Climate Action Accelerator

TOOLKIT
TRAVEL

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INTRODUCTION

Why reducing professional travel?

The transport sector accounts for roughly 15% of total GHG emissions and about 23% of global energy-related CO2 emissions.[**1**] Growth of emissions from aviation has sped up over the last decade and increased to approximately 4% per year.[**2**] Aviation alone is responsible for approximately 2.4% of total GHG emissions, about 3.5%% when including non-CO2 effects[**3**] – similar to emissions from the health sector, globally.

For Climate Action Accelerator partners from the humanitarian sector, travel-related emissions account for between 12% to almost 30% of the total carbon footprint.[**4**] For partners from the international cooperation sector, the share can go up to more than 80% of the total carbon footprint. However, they are also particularly difficult to reduce and may entail conflicts of interest.

Purpose of this toolkit

The purpose of this Climate Action Accelerator toolkit on professional travel is to equip organisations with a set of resources and strategies to integrate policies and procedures to reduce the carbon and environmental footprint of their travel activities. It serves as a practical guide, offering a suite of tools and best practices.

Target audience and users

The toolkit is designed to support environmental coordinators, HR staff, or the responsible person implementing changes in the way travel is booked and managed at an organisation. It provides hands-on advice and experience on how to reduce flight emissions.

[1] Jaramillo et.al., 2022: Transport. In IPCC, 2022: Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change, doi: 10.1017/9781009157926.012.
[2] Jaramillo et.al., 2022: Transport. In IPCC, 2022: Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change, doi: 10.1017/9781009157926.012.
[3] https://ourworldindata.org/co2-emissions-from-aviation
[4] Climate Action Accelerator analysis of Climate Action Accelerator partner footprints.

Feedback

This toolkit is a living document and will continuously be updated to reflect evolving good practice. Partners and other organisations are invited to share suggestions, challenges, and success stories. Additionally, organisations are welcome to contribute in-house tools for potential inclusion. Please contact us at contact@climateactionaccelerator.org for feedback and contributions.

OVERVIEW OF THE TOOLKIT COMPONENTS

PART I: PREPARATION

Step 1: Understand travel reasons

- List of potential travel reasons
- Costs and benefits of travelling

Step 2: Define the governance model

- Guiding questions to define governance and responsibilities

Step 3: Set a quantitative reduction target

- Guiding questions to set a quantitative flight reduction target

PART 2: IMPLEMENTATION

Step 4: Implement the quantitative flight reduction target

- Guiding questions for the development of reduction measures
- List of solutions and measures

Spotlight on key measures

- Travel policy
- Carbon budget
- Adapting the booking process
- Managing price implications

Step 5: Collect, understand, and review travel data through a monitoring dashboard

- List of data and KPIs to collect for monitoring

PART 3: ADDITIONAL RESOURCES

Additional tools and resources

- Travel decision tree to guide travel choices
- Map comparing train vs. plane journeys
- Train & multimodal booking platforms, event location planner, travel emission calculator, airline rankings and more

I. PREPARATION

STEP 1: UNDERSTAND WHO TRAVELS FOR WHAT REASONS

Aim: Listing potential travel reasons and groups who fly.

The generic list of potential travel reasons serves as a starting point and will have to be adapted to the specificities of your organisation. The analysis provides a basis for the allocation of the reduction efforts within an organisation and helps to better distinguish essential and non-essential travel. A good understanding of the tangible and intangible benefits is important when implementing changes in travel practices.

Tools:

- List of travel reasons (below)
- Exemplary table of travel reasons per group in an organisation
- List of tangible and intangible benefits of travelling (below)
- Example of a data analysis: Travel analysis breakdown per travel reason

Actions:

1. **Identify travel reasons within the organisation**: Use the below list of examples of travel reasons and adjust them to your specific set-up.

    a. **Generic reasons**
        i. Core activity
        ii. Technical support visits
            1. Field visits of headquarter staff (e.g. quality checks & technical issues)
        iii. International meetings
            1. Meetings linked to coordination between entities (working groups, technical meetings…) & decentralised teams
            2. Board meetings

iv. Trainings
v. Events and gatherings
    1. General assemblies, coordination weeks, organisation event
vi. Visa run
vii. Tourist visa extension by travelling to neighbouring countries

b. **Reasons specific to the international aid & health sector**
    i. Briefing - Debriefing
    ii. R&R - Rest and Relief
        1. Paid by the organisation (as defined in the HR policy), or
        2. Paid by staff (holidays)
    iii. Medical evacuations
    iv. Relocation
        1. Relocation of family members

c. **Reasons specific to the international cooperation sector**
    i. Events – staff
    ii. Events – participant travel
    iii. Student travel

Some reasons for travel have underlying causes, such as the overall set-up of an organisation or recruitment policies. To achieve significant emission reductions linked to travel, organisations should also consider to which extent these underlying factors play a role and work to address them.

2. **Identify which groups travel for which reason**: to identify alternatives, a differentiated consideration who travels for what reason might be helpful. The table in the annex provides some examples. You may use this table to identify reduction levers.

3. **Break down travel data per travel reason**: Break down total travel emissions per travel reason to get a better understanding of where key impact and reduction levers are. If data quality is not sufficient for the analysis yet, work on improving data quality and perform the analysis in a second step.

4. **Understand the tangible and intangible benefits and costs of flying**

   a. **Benefits of travelling**
      i. Advancing projects related to the core mission
      ii. Establishing new projects and cooperations
      iii. Exchange/discussion for networking
      iv. Experiencing different cultures
      v. Often lower costs for flight tickets as compared to the train

   b. **Negative impacts of travelling**
      i. Greenhouse gas emissions
      ii. Personal well-being of staff (family, health, overtime)
      iii. Work time "lost" when travelling
      iv. Financial costs and exposure to price volatilities
      v. Inequality who can travel (finances, time, care taking responsibilities, etc.)

   c. **Co-Benefits of travelling less or by train**
      i. Key leverage on greenhouse gas emission reduction
      ii. Financial savings
      iii. Time savings
      iv. Health benefits
      v. Increased inclusiveness (e.g. locally hired staff)
      vi. Better possibility to work on the train vs in a plane

Outputs:

- A data analysis that provides an overview of travel reasons per group in the organisation and a good understanding of the benefits and costs of air travel.

STEP 2: DEFINE THE GOVERNANCE MODEL

Aim: Understand why governance is important and what points to consider when defining the governance model for air travel reduction.

Clear and well-defined governance and the related responsibilities are important throughout the process, from setting a reduction target to its implementation. Good governance processes regulate responsibilities at different levels and take care of accountability. The exemplarity of leadership is fundamental to ensure the successful implementation of a travel reduction target and strategy. This paves the way for a culture of sustainability and efficiency, inspiring collective commitment and fostering innovative solutions to achieve overall goals.

In order to prevent "organised irresponsibility" (Beck 1988), institutions must be so designed that responsibility becomes clear and can be claimed.

Tools:

- Guiding questions to define the governance model (below)

Actions:

Use the below guiding questions to define the governance model for air travel reduction for your organisation

1. **Define overall responsibilities**
   - Who *at the management level* is responsible for the flight reduction process?
   - Who *leads the process* (project management), where is the project management located, how close is the exchange with the management level, what competences and budget does the project management have?
   - Are there *responsible persons* at different organisational levels (e.g. in specific units) who are legitimised and provided with a time and financial budget?

- What is the *responsibility* of the individual, what is that of the *organisation*?
- How are different groups within the organisation *involved*?
- Are there internal *steering committees* or groups at different levels (e.g. project steering group, sounding board, task force in each organisational unit, core group of pioneers)?
- Sanctionability
- Are the guidelines and rules such that they can be sanctioned?
  - Who is responsible for this, and who controls it?

2. **Define who is responsible for setting a reduction target**
   - Who is responsible for defining and implementing the reduction target?
     - Who has the competences to make decisions?
     - Who decides about priorities?
   - How, at what level (whole organisation or only individual units) and by whom (top-down vs. bottom-up, individuals vs. participatory) is the quantitative reduction target set?
     - Centralised (management level) or decentralised (each unit, group)
     - Top-down: goals, targets and implementation set by the management level.
     - Bottom-up: goals, targets and implementation are developed in the units.
     - Combination of top-down and bottom-up: general goals and targets from the management level, concretisation, and implementation in the units
   - How do you deal with conflicting goals?

3. **Define who is responsible for implementing a reduction target**
   - *How are the* measures selected (top-down, bottom-up)?
   - *Do the same* measures apply to all or are they *differentiated* (e.g. according to frequent vs. infrequent flyers, status group, career level)?
   - How, by whom and to whom are the adopted measures *communicated*?
   - How and by whom are the measures *implemented*, who is responsible?
   - Are there *incentives* for sustainable travel (e.g. train, bus carpooling)?
   - How can role models or *multipliers* be recruited and involved who, as respected and committed opinion leaders, position and promote the issue?

Outputs:

- A clear and well-defined governance model and clear responsibilities to ensure the successful implementation of a travel reduction target.

STEP 3: SET A QUANTITATIVE FLIGHT REDUCTION TARGET

Aim: Understand the steps to set up an organisation-wide quantitative reduction target to reduce flight emissions.

All Climate Action Accelerator partners already agreed to an overall emission reduction target of 50% until 2030 as well as a target for the reduction of travel-related emissions (e.g. -30% by 2030). It is recommended to further break down this target within the organisation and define the reduction path in more detail. The sub targets could be defined by group, department, travel reason, and share of class (premium, business, economy). Keep in mind that further flight reduction targets will be needed in the future (i.e. after 2030) to reach a net zero goal by 2050.

Tools:

- Guiding questions to define the reduction target (below)

Actions:

1. **Define the share of flight reductions that contribute to the overall organisational reduction target of 50% relative to the baseline**
   - What is the system boundary? (e.g. flights of staff paid by the organisation (and therefore in the financial system). For organisations that organise events, participant travel shall be included in the system boundary.
   - Note that the flight reduction target is usually defined relative to the chosen baseline year.
   - In case you already have defined this, you can skip step 1.

2. **Define if there is one uniform flight reduction target for all groups or different targets for different groups**
   - It is important to further detail the overall reduction goal for an organisation to create ownership and accountability.
   - Will the same reduction target apply to each member of the organisation or does the reduction target differ for specific groups, i.e. will some groups have a different reduction target than

other groups as they are required to fly more/less than others due to the nature of their job or for equal opportunities reasons? A breakdown of travel emissions per group is required to define targets for group.

3. **Define goals to reduce emissions from unavoidable flights**
   - Targets related to flying less emissive (e.g. direct flights, economy class, privileging more efficient airlines) should be established either for the whole organisation or for specific groups. Organisations should consider if they want to grant exceptions (for certain circumstances, for certain groups), whilst keeping in mind equity considerations.

4. **Define the reduction path for flight reductions and flying less emissive**
   - Is there an interim goal?
   - Is there a predefined reduction path over the reduction period (i.e. xx% reduction by 2026, by 2028 etc.)? Or is it sufficient if the reduction target is achieved at the end?
   - If there is a reduction path – is it linear or not?

Points to consider:
In order to set a flight reduction target, at least basic travel data will be needed. Refer to step 5 for information on data collection and data monitoring. Imperfect data can be improved over time, and should not stop you from moving ahead.

Outputs:
- A quantitative target for the reduction of travel-related emissions that is adapted to the organisation's reduction strategy and its specificities.

II. IMPLEMENTATION

STEP 4: IMPLEMENT A QUANTITATIVE FLIGHT REDUCTION TARGET

Aim: Define measures to implement a quantitative reduction target to reduce flight emissions.

When defining measures, it is worth considering where are the reduction levers in your organisation, i.e. where do most emissions occur? Which existing framework conditions could be changed in the short term, which in the medium term? What new measures need to be introduced? How do you motivate individuals to reduce their flights? What incentives, what disincentives are there?

Furthermore, prior to choosing specific measures, governance issues should be considered that relate to responsibility and decision processes.

Tools:

- Solutions and measures

Actions:

1. **Define solutions and measures**. See Annex 3 for a list of solutions and measures.

2. **Set an action plan for the implementation**. These questions should be considered when setting a schedule:
   - Who sets the schedule?
   - Who supports the implementation?
   - Who oversees the timely and target-oriented implementation?
   - Who bears the overall responsibility (e.g. at Board level)?
   - Is the timing of the action plan aligned with the ambitions of the overall reduction target?

3. **Communicate**. Appropriate and targeted communication is essential in transformation and cultural change projects. Below are a few points to consider.
    - Is there a specific communication concept for the flight reduction project?
    - Who is the target group for internal and external communication, i.e. is it important to set up a target-group specific communication strategy?
    - Who (management level, communication department, project management, sustainability office, units, etc.) communicates regarding goals, measures, successes / failures?
    - What and how often is the topic communicated?
    - How is the communication carried out? (e.g. emails, website, newsletter, organisation-wide events, workshops, social media)
    - How often do major events on the topic take place?
    - How are new employees informed of the reduction target and associated measures as part of their onboarding?
    - Is the (top) management walking the talk and is this engagement visible to staff?

4. **Report on progress**. Reporting regularly on the status quo of reaching the agreed target is important. Topics to consider are reporting on emissions, progress, resistance, best practices, etc.
    - Does the organisation produce carbon footprint reports? How often are emissions reported? (e.g. annually) How detailed is the section on travel in the report? Who is responsible for it, in particular the part on air travel?
    - Is there information/report on progress, resistances, and best practices related to air travel reduction?
    - Who receives the report and is briefed?
        - Superordinate bodies (e.g. headquarter, movement level etc.)
        - Management level (e.g. annual talks, target agreements)
        - Within the unit (e.g. regular topic at meetings)
    - How much transparency is there inside and outside the organisation regarding emissions, targets, measures, achieved or missed goals, etc.? Are units and persons anonymised in the reports or not? Are the emission reports made available on the intranet / internet?

5. **Evaluate and adjust**
    - Regularly evaluate the progress and make adjustments of the goals, measures and their implementation if needed.

- Are the measures effective, feasible, fair, and well accepted? Are the measures sufficient to achieve the goal?
- What happens if targets are not met (sanctions)?

6. **Network**. A good network with other organisations in your field or beyond might be very helpful. Exchange with them about your goals, implementation measures, successes, and failures.

Outputs:

- Implementation steps are defined, communicated and managed.

SPOTLIGHT ON KEY MEASURES

TRAVEL POLICY

Aim: Clear policies and procedures to reduce air travel are defined and made transparent.

Tools:

- Travel policy template

Actions:

1. Write an introduction to your travel policy that explains the rationale of your carbon and environmental objectives.
2. Include general criteria relevant to the organisation.
3. Include specific criteria related to air travel, and other forms of travel.
4. Verify if other organisation-wide policies need to be reviewed, notably HR policies related to incentives/disincentives for travelling (less) and recruitment policies.
5. Ensure you deal with potential cost implications.

Output:

- More sustainable travel practices are anchored in the organisation through a travel policy.

CARBON BUDGET

Aim: Understanding what a budget is, how it can be used and what steps need to be considered when implementing it.

A "carbon budget" is a fixed amount of greenhouse gas emissions that is available in a given time period to a certain group of people. Similar to a financial or time budget, the amount of available carbon emissions is limited and allocated to different groups in an organisation when aiming for a net-zero trajectory. The carbon budget is based on the reduction target and the associated reduction path. It is easy to administer and monitor and breaks down the agreed reduction target into available carbon emissions for specific units in a specific time period. For the members of this unit, it gives freedom of choice about how to "spend" the available budget. However, it takes time to agree on the criteria to quantify and allocate the carbon budget available to each unit and to decide what happens if the budget is overspent.

Tools:

- Guiding questions to develop a carbon budget (below)

Actions:

1. **Set the baseline**
   - If a carbon footprint is not available yet, calculate the emissions in the reference period that serve as the baseline.

2. **Set an overall flight reduction target**

3. **Define the detailed reduction path**
   - Which part of the overall reduction target should be achieved until when. The simplest approach is a linear reduction in time.

4. **Define the budget**
   - Calculate the available emissions over the given period based on the reduction target and path.

5. **Break down the organisational carbon budget**
   - The budget can be broken down to the level of, e.g., units and/or individuals.
   - Define if there is one uniform carbon budget for all units or different carbon budgets for different units. Either each unit receives the same budget or the budget is based on historical emissions or attributed according to certain criteria.
   - Decide, if there is a certain amount of budget at the central level as a buffer that can be distributed according to defined criteria.

6. **Monitor and adapt**
   - Monitor the emissions and define measures if the budget is overspent.

Example

(The example is simplified and is not meant as a recommendation)

1. An organisation emits x t of CO2 in 2019.
2. It decides on a flight reduction target of 30% until 2030.
3. The reduction path is linear, there is no interim goal.
4. The available flight emissions per year for the organisation is … (calculate according to 1-3).
5. The budget is then distributed to the units according to their historical emissions.
6. 3% of the carbon budget is reserved for the leadership level to spend on.
7. Initially, every year and after 3 years bi-annually, the real flight emissions are compared to the planned carbon budget.

Points to consider [5]:

1. **Effectiveness**
   - How consequently is the emissions budget implemented? What happens if the budget is overspent? Is it possible to overspend in one year and compensate (underspend) in the following year?

[5] The "Points to consider" are based on information and thoughts from the ZHAW. Susann Görlinger sincerely thanks F. Bortoluzzi for insights and discussions on the topic.

2. **Feasibility**
    - How straightforward is the implementation administratively?

3. **Fairness**
    - Is the approach perceived to be fair? Who gets which part of the overall budget (all the same or depending on tasks, status etc.?), who decides (top down, bottom up, participatory), what are the criteria? Are the criteria transparently communicated?

4. **Acceptance**
    - How high is the level of acceptance amongst the staff? How well aim and measures communicated?

Output:

- A carbon budget is established and monitored over time.

BOOKING PROCESS

Aim: Adapt the booking process to facilitate less impactful travel choices.

Organisations may use a travel agency, use an internal booking tool or require employees to book their travel themselves and get reimbursed. In all these cases, the booking process needs to be adapted to implement the travel policy. Using the booking process for data collection is also key in obtaining better travel emission data and link it to reasons for travel and different groups in an organisation.

Tools:

- Adapting the booking process

Actions:

1. **Use the provided guidance to define criteria for the booking process**
   - Details will depend on the system your organisation uses. This relates to data collection and to adapting the booking process and tool to match with the travel reduction strategy.

2. **If you are using one or multiple travel agencies:**
   - Contact your current travel agency to verify if they are able to support your travel reduction strategy. If you launch a tender to contract a travel agency, ensure that the criteria are included. Add the final criteria to contractual documents with your travel agency and monitor implementation.

3. **If you are using an internal booking tool:**
   - Contact your IT department or service provider to implement the requested changes.

4. **If you are using manual booking:**
   - Review travel approval procedures and provide staff with relevant tools to facilitate least impactful travel booking.

Output:

- A booking process and tool that reflects the provisions of the travel policy and supports travel-related data collection.

MANAGING PRICE IMPLICATIONS

Aim: Dealing with different financial cost and price implications by addressing potential barriers.

When implementing a flight reduction target, organisations may face potential cost implications due to switching from plane to train and preferring direct flights. Understanding the different costs and anticipating them is fundamental to ensure implementation and a long-lasting effect of the different measures put in place.

Tools:

- Guiding questions to address cost implications (below)

Actions:

1. **Address the origins of the potential cost implications.** Train tickets or direct flights might lead to additional costs, which could be a barrier for an organisation adopting these measures. Several options exist to address these barriers:
    - **Fly less**
        - Fewer airline tickets purchased = more savings for the organisation = more money available to make more responsible travel choices.
    - **Anticipate the booking of tickets**
        - The more tickets are booked at the last minute, the higher the prices. An organisation can, for example, choose to set a deadline after the validation of a mission for the booking of tickets (e.g.: tickets have to be booked one week after the validation).
    - **Use interrail passes**
        - Interrail passes may be cheaper than standard train tickets. Make sure your travel agency/internal booking systems offers this option and staff that books manually is aware.
    - **Create an internal tax mechanism for airline tickets**
        - ([x] euros for each flight) that is allocated to an internal fund to finance, for example, the extra costs associated with train travel.

2. **Define acceptable price increases in advance**
    - Set a threshold for which staff can automatically book tickets (e.g. direct flights, train tickets) with a higher price, e.g. 20%.
    - Put in place an approval process for tickets that go beyond the threshold.

Output:

- A clear and well-defined understanding of price implications to ensure the successful implementation of a travel reduction target.

STEP 5: UNDERSTAND, REVIEW AND MONITOR TRAVEL DATA THROUGH A MONITORING DASHBOARD

Aim: Collect the key data to monitor the greenhouse gas (GHG) emissions of your travels (input data) and visualise them in a dashboard through a set of indicators.

Tools:

- Guiding questions to develop a monitoring dashboard (below)

Actions:

1. **Set up a system to collect travel data and consider the following data points**
   - Is there a system in place to monitor flights (incl. emissions, kilometres/miles, groups that fly, reasons, etc) in your organisation and how is it set up?
   - What is the system boundary? (e.g. flights of staff paid by the organisation (and therefore in the financial system). For organisations that organise events, participant travel shall be included in the system boundary.
   - What is the baseline? The reduction target is usually defined relative to emissions in the chosen baseline year.
   - How is information on air travel collected (on paper, digitally, through the travel agency)? And how can monitoring be improved?
   - How are emissions calculated (incl. emission factors, non-CO2 effects etc.)?
   - Who calculates the emissions and at what intervals (monthly, annually)?
   - Who receives information about the calculated emissions and with what frequency? Do only a few in the organisation or does every group have access to all emission data / their own emission data?

2. **Define data to be collected**
   - Mandatory data to collect
     - Anonymized person code
     - Travel reason
     - Position of the person travelling
     - Date of flight or billing date
     - Cost
     - Flight class: Economy (E), Premium Economy (P), Business (B) and First class (F)
     - Airports (for each leg) - An Excel file with 1 line per leg (and not per total trip) is preferential.
     - Airport Code (Departure) - If no airport code: city or country of departure
     - Airport Code (Arrival) - If no airport code: city or country of arrival
   - Additional data to collect
     - Organisational unit (mandatory if a carbon tax and/or budget per unit is established)
     - Airline
     - Flight number
     - Are the flight costs covered by internally (own organisation) or externally (other organisations)

3. **Set up a data monitoring dashboard to support with ongoing monitoring. Data dashboard to show and monitor most important travel-related indicators:**
   - Kilometres
     - Total km/miles travelled
     - Total km/miles per FTE
   - Emissions related to travel
     - Total emissions
     - Emissions per FTE
     - Emissions per km/miles travelled
     - Emission factor applied, incl. RFI
   - Breakdown of emissions and kilometres
     - per travel purpose
     - per position
     - per group
     - per flight class
     - per destination (top 10-20 destinations)

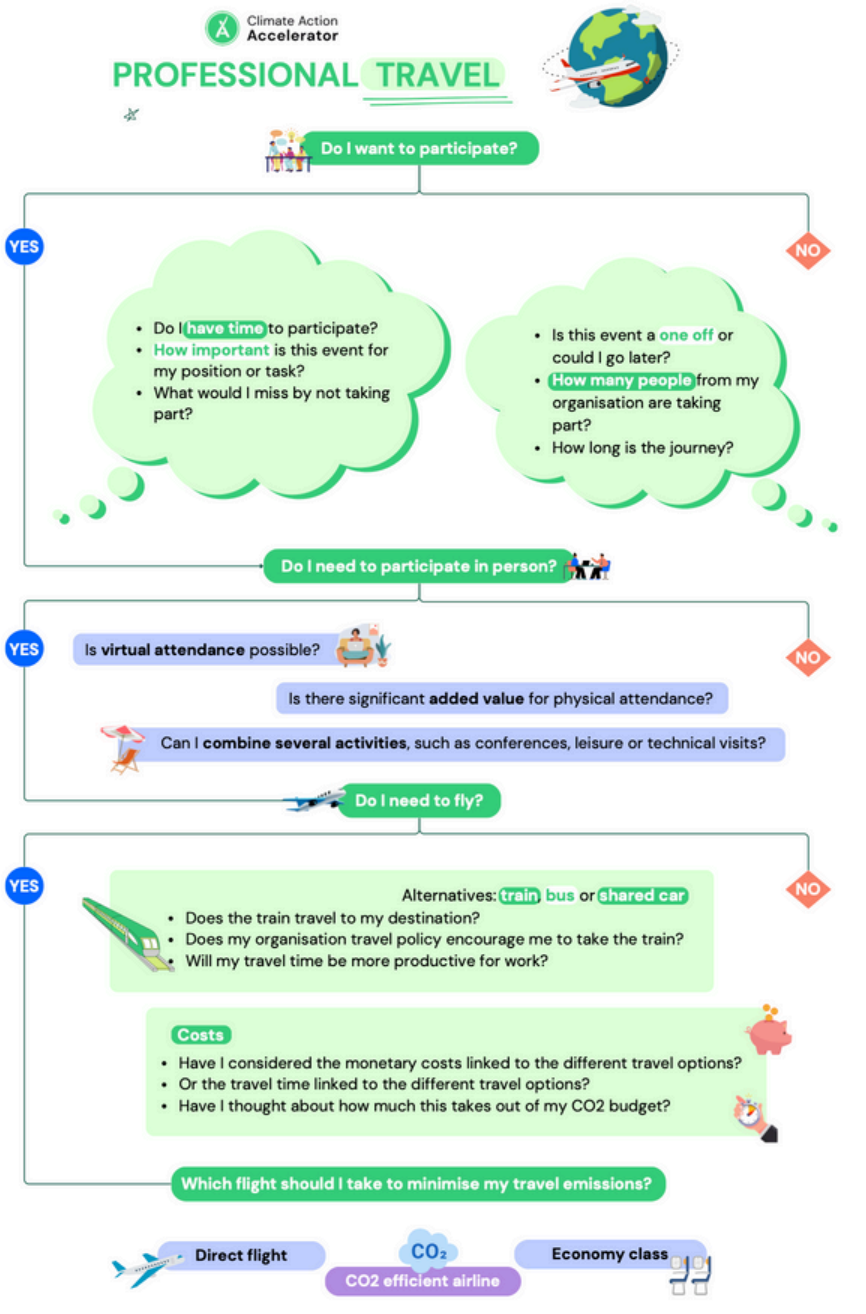
Output:

- A data collection dashboard (excel) post booking process to gather travel indicators, identify levers of reduction and monitor the evolution of travel emissions.

III. ADDITIONAL RESOURCES

TRAVEL DECISION TREE

A travel decision tree is a visual representation of the process to decide whether a trip is necessary, if physical attendance is required and if a more sustainable transport mode than the plane can be used. The travel decision tree can be used and adapted by organisations as an awareness-raising tool for staff.



Concept: Susann Görlinger, implementation: CAA
Adapted from ETH Zurich's Flight decision tree by Susann Görlinger and Lucia Fabiani (drawings)

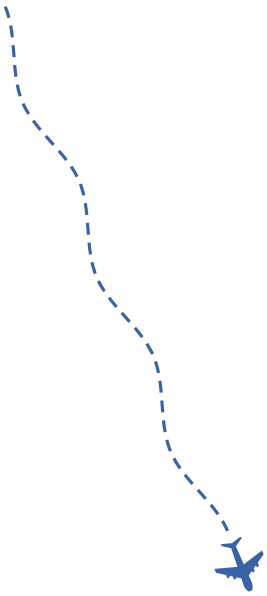
MAP TRAIN INSTEAD OF PLANE

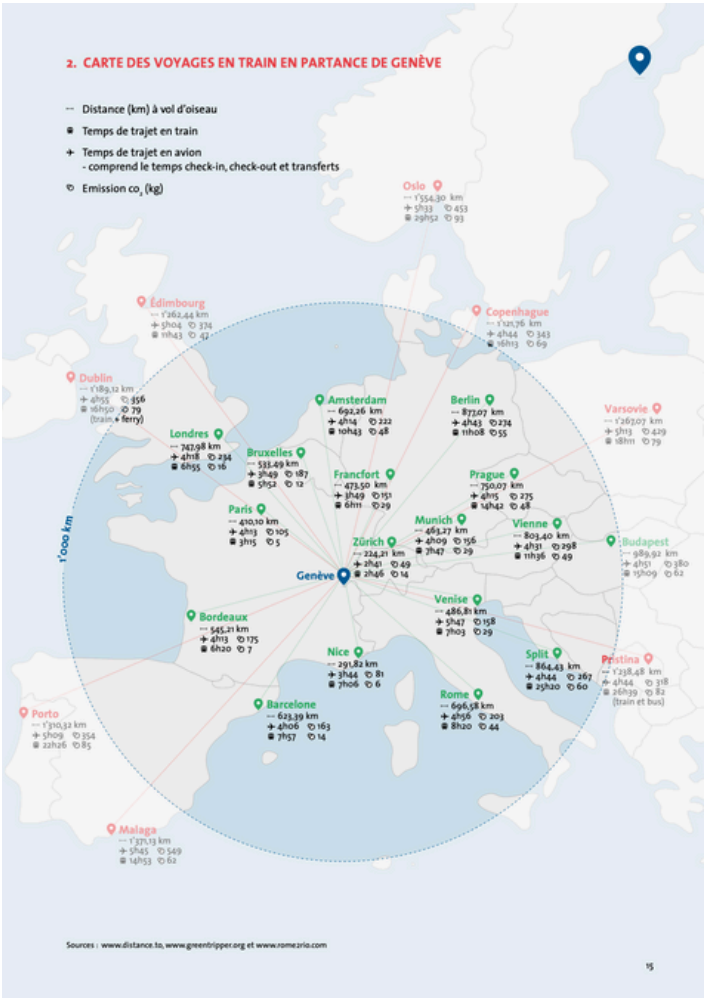
The alternative of taking a train instead of a flight is often only suitable for European destinations. The map (below) shows the travel times and CO_2 emissions of flights and train journeys in Europe, starting in Geneva.

Chronotrains allows to generate a map from any other European city. A list of train booking platforms is provided in the "Links" section.

Open Night Trains Database is a project to collect and automatically enrich additional information about the currently running night trains in Europe – as also displayed in the Night Train Maps from Back on Track and Good morning europe.

Greenpeace provides a map of top routes where train alternatives to short haul flights in Europe under 6 hours exist.





Source : GeFlyLess, (2021). Cartes de voyages en train en partance de Genève.

LINKS TO OTHER TOOLS

Climate Action Accelerator resources

- Professional Travel Factsheets
- Sectoral Roadmap Towards Halving Greenhouse Gas Emissions by 2030 in the Humanitarian Sector: a Sectoral Roadmap

Awareness-raising tools / facts & figures

- Card stack on net-zero aviation from the International Council for Clean Transportation (ICCT)
- Overview of emissions from aviation from Our World in Data

Train booking platforms of different European railways

- Germany - Deutsche Bahn
- Switzerland - SBB CFF
- France - SNCF
- Italy - Trenitalia
- Europe - Trainline
- A travel comparator - Rome2Rio of multimodal routes, incl. bus, train, plane, or ferry
- A travel comparator - Omio of multimodal routes incl. bus, train, plane, or ferry. Does not always find best train connections.

Travel emission calculators [6]

- Atmosfair flight emissions calculator
  - This flight calculator includes a RFI of 2.7 and provides calculations based on the distance per kilometer.
- Ecopassenger (air, rail, road)
  - Tool to calculate the carbon footprint of different modes of transport for passengers, it includes the non-CO2 effects.
- Google flights
  - Tool for choosing the least emissive option in the booking process. It is based on the Travel Impact Model, developed in partnership with the International Council on Clean Transportation (ICCT). The emissions from the calculator do currently not consider the RFI. This is not an issue if this tool is used to compare flights. But the lack of

[6] Airplane travel has a significant impact on climate change, being one of the most emission-intensive activities per dollar spent. Beyond direct greenhouse gas (GHG) emissions from fuel burning, airplanes also impact climate change through contrails, which form due to high-altitude combustion. Although these effects are not GHGs, they do affect climate change, so it makes sense to consider them when assessing an organisation's climate impact. The Climate Action Accelerator therefore encourages organisations to account for this impact in their carbon footprint calculations. To do so, it is necessary to select an emission factor that includes radiative forcing from contrails, often referred to as "RF." Recognised databases, such as those from DEFRA or ADEME, provide emission factors that include this non-GHG impacts.It is important to note that calculating the impact of contrails is uncertain and increases overall uncertainty. This phenomenon does not occur on every flight and is highly dependent on many meteorological factors.

RFI inclusion and overall changes in the methodology make it a non-preferred option for carbon footprint calculations over time, which require consistency in the methodology and transparency on the calculations.
    - Background information
        - Travel Impact Model
        - ICCT

- The International Civil Aviation Organization (ICAO)'s Emissions calculator
    - The calculator does not include the non-CO2 effects (RFI) and hence underestimates the climate effects (by an estimated factor of 2 to 5).

Overall Individual carbon footprint

- Myclimate footprint calculator
    - Individual and organisational carbon footprints by considering CO2 emissions, nitrogen compounds, and aerosols per passenger for a given flight distance. It adjusts calculations based on travel class, including Economy, Premium Economy, Business, or First class.
- Swiss WWF footprint calculator
    - The calculator is based on the individual Swiss average of goods and services consumed, or on the global consumption of resources and the resulting pollutant emissions.
- Ecological footprint calculator
    - The national per person footprint is distributed among various end-use categories (food, shelter, mobility, goods and services) and land types (forest, cropland, energy, fish, grazing land), forming a matrix that utilizes a country's average consumption profile to allocate the Ecological Footprint across these distinct categories.

Airline rankings

- Atmosfair Airline Index
    - The index compares and ranks the carbon efficiency of the 200 largest airlines of the world. They are categorised into efficiency classes (e.g., A, B, C, D, E, F, G), indicating their performance in terms of CO2 emissions per passenger-kilometer. It also includes rankings for specific city pairs. Atmosfair is planning to update the analysis in 2024.
- ICCT Transatlantic airline efficiency ranking
    - The report compares the fuel efficiency of 20 airlines operating nonstop flights between the mainland United States and Europe.

Event / meeting planner

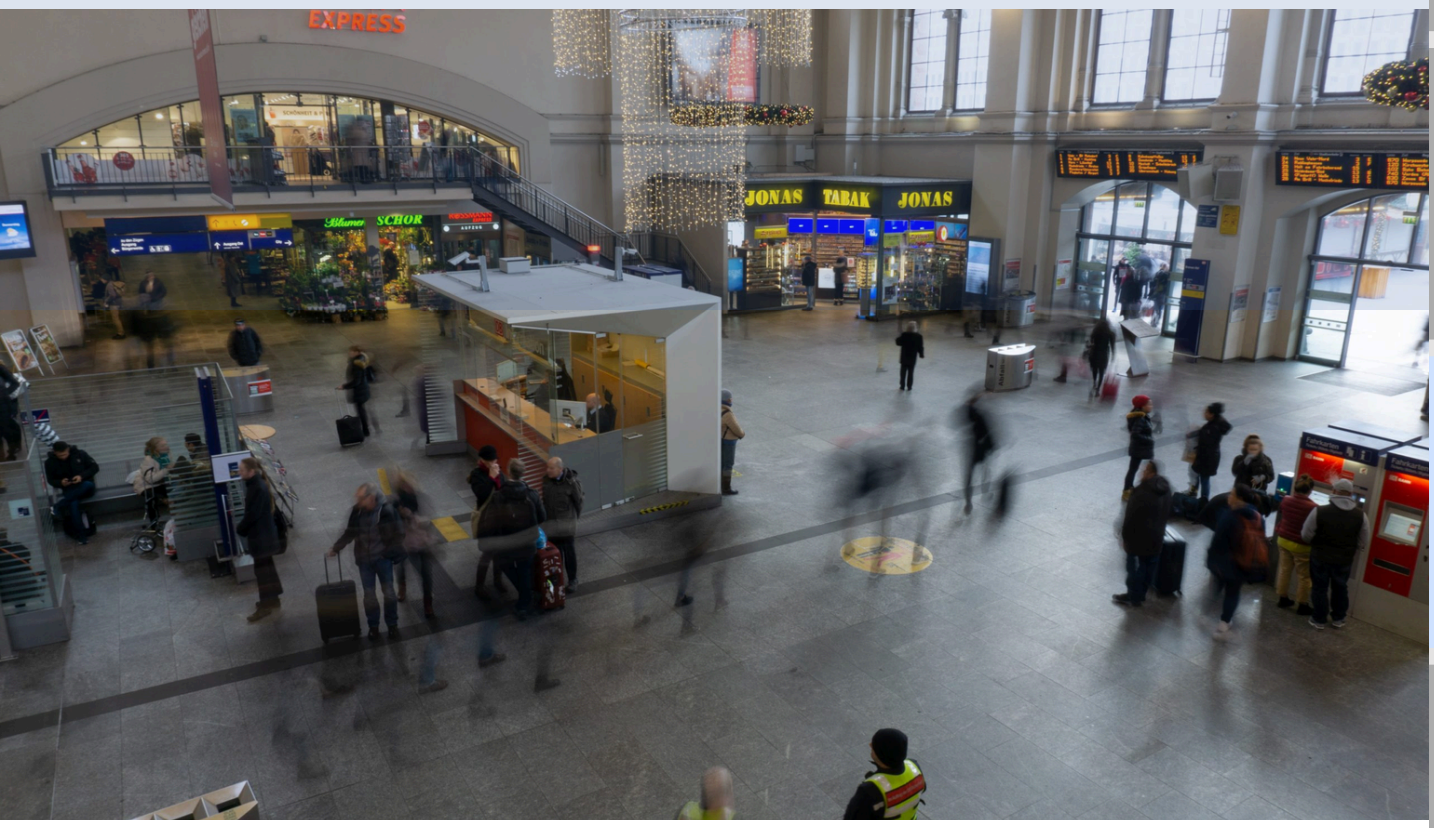
- ICAO Green Meetings Calculator
  - Tool designed to support decision-making in reducing the carbon emissions from air travel to attend meetings. The software generate

Examples of travel emission dashboards

- Ghent University Mobility monitor per faculty
  - Infographic of travel emissions per faculty with projections of objectives to 2030
- ETH Zurich Air Travel Emissions Dashboard
  - Dashboard of ETH wide emissions between 2006-2022 broken down by top 10 destinations, flight class, distance category and passenger function according to pre-defined data collection

Other

- TFOM The future of meetings
  - List of tools and resources for virtual meetings.



ANNEXES

ANNEX 1 – TRAVEL ANALYSIS BROKEN DOWN PER TYPES OF TRAVEL REASONS (EXAMPLES)

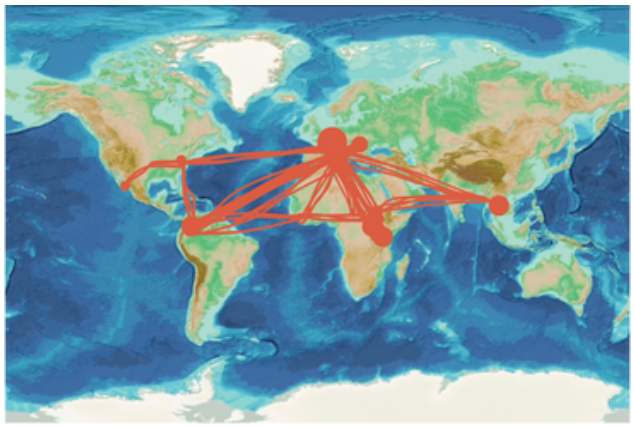
Three anonymised examples (incl. change of data) of travel analyses of Climate Action Accelerator partner are provided.

Figure: The evolution of reasons to travel between 2022 and 2024

The tracked travel reasons differ among the secretariat, technicians, and mission staff. The secretariat staff are primarily flying for field visits, while technicians account for a significant proportion of travel for field projects and personal travel. Likewise, mission staff travels for field projects with a similar share of travels related to personal and training reasons. Such an analysis allows to identify levers for flight reductions.

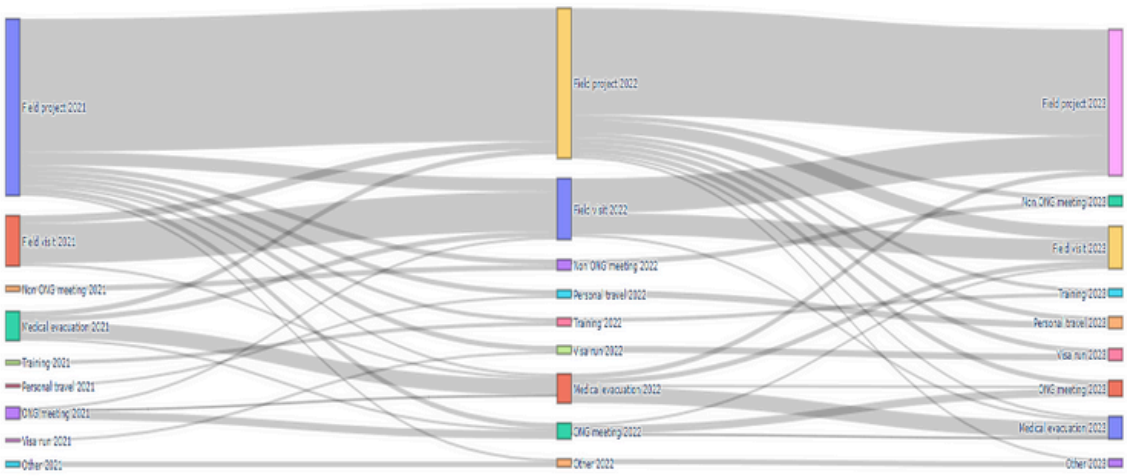
2. Figure: Top 50 most emissive flights in 2024 & said-NGO profile traveller

Data analysis shows that in this organisation, 2,094 participants have travelled by air in 2024. The picture provides an overview of the most travelled routes by this organisation. In this example, the secretariat is located in Rome and most trips are flights to Eastern Africa (Khartoum and Juba). Some routes require stopovers. Such an analysis allows to identify levers for flight reductions, for example, the possibility to regroup meetings/trainings, etc. or to switch to direct flights. Preparing such analyses allows for a visual representation of changes in flight patterns.



3. Figure: The evolution of reasons for travel from 2022 to 2024

The reasons for travelling across multiple years have differed with some increasing such as visa run, conferences or even training. The overall emissions have nevertheless decreased with less field projects in 2024 than 2022. Such an analysis allows to identify levers for flight reductions.



ANNEX 2 – TABLE OF TRAVEL REASONS PER GROUP IN AN ORGANISATION

	Core activity	Technical support visists	International meetings	Trainings	Events and gathering	Visa run	Briefing/ Debrief	R&R	Med. evacuation
HQ									
Programme staff	x		x	x	x				
Technical support		x	x	x	x				
Mobile implementation officers	x	x	x	x			x		x
Board and management team			x	x	x				
Locally hired staff									
Programme staff	x			x	x				
Technical support		x		x	x				
Project-related									
Programme staff	x			x	x	x	x	x	x
Technical support		x		x	x	x	x	x	x
Patients									x
External participants of trainings, events, etc.			x	x	x				
Dependents (family)	x					x		x	x
International cooperation									
Programme staff	x		x	x	x				
External participants			x	x	x				
Consultants	x	x	x	x					
Students			x	x	x				

ANNEX 3 – SOLUTIONS AND MEASURES

The first step is to define what kind of measures should be implemented. The measures can be either on an individual or on an organisational level. Below are some examples.

This chapter provides a list of generic solutions and actions that organisations can use and adapt. The list is structured around the reduction hierarchy: The first and most impactful action to reduce travel-related emissions is to significantly reduce the number of flights. The hierarchical listing of decarbonisation actions helps identify which areas to focus on first and take action accordingly.

Solutions

Reduce professional travel, particularly by air

- Reduce number of trips and number of persons travelling
- Favour online and hybrid meetings and events
- Review meetings, trainings and events location choices in order to reduce the need for travel for a maximum of staff
- Prefer local or regional recruitment
- Extend assignment times
- Switch to train instead of plane, where feasible

Reduce emissions when flying

- Allow only economy class, where possible
- Take direct flights when available
- Favour fuel-efficient aircraft
- Favour more efficient airlines [7]

[7] Airline efficiency is the airline's ability to maximise its performance while minimizing resource consumption (for the same flight route, emissions per flight offered by different airlines can differ significantly, due to more/less first-class passengers, more/less spacious seats, etc.)

Measures

Put in place the necessary policies and tools to support implementation.

- Update or elaborate a responsible travel policy
- Adapt HR practices and incentives (e.g. allowing staff to combine holidays with professional travel, do not allow the acquisition of personal loyalty points for professional trips, etc.)
- Work with the travel unit/agency and booking tool to allow informed choices, record mileage and emissions and prioritise less emissive modes of transport
- Develop decision-making tools and communication levers to facilitate employees to make climate friendly decisions regarding choice of travel, companies, and itineraries
- Put in place incentives/disincentives
  - Make alternatives to flying attractive
  - Accept potentially higher prices for alternatives to air travel (e.g. define a threshold)
  - Provide rewards for flying less
  - Travel time is work time
  - Allow staff to combine professional trips with holidays
  - Incentivise staff to use direct flights and more efficient airlines*
- Put in place restrictions
  - Decide who (still) needs to travel
  - Adapt regulations that currently promote (air) travel, implement/change travel policies (i.e. mandatory train travel for certain distances/travel times)
  - Set restrictions: limit amount of flights
  - Carbon Tax, i.e. pricing of GHG emissions
  - Carbon (Emission) Budget, i.e. limiting the amount of GHG emissions per person or per unit or for the entire organisation (see also separate chapter)
  - Allow only economy class (define exceptions in the travel policy)
  - Prohibit the acquisition of personal loyalty points from professional trips
- Put in place tools
  - Establish a monitoring system for the continuous recording of the institution's flight emission data
  - Work with the travel unit/agency to adapt the booking tool such that train trips and direct flights are the first choice
  - Integrate an approval process in the booking tool
  - Offer extended options for videoconferencing (infrastructure, technical support, and training on how to present or exchange virtually). Every meeting is offered with a virtual/hybrid option

- Inform and sensitise staff
  - Quantitative analysis of scenarios (with the help of the monitoring system) to estimate the reduction potential of specific measures (e.g. no business class flights)
  - Provide information and tools (factsheets, guidelines, travel decision tool, travel decision tree, best practices, etc.)
  - Sensitisation, initiation of awareness-raising measures and campaigns, activation of multipliers as well as identification and support of role models
  - Statistical evaluation and graphical representation of flight emissions (emissions per unit (group, division, ...), comparison of emissions of different status groups, quantify emissions per travel purpose, etc.)
  - Presentation of the topic of reducing emissions from air travel on the institution's website (if possible, with continuously updated figures)
  - Formation of working groups/green teams within the institution to discuss difficulties, new ideas and best practice examples

Individual measures

(which should be backed by organisational policies)

Whilst it is key for organisations to put in place a travel policy and incentivise the reduction of air travel, there will always be some leeway for staff to go beyond (or try to bypass) existing policies. The above-mentioned sensitisation measures are an important first step on the way to the necessary cultural change. Staff that reduces air travel should be supported and rewarded by the organisation; it is an important part of the cultural change.

Individuals have leeway and should be supported with:

- Preferring whenever possible virtual meetings
- Weighing the need to travel, especially for long-haul flights
- Bundling and combining different travel activities
- Choosing direct flights and more efficient airlines
- Choosing (more) local collaboration partners whenever possible (as participants and organisers)
- Going beyond the travel policy when choosing the (night) train instead of a flight for medium distances

ANNEX 4: TEMPLATE TRAVEL POLICY

The below template of a travel policy needs to be adapted to the specificities of every individual organisation.

TRAVEL POLICY TEMPLATE

Introduction

- Write a short introductory paragraph on why sustainability is important for this institution and link to the carbon and environmental roadmap.
- Explain that one of the institutions goals is to reduce flight emissions from professional travel.
- As relevant, define the scope and exceptions: This travel guideline might be amended for certain groups, such as (xx).

General criteria

Adapt the below exemplary criteria to the measures defined by your organisation.

- Scope: professional trips of employees and invited guests if their trip is paid by the institution.
- Professional trips are to be kept to a minimum without significantly impairing the purpose and the operational quality of the institution.
- In addition to economic criteria, ecological (and social) criteria also play a role in the choice of travel. These are of equal importance, or ecological and/or social criteria have priority.
- Information on the impact of flying and about sustainable travel is made available to employees.
- Data on greenhouse gas emissions from travel are collected, processed, and made available.
- Travel time is working time (if applicable, with the addition: "if work is performed during travel time" or "within the normal working time framework of the institution").
- The number of travellers shall be limited to the minimum necessary.
- When planning trips, try to combine different purposes.
- Longer stays are preferred where appropriate.
- Prefer regional proximity for meeting locations over long-distance geographical alternatives.

- The institution commits itself (in the period xx?) to build a virtual infrastructure:
  - which offers a good alternative to travel in general/by plane
  - which makes it possible to offer all events in hybrid mode
  - virtual participation will always be offered at meetings and events organized by the institution
- All rules also apply to invited guests of the institution.
- If the travel is paid by other organisations, their rules only apply if they meet the minimum standards of this travel policy.
- Inform event participants about travel alternatives to promote awareness.

Air travel

Adapt the below exemplary criteria to the measures defined by your organisation.

- Air travel shall be limited to what is necessary and must be justified and approved, according to the internal process. The train has priority over flight wherever possible.
- For professional travel destinations for which the difference between train and plane is less than 4 hrs from city centre to city centre, the train (or bus) must be chosen. An exception may be approved if, for example, flights are the only practical option.
- Consider the train in connection with air travel as well as night trains.
- Destinations within a certain radius (to be defined) may only be reached by train.
- For air travel, standard economy class must be considered by default. Exceptions may be made for disability, health reasons, or specific organisational mandates regarding premium, business, or first-class travel.
- Whenever possible, direct flights must/should be chosen, as they generally produce fewer greenhouse gas emissions.

Public transport (bus and train travel)

Adapt the below exemplary criteria to the measures defined by your organisation.

- Additional overnight costs are reimbursed /can be reimbursed if the choice of the ecologically best travel option (train, bus) makes an additional overnight stay necessary.
- Rail discount cards (e.g., railcard, half-fare card, advantage card, climate ticket) are made available to all employees free of charge; these can also be used privately.

- 1st class train journeys can be reimbursed for journeys over x km/x miles or over y hours.
- Journeys by night trains can be reimbursed.

Travel by rental car, private vehicle or cab

Adapt the below exemplary criteria to the measures defined by your organisation.

- Reimbursement of expenses for the use of rental cars, private vehicles or cabs will only be approved under certain conditions that must be justified in detail (e.g., transport of equipment or for destinations that cannot be reached by public transport or are too dangerous to use or there is a reasonable number of people sharing a car)

Examples of ambitious travel policies

- The University of Edinburgh has since 2021 an ambitious and extensive travel policy
- The Lund University Centre for Sustainability Studies (LUCSUS) has an ambitious travel policy that also refers to an internal fund for financing potentially increased cost of low-carbon travel and addressing institutional barriers to change

ANNEX 5 – BOOKING PROCESS

The proposed criteria are provided as examples to inspire organisations to adopt similar practices. The precise wording of the criteria should be adapted to the travel policy, the procurement practices of the organisation, in conjunction with the legal department and in compliance with national/regional legislation and policies.

Case 1 & 2: My organisation uses a travel agency or an internal booking tool

Data collection

- Ask your travel agency/select an agency able to provide travel data to allow to accurately calculate carbon emissions per trip and regularly monitor progress against objectives.
- The travel agency should be requested to collect the travel-related data as outlined in Step 5.
- If in addition to travelled km/miles, the agency provides emission data, the agency must be transparent about which emission factor was used and whether the RFI is included.

Booking process

The booking tool needs to be aligned with the provisions of the travel policy. This can be achieved through the design of the booking tool or by pre-selecting certain options.

Exemplary criteria to be asked from travel agencies or to be integrated in an internal booking tool:

Travel

- Integrate and make visible systematically the carbon emissions of a journey early in the booking process.
- Include train and coach in journey proposals, including night trains, where relevant.
- When two options for the same journey have a significantly different carbon impact (direct flight or connection, plane or train), inform staff of this (e.g. visually) and, depending on the travel policy, oblige them to take the least impacting option.
- For flights: Only offer economy class tickets.
- Propose/oblige staff to take a train when the difference to a trip by plane is x amount of time (provide guidance which financial impact is acceptable to the organisation). Allow 1st class by train under x conditions (financial and time).
- Propose/oblige staff to take a train to reach a connecting flight (e.g. Abidjan – Paris by plane + Paris – Bordeaux by train)
- Propose/oblige staff to take direct flights, when they are available and are not on the airlines' blacklist (security). Provide guidance up to which extent a cost increase is accepted without additional validation.
- For connecting journeys where there is no direct flight alternative: propose/oblige staff to take a train on the relevant sections (e.g. Abidjan - Paris CDG by air + Paris CDG - Bordeaux by train).
- Prefer most efficient airlines to others when two options exist for the same journey. Request if the travel agency uses the Travel Impact Model to compare flight emissions in the booking process.[8] Start by targeting the most frequent routes. Use the ATMOSFAIR and ICCT airline ranking as a reference.
- Adapt the travel approval process to align with the travel policy (e.g. flights within Europe require additional approval, all flights require approval at director level, etc.) In all cases, the traveller must comply with the travel policy and take the least emissive option.
- Define a threshold for the accepted price increases when choosing less impactful travel options. (See chapter on how to manage price implications.)

[8] For choosing the least emissive option in the booking process, Google flights is recommended. It is based on the Travel Impact Model, developed in partnership with ICCT. Note that the emissions from the calculator does currently not consider the RFI. Data would have to be adjusted for the RFI, otherwise they cannot be used for the carbon footprint calculation.
Background information: https://travelimpactmodel.org/about-tim

Hotels

- Where the context allows, propose/oblige staff to use hotels with fewer stars whose carbon footprint per room is in general smaller.
- Where available, propose/oblige staff to use hotels certified by a GSTC-recognised standard (Global Sustainable Tourism Council) .[9] If such options are not available prioritise accommodations certified by the European Ecolabel [10]. If necessary consider financial criteria in the decision.
- Provide carbon footprint data based on the methodology from the Hotel Carbon Measurement Initiative and propose/oblige staff to base the choice on the least impacting option.
- Additional information on hotel sustainability certifications. See this link.
- A set of questions when selecting hotels (e.g. for framework contracts) is provided by the Sustainability Hospitality Alliance. See this link.

Exemplary questions during a tender process for travel agencies

- Are you able to estimate the CO2 emissions for the proposed routes (if so, please attach the calculation method)?
- Are you able to provide a range of transportation options? (including train, road, the most efficient flight option, and other alternative?)
- Are you able to prioritise the most efficient airlines for the proposed routes (if so, please attach the ranking criteria)?
- Are you able to provide an advanced monitoring tool (carbon budget, trajectory modelling and other)?
- Do you have an environmental management system (e.g. ISO 14001) or any other sustainability assessment (e.g. Ecovadis) or certification (e.g. BCorp) in place? If so, please provide further information.
- How are you committed to supporting *organisation* in its objectives to reduce carbon emissions by 50% by 2030?
    - Are you able to offer support in the *organisation*'s internal change behaviour to reduce carbon emissions from travel (e.g awareness raising sessions, good practice sharing)?
- Do you provide accommodation options during the booking process certified with standards recognized by GSTC or certified by the European Ecolabel, or other labels?

[9] https://www.gstcouncil.org/gstc-criteria/gstc-recognized-standards-for-hotels/

[10] https://environment.ec.europa.eu/topics/circular-economy/eu-ecolabel/eu-ecolabel-tourist-accommodation/eu-ecolabel-tourist-accommodation-catalogue_en

The suggested questions only cover environmental issues. Organisations may also want to include social and governance considerations, such as diversity, inclusion, and corporate social responsibility (CSR), according to your internal policies and priorities.

Case 3: My organisation uses manual booking

- Make the travel policy to all staff and communicate on enforcement in the booking process.
- Include a checklist of sustainability considerations that employees must review and complete during the booking process.
- Advise employees to consider flexible travel dates to allow for more sustainable choices.
- Allocate a carbon budget per project/department/etc. and require employees to choose options that stay within this limit.
- Provide staff with relevant resources to facilitate the booking of low-impact travel choices.
  - Rome2Rio: A travel comparator of multimodal routes, incl. bus, train, plane, or ferry.
  - Trainline: Booking platform for train tickets within Europe.
  - Google flights: Booking the least emissive flight option and collecting emissions data (recommended for choosing the least emissive flight, but as the RFI is currently not yet integrated emission data for reporting will have to be adjusted for the RFI).
- Define a threshold for the accepted price increases when choosing less impactful travel options. (See chapter on how to manage price implications.)
- Create a list of preferred airlines that use more fuel-efficient aircraft and share this information with employees during the booking process. Use the atmosfair list as the basis for the list.
- Adapt the travel approval process to align with the travel policy (e.g. flights within Europe require additional approval, all flights require approval at director level, etc.) In all cases, the traveller must comply with the travel policy and take the least emissive option.

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