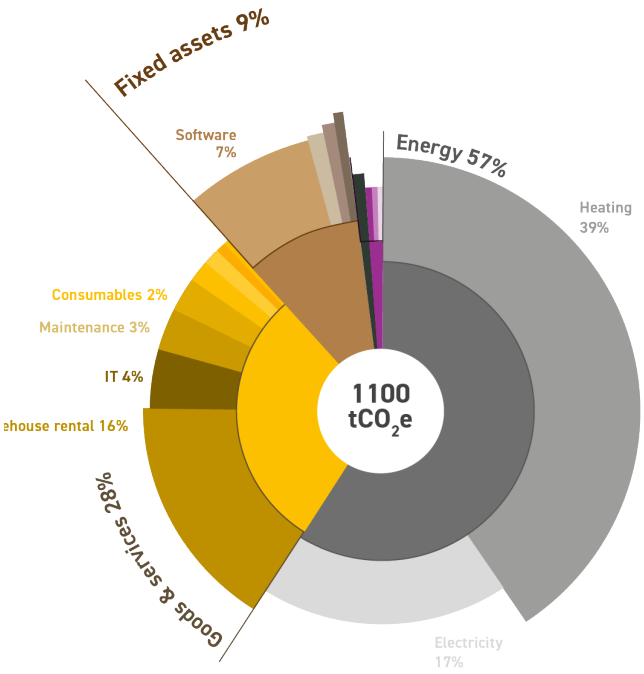
For the analysis and understanding of the organisation, we have decided to divide the footprint into two main categories:

- Emissions related to operations (purchase of goods intended for missions, cargo, Air Operations Unit)
- Emissions related to the functioning of the organisation (work-related travel, energy consumption, commuting, etc.)

CO_2 FOOTPRINT 2021 MSF Supply

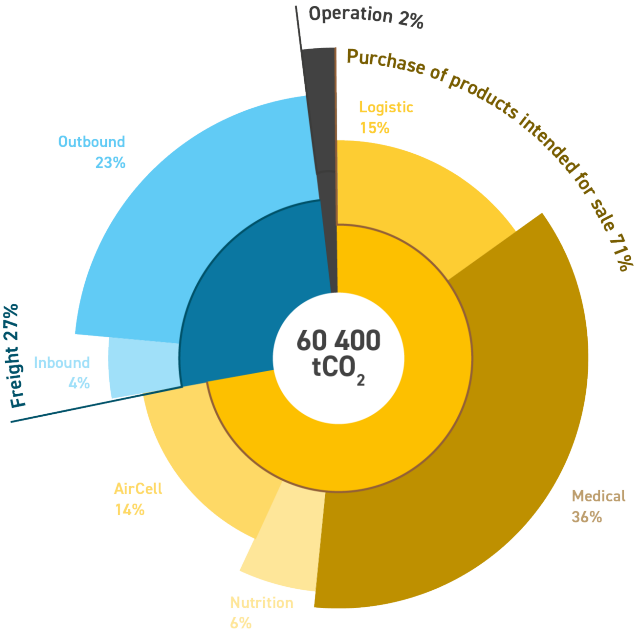


Complete footprint

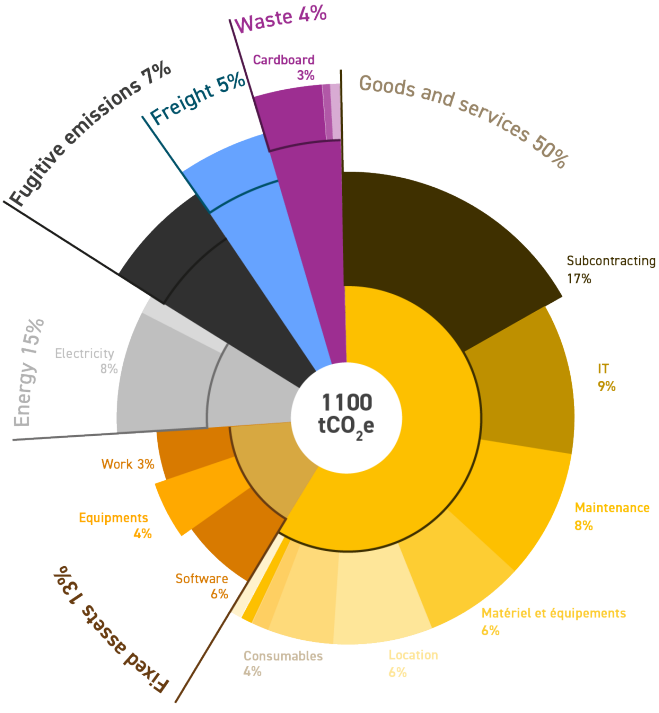


Operating footprint

CO_2 FOOTPRINT 2021 MSF LOGISTIQUE



Complete footprint



Operating footprint

Supply operations are responsible for more than 95% of emissions in MSF Logistique's and MSF Supply's footprint. This is due to massive purchases of medical and logistical supplies logistics as well as the transport to ship them around the world.

The first four main emission items are:

Purchases of medical items

Purchases of medical items account for a significant part of MSF Logistique's and MSF Supply's emissions. In 2021, MSF Logistique generated 21,800 tCO2e and MSF Supply 12,200 tCO2e GHG through these purchases, i.e. 36% and 38.5% respectively of our carbon footprints. These emissions come from the production of the medicines, medical equipment and supplies necessary for field operations. The manufacture of these items involves energy-intensive processes and the use of raw materials, thus contributing significantly to the total carbon footprint.

International Air Freight

International air freight is another major source of emissions, with 13,900 tCO2e for MSF Logistique and 11,400 tCO2e for MSF Supply in 2021, i.e. 23% and 36% respectively of our carbon footprints. Air transport is essential to quickly transport medical and logistical supplies to crisis areas around the world. However, the energy intensity of air transport makes it a significant contributor to GHG emissions.

Procurement of logistics items

Purchases of logistics items, such as tents, vehicles and other support equipment, were responsible for 9,200 tCO2e for MSF Logistique and 5,400 tCO2e for MSF Supply in 2021, i.e. 15% and 17% of our carbon footprints respectively. These items are essential for supporting humanitarian missions, but their production and transport generate substantial emissions.

Activities of the Air Operations Unit

For MSF Logistique, the activities of the Air Operations Unit, which include the rental and chartering of aircraft for the transport of goods and passengers in certain countries of intervention, generated 8,200 tCO2e in 2021, or 13.5% of MSF Logistique's footprint. MSF missions require frequent and rapid travel to respond to medical and humanitarian emergencies, making air transport essential in areas where commercial companies cannot reach and where security conditions prevent the use of roads.

Emissions related to functioning are responsible for less than 5% of the footprint. They are composed of the purchase of services, the outsourcing of logistics activities including the operation of warehouses in Dubai and elsewhere, IT services and other types of maintenance.

Our footprint is not limited to the carbon footprint but also includes an environmental footprint, particularly related to waste. Indeed, logistics activities also create waste due to the packaging of products, or their packaging during shipment to missions. In 2021, MSF Logistique and MSF Supply produced around 118 and 47 tonnes of waste respectively, mainly cardboard, plastic and industrial waste. In addition, single-use products generate waste that often has to be destroyed or incinerated. Their composition can be the cause of environmental pollution during this process.

LIMITATIONS OF THE CARBON FOOTPRINT CALCULATION METHOD

The method used to quantify greenhouse gas emissions has several limitations. One of the main challenges is data collection and accuracy. Physical data, such as the exact quantities of goods purchased or fuel used, are not always available or consistently correlated with accounting data. This lack of systematisation can lead to incomplete or imprecise estimates. In addition, the use of financial data as a substitute for physical data can introduce additional uncertainty, particularly due to inflation and price changes.

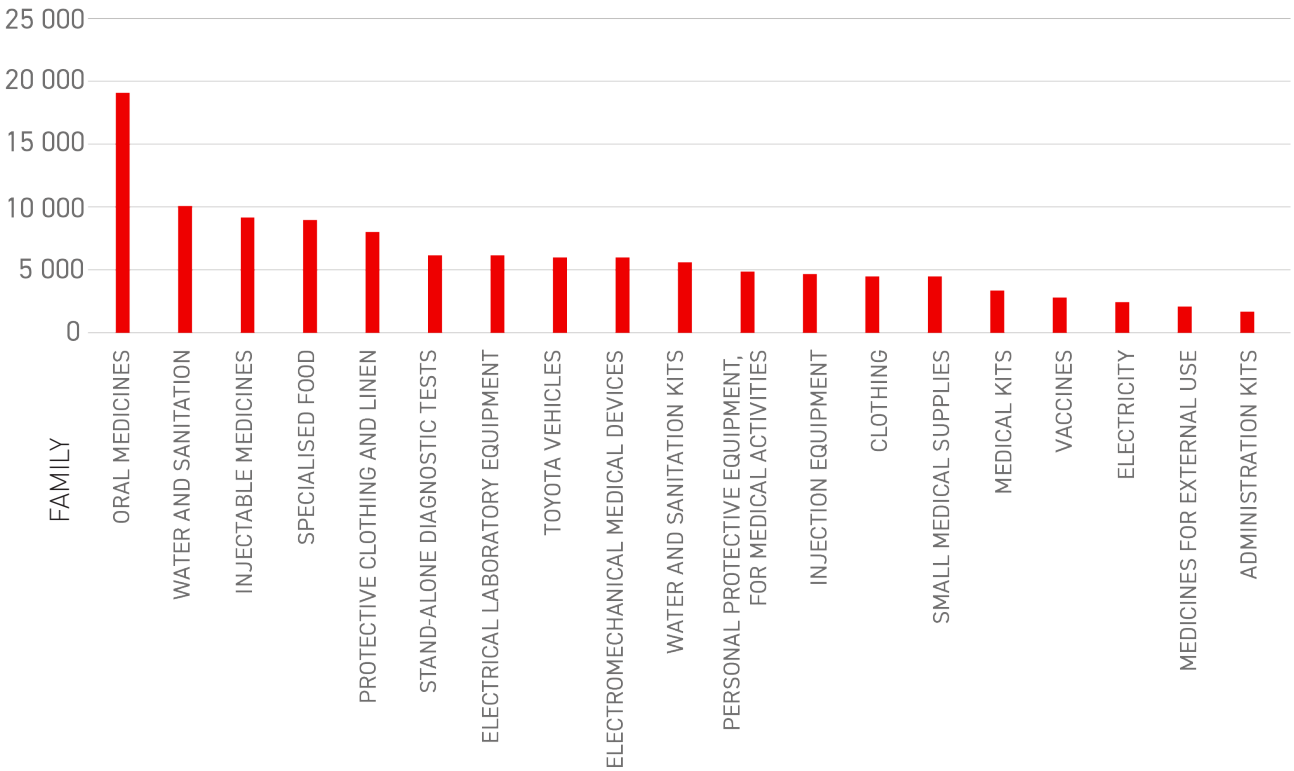
ANALYSIS OF THE MAIN CATEGORIES OF ARTICLES

As with many other organisations, a limited number of items are responsible for the majority of the carbon footprint, in line with the Pareto principle that a small minority of items are responsible for a large majority of emissions. This makes it possible to concentrate action on a limited number of products with maximum impact, either through substitution actions (another product but with the same function) or actions to improve the impact of their production (for example, the same product but manufactured in a factory or a country with less carbon-intensive energy).

The key areas we have identified are the following, figures based on items **ORDERED** from the three supply centres in 2019 and 2021:

PRINCIPAL ITEMS FAMILIES	tCO_2e (2019 - 2021)

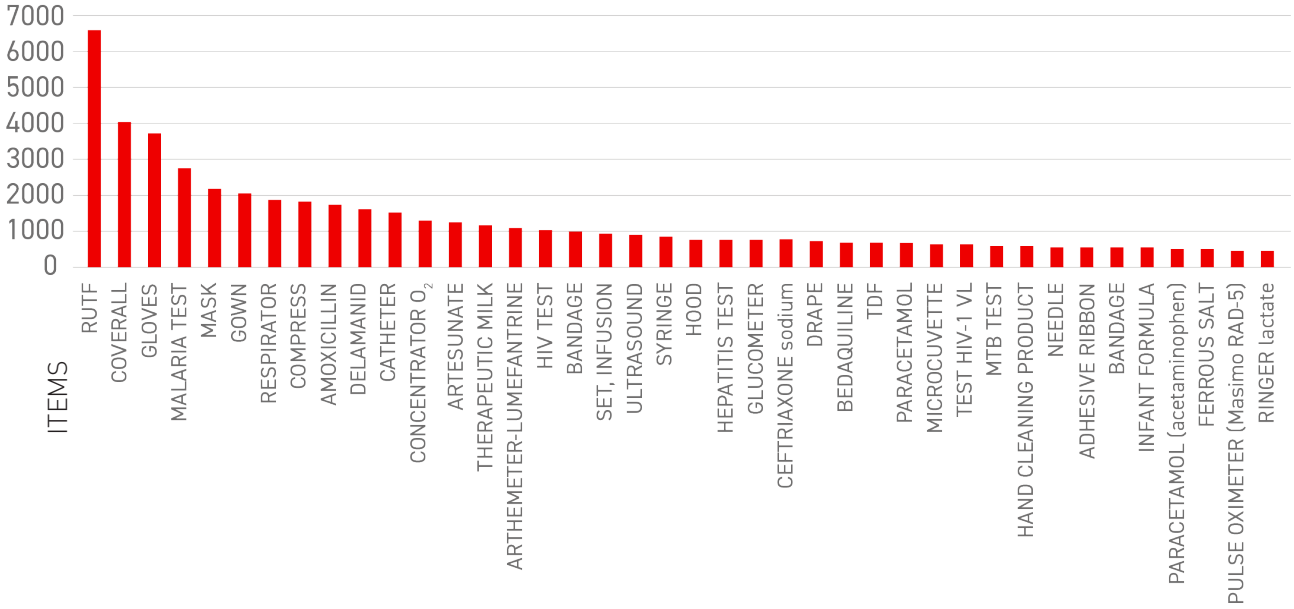
19 of the 144 product families account for 87% of the footprint of purchases made by the Supply Centres



MAIN MEDICAL ITEMS

tCO_2e (2019 - 2021)

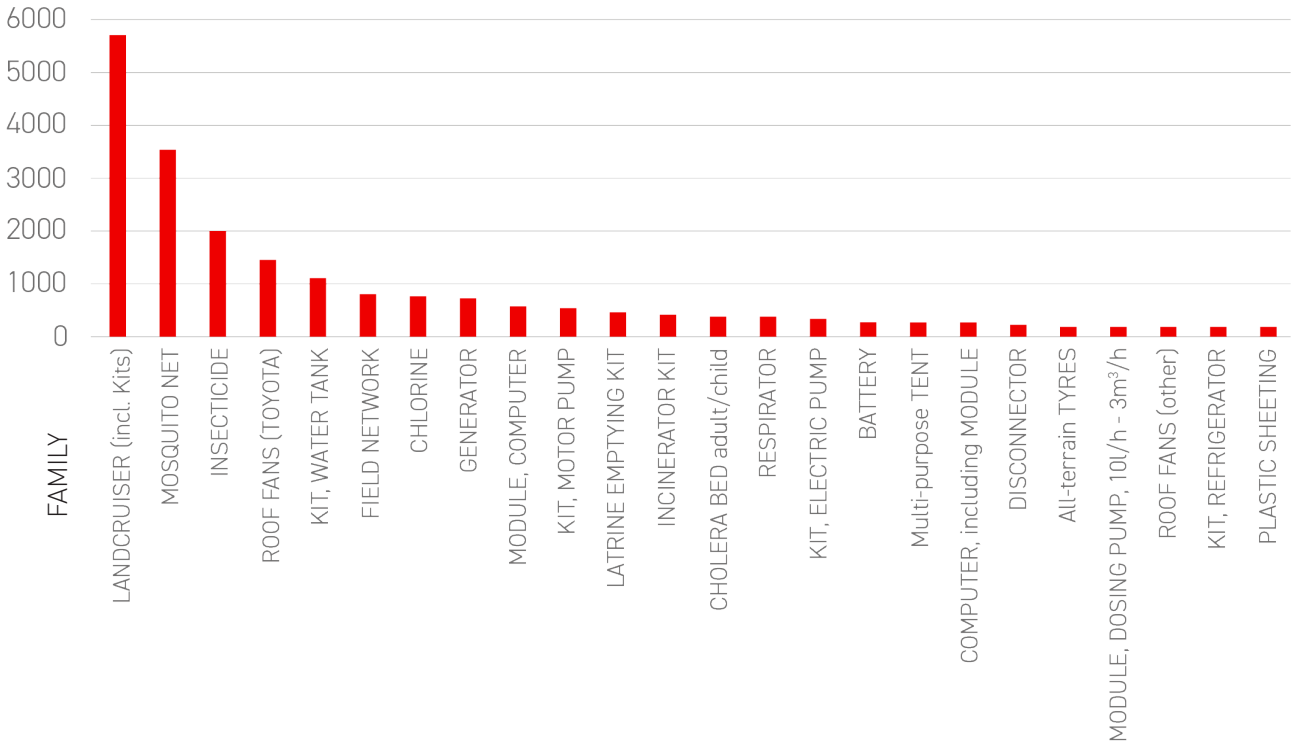
The 30 'top items' account for 45% of the medical footprint



MAIN NON-MEDICAL ARTICLES

tCO_2e (2019 - 2021)

The top 25 items account for 56% of the non-medical footprint



OUR SOLUTIONS BY DOMAIN

OUR REDUCTION STRATEGY FOR HORIZON 2030

To reduce our carbon footprint, we have identified 23 tailor-made solutions. Together they underpin a decarbonisation trajectory for each of our two organisations, which will help us halve our carbon emissions between now and 2030 and reduce our impact on the local environment. These solutions have been selected in view of their potential to reduce our carbon footprint and our impact on the environment; the efforts necessary for their implementation; and their compatibility with humanitarian operations. These solutions cover all the key areas of our operations: purchase of goods, freight, travel, energy and construction, waste and local ecosystems, digital transversal practices.

Supply operations

PURCHASING

MSF Supply figures	59 % of our carbon footprint
	18 800 tCO_2e in 2021
	8 200 tCO_2e in 2030

MSF Logistique figures	57 % of our carbon footprint
	43 400 tCO2e in 2021
	19 700 tCO2e in 2030

WHY IT MATTERS :

Procurement accounts for a majority of carbon emissions by MSF Supply and MSF Logistique. All products are manufactured through industrial processes. Their emissions are due to the use of fossil fuels at all the stages of their manufacture: extraction of raw materials, industrial processing and distribution. It is therefore crucial to reduce the carbon intensity of the products purchased. Their diversity, from medical supplies to vehicles to complete medical structures in kit, adds considerable complexity to reducing these emissions. This can be addressed by focusing primarily on the minority of items and suppliers representing the vast majority of emissions.

PURCHASING SOLUTIONS	ACTIONS	TARGETS
Improving supply chain planning and efficiency	Reduce overstock, stock-outs and waste by improving supply chain planning with OCs	Item destruction to be reduced by 30% by 2026 and 70% by 2030
	Reduce the number of references for the same items to harmonize the choice of products	
	Reduce waste and carbon emissions by redesigning kits	
Improving transparency on carbon emissions and decarbonisation levers	Require suppliers to disclose their carbon footprint annually (Scopes 1, 2 and 3)	Projected lifecycle emissions of purchased goods and services to be reduced by 5% by 2026 and by 30% by 2030
	Request visibility into the carbon value and lifecycle of high-impact items to integrate this information into the decision-making process	
	Identify key levers to reduce the environmental and carbon impact of high-impact items with additional analytics	
Engaging with suppliers	Opt for the top-rated suppliers in the carbon and environmental assessment. Implement MSF's Supplier Code of Conduct	High-impact suppliers (annual spend >100K EUR, accounting for around 80% of spend) to have a robust externally verified carbon reduction plan in place (e.g. SBTi) prioritising the use of decarbonised energy by 2030
	High-impact suppliers (spend → EUR 100K) must have a verified and robust carbon reduction plan by 2030 and demonstrate the use of carbon-free energy	
	Promote sourcing from suppliers that meet our sustainability criteria	
	Contribute to industry efforts to influence suppliers by collaborating with other organisations to assess and share their sustainability performance	
Identifying and offering alternatives to certain products	Make low-carbon items more easily visible in the MSF catalogue	Projected lifecycle emissions of purchased goods and services to be reduced by 5% by 2026 and by 30% by 2030
	Prioritise local and regional production for items, especially heavy or bulky items that are of the same quality as international purchases	
	Remove items with a high carbon and environmental impact from the catalogue whenever possible, promoting sustainability and buying local when it makes sense	
Implementing environmental purchasing criteria	Include carbon and environmental criteria for the highest emission services and products, in line with the global purchasing policy	
	By 2025, systematically include carbon and environmental criteria in the final evaluation of bids, where possible	
	Optimise packaging and, where necessary, use alternative packaging materials for key items	

GOING FURTHER

IMPROVE SUPPLY CHAIN PLANNING AND OC FORECASTING

Optimising resource use and avoiding waste by improving supply chain planning and forecasting are key elements of our roadmap. This will prevent emissions from the production and transportation of surplus items. This work can only be carried out in close collaboration with MSF's operational centres and their staff on the ground. We will systematically identify and report inefficiencies, for example by highlighting the consequences of poor planning or the effects of a huge product catalogue leading to low inventory turnover.

ENVIRONMENTAL PURCHASING CRITERIA AND SUPPLIER COMMITMENT

We will put in place climate and environmental criteria that will guide the choice of the products we buy and the suppliers we work with. We expect our suppliers to set robust decarbonisation targets by 2030 and prioritise the use of decarbonised energy in production processes. In the meantime, we will start by choosing suppliers who are implementing actions to reduce the impact of their products and activities on the climate and the environment and are using or have begun their transition to renewable or decarbonised energy. In terms of products, we will prioritise the most important items. 19 of the 144 product families account for 87% of the ESCs' procurement carbon footprint and we will focus our actions on these. We will work closely with the OCs and MSF quality bodies to approve the integration of environmental criteria when they involve a change of product.

SEEKING ALTERNATIVE PRODUCTS

We have already identified several areas of work to improve the footprint of our medical and logistics supplies:

Medical supplies: For single-use medical items, we will explore the possibility of reducing their use and/or replacing them with reusable products, as they are a major source of waste in humanitarian contexts. Consequently, any solution for reducing plastic has a massive effect on local pollution in countries of operations.

Medical equipment: We will explore opportunities for reconditioning equipment and we will work with suppliers to develop strategies to improve end-of-life management of equipment

Non-medical supplies: In the same logic as the work initiated on mosquito nets and plastic sheeting by the ICRC, the IFRC and the UNHCR, we will explore the possibilities of using recycled content and improving products through redesign (eco-design).

For all our products: We will take the energy mix into account in upstream production processes and will prioritise suppliers who have developed a share of renewable energy.

FREIGHT

MSF Supply figures	38 % of our carbon footprint
	12 200 tCO_2e in 2021
	6 400 tCO_2e in 2030

MSF Logistique figures	28 % of our carbon footprint
	16 600 tCO_2e in 2021
	8 000 tCO_2e in 2030

WHY IT MATTERS:

Transport of goods, particularly air freight, is a major source of our GHG emissions. Worldwide, transport is responsible for 15% of humanity's emissions. The need to quickly transport critical supplies to crisis areas justifies the frequent use of air transport, which is between 60 and 100 times more carbon-intensive than maritime transport per 1 tonne-kilometre (t.km) transported, depending on the distance. Optimising the supply chain by promoting maritime transport is crucial for MSF, not only for carbon, but also for the efficiency and sustainability of its operations.

FREIGHT SOLUTIONS	ACTIONS	TARGETS
Reducing freight	Consolidate shipments to the same destination by improving supply chain planning	Reduce air cargo t.km by 2% by the end of 2025 and 5% by 2030 through shipment consolidation
	Less buying and transporting by streamlining the use of consumables and optimising the ordering, use and maintenance of medical equipment	Reduce the t.km of surplus goods purchased and transported by 3% by the end of 2025 and by 8% by 2030
	Increase direct deliveries from suppliers to distribution hubs and missions	In 2025, 2% of outbound freight to be avoided thanks to direct deliveries (excluding regional specific purchases) and 5% in 2030
Using green carriers	Include carbon and environmental criteria in the selection process of transport service providers and alternative fuel use offers	By the end of 2025, 20% of freight t.km to be transported by companies or ships using cleaner fuels, and 60% by 2030
	Ask freight companies for visibility on the carbon value of transport offers and integrate this information into the decision-making process	
Switching from air to sea freight (making sea the norm and air transport an exception)	Develop logistics and warehouse platforms as close as possible to operational sites to optimise the supply chain	By the end of 2025, reduce the forecast of airborne t.km for emergencies by 10% and by 20% in 2030
	Establish a freight policy that promotes sea freight and defines standard procedures for the use of air freight	Reduce t.kms by air that are unjustified, or classified as "high priority" as a result of poor planning, by 10% by the end of 2025 and by 50% by 2030
	Set up regular and frequent sea shipments, even for partially filled containers, targeting high-volume missions ("push" strategy)	
	Consistently offer sea freight to relevant destinations	
	Limit air freight to the cold chain, narcotics, products that are perishable, hazardous or lack the critical volume for sea freight, specific contexts, and sudden operational emergencies	
	Regularly review countries defined as mandatory for air cargo	By the end of 2025, reduce the forecast of air t.km for countries defined as mandatory by 10% and by 30% in 2030
	Ship only pending orders that are confirmed as relevant	Reduce backorder t.km by air, originally planned by sea, by 10% by the end of 2025 and by 50% by 2030

GOING FURTHER

REDUCING THE VOLUME AND DISTANCE OF GOODS TRANSPORTED

This solution is closely linked to the ambitions of MSF's operational centres to optimise the use of consumables, reduce over-prescribing and optimise the ordering, use and maintenance of medical equipment. These actions will have a strong impact on our purchases and freight emissions. In addition, the operational centres have also committed to consolidating shipments to the same country or destination, and we will support them in this ambition. We have already begun to identify strategic locations for future regional hubs with a view to increasing direct deliveries from suppliers to our regional hubs and to our missions.

SHIFTING FROM AIR FREIGHT TO SEA FREIGHT

In 2021, air freight-related emissions were 13,900 tCO2e (or 84% of freight-related emissions) for MSF Logistique and 11,400 tCO2e (or 94% of freight-related emissions) for MSF Supply, i.e. about 18% of the freight t.km that MSF Logistique transported, and 37% of the t.km that MSF Supply transported for its partners by air freight. Although air cargo is indispensable for emergencies and sudden crises, we have identified a number of solutions that we can – in close collaboration with OCs – implement to reduce emissions from air transport. For example, we will help improve order planning by the operational centres and implement regular container shipments to reduce air freight. Most importantly, these solutions will not affect our ability to deliver vital items to beneficiaries as quickly as possible, when this is necessary.

CHOOSING GREENER TRANSPORT COMPANIES

While sea freight has a much lower climate impact than air transport per tonne-km transported and should be prioritised, it is essential to also select greener transport providers and offers to reduce the climate impact of maritime and air transport. We are aiming for 20% of t.km transported by the end of 2025, and 60% by 2030, to be transported by lower-emission carriers and means. The main carriers already have offers seeking to introduce biofuels such as SAF into their fuel mix for air freight9. According to current studies, this fuel can reduce emissions by about 50% per t.km transported when it is 100% of the mix. We will therefore study the possibilities of entering into contracts using these alternative fuels with our logistics service providers very quickly. In addition, we will ask them about their decarbonisation strategy as well as the operational measures they are taking to reduce the climate and environmental impact of shipping, such as reducing the speed of ships. We will also prioritise airlines that are more efficient in air transport, and particularly in terms of the influence of the location of their logistics hub on the distance the goods travel.

[9] SAF: Sustainable Aviation Fuel¬

Functioning of the centres

AIR TRAVEL

WHY IT MATTERS ?

Passenger transport, particularly travel by air, constitutes a significant part of CO2 emissions in the functioning of the supply centres, including visits to suppliers and visits to regional hubs. In 2021, emissions from air travel accounted for 11% of MSF Logistique's operating emissions and 4% of MSF Supply's operating emissions. Room for manoeuvre mainly concerns travel in Europe, especially in interactions with other entities of the MSF movement as well as for visits to certain suppliers.

SOLUTIONS	ACTIONS	TARGETS
Reducing business air travel	Prioritise rail for short, regional distances when the difference between train and plane is less than 4 hours door-to-door and consider rail for connections with air travel, or night trains	Reduce business air travel kilometrage by 5% by the end of 2025 and by 10% by 2030 (potential is calculated from the 2023 database)
	Review and reduce the reasons for travelling, by giving preference to online alternatives and optimising meeting venues to reduce travel, especially air travel	
	Update or develop a responsible travel policy	
Developing sustainable travel practices	Create communication tools and levers to help employees choose climate-friendly trips, companies, and itineraries	

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COMMUTING AND FLEET MANAGEMENT

WHY IT MATTERS ?

Fleet optimisation helps to significantly reduce direct and indirect carbon emissions. By prioritising lower-emission and less-polluting modes of transportation, such as short-haul public transport and low-emission vehicles, we can reduce our environmental footprint while maintaining the efficiency of our logistics support. In addition, promoting of teleworking and online meetings allows to limit unnecessary travel, which further reinforces this positive impact.

SOLUTIONS	ACTIONS	TARGETS
Reducing the use of private internal combustion vehicles	Continue to encourage part-time teleworking for headquarters staff	By 2025, reduce the number of km with internal combustion vehicles by 5 to 20%, and by 20 to 50% by 2030
	Continue to promote public transport and soft mobility	
Optimising fleet size, composition, and movements	Optimise vehicle use	By 2030, at least two out of three combustion engine vehicles to be replaced by electric vehicles
	Purchase electric or lower-emission or less-polluting vehicles adapted as needed when replacing them	

ENERGY AND CONSTRUCTION

WHY IT MATTERS ?

Reducing our footprint in the energy and building category is critical due to high energy consumption levels in our facilities, including offices and warehouses, many of which must be kept at a regulated temperature. By adopting sustainable building practices and improving the energy efficiency of buildings, we can reduce our energy-related GHG emissions. The use of carbon-free or renewable energy sources, such as photovoltaics, and the optimisation of energy consumption through more efficient equipment and passive techniques (such as thermal insulation) the environmental impact to be reduced. It also cuts operational costs, especially in regional hubs located in regions with high levels of sunshine and where grid energy is very carbon-based.

SOLUTIONS	ACTIONS	TARGETS
Promoting sustainable premises	Encourage sustainable design and appropriate buildings or infrastructure (including green building techniques and materials)	Already applied where possible
	Integrate environmental criteria into the choice of new premises, such as limiting distances and optimising thermal efficiency	
Reducing the energy consumption of buildings and equipment	Maintain the temperature of offices, storage facilities and regulated areas within the limits of appropriate standards	Reduce projected kilowatt-hour consumption by 15% by the end of 2025 and by 20% by 2030
	Improve the energy efficiency of buildings through sustainable design, passive measures, insulation and the preservation of natural spaces	
	Promote low-consumption active measures where applicable and purchase energy-efficient equipment	
	Monitor power consumption	
	Install automated electrical equipment controls (e.g. motion detectors, thermostats)	
Decarbonising the production and consumption of electricity and energy	Produce renewable energy or select a carbon-free energy supplier for buildings located in countries with a carbon-based electricity grid	Already applied where possible
Reducing emissions related to gases with high global warming potential	Purchase cold chain equipment using alternatives to gases with high global warming potential	By 2030, 100% of refrigeration equipment to operate with a low global warming potential
	Ensure responsible commissioning, maintenance and decommissioning of heating, ventilation and air conditioning (HVAC) equipment	

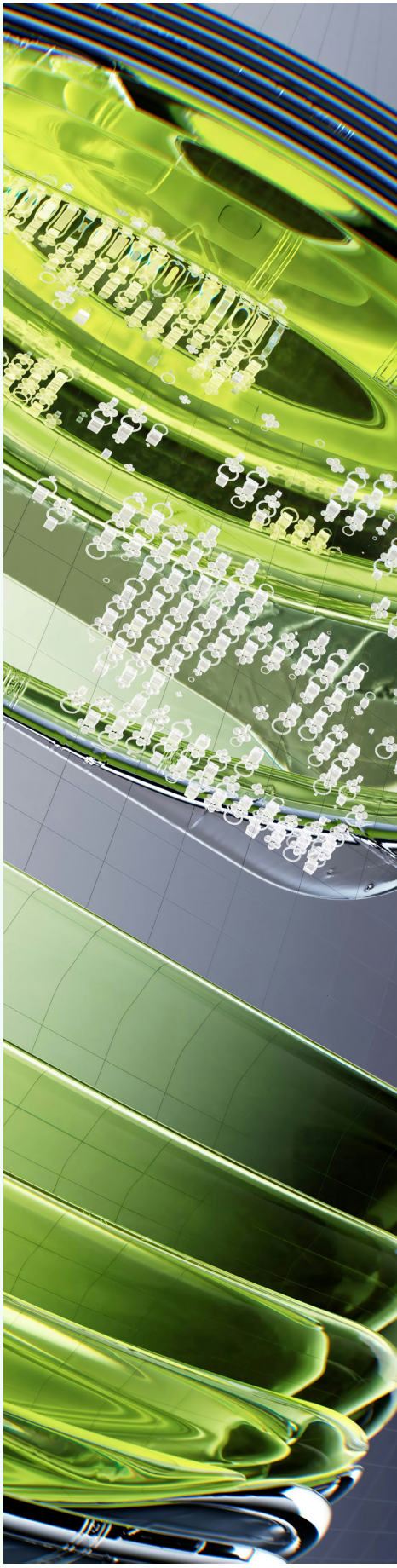
PROTECTION OF ECOSYSTEMS

WHY THIS MATTERS ?

Waste management is an environmental and operational priority. Packaging of goods and the equipment used to maintain the temperature of products requiring a cold chain are major sources of waste, both in warehouses and on the missions that inherit the packaging once the freight is received. Any solution to reduce plastic therefore has a massive effect on pollution all the way through to the countries of operations. By reducing waste at source, not least by working with our suppliers and promoting the recycling of our own waste, we can reduce our environmental impact.

In addition, warehouse safety standards require particularly large water reserves, requiring regular maintenance, which are sources of waste that must be minimised.

SOLUTIONS	ACTIONS
Reducing waste-related emissions and pollution	Reduce the impact of waste by using alternative biodegradable materials where relevant
	Recycle high-volume waste through specialised companies
	Continue to improve the waste management system
	Recover unused items and waste via reverse logistics
Preserving water resources	Implement the best practicable water conservation options at each site
Regenerating land and soils, protecting and conserving biodiversity	Promote local actions such as tree planting, and the dedication of areas to biodiversity at ESC sites



DIGITAL

WHY IT MATTERS ?

Reducing the carbon footprint in the digital realm is important due to the constant increase in the use of information and communication technologies. The digital footprint comes mainly from the challenges of renewing equipment and the energy inherent in data storage and transfer. This is why we have to take into account the energy mix of the country in which the data is stored. By promoting responsible practices, we can not only reduce our environmental impact, but also reduce our operational costs.

SOLUTIONS	ACTIONS	TARGETS
Rationalising the volume of data storage and transfer	Optimise the use and storage of data, introduce quotas and regularly delete unused data	The available volume of online data storage to be reduced by 90% for OneDrive (from 1TB to 100GB), and by 50% to 80% for emails (from 100GB to 20GB) per user by 2030
Continuing to reduce the carbon intensity of digital equipment	Increase the lifespan of IT and telecommunications equipment and reduce the renewal rate	Increase the lifespan of IT equipment by 25% by the end of 2025
	Enable and incentivise staff to use personal equipment for business purposes	
	Purchase refurbished or easily repairable equipment and repair it locally	
	Move to contracts with a lower carbon footprint for data storage and web services	
Ensuring responsible decommissioning of WEEE	Ensure sustainable and responsible decommissioning of waste electrical and electronic equipment (WEEE) and of batteries	Already 100% for MSF Supply and MSF Logistique

CROSS-CUTTING

WHY IT MATTERS ?

The commitment of all staff members is essential to achieve the environmental objectives of MSF Logistique and MSF Supply. Cross-cutting actions, such as implementing good office practices, raising awareness of responsible energy and resource use, and optimising workspaces, play a crucial role in reducing the carbon footprint of operations. By engaging and empowering staff, we can create an organisational culture that prioritises sustainability and environmental efficiency in all our operations.

SOLUTIONS	ACTIONS
Promoting good office practices and responsible behaviour	Produce a manual of good practices to reduce waste, ban single-use plastics, save energy and use green materials
	When renewing service contracts and leases, include environmental criteria, particularly in relation to energy consumption
	Develop awareness campaigns and train staff to make responsible choices, particularly on the use of energy and equipment
	Optimise office space through coworking practices

Air Ops Unit

MSF Logistique figures	13,6 % of our carbon footprint
	8 200 tCO_2e in 2021
	6 100 tCO_2e in 2030

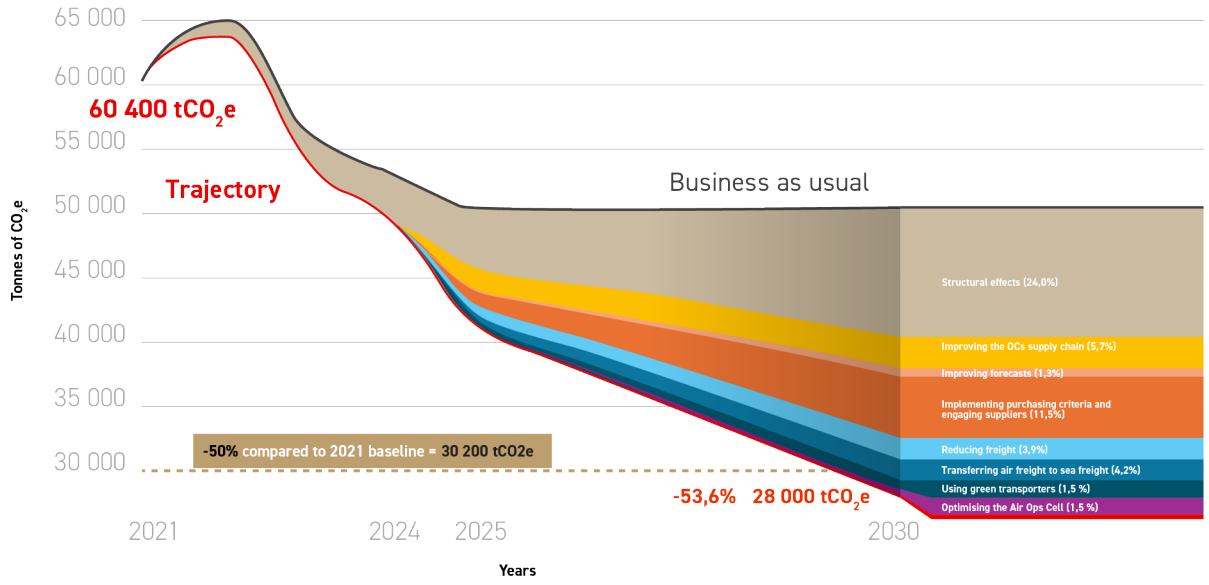
WHY IT MATTERS

Optimising the use of MSF's aircraft is key to reducing carbon emissions from air travel. By maximising the payload of aircraft and avoiding empty leg flights, MSF can significantly reduce its carbon footprint. Using the most fuel-efficient aircraft, including carbon and environmental criteria in tendering procedures and adopting best operating practices are crucial measures to improve the environmental performance of MSF's Air Operations Unit. Some actions have already been implemented by the Air Operations Unit and are therefore part of an ongoing approach, such as the optimisation of horizontal and vertical routes and maximising aircraft cleaning and maintenance.

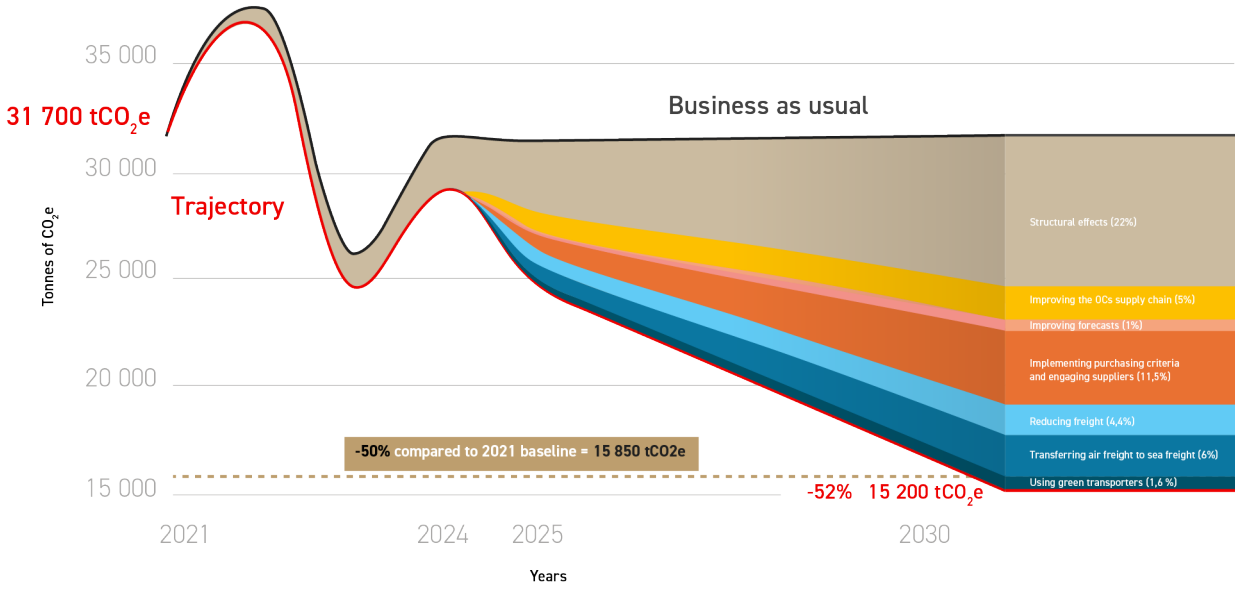
SOLUTIONS	ACTIONS	TARGETS
Reducing kilometrage of MSF aircraft through optimise use	Optimise MSF aircraft (maximise passenger and cargo payload) by avoiding empty leg flights and pooling trips between sections	Optimised aircraft utilisation to reduce Jet A1 fuel consumption by 1% by 2026 and by 5% by 2030
Enabling use of more fuel-efficient aircraft	Include non-exclusive carbon and environmental criteria in tendering procedures	Projected emissions from aircraft operated by MSF and associated services to be reduced by 2% by 2026 and by 5% by 2030
Reducing fuel consumption by better aircraft operation practices	Avoid fuel tankering	
	Optimise horizontal and vertical routes and flying early in the morning to reduce emissions	
	Maximise aircraft cleaning and maintenance to improve aircraft performance	
	Integrate upcoming solutions on sustainable aviation fuels and route optimisation software	
Reducing the carbon intensity of the last km freight	Contract with the Air Ops Unit for last-km freight instead of higher-emission local carriers	
	Explore alternatives to manned flights, such as the use of drones (preferably electric)	
Reducing the carbon intensity of services associated with flight operations	Include environmental criteria when choosing insurance for pilots and aircraft	

OUR DECARBONISATION TRAJECTORIES

PROJECTED CO_2E EMISSIONS BETWEEN 2021 AND 2030



PROJECTED CO2E EMISSIONS BETWEEN 2021 AND 2030



IMPACT OF GROWTH AND INFLATION

The black line on the graph represents the "no action" scenario where no specific emission reduction measures are taken by MSF, its suppliers, or society in general. In this scenario, emissions would continue to proportionally follow the evolution of MSF's activities as projected in the movement's latest RSA[10] financial projection, inflation deducted[11]. The beige area, on the other hand, illustrates a scenario where only the overall decarbonisation measures of the government, the industrial sector and transport are taken into account (the "structural effects"), but without any specific action by MSF Logistique or MSF Supply. The projected emissions in 2030 from the two supply centres would then fall significantly but not enough to halve them. Reducing our emissions by half means significantly "decoupling" their evolution from the growth of the organisation's activities.

IMPORTANCE OF DIVERSE SOLUTIONS

The other colours on the graphs represent different specific solutions and actions put in place to reduce carbon emissions. To achieve a significant reduction in the carbon footprint, it is necessary to implement a combination of varied and complementary solutions and actions.

We will regularly review the assumptions, underlying data and targets of our decarbonisation trajectory and continue to monitor our actual GHG emissions to ensure that our efforts are delivering on our intended results.

UNCERTAINTIES

Our climate and environment roadmap covers a period of several years. The trajectory is therefore inevitably accompanied by uncertainty. Factors such as the methodology used for the calculation of carbon footprints (an ever-evolving science), the varying levels of activity of MSF Logistique and MSF Supply, the impact of suppliers' decarbonisation actions, the pace of deployment of renewable energy in the energy mix of the countries where our products are manufactured, the level of real inflation and other related variables will require periodic adjustments without necessarily calling into question the prioritisation of key solutions and actions.

[10] RSA : Resources Sharing Agreement

[11] En déduisant l'inflation, l'activité est prévue de rester stable sur les prochaines années

WHAT ARE "STRUCTURAL EFFECTS" ?

Structural effects are integrated into our decarbonisation trajectory to take into account the fact that, regardless of the individual choices of organisations such as MSF Logistique and MSF Supply, society as a whole is taking measures to reduce the carbon footprint.

Taking structural effects into account is essential because different factors, such as technological advances, infrastructure improvements and changes in legislation influence the composition of the energy mix used for electricity production, moving towards using less carbon-intensive sources. In addition, progress on the energy efficiency front is having a positive impact on emissions from trucks, ships and planes. Finally, industries are transitioning by adopting low-emission production processes.

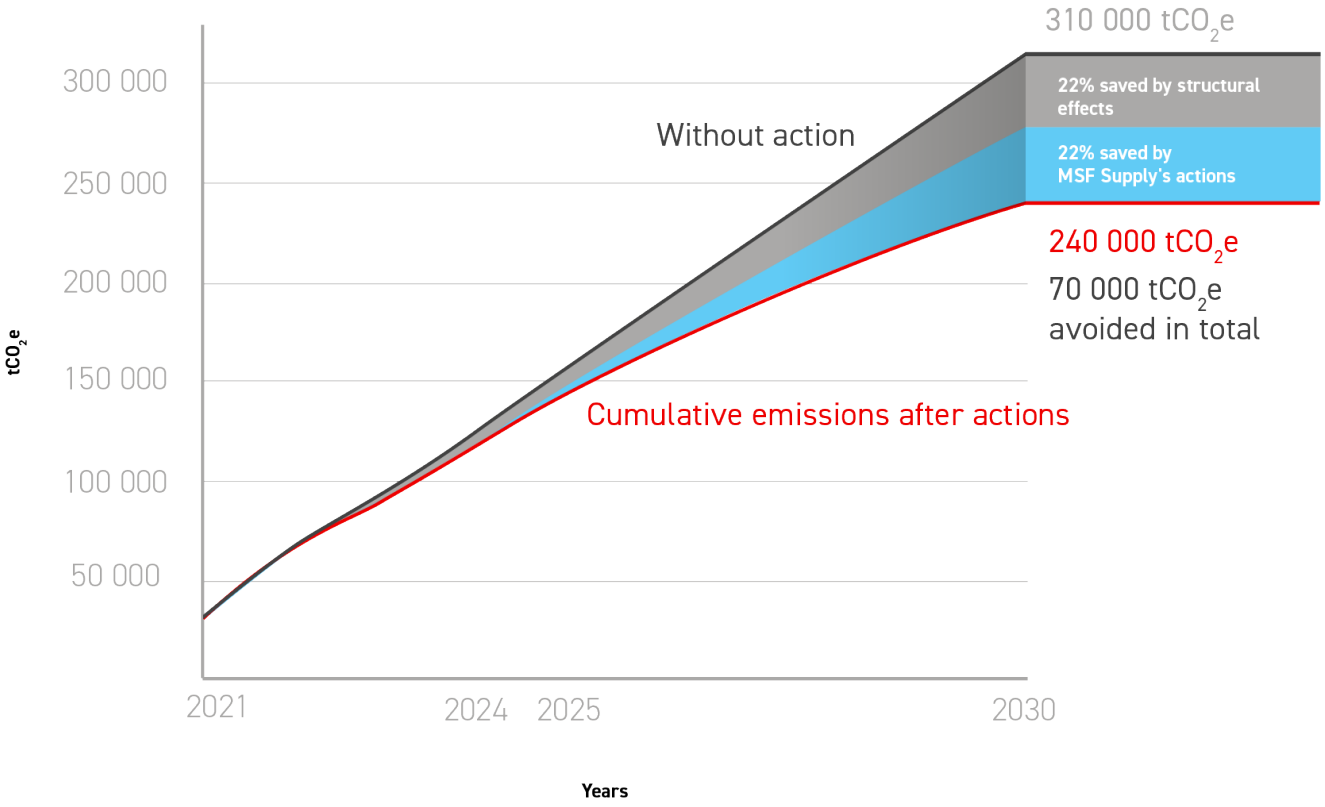
These structural effects are taken into account in the calculation of our carbon reduction trajectory. These structural effects – an anticipated 16.8% reduction in carbon emissions by 2030 for MSF Logistique and 22% for MSF Supply – are in addition to the (calculated) emission reductions that are expected to result from the decarbonisation choices of MSF Logistique and MSF Supply.

CUMULATIVE TRAJECTORY

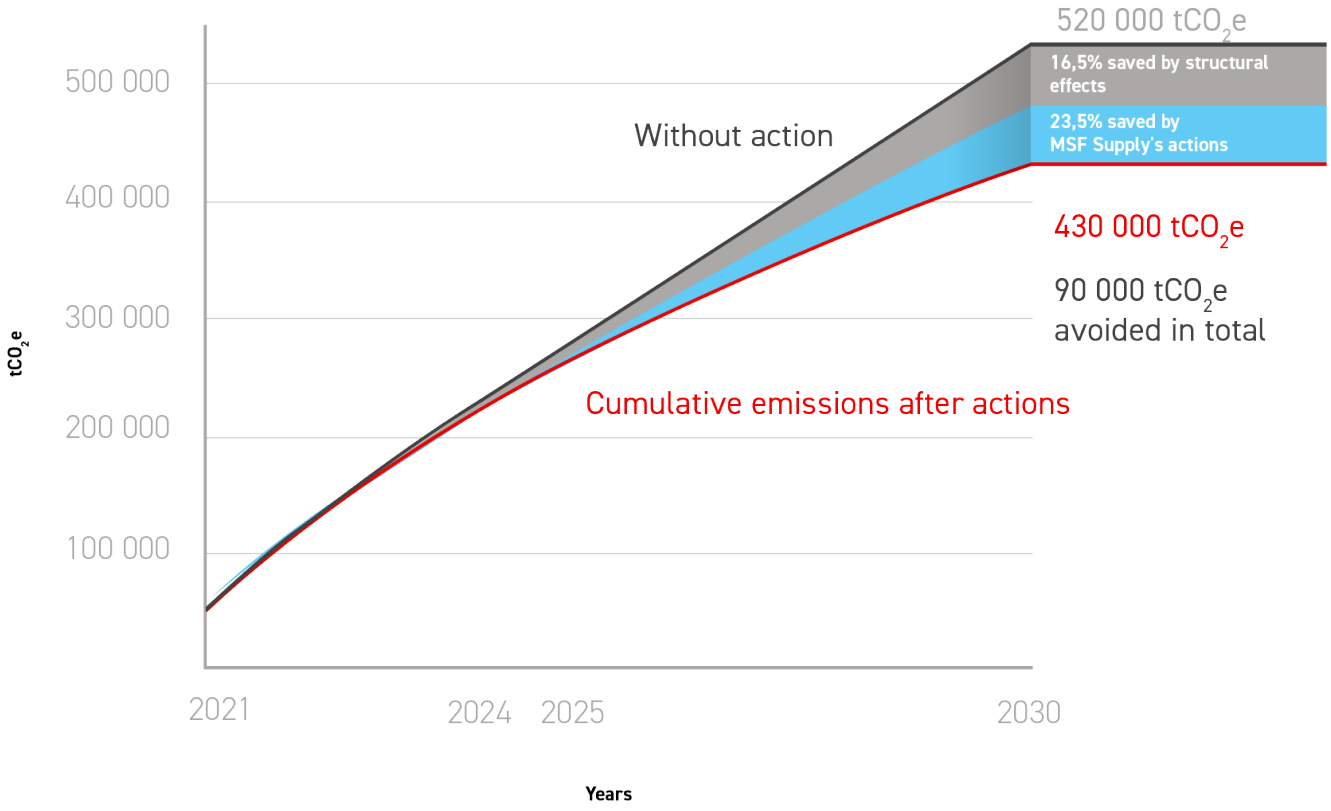
Even though we are making significant efforts to reduce our carbon emissions by 50%, we will continue to emit greenhouse gases that will accumulate in the Earth's atmosphere, as shown in the graphs below that show our projected cumulative emissions between 2021 and 2030. We will therefore strive to start implementing the solutions presented in this roadmap as soon as possible in order to rapidly reduce our emissions. The graph also highlights the importance of continuing our efforts beyond 2030 – towards a goal as close to "net zero" as possible, which is probably the only way to stop the build-up of CO2 in the atmosphere aggravating global warming. As we move towards our 2030 target, we will continue to measure our cumulative emissions and develop our approach beyond that.

CUMULATIVE PROJECTED CO2E EMISSIONS BETWEEN 2021 AND 2030

MSF Supply



CUMULATIVE PROJECTED CO2E EMISSIONS BETWEEN 2021 AND 2030



SEIZING OPPORTUNITIES FOR PROGRESS AND INNOVATION

The integration of environmental criteria into procurement and waste management encourages innovation and the adoption of new technologies. Manufacturers, committing to plans to reduce the carbon and environmental impact of their products, and market developments are opening up the prospect of innovative solutions, using less polluting or less carbon-intensive materials. For example, the use of biodegradable materials, alternative cooling technologies and renewable energy sources is driving this development.

In contact with these innovative suppliers, the supply centres can thus become a key source of proposals for MSF's technical working groups to integrate these alternatives into the catalogue of products available to the field.

CO-BENEFITS

In addition to reducing the environmental impact of our activities, the solutions in our roadmap provide important co-benefits for MSF's social mission:

IMPROVED OPERATIONAL EFFICIENCY: Improving the supply chain and optimising forecasts not only reduces carbon emissions, but also improves operational efficiency. By reducing overstocks and the risk of stock-outs, MSF can ensure the constant availability of essential supplies, which is crucial for its humanitarian operations and patients. Better inventory and supply management results in reduced costs related to storage, waste of expired products and management of logistics emergencies.

COST REDUCTION: Measures to reduce air freight in favour of sea freight have a double financial and environmental benefit. Maritime transport, although slower[10], is much less expensive than air transport. By optimising transport modes and consolidating shipments, MSF can achieve substantial savings on logistics costs without significantly impacting delivery times.

REDUCING DEPENDENCE ON FOSSIL FUELS: Reducing dependence on fossil fuels increases the resilience and adaptability of the organisation, particularly in its structures outside Europe. Fossil fuel prices are set to rise structurally and become more volatile due to the combined effects of peak oil, rising global demand, and climate policies. By reducing the use of fossil fuels, the supply centres will limit the negative impact on operational budgets.

BOOSTING PARTNERSHIPS AND OUR IMAGE: .Working with suppliers who share similar environmental goals can lead to stronger collaborative relationships and a more resilient supply chain. In addition, by adopting sustainability practices, MSF strengthens its image, improves its reputation with donors, partners and the general public, which can attract more support and funding for its activities.

STAFF AWARENESS AND ENGAGEMENT: Implementing initiatives such as promoting public transport, reducing air travel and encouraging remote working help to raise awareness of environmental issues and engage staff in a culture of sustainability. Well-informed and motivated employees are more likely to support and actively participate in efforts to reduce emissions. This creates a more coherent working environment that is aligned with MSF's organisational values, thus promoting team cohesion.

[10] However, considering the time required for customs clearance, the lead time may sometimes be equivalent

Implementation framework

IMPLEMENTATION PRINCIPLES AND GUIDELINES

The implementation of the roadmap across the organisation will be facilitated by compliance with 5 main implementation principles :

Use each RFP or opportunity to renew contracts for goods and services to integrate carbon and environmental criteria into the decision-making tree.

Prioritise action on products and product categories that have the most impact in terms of carbon and the environment[9] as well as single use items.

Target suppliers representing 80% of purchasing-related emissions and press them on the use of carbon-free energy and reducing the carbon footprint of their own production and supply chain.

Focus on key projects identified in collaboration with the OCs and foster a shift from air to sea freight to optimise MSF's supply chain.

Confronting our direct responsibility for the packaging we use in our warehouses, for both incoming and outgoing flows.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[11] See appendix for the top medical and logistical items.

ROLES AND RESPONSIBILITIES

MSF's operational centres decide on priorities and the choice of medical equipment and products used. However, because we work at the very heart of the purchasing and routing processes, we – as supply centres – have three critical roles:

- Alerting to all points of inefficiency in the supply chain, particularly by questioning the compatibility of the choices made by the missions with this roadmap, by making carbon consequences visible and by proposing alternatives compatible with the MSF movements' commitment to the target of reducing carbon emissions by 50%.
- Proximity to suppliers who could use carbon-free energies or offer products with a smaller footprint. The ESCs then have the responsibility of being a force for proposing new products and optimising catalogues with MSF's international technical working groups.
- A critical role in the optimisation of the international logistics network and in the flow of goods through their management of regional hubs.

PRIORITY PROJECTS

ORGANISATION-FOCUSED

In 2024 and 2025, we will launch twelve projects motivated by a desire to significantly reduce our environmental footprint and promote changes in practices in several key areas, including warehouse activities, purchasing and transport. Logistics optimisation projects, in connection with improved supply planning, will be carried out in collaboration with the other entities of the MSF movement. These projects will touch on freight choices, inventory management and the optimisation of the logistics network on a global scale in a common approach between the two ESCs.

The effort starts in the warehouses, where special attention is paid to reducing packaging and waste. By optimising packaging processes and working with suppliers to minimise packaging, we will aim to decrease waste at source.

THE 12 PRIORITY PROJECTS TO BE LAUNCHED IN 2024 /2025

2024

PURCHASING	**Integrating environmental criteria into purchasing**	Feasibility	OBJECTIVE	For the same specifications, prioritise selection of the most advanced suppliers in energy transition and emission reduction initiatives.
		Cultural change	DELIVERABLE	Evaluation grid of suppliers according to a climate score and monitoring of the proportion of purchases that comply with the required carbon and environmental criteria.
	Transitioning to alternative products	Feasibility	OBJECTIVE	Proactively seek low-impact products and suppliers and strengthen environmental criteria specific to each product category.
		Cultural change	DELIVERABLE	Strategic guide for the decarbonisation of key products.
TRANSPORT	**Optimising air freight**	Feasibility	OBJECTIVE	Prioritise freight routes using short, direct flights.
		Cultural change	DELIVERABLE	Analysis grid of companies according to destinations, integration of t.km travelled and cost analysis.
	Optimising sea freight	Feasibility	OBJECTIVE	Negotiate "green" contracts with major transport companies.
		Cultural change	DELIVERABLE	Study the new possibilities of contracts offering alternative fuels with the most used shipping companies and cost analysis.
COLLECTIVE MOBILISATION	**Consolidating shipments**	Feasibility	OBJECTIVE	Better anticipate needs to promote the consolidation of shipments for missions/ sections in the same country and develop a push strategy.
		Cultural change	DELIVERABLE	Analyse possible grouping of orders from different projects and pilot a push strategy with regular containers for certain destinations.
	Reducing obsolete and expired inventory	Feasibility	OBJECTIVE	Improve the ESCs to inventory management capacity.
		Cultural change	DELIVERABLE	Establish joint follow-up between the ESCs of alerts before stock expiry and improvement of the collaborative process between the ESCs and OCs to minimise the impact of changes in products and protocols.

In terms of procurement, our initiatives aim to transform the procurement function by systematically integrating carbon and environmental criteria into the tendering process. In this way, we will give priority to suppliers and products/services that meet our environmental and climate requirements. We will also explore finding alternatives to existing products; for example, biodegradable bags.

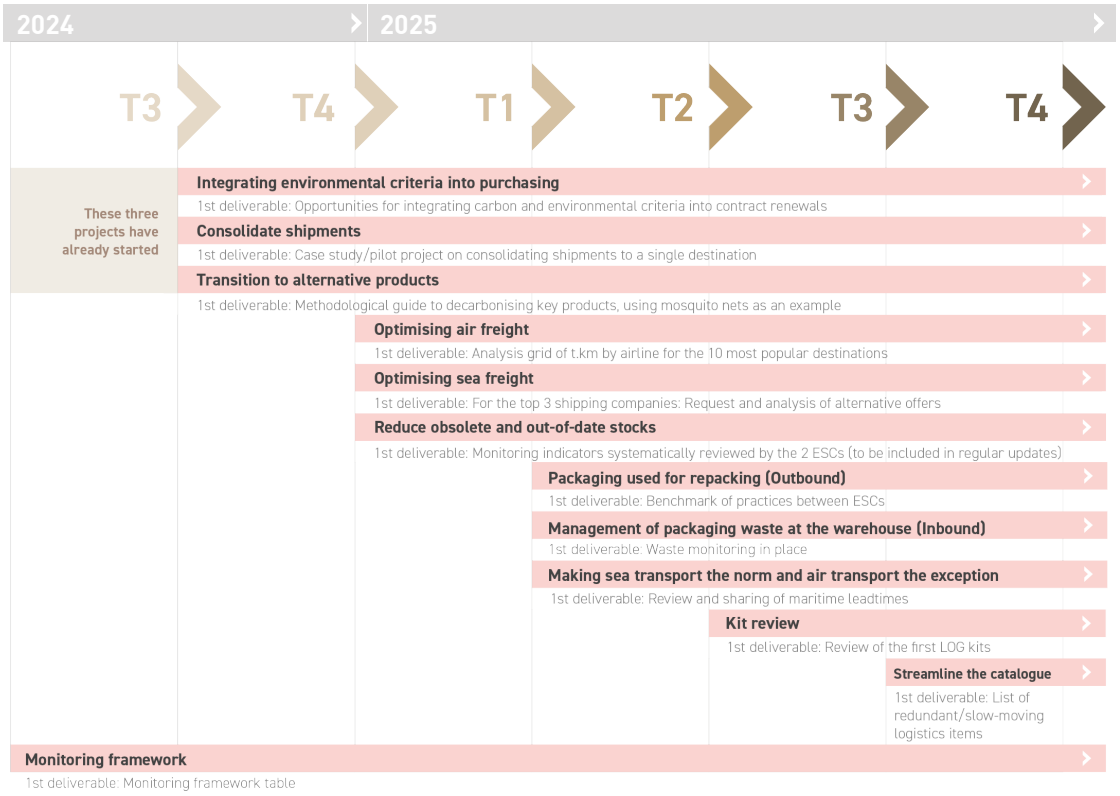
For transport, the priority is to replace part of air freight with sea freight, optimise routes and negotiate new sea freight contracts including, for example, the use of alternative fuels.

At the same time, we will be the driving force behind the launch of 4 key projects in collaboration with the OCs. These projects aim to pool orders and shipments, proactively monitor obsolete and expired stocks, rationalise the catalogue and review the composition and management of certain kits. They are part of a broader framework for the development of the logistics network, in particular with the optimisation of regional hubs.

We will monitor each project with a review of progress every quarter, starting in 2024.

2025				
WAREHOUSE	**Packaging used for repackaging (Outbound)**	Feasibility	OBJECTIF	Understand and optimise the environmental impact of materials used in the packaging of goods for shipping.
		Cultural change	DELIVERABLE	Identification, measurement and reduction of packaging used during order picking and benchmarking between ESCs.
	Packaging waste management in the warehouse (Inbound)	Feasibility	OBJECTIF	Identify which secondary/tertiary packaging generates the most waste in the warehouse.
		Cultural change	DELIVERABLE	Analysis of incoming packaging (especially plastic) and study of optimisation opportunities in collaboration with suppliers (nature, reduction, reverse logistics, etc.).
TRANSPORT	**Making maritime transport the norm and air transport an exception**	Feasibility	OBJECTIF	Consistently offer sea freight to relevant destinations.
		Cultural change	DELIVERABLE	Comparison of ship and air deliveries (delivery time, hubs, etc.).
COLLECTIVE MOBILISATION	**Reviewing the kits**	Feasibility	OBJECTIF	Optimise kit management.
		Cultural change	DELIVERABLE	Identification of kits to be changed or removed (start with LOG Kits). Evaluate local sourcing opportunities and align with the work undertaken by OCB.
	Rationalising the catalogue	Feasibility	OBJECTIF	Reduce the number of references for the same type of items by harmonising the choice of products between the different OCs.
		Cultural change	DELIVERABLE	Provide the list of redundant/low-turnover items and establish an efficient validation process to add or remove items with an alert system to notify "dormant" items.
MONITORING	**Monitoring Framework**	Feasibility	OBJECTIF	Determine the indicators to be monitored: decarbonisation trajectory indicators and project monitoring indicators.
		Cultural change	DELIVERABLE	Monitoring framework table.

SIMPLIFIED TIMELINE OF PRIORITY PROJECTS



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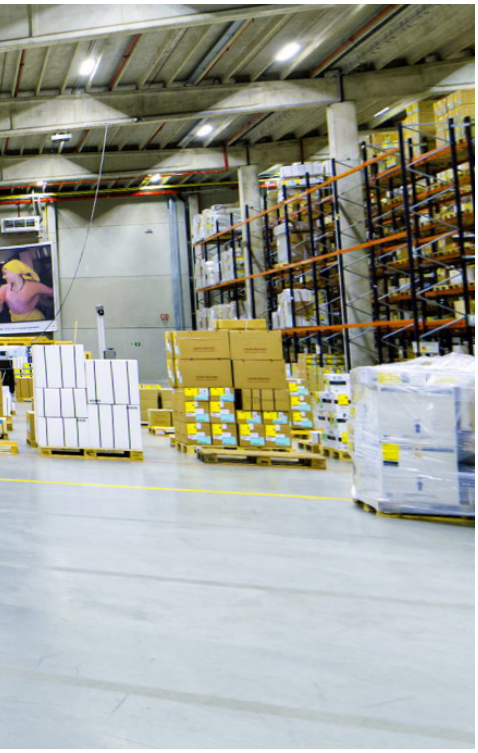
COORDINATING AND MONITORING THE ROADMAP

From 2024, with a view to ensuring effective coordination, a roadmap manager will be appointed within the ESCs. This person will be responsible for allocating project monitoring within the various departments for which managers will also be appointed. **A steering committee will be established** to establish monitoring governance from the outset. A structured monitoring framework that will report on the progress of the decarbonisation roadmap is being put in place.

This monitoring framework will include three levels of indicators: high-level indicators, indicators to monitor the carbon trajectory and project progress indicators. For each category of solution (purchasing, air freight, business travel, etc.), we will ensure:



- Monitoring of qualitative and quantitative indicators by solution
- Follow-up on priority projects initiated during the early years of implementation of the roadmap
- Measuring progress on actions and planned key activities, such as key data mapping, validation and implementation of new practices and skills development initiatives.

Each year, an updated progress report will be published by both centres to assess progress and maintain transparency with regard to the objectives set for 2030.

Measuring our performance

Measuring our performance involves 9 high-level indicators, in line with our key commitments:

HIGH-LEVEL INDICATORS

			MSF Logistique			MSF Supply		
Indicator	Description	Units	2021	2030 Target	% fall 2030 / 2021	2021	2030 Target	% fall 2030 / 2021
Carbon emissions	Total CO2e t. on scopes 1, 2, 3 of year N	tCO_2e	60 400	30 200	-50%	31 700	15 850	-50%
Human resources	Essential training and development opportunities are provided to targeted staff	N/A	Ongoing					
Purchases of products and services	Total CO2e t. on purchases of products and services (excluding Air Ops Unit services)	tCO_2e	35 150	13 750	-61%	18 750	8 100	-57%
Carbon value	% of items with carbon value consistently requested from suppliers	%		100%	N/A		100%	N/A
Committed suppliers	% of financial volume represented by suppliers with a robust plan to reduce their carbon emissions (SBTI commitment)	%	0	80%	N/A	0	80%	N/A
Carbon and environmental criteria	% of items in the 20 highest-emission or most polluting categories for which carbon and environmental criteria are implemented	%		80%	N/A		80%	NA
Freight	Total t.CO2e of emissions linked to incoming and outgoing freight	tCO_2e	16 650	8 000	-52%	12 150	6 450	-47%
Air Freight	Weight. distance of goods transported by air for inbound and outbound cargo	t. km	12 400 000	6 850 000	-45%	10 200 000	6 400 000	-37%
Waste	Weight by type of waste generated by activities	Tonnes	Targets to be determined after baseline					

Our levers for change

LEADERSHIP

Our commitment to climate action is strong and deeply rooted in our respective organisations. It aims to achieve ambitious results and is based on the active participation of our organisations and their members as a whole. Implementation of the roadmap is the responsibility of MSF Logistique and MSF Supply management, who will regularly take stock of progress and mobilise, with the support of their respective Boards, the necessary resources to bring about change.

INVESTING IN PEOPLE AND SKILLS

Understanding climate issues, providing human resources and increasing the skills of MSF Logistique and MSF Supply staff are, more than any other dimension, a critical factor for success. We will first seek to raise awareness of the commitments made and to foster a thorough understanding of the balance between individual and organisational needs. We have therefore decided to strengthen our expertise in environmentally friendly purchasing, and to deploy a systematic training plan for the benefit of our employees. The partnership with the Climate Action Accelerator and with other specialised organisations or companies completes the system.

RELATIONS WITH THE OPERATIONAL CENTRES

We will strengthen collaboration with the operational centres: this will be critical to making our supply chain more efficient. This collaboration will go much further, including with MSF's international technical working groups, the Global Procurement Unit (GPU), quality assurance, MSF catalogue managers and platforms of logistics and medical directors. The roadmap also provides an opportunity for enhanced collaboration between the two logistics centres.

BRINGING OUR PARTNERS WITH US

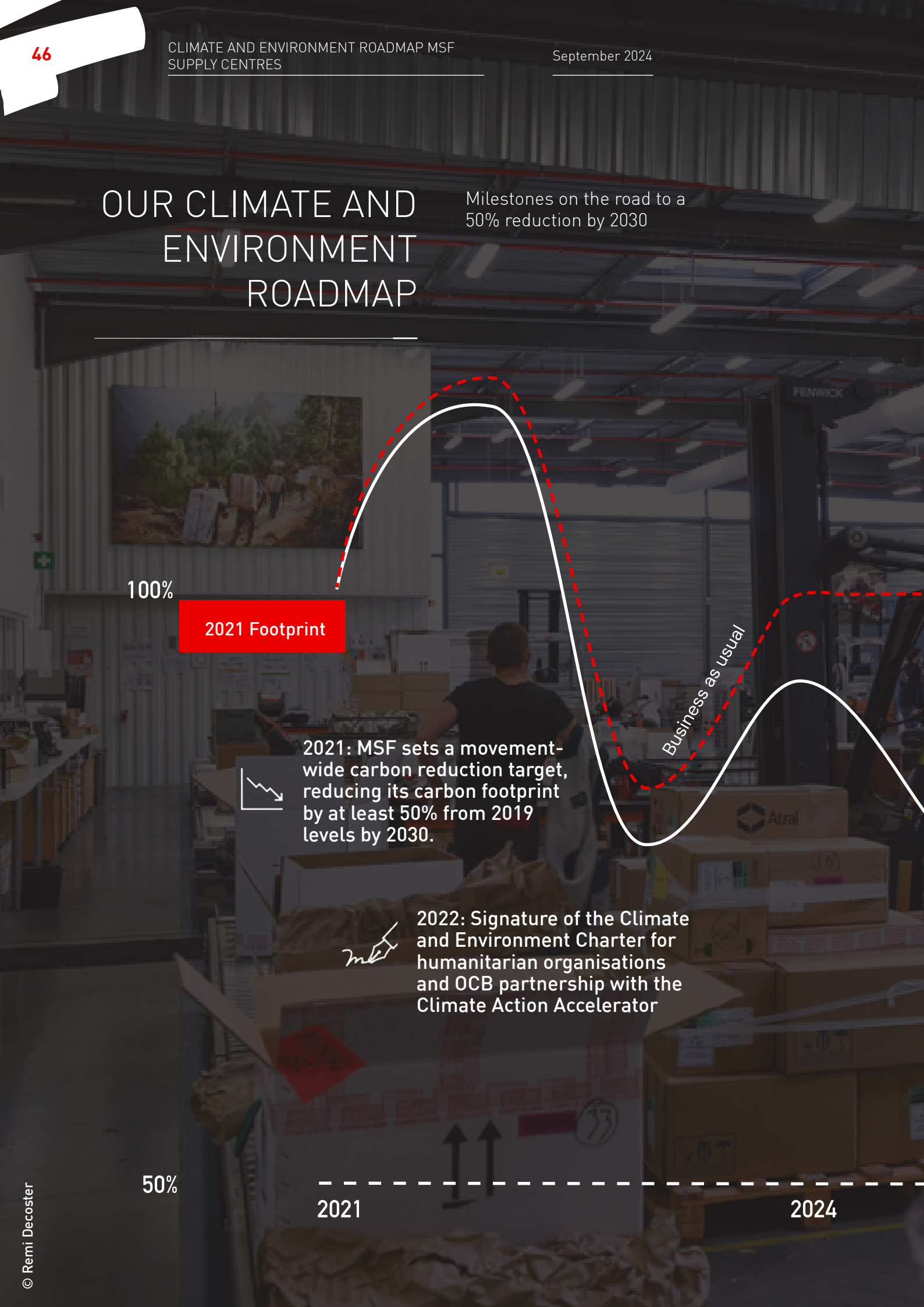
Aware of our social responsibility, we are seeking to influence our operational partners from 2024 onwards to shift to more environmentally friendly practices and choices. We will contribute at our level to driving the ecosystem formed by our customers by offering alternatives that have less impact on the climate. We will publish our findings and challenges transparently, and in a spirit of collective understanding with our peers in humanitarian action.

SUPPLIER ENGAGEMENT

Working hand in hand with our suppliers to achieve our commitments is essential. We will build on the work already in place to assess our suppliers for quality and further strengthen the climate dimension of our assessment. We will ask suppliers with a high impact (i.e. more than 100,000 in annual spending) to have a robust plan to reduce their carbon emissions. We will systematically integrate climate and environmental considerations into the evaluation of the bids and in the review meetings we will have with them.

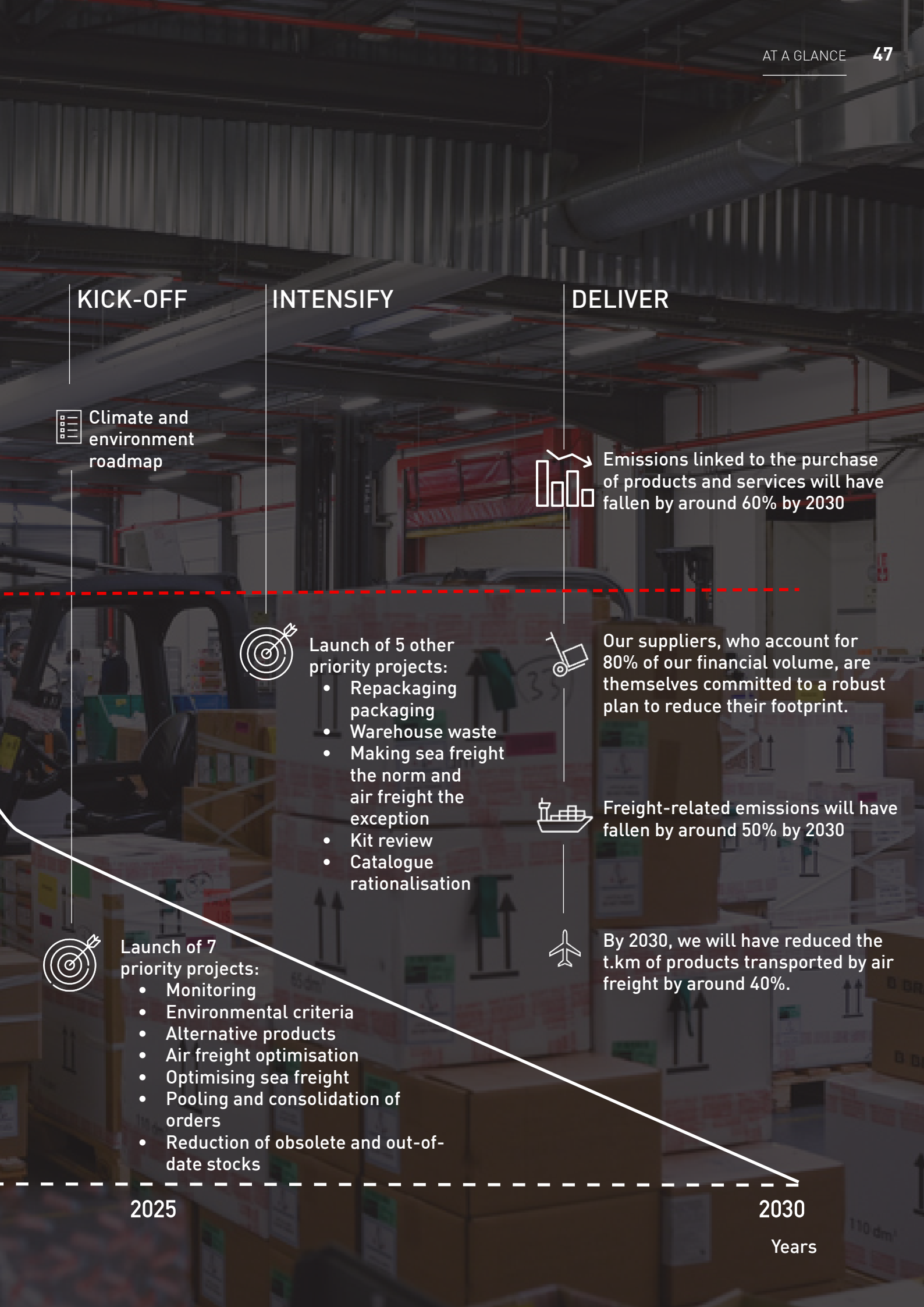
OUR CLIMATE AND ENVIRONMENT ROADMAP

Milestones on the road to a 50% reduction by 2030



2021: MSF sets a movement-wide carbon reduction target, reducing its carbon footprint by at least 50% from 2019 levels by 2030.

2022: Signature of the Climate and Environment Charter for humanitarian organisations and OCB partnership with the Climate Action Accelerator



KICK-OFF

Climate and environment roadmap

Launch of 7 priority projects:

- Monitoring
- Environmental criteria
- Alternative products
- Air freight optimisation
- Optimising sea freight
- Pooling and consolidation of orders
- Reduction of obsolete and out-of-date stocks

INTENSIFY

Launch of 5 other priority projects:

- Repackaging packaging
- Warehouse waste
- Making sea freight the norm and air freight the exception
- Kit review
- Catalogue rationalisation

DELIVER

Emissions linked to the purchase of products and services will have fallen by around 60% by 2030

Our suppliers, who account for 80% of our financial volume, are themselves committed to a robust plan to reduce their footprint.

Freight-related emissions will have fallen by around 50% by 2030

By 2030, we will have reduced the t.km of products transported by air freight by around 40%.

2025 2030

Years

Acknowledgements

CONTRIBUTING TEAMS

MSF SUPPLY & MSF LOGISTIQUE

We would like to thank all the staff and colleagues of MSF Supply and MSF Logistique and, more broadly, of the MSF movement, such as the Climate Smart team as well as all the members of the Steering Committee including the Supply Directorates of the OCG, OCP and OCB Operational Centres and the MSF International Supply Coordinator, who contributed to the development of this roadmap. Their input was invaluable, whether through interviews, questionnaires or in the many workshops that were held, proposing solutions and making available their technical expertise to assess their feasibility.

CLIMATE ACTION ACCELERATOR

We would also like to thank the entire Climate Action Accelerator team for their assistance in drafting this Roadmap. We extend a special thank you to the members who focused on collecting data, calculating carbon footprints, developing a vision for this trajectory, offering solutions, and producing the featured content. Together, we have taken a big step towards reducing our carbon footprint and environmental impact.

UNDER THE DIRECTION OF :

LAURENT SURY Director, MSF Logistique	**BRUNO JOCHUM** Executive Director, Climate Action Accelerator	**AGATHE LAMOURET & ELISE CHABROUX** Programme Managers, MSF Supply
PIERRE-PAUL LAMOTTE Director, MSF Supply	**CÉDRIC MARTIN** Programme Manager, Climate Action Accelerator	**YASMINE BONNEAU & YESSOH BONNI** Programme Managers, MSF Logistique

ABOUT US

MSF LOGISTIQUE

Médecins Sans Frontières Logistique's mission is to ensure the safety and quality of the supply of medical and non-medical products for the operations of Médecins Sans Frontières and other humanitarian organisations. Located in Mérignac (France), with a presence in Dubai, this centre is one of the most important humanitarian aid delivery hubs in the world. With more than 190 employees, we buy, store, prepare, and ship approximately 6,000 tons of equipment each year, ensuring the reliability of Médecins Sans Frontières' supply chain. In addition to this main mission, we have developed two additional activities: a workshop for the preparation of 4x4 vehicles and an Air Operations Unit for the coordination of air resources.

MSF SUPPLY

MSF Supply is one of Médecins Sans Frontières' three humanitarian supply centres. Its mission is to provide high-quality products and services tailored to the needs of humanitarian medical organisations. As a main partner of MSF's Belgian Operations Centre, MSF Supply delivers medicines, medical supplies and logistics equipment to more than 30 countries around the world, meeting the needs of field missions.

MSF Supply also responds to the needs of other humanitarian organisations (non-profit NGOs) by offering quality assurance, storage, packaging and dispatch of ordered products. The organisation strives to meet the specific demands of its partners while ensuring quality at the lowest cost, and developing the supply chain to meet unforeseen demands.

CLIMATE ACTION ACCELERATOR

The Climate Action Accelerator is a non-profit organisation that aims to mobilise a critical mass of community-based organisations to deploy large-scale climate solutions to keep global warming below 2°C and avoid the risk of dangerous runaway climate change. The objective is to help the ecological transition of the humanitarian, health and higher education sectors, based on a radical transformation of their practices, with carbon emission reduction targets (-50% by 2030) and a "net zero" trajectory, in line with the Paris Agreement.

Annexes

METHODOLOGICAL TIMELINE

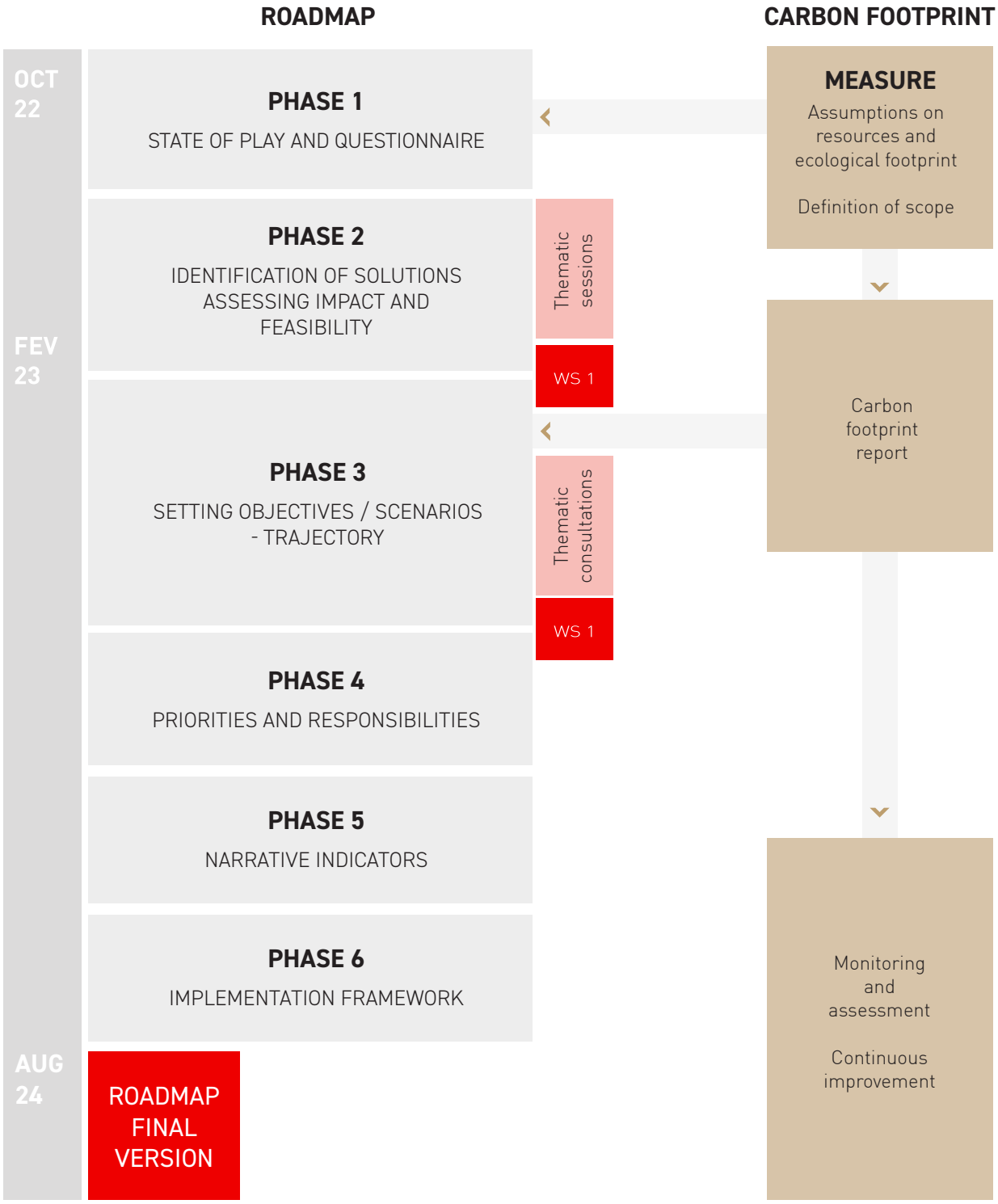


TABLE OF REQUIRED SKILLS

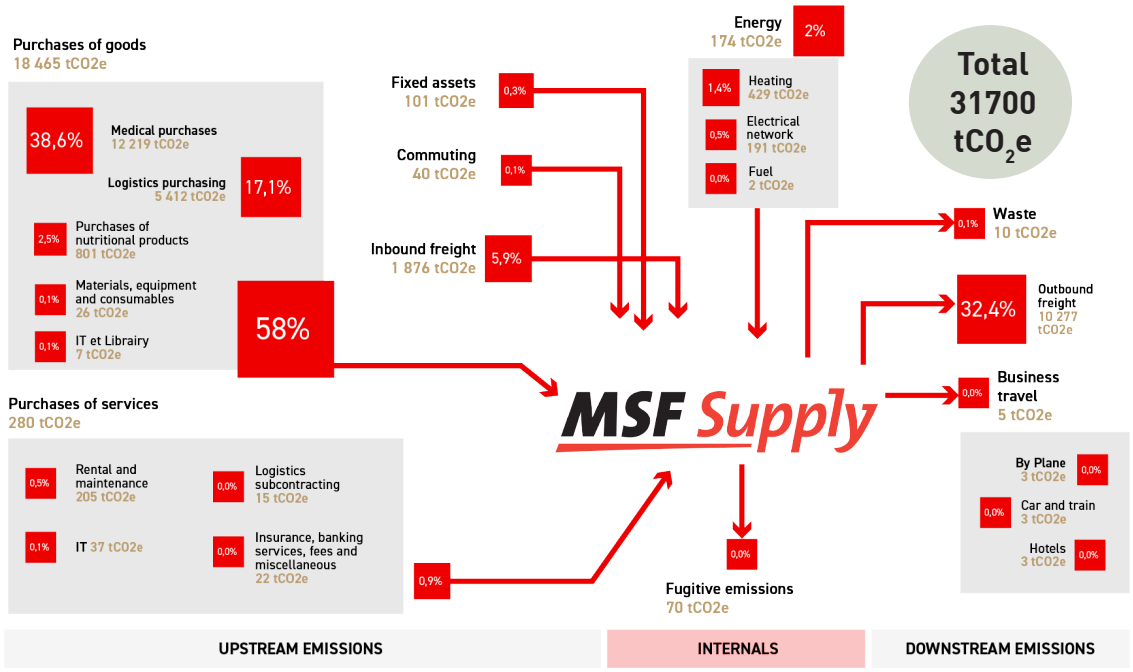
REQUIRED RH SKILLS

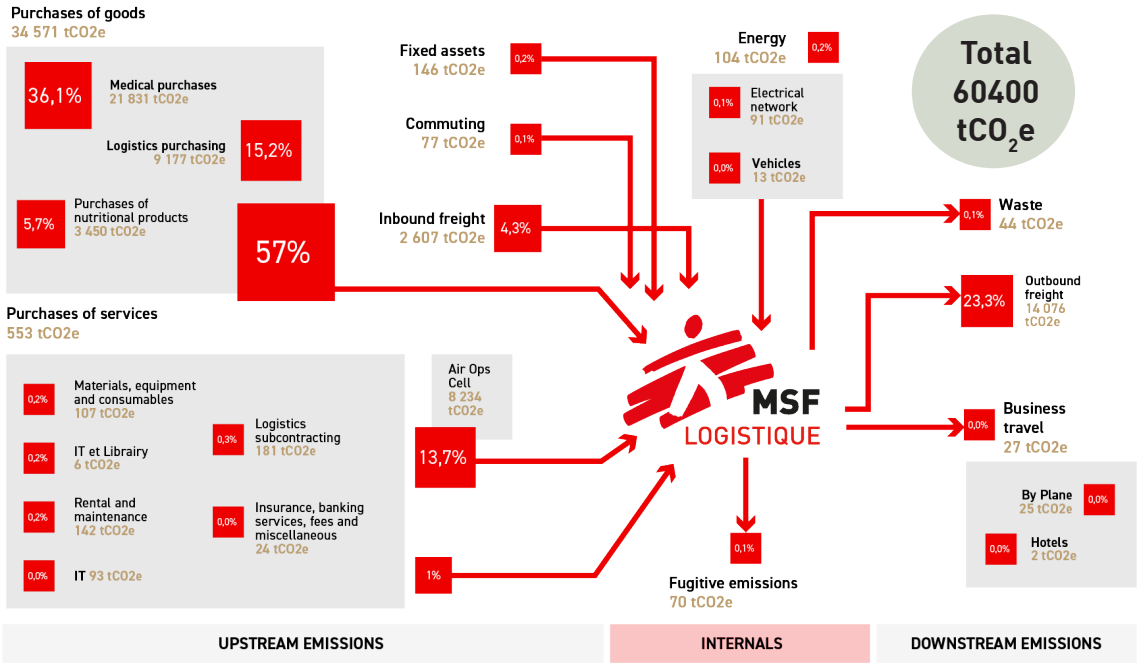
DOMAIN	REQUIRED SKILLS	L&D
Coordinating implementation	Project management (monitoring framework, follow-up of the implementation of solutions and actions, financial follow-up)	+
	Change management and communication (relationship with other MSF entities)	++
	Carbon footprint measurement	++
Purchasing	Integration of carbon and environmental criteria into the purchasing process (evolution of tendering processes and contracts). MSF Logistique: 1 FTE MSF Supply: working with GPU	++
	Interaction with suppliers on carbon and environmental aspects and search for alternatives to existing products	++
	Understanding of product life cycle assessments and decarbonisation levers by product categories	+++
Transport	Freight policy, with regard to both missions and transport companies	+++
	Push strategy	++
Operations	Supply chain planning (planning, pooling)	++
	Supply chain optimisation in alignment with the development of the international network and regional hubs	+
Buildings and energy	Expertise in buildings, construction and energy with low environmental impact, particularly in logistics hubs close to the field	++
	Cold chain equipment	++
	Employee awareness of energy conservation	+
Packaging and waste	Packaging optimisation (palletisation, etc.) inbound and outbound	++
	Waste management plan and staff awareness	+
	Reverse logistics	++
Digital	User awareness	+

Légende

+ : low investment
+++ : substantial investment
L&D : Learning and Development.

CARBON FOOTPRINT: MSF SUPPLY AND MSF LOGISTIQUE CARBON EMISSION STREAMS





12 PRIORITY PROJECTS TO BE LAUNCHED IN 2024/2025 BY THE ESCS

		PROJECT	OBJECTIVES	DESCRIPTION
WAREHOUSE	W1	**Packaging used for repackaging (Outbound)**	Minimise the amount of packaging used	Understanding and optimising the environmental impact of materials used in the packaging of goods for shipping.
	W2	**Packaging waste management in the warehouse (Inbound)**	Reduce packaging waste in warehouses	Identifying which secondary/tertiary packaging generates the most waste in the warehouse.
PURCHASING	P1	**Integrating environmental criteria into purchasing**	Include carbon and environmental criteria in the choice of suppliers and the awarding of contracts to reduce the environmental impact of purchases For example, ensure a volume of purchases of medicines from production sites with an energy mix that includes renewable products	Aligning suppliers with our climate and environmental goals. For the same specifications, prioritising selection of the most advanced suppliers in the energy transition and emission reduction initiatives
	P2	**Transitioning to alternative products**	Opt for alternative products with a reduced environmental impact For example, the replacement of some plastic bags with biodegradable starch bags to distribute medicines.	Proactively searching for low-impact products and suppliers. Strengthening the carbon and environmental criteria specific to each category Optimising packaging of purchased products (primary packaging).
TRANSPORTS	T1	**Replacing part of air freight with sea freight**	Establish a standard operating procedure to make maritime transport the norm and air transport an exception	Consistently offering sea freight to relevant destinations.
	T2	**Optimising air freight**	Opt for the shortest and most direct freight routes.	Reviewing the actual routes of goods based on airline logistics hubs.
	T3	**Optimising sea freight**	Promote "green" sea freight contracts	Negotiating greener contracts with major transport companies.

METHOD	DELIVERABLES	START	SOLUTIONS
Review of packaging activities by quantifying the impacts of the materials used. Compare practices between the 2 ESCs. Discuss pilot projects; e.g. tests carried out by MSF Supply on biodegradable pallet films.	Identification, measurement and reduction of packaging used during order picking Benchmarking of practices between ESCs	2025	17
Analysis of packaging upon receipt. Focus on secondary and tertiary packaging (especially plastic). Study optimisation possibilities in collaboration with suppliers (alternatives, reduction, reverse logistics, etc.).	Waste monitoring Optimisation solutions reviewed with suppliers Optimisation of collection and sorting	2025	17
Strengthen climate requirements for suppliers and integrate them into purchasing processes. Supplier evaluation grid according to a climate score: Assign a climate score from the results of monitoring suppliers, such as Ecovadis and other evaluation systems. Integrate the climate score into the choice of suppliers and the awarding of contracts. Organise training workshops for teams on changes in purchasing practices.	Greater proportion of purchases with suppliers that meet the required environmental criteria	started-to be continued	5A-5B
Develop a deep understanding of key decarbonisation levers for a selection of key products. Dialogue with key suppliers to obtain alternative proposals. Leverage the results of external projects (e.g., CAA's LCA project and Climate Smart's single-use products study).	Strategic guide for the decarbonisation of key products Definition of new environmental criteria by category or by product	started-to be continued	4A
Investigate where air travel can be avoided or reduced (by destination and by product type) Review the list of countries and products where air freight is mandatory Improving the reliability of maritime leadtime	New SOPs	2025	6 &7
Propose an analysis grid for air routes based on the example of the ICRC Analysis of potential gains Cost vs. benefit to be validated with OCs Analysis of the kilometres travelled and costing of alternative options	Analysis grid of companies according to destinations. Integration of t.km travelled in the choice of companies	2024	8
Study the possibilities of contracts offering "alternative fuels" with the most widely used shipping companies. Cost vs. benefit to be validated with OCs. Also cargo sailboat option	Negotiation of specific contracts; e.g. with mention of the use of biofuels	2024	8

INITIATIVES COMMON TO THE WHOLE MOVEMENT

PROJECT			OBJECTIVES	DESCRIPTION
COLLECTIVE MOBILISATION	M1	**Consolidating shipments**	Align the needs of sections/missions in the same country more systematically to consolidate shipments. Push strategy with regular containers to certain destinations. Also exploit inter-ESC synergies and the benefits of pooling certain supply services at the higher level (grouping the needs of several OCs).	Better anticipate needs to promote the consolidation of shipments for missions/ sections in the same country. Develop a push strategy
	M2	**Reducing obsolete and expired inventory**	Sharing of data and experience between the two ESCs to minimise destroyed inventory	Improve the ESCs to inventory management capacity.
	M3	**Reviewing the kits**	Optimise LOG Kit Management	Review of the composition of the kits and their management (in particular of the EPREP and what can be purchased locally)
	M4	**Rationalising the catalogue**	Increase purchasing efficiency, reduce inventory and space needed, limit destroyed inventory, reduce spare parts management.	Reduce the number of references for the same type of items by harmonising the choice of products between the different OCs.

MONITORING

PROJECT			OBJECTIVES	DESCRIPTION
MONITORING	M1	**Monitoring framework**	Monitor the carbon trajectory and progress in implementing the roadmap	Short-term and medium-term follow-up of the roadmap.

METHOD	DELIVERABLES	START	SOLUTIONS
Organize the centralisation of needs for the same country Group orders for different projects of the same mission and different sections of the same country. Prioritise the optimisation of keep-cool dispatches. Consolidate shipments to a single destination Train supply staff in the field. Pilot a push strategy with regular containers for certain destinations	Opportunities presented through a pilot country New SOPs	started - to be continued	6 & 7
Joint monitoring of alerts between ESCs before stocks expire Improved collaborative process between ESC and OCs to minimise the impact of product and protocol changes	Opportunities presented through a pilot country New SOPs	2024	1A-1C
Put the subject of kits on the agenda of the international platform of emergency units (see with OCB the work already undertaken on this subject).	Identifying kits to change or remove Identification of local sourcing (for EPREP)	2025	1C
International technical working groups with ESC technical referents for each category of articles. Start with logistics items and then medical devices. Contribution of ESCs to the review of low-turnover stocks and the most problematic duplicates.	List of Redundant/Low-Turnover Items An efficient validation process for adding or removing items An alert system set up by ESCs to notify "dormant" items	2025	1B

METHOD	DELIVERABLES	START	SOLUTIONS
Determine the indicators to be monitored: decarbonisation trajectory indicators / project monitoring indicators	Monitoring framework dashboard	2024	

SUPPLY OPERATIONS

	SOLUTIONS	ACTIONS
PURCHASING	**Improving supply chain planning and identify opportunities for greater efficiency**	Internally and in collaboration with operational centres (OCs), reduce overstock, risk of stock-outs and, consequently, reduce inventory waste by improving supply chain planning (forecasting, demand planning, supply planning)
		Reduce the number of SKUs for the same type of items by working with OCs to harmonise product selection across different operational centres.
		Reduce waste and carbon emissions by reviewing the composition of the kits in collaboration with the OCs.
	Improving transparency on carbon emissions and decarbonisation levers	Require suppliers to disclose/publish their full carbon footprint annually, based on the Greenhouse Gas Protocol methodology and including Scopes 1, 2 and 3.
		Request visibility on the carbon value and lifecycle information of high-impact items so that this information can be integrated into OC decision-making and ESC choices.
		Identify key levers to reduce the environmental and carbon impact of high-impact items by conducting additional analysis and research (e.g., life cycle assessments).
	Collaborating with suppliers	Opt for suppliers based on their score in the carbon and environmental assessment. Implement MSF's Supplier Code of Conduct.
		High-impact suppliers (spend > EUR 100K) must have in place a robust plan to reduce their carbon footprint by 2030, externally verified (e.g. SBTi), and demonstrate the use of carbon-free energy in production processes
		Encourage supplier decarbonisation by establishing long-term contracts with selected suppliers and for selected items that incorporate contractual requirements to reduce the environmental and carbon footprint of sourced products and services.
		Collaborate with other humanitarian organisations to audit/evaluate suppliers and share their sustainability performance. Participate in industry efforts to influence suppliers.

Detailed list of solutions and responsibilities

TARGETS	ROLES AND RESPONSIBILITIES
The destruction of items to be reduced by 30% by 2026 and 70% by 2030.	**Pilot: OCs to improve ESC planning and forecasting: Highlighting opportunities for ESCs** Improve order efficiency and better manage inventory resupply.
	Pilot: OC Dir Log and Med Alignment with international technical working groups and technical referents of ESCs Spinco: update the catalogue (UniData & UniCat) ESC: identify duplicate references
	Pilot: heads of OC emergency units in collaboration with ESC technical referents ESCs: Investigate ways to reduce losses related to kit updates MSF missions: identify what can be purchased locally
The projected lifecycle emissions of purchased goods and services to be reduced by 5% by 2026 and by 30% by 2030.	**Pilot: lead buyers (ESC) and category buyers (GPU)** Contribution: MSF's future technical team on sustainability
	Pilot: lead buyers (ESC) and category buyers (GPUs) Input: product specialists (ESCs) Spinco: Catalogue update (UniData & UniCat)
	Pilot: future MSF technical team on sustainability (after the end of the Climate Smart project) Input: product specialists (ESCs)
High-impact suppliers (annual spend >100K EUR, accounting for around 80% of spend) to have a robust externally verified carbon reduction plan in place (e.g. SBTi) prioritising the use of decarbonised energy by 2030.	**Pilot: lead buyers (ESCs) and category buyers (GPU)** Input: OCs regarding potential supply chain impact
	Pilot: lead buyers (ESCs) and category buyers (GPU) Contribution: MSF's future technical team on sustainability
	Pilot: lead buyers (ESCs) and category buyers (GPU)
	MSF's future technical team on sustainability with the support and collaboration of lead buyers (ESC/GPU) and product specialists (ESC).

SUPPLY OPERATIONS

	SOLUTIONS	ACTIONS
PURCHASING	**Identifying and offering alternatives to certain products**	Offer items with a low carbon and/or environmental impact as a priority by making them visible in the MSF catalogue (e.g. by adding a filter, an icon, etc.).
		Prioritise locally or regionally produced items, including heavy or bulky items where quality can be assured to the same level as international purchases.
		In collaboration with the OCs, and where possible, remove from the catalogue items that have a high carbon and environmental impact for which the ESCs have a low added value, considering local purchasing opportunities when it makes sense and the end of life, especially for certain single-use items, or part of the composition of the kits.
	Implementing environmental purchasing criteria	Include carbon, environmental and social criteria in the technical specifications of services and products in accordance with the global purchasing policy, with priority given to the most emissive or polluting items.
		By 2025, systematically include sustainability criteria in the final evaluation of bids, where possible.
		Optimise packaging and, where appropriate, use alternative packaging materials for key items.
FREIGHT	**Reducing freight**	Consolidate shipments to the same destination by improving supply chain planning, including for cold chain orders from different projects on the same mission.
		Reduce the quantities of goods purchased and transported by rationalising the use of consumables in MSF programmes, reducing over-prescribing and optimising the ordering, use and maintenance of medical equipment.
		Increase direct deliveries from suppliers to distribution hubs and missions within the international framework of validated sourced suppliers.

TARGETS	ROLES AND RESPONSIBILITIES
The projected lifecycle emissions of purchased goods and services to be reduced by 5% by 2026 and by 30% by 2030.	Spinco: Catalogue update (UniData & UniCat) Product specialists (ESC)
	Pilot: lead buyer (GPU/ESC) & QA **Pharmacy network (for medical items) / Technical referents for ESC supply validation** ESCs for consultation
	Pilot: technical referent & Dir Ops & Med
	Pilot: technical working groups with the ESC product specialist Input: future MSF technical team on sustainable development for the definition of the criteria Spinco: update the catalogue (UniData & UniCat) OCs: awareness and information of the procurement teams in the field and logistics teams
	Pilot: buyers (ESC) and category buyers (GPU) Implement sustainable procurement guidelines
	Pilot: ESC product specialist Input: future MSF technical team on sustainable development for the definition of criteria Spinco: update of the catalogue (UniData & UniCat) OCs: awareness and information of field procurement teams and logistics teams
Reduce air cargo t.km by 2% by the end of 2025 and 5% by 2030 through shipment consolidation.	**Pilot: OCs improve the planning process** ESCs: coordination of procurement needs by context as they have visibility over orders and can take the initiative to offer consolidation options for orders by destination
Reduce the t.km of surplus goods purchased and transported by 3% by the end of 2025 and by 8% by 2030 through better planning and orders, better use of MSF supplies and improved sober medical practices.	**OCs : Full responsibility**
In 2025, 2% of outbound freight to be avoided thanks to direct deliveries (excluding region-specific purchases) and 5% in 2030.	**ESCs: highlight drop-shipment opportunities where possible by leveraging an expanded supplier network.** Technical working groups: item/seller validation Pharmaceutical network: search for medical suppliers

SUPPLY OPERATIONS

	SOLUTIONS	ACTIONS
FREIGHT	**Switching from air to sea freight (making sea the norm and air transport an exception)**	Continue and expand the existing strategy of developing logistics platforms and warehouses as close as possible to the operational sites and to optimise the entire supply chain.
		Implement a freight policy that defines standard operating procedures for the use of air freight and promotes sea freight.
		Move from the "pull" approach to the "push" approach by organising regular and frequent sea shipments even if the containers are not full and focusing on the missions with the highest volume.
		Consistently offer sea freight to relevant destinations.
		Limit air freight to the cold chain, narcotics, products that are perishable, hazardous or lack the critical volume for sea freight, specific contexts and pure operational emergencies (this excludes emergencies related to poor forecasting).
		Expand the use of sea freight by regularly reviewing countries defined as mandatory for air freight.
		Only ship pending orders that are confirmed as relevant.
	Using green carriers	Include carbon and environmental criteria in the selection process of transport service providers and alternative fuel use offers.
		Ask freight companies for visibility on the carbon value of transport offers in order to be able to integrate this information into the decision-making process of OCs and the choices of ESCs.

TARGETS	ROLES AND RESPONSIBILITIES
By the end of 2025, reduce the forecast of air t.km for emergencies by 10% and by 20% in 2030.	**Dir-Supply platform: management of the international supply network** ESCs: management of regional hubs
Reduce t.kms by air that are unjustified, or classified as "high priority" as a result of poor planning, by 10% by the end of 2025 and by 50% by 2030.	**Pilot: OCs, improving supply planning and better anticipating orders to promote sea freight** ESCs: provide better visibility into estimated time of arrival
	ESCs and OCs: definition of a new stock policy for hubs
	OCs: develop/update a service level agreement (SLA) for key missions **ESCs:** provide OCs with information on lead times, including the benefits of pre-customized processes.
	OCs: awareness and capacity building of field teams in supply chain planning and buffer stock calculation.
By the end of 2025, reduce the air t.km forecast by 10% for countries defined as mandatory and by 30% in 2030.	**OC operations:** review countries where air cargo is mandatory in collaboration with ESCs **ESCs:** providing alternatives and data analytics on air cargo usage (on a regular basis)
Reduce backorder t.km by air, originally planned by sea, by 10% by the end of 2025 and by 50% by 2030.	**OCs:** cancel unnecessary pending orders **ESCs:** regular follow-up of backorders shared with the missions in order to provide visibility on these backorders, initiate a dialogue for the decisions of the OCs.
By the end of 2025, 20% of freight t.km to be transported by companies or ships using cleaner fuels, and 60% by 2030.	**ESC :** Exploring green contracting opportunities with current businesses
	ESC : Providing visibility on the carbon impact of transport choices to OCs

FUNCTIONING OF THE CENTRES

SOLUTIONS		ACTIONS	TARGETS
AIR TRAVEL	**Reducing business air travel**	Prioritise rail over short, regional distances when the difference between train and plane is less than 4 hours door-to-door. Also consider rail in connection with air travel or night trains.	Reduce business air travel kilometrage by 5% by the end of 2025 and by 10% by 2030 (potential is calculated from the 2023 data base).
		Review and reduce relevant reasons for travelling, starting with those that are easily transferable online (based on the COVID-19 experience). Review the choice of meeting and training venues to reduce the need for travel for as many staff as possible, especially air travel.	
		Update or develop a responsible travel policy.	
	Developing sustainable travel practices	Develop decision-making tools and communication levers to make it easier for employees to make climate-friendly decisions regarding the choice of travel, companies and routes.	
COMMUTING AND FLEET MANAGEMENT	**Reduce the use of private combustion-powered vehicles for travel**	Continue to encourage part-time teleworking for headquarters staff.	**MSF Logistique:** by 2025, reduce the number of km with internal combustion vehicles by 5%, and by 20% by 2030. **MSF Supply:** by 2025, reduce the number of km with internal combustion vehicles by 20%, and by 50% by 2030.
		Continue to promote public transport and soft mobility.	
	Optimising the size, composition and movements of the vehicle fleet	Optimise vehicle use.	By 2030, at least two out of three combustion engine vehicles to be replaced by electric vehicles.
		Buy lower-emission or less-polluting vehicles adapted to needs by prioritising fleet electrification when replacing them.	
ENERGY AND CONSTRUCTION	**Promoting sustainable premises and buildings**	Encourage sustainable design and appropriate buildings or infrastructure (including green building techniques and materials).	Already applied to existing buildings - to be applied systematically to all new buildings.
		Take into account carbon and environmental criteria in the choice of new premises (distance limitation, thermal efficiency, etc.)	

	SOLUTIONS	ACTIONS	TARGETS
ENERGY AND CONSTRUCTION	**Reducing the energy consumption of buildings and equipment**	Maintain temperature within appropriate standards in offices, storage facilities, and temperature-controlled areas.	Reduce projected kilowatt-hour consumption by 15% by the end of 2025 and by 20% by 2030.
		Improve the energy performance of buildings through sustainable design and passive measures (reflective white paint on roofs, insulation, tree planting, preservation of natural spaces, etc.)	
		Promote active low-consumption measures where applicable (alternative to air conditioning: air coolers, fans, etc.) and purchase energy-efficient equipment (air conditioning, heaters, lighting fixtures, etc.).	
		Monitor power consumption.	
		Install automated electrical equipment controls (e.g. motion detectors, thermostats).	
	Decarbonising the production and consumption of electricity and energy	Produce renewable energy (photo voltaic, solar thermal) or select a carbon-free energy supplier for buildings located in countries where the electricity grid is carbon-intensive.	To be considered for any new infrastructure
	Reducing emissions related to gases with high global warming potential	Purchase cold chain equipment using alternatives to gases with high global warming potential.	By 2030, 100% of refrigeration equipment to be operating with a low global warming potential.
		Ensure responsible commissioning, maintenance, and decommissioning of heating, ventilation, and air conditioning (HVAC) equipment.	
WASTE	**Reducing pollution and waste-related emissions.**	Reduce the impact of waste by using alternative biodegradable materials where relevant.	Targets to be determined after baseline
		Recycle the waste generated in high volumes through specialised companies.	
		Continue to improve the waste management system.	
		Recover unused items and waste via reverse logistics.	
	Preserving water resources	Implement the best feasible water conservation options at each site.	
		Promote local actions such as tree planting, dedication of specific biodiversity areas at supply chain sites (ESCs) as well as other environmental initiatives.	

FUNCTIONING OF THE CENTRES

	SOLUTIONS	ACTIONS	TARGETS
DIGITAL	**Rationalising the volume of data storage and transfer**	Optimise the growth of data usage and storage with "cold storage policies", the introduction of restrictive policies (quotas), and the regular deletion of unused data.	**MSF Supply** (alignment with OCB scenario): The available volume of online data storage to be reduced by 90% for OneDrive (from 1TB to 100GB), and by 80% for emails (from 100GB to 20GB) per user by 2030. **MSF Logistique:** The available volume of online data storage to be reduced by 90% for OneDrive (from 1TB to 100GB), and by 50% for emails (from 100GB to 50GB) per user by 2030.
	Continuing to reduce the carbon intensity of digital equipment	Increase the lifespan of IT and telecommunications equipment and reduce the renewal rate of digital equipment.	**MSF Supply only:** increase the lifespan of IT equipment by 25% by the end of 2025. **MSF Logistique:** practices already in place
		Enable and encourage staff to use personal equipment for professional purposes.	
		Buy refurbished or easily repairable equipment and repair it locally.	
		Transition to contract options with a lower carbon footprint for data storage and web services by 2025, or sooner if available.	
	Ensuring responsible decommissioning of WEEE	Ensure sustainable and responsible decommissioning of waste electrical and electronic equipment (WEEE) and batteries.	Already 100% for MSF Supply and MSF Logistique
TRANSVERSAL	**Promoting good office practices and responsible behavior**	Produce a manual of good office/facility practices for staff to implement key measures in the following areas: waste reduction, ban on single-use plastic containers, energy and resource consumption, office/facility procurement, use of green materials.	
		Use all opportunities when renewing service contracts and leases to include environmental criteria, especially in relation to energy consumption.	
		Develop awareness-raising actions. Conduct campaigns and train staff to make responsible choices and change behaviour, including with regard to the use of energy and equipment.	
		Optimize office space through coworking practices.	

AIR OPS UNIT

	SOLUTIONS	ACTIONS	TARGETS
AIR OPS UNIT	**Reducing MSF aircraft kilometrage through optimised use**	Optimise MSF aircraft (maximise the payload in passengers and freight) by avoiding empty flights and pooling trips between sections.	Optimising aircraft utilisation to reduce Jet A1 fuel consumption by 1% by 2026 and by 5% by 2030.
	Enable the use of the most fuel-efficient aircraft	Include non-exclusive carbon and environmental criteria in tendering procedures	Projected emissions from aircraft operated by MSF and related services to be reduced by 2% by 2026 and by 5% by 2030.
	Reducing fuel consumption through best aircraft operating practices.	Avoid fuel tankering.	
		Optimise horizontal and vertical routes and fly early in the morning to reduce emissions (Operations level and Flight Manager level)	
		Maximise aircraft cleaning and maintenance to improve aircraft performance.	
		Integrate upcoming solutions on sustainable aviation fuels and trajectory optimisation software.	
	Reducing the carbon intensity of last-mile freight	Contract with Aircraft Cell for last-km freight instead of higher-emission local carriers.	
		Explore alternatives to manned flights, such as the use of drones (preferably electric).	
	Reducing the carbon intensity of services associated with flight operations	Include environmental criteria regarding insurance choices for pilots and aircraft.	

MSF LOGISTIQUE

MSF Supply

Climate Action Accelerator