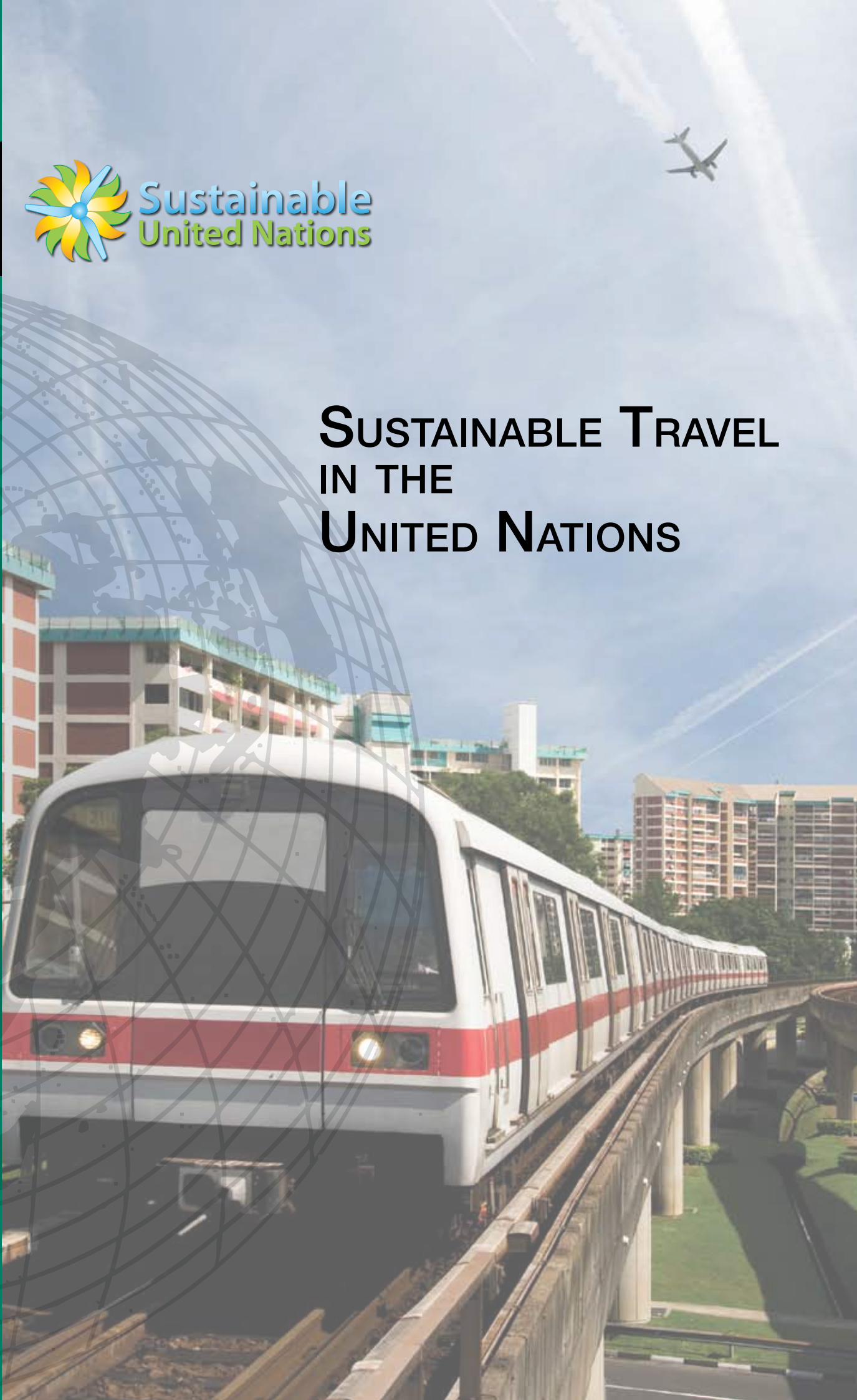




SUSTAINABLE TRAVEL IN THE UNITED NATIONS

UNITED NATIONS ENVIRONMENT PROGRAMME



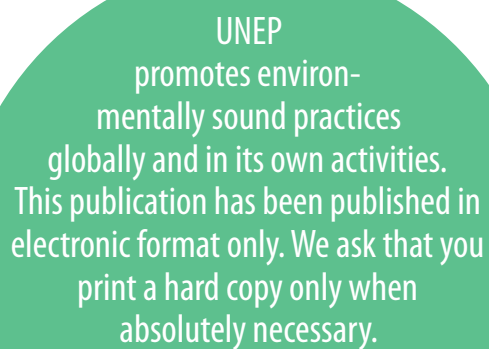
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SUSTAINABLE TRAVEL IN THE UNITED NATIONS



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Table of Contents

Acknowledgements	2
1. Executive Summary	4
2. List of Acronyms	5
3. About this Report	6
4. Definition of Travel	6
5. Travel and Climate Change	7
6. Travel in the United Nations	8
Who is traveling?	8
Purpose of travel	8
Mode of travel	8
Travel planning and approval	8
7. The Cost of Travel	10
8. Regulations Governing Travel in the UN	12
9. What is “Sustainable Travel”?	14
10. Sustainable Travel Opportunities	14
a. Travel less	14
b. Travel More Efficiently	20
11. Offsetting	25
12. Sustainable Travel Strategies	27
Policy Statement	27
Decisions on measures to reduce travel climate footprint	27
Mechanisms for implementation of decisions	30
Designation of responsible persons, budget and deadlines	30
Monitoring and reporting	31
13. Travel Metrics	32
14. Conclusion	33
Annex 1: Administrative Instruction on Travel	36
Annex 2: Case Studies	44
ICAO	45
UNAIDS	48
UNIDO	50
UPU	52
Ramsar	54
World Bank	56
Other Case Studies	57
Annex 3: Survey on Sustainable Travel in the United Nations	59
Annex 4: End-user license agreement for the ICAO carbon emission calculator	62

1. Executive Summary

“Sustainable Travel” is in this report defined as *Travel where the associated environmental, social and economic impact is minimized, without negatively affecting the ability of the organization to deliver its mandate*¹. Sustainable travel thus includes not only environmental, but also economic and social consideration, including health and safety.

Travel contributes with approximately 50% of the United Nations’ climate footprint and represents a major cost to UN; over 1 US\$ billion per year for the collective UN family. At the same time, travel is an essential mechanism for UN to deliver its mandate, and can often not be avoided.

This report seeks to provide guidance on what UN and organizations can do to improve sustainability of their travel, and in particular how to reduce their travel related climate footprints. The report provides an overall context about existing systems and examples of good practices. Two main approaches to reducing emissions are discussed in detail: Travel Less, and Travel More Efficiently. The economic aspects are highlighted, as is the role of management and staff. Offsetting, which provides a complementary approach to further reduce or eliminate the climate footprint of travel, is also discussed.

The report finally provides a road map for how sustainable travel approaches can be implemented in a systematic manner, and how their effectiveness can be monitored and evaluated. The annex to the report provides a number of case studies on sustainable travel in UN and in other organizations. In many cases sustainable travel strategies inside and outside the UN system have much in common.

The report demonstrates that sustainable travel is not only possible, but is also already practiced in different forms in different parts of the UN system. The report concludes that sustainable travel can bring many benefits both to the organization and to travelers. The potential for reducing the travel climate footprint is generally good, but requires commitment from the organization to be realized.

Travel is responsible for approximately 50% of the United Nations’ climate footprint and represents a major cost to UN - over 1 US\$ billion per year for the collective UN family. At the same time, travel is an essential means by which the UN delivers its mandate, and often cannot be avoided. This report seeks to provide guidance on what UN organizations can do to improve the sustainability of their travel. It provides background on existing systems and examples of best practice. Two approaches to reducing emissions are discussed in detail: Travel Less, and Travel More Efficiently.

¹ Definition developed by Sustainable United Nations, 2009

2. List of Acronyms

3D	three-dimensional
ATM	Air Traffic Management
CBD	Convention on Biological Diversity
CDM	Clean Development Mechanism
CER	Certified Emission Reduction
DPKO	Department of Peace Keeping Operations
DSA	Daily Subsistence Allowance
ERP	Enterprise Resource Planning system
FAO	Food and Agriculture Organization
GHG	Greenhouse Gases
Habitat	United Nations Human Settlements Programme
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technologies
IFC	International Finance Corporation
ILO	International Labour Organization
IMO	International Maritime Organization
IPCC	Inter-Governmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
OCHA	Office for the Coordination of Humanitarian Affairs
Ramsar	United nations Convention on Wetlands
SUN	Sustainable United Nations facility
t CO ₂ eqv	tonne carbon dioxide equivalent (measure of greenhouse gases)
TGV	Train Grand Vitesse (high speed trains in France)
UN	United Nations
UNAIDS	Joint United Nations programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNECE.	United Nations Economic Commission for Europe
UNEP	United Nations Environment program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industry Development organization
UNICEF	The United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNITAR	United Nations Institute for Training and Research
UNON	United Nations Offices in Nairobi
UNV	United Nations Volunteers
UNOG	United Nations Offices in Geneva
UNOPS	United Nations Office for Project Services
UNWRA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UPU	United Postal Union
VER	Voluntary Emission Reduction units
VoIP	Voice over Internet Protocol
WFP	World Food programme
WHO	World Health organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

3. About this Report

The purpose of this report is to provide guidance on how the climate footprint of travel in the United Nations may be minimized, which is an increasingly important aspect of sustainable travel. The report is prepared in response to the UN Climate Neutral Strategy and as such focuses on minimizing the greenhouse gas emissions associated with travel. However, this report should also be useful for any organization striving to improve efficiency of travel, reducing associated costs and improving safety, and providing a better work-life balance for its staff.

Travel is undertaken for a range of different purposes, and the pattern of work related travel is typically unique to each organization. There is therefore no one-solution-fits-all, this report seeks to help the user to identify relevant factors and the most promising measures among a range of options that can be applied in each individual case.

It is important to recognize that travel is an essential activity for most organizations. Reducing the climate footprint of travel can be achieved not only through reducing travel, but also by improving the way we travel, the way we plan our travel, the systems we use to organize travel etc. Travel is also a significant economic cost in most organizations and certainly also affects the ways work is conducted, as well as the work-life balance of staff members. This report therefore is not approaching travel purely as an environmental issue, but takes into account the many other aspects of travel, and their impact on a sustainable travel approach in the UN and other organizations.

The report has been prepared by the Sustainable United Nations (SUN) in the United Nations Environment Program (UNEP). It is based on reviews of existing rules and regulations, interviews with staff, surveys of travel systems and habits, case studies from inside and outside the UN, and with input from the experts working with travel issues for UN and for other organizations. We are grateful to all those who have contributed to this report.

4. Definition of Travel

In the context of this report official travel (or “business travel” or just “travel”) is referred to as the process of bringing a person from one place to another for official purposes. The traveler is typically a staff member but can also be a contractor, consultant or expert hired by the organizations, or a meeting participant whose travel is paid by the organization. To be recognized as official travel, the travel must have been formally approved by the organization. In most cases the organization also covers the costs associated with the travel.

Official travel typically involves travel from one country to another, or from one part of a country to another part. In the UN most travel is undertaken by air, but some organizations also use land transport (by road), train, and transport by sea. Most travel is undertaken by public means of transport but in some UN organizations, e.g. in WFP and DPKO, travel is frequently undertaken in vehicles and aircrafts leased or owned by the organization. Local travel and commuting is not covered by this report, neither is the transport of goods.

5. Travel and Climate Change

The Intergovernmental Panel of Climate Change (IPCC) is the leading body for the assessment of climate change, established by UNEP and the World Meteorological Organization (WMO), to provide the world with a clear scientific view on the current state of climate change and its potential environmental and socio-economic consequences. The work of IPCC underpins the effort of the United Nations Framework Convention on Climate Change (UNFCCC) to reach an agreement to hold greenhouse gas emissions at a level that will not have harmful effects on the human society. While the exact definition of this level still varies, there is a wide agreement among the world's governments and the scientific community that drastic reductions in the emissions of greenhouse gases from human activities are needed. Current discussions center on an estimated required emission reduction of 50-80 % by 2050 as compared to the emission levels of 1990. Current (2009) levels of emissions are approximately 20% above the 1990 levels.

The Global Warming problem is one of the most serious challenges that the global community is facing. For the United Nations it is of paramount importance that the organization not only facilitates international agreements and actions in this area, but also sets an example of how organizations can walk the talk.

Against this backdrop the United Nations Chief Executive Board adopted in late 2007 the UN Climate Neutral Strategy, committing all UN organizations, funds and programmes to move towards climate neutrality. This is to be achieved through three courses of action:

1. Prepare annual greenhouse gas inventories for each organization,
2. Reduce greenhouse gas emissions from each organization,
3. Consider purchasing offsets to compensate for emissions which cannot be avoided.

Travel is for most UN organizations the major source of greenhouse gas emissions, in some cases contributing to over 90 % of the total emissions of the organization. For the UN system overall, travel is responsible for 49% of total greenhouse gas emissions². Reducing the travel climate footprint (the greenhouse gas emissions associated with travel) is therefore a top priority for UN organizations when implementing their parts of the UN Climate Neutral Strategy. Since air travel is the standard mode of travel in the UN, efforts to reduce the travel climate footprint in the UN will focus primarily on air travel. Several UN organizations also operate large land vehicle fleets. SUN, in cooperation with UNEP's Transport Unit and TNT, produced in 2008 a tool kit for fleet managers on how the environmental impact from vehicles may be reduced. This toolkit can be downloaded from www.unep.org/tnt-unep/toolkit/.

From a global perspective the airline industry transports some 1.6 billion passengers annually, contributing to roughly 2 % of global anthropogenic greenhouse gas emissions³. While the share of global emissions from air travel can be seen as being modest, the emission resulting from each journey is high counted per person. The emissions for e.g. a business class roundtrip New York-Beijing is 3,0 t CO₂ eqv, which can be compared with the average emission per person, which is 5,5 t CO₂ eqv/year. This is the explanation of why air travel, in spite of having a smaller part of the global climate footprint, has a very high footprint in organizations where travel is a common activity. However, while the emissions per journey are relatively high, so are the journey distances.

² "Moving Towards a Climate Neutral UN" 2009

³ IPCC 4th assessment report (2007)

6. Travel in the United Nations

Travel is an important component of the United Nations' activities and most travel is necessary for the organizations to fulfill their mandates. In comparison with other international organizations, national governmental bodies, or private business corporations, international travel is more common and accounts for a higher share of costs and staff time in the UN. On a yearly basis the UN is responsible for buying well over half a million tickets⁴ at a total price of about US\$ 1,1 billion per year⁵.

WHO IS TRAVELING?

The travel profile varies significantly between different UN organizations and from year to year. In some organizations, such as UNHCR, OCHA, DPKO/DFS and WFP, the frequency and type of emergency interventions has a major impact on both the volume of tickets and for what type of travelers the tickets are issued. Convention secretariats such as UNCTAD, UNCCD or UNFCCC issue most of their tickets for the travel of participants to the conference of parties and subsidiary bodies. In the UN secretariat and organizations less involved in emergency assistance (e.g. UNESCO, UNEP, ILO) the travel profile is more homogenous. Samples from these organizations indicate that only about 30-40 % of journeys are undertaken by UN staff, while the majority of journeys (about 50 %) are undertaken by participants in meetings. The UN typically sponsors participants from developing countries to UN meetings, which is why these journeys are counted as part of the UN's travel carbon footprint. Another large group of travelers (about 20 %) consists of experts, contractors and consultants who are sent by the UN to different locations to conduct their work. However, common to almost all UN organizations is that a significant share of tickets is issued for non-staff travel.

PURPOSE OF TRAVEL

Among the tickets used by staff members most are for the purpose of official business, including field missions, meetings, training, negotiations, capacity

building, surveys and monitoring, emergency assistance etc. However about 10 % of tickets are issued for so called "entitlement travel". This includes home leave, education travel, family visit, and appointment and separation travel. Medical evacuation and security evacuation travel only make up a fraction of these tickets. For non-staff travel most tickets are issued for meeting participants, with tickets for consultants and contracts making up a smaller share.

MODE OF TRAVEL

As was mentioned above, air travel is the standard mode of travel in the UN, and the vast majority of travel in the UN is therefore undertaken by air. In some areas, e.g. in Europe and on the East Coast of the USA, train often offers a fast and more convenient alternative to air travel, hence this is a common mode of travel in these regions. Travel by road is mostly used for shorter distances, either in vehicles owned by the organization, or in the staff member's own vehicle. Travel by road is also common in peace keeping operations and for travel to remote areas (often in combination with air travel to the closest airport).

However, from a travel climate footprint perspective, travel by air is by far the most significant source of greenhouse gas emissions, both because it is the most common mode of transport and because alternative modes of travel are restricted to short distance travel. It should also be kept in mind that the safety and reliability of the mode of travel has to be taken into consideration, which may vary considerably between different modes of transport in different parts of the world.

TRAVEL PLANNING AND APPROVAL

Each UN organization – and indeed each office within each organization – is using its own practices and processes for planning and authorizing travel. While there is a high level of autonomy and flexibility in how these systems are set up there are some generic features that are common between many organizations/offices:

⁴ IATN travel network data

⁵ JIU report A340 "review of Travel Arrangements in the UN system"

1. The need to travel is usually identified/proposed at the programme officer level in consultation with his/her supervisor.
2. All travel requires official authorization – normally at the director’s level. The requirements for having a trip approved are entirely at the discretion of the authorizing officer/director, and there is no clear norm or standard for what criteria to consider.
3. Travel is normally planned for three-month cycles, i.e. a travel plan is established in writing and should normally be approved before the start of the three-month period.
4. In some organizations, an additional travel request has to be prepared and approved at the time the travel is organized. In this step the administrative actions, including reservation of funds, are initiated.
5. Booking of tickets is normally done through a designated staff (“Travel Assistant”) managing the formal contacts with a travel agency.
6. The default travel mode, as defined by the common travel rules (refer to section 8 below) is by air, but the traveler may request travel by other means of transport.
7. Booking of hotels is normally done by the traveler.
8. Tickets are purchased from a designated travel agency, which has been identified and contracted according to the UN procurement procedures. The travel agent is bound to provide services as per the terms of reference in their contract.
9. Before the trip begins, the traveler is provided with Daily Subsistence Allowance (DSA) to cover costs for accommodation, meals etc. and in some cases also with Terminal Expenses

to cover other miscellaneous expenses related to the travel (transfer to/from airports etc).

10. After the trip the traveler submits a travel claim form to provide formal proof of travel and to settle any discrepancies in expenses and deviations in the itinerary. In some cases the Terminal Expenses are paid only upon submission of the travel claim form.

For non-staff travel, the process is more straight-forward, normally omitting the preparation of travel plans or submission of travel claim forms.

The administrative parts of the travel planning and approval processes are supported by the organization’s Enterprise Resource Planning (ERP) system, such as IMIS, Atlas or SAP.

The above procedures are first and foremost designed with three purposes:

- To ensure the traveler is traveling in accordance with the UN travel rules
- To ensure that funds are available to cover the costs of the travel.
- To ensure that the traveler is formally traveling on behalf of UN, so that insurances, diplomatic immunities etc can be invoked if need be.

These processes also offer the potential to apply other considerations in planning and approval of travel, such as the travel climate footprint of each travel, or the potential to bundle missions or to replace them with on-line conferencing etc (see section 10 a below: Travel Less).

7. The Cost of Travel

Travel costs typically constitute a large share of the overall budget of UN organizations, in many cases second only to staff costs.

The default ticket type is full economy class so as to allow for full flexibility in changing or canceling the ticket. This, in combination with the fact that many travel agencies do not book tickets on low-cost airlines (for business reasons) causes the ticket costs, even for short-haul flights, to often be in the four-digit US Dollar range.

In addition to the ticket costs, the traveler is provided with DSA and Terminal Expenses. The amounts of these depend on the local costs and the duration of the travel.

The ticket costs, DSA and terminal expenses are usually the “visible” costs of travel. However, there are at least three more kinds of costs which should be accounted for:

- **Staff time:** Even though the travel is done strictly for business purposes, the time spent in airplanes, airports, buses, taxis, for stopovers etc, is seldom productive. The travel time, including rest after long-haul travel, often consumes one or two full working days. This is not only time lost for the traveler, but also for colleagues whose work may depend on input from the traveler.
- **Environmental cost:** The UN Climate Neutral Strategy requires all UN organizations to consider the implications of offsetting their greenhouse gas emissions. In some cases individual UN organizations have also adopted a policy of purchasing offsets for their emissions. The price for offsets varies over time and depends on the type/quality of offset the organization purchases, as well as the type of ticket purchased. The cost for offsets provided by CDM (see section 11) is currently (early 2010) in the range 2-4 % of the ticket price⁶. For each individual journey this is a small cost

but for the accumulated number of journeys in each UN organization the amount easily reaches hundreds of thousands of US dollars. Even if an organization is not purchasing offsets, this is a potential cost that needs to be considered (as is the “cost” to the reputation of an organization if it is not walking the talk, i.e. not purchasing offsets). Please refer to the section below “Offsets” for further information.

- **Work-Life balance:** Some people consider travel as a perk, although for most travelers in the UN system, for whom travel is a frequent activity, travel is more often seen as a necessary part of work, often inconvenient to the private life and family of the staff. Long days, nights and work on weekends while on mission are not compensated for, but the staff member is expected to make himself/herself available for the services of the UN at anytime. This is not unique to UN and a vast volume of research and reports on this subject shows that staff working under such conditions experience more stress, less work satisfaction, and ultimately become less motivated and productive as a result. The costs, although easily felt by the traveler, are difficult to quantify for the organization.

The cost for travel is therefore higher than may be reflected in the financial reports. This becomes especially evident when comparing the total costs of travel for staff to participate in a meeting, with the total costs for conducting the same meeting through e-communication, e.g. video conferencing (see Box 1).

⁶ Estimate based on UNEP's procurement of offsets from CDM in late 2009.

Box 1: The Cost of Travel

Two programme officers from the UN secretariat in New York are going to a meeting with Government officials in Santiago de Chile. The meeting will last for three days and the programme officers have to arrive one day earlier to prepare for the meeting. The table below compares the costs for conducting the mission by travel and by video conferencing respectively.

Costs to UN

Travel to Santiago		Meeting by video conference	
Mission costs	US\$ 8.528	Mission costs	\$ 0
2 return air fares New York – Santiago (\$3,000 per flight)			
2 staff, 5 nights each, DSA (US\$ 223/night)			
2 staff, Terminal Expenses (\$176/person)			
Offset for Carbon Emissions US\$ 106		Offset for Carbon Emissions	\$ 25*
2 New York - Santiago (16.500 km return trip = \$ 123)			
Unproductive staff time	US\$ 4.320	Unproductive staff time	\$ 120
2 staff: 22 hours travel time + 12 hours rest time (\$ 60/hour)		2 staff: 1 hour for setting up video connection (\$ 60/person/hour)	
Personal Cost to Staff	High	Cost for video connection	\$ 2.160
2 staff, 5 nights away from home		18 hours @ \$ 120 per hour	
Meeting by travel	US\$ 12.954	Meeting by video conference	US\$ 2.330

This example shows that:

1. The financial (official) travel cost is US\$ 8.528
2. The actual cost, including unproductive staff time and offsets, is US\$ 12.954
3. To conduct this meeting by video conferencing would cost: US \$ 2.330**

It can of course not be taken for granted that the meeting could actually be conducted by video conference, if e.g. the physical presence of the programme officers for some reason is necessary. However, the example does show that it is worthwhile from an economic, as well as environmental and staff time perspective to consider alternatives to travel. It also shows that the real cost of travel is not fully accounted for in financial reports.

Notes:

* This is a symbolic cost to reflect that some electricity is used for running the video equipment and possibly for climate control of the video conferencing rooms.

** Investment costs for video equipment is not included. But this would normally only be a couple of US\$ per video conference if the investment cost is shared by all video conferences conducted with the equipment.

8. Regulations Governing Travel in the UN

The rules for travel in the UN are regularly updated. Travel in the UN is currently governed by Administrative Instruction ST/AI/2006/4 (included as Annex I to this report) with relevant references to other staff regulations. This Instruction sets out basic rules for how travel in the UN is organized and what conditions apply. The Instruction addresses the following issues:

1. Who is entitled to undertake official travel.
2. Authorization for official travel
3. Standard of accommodation (Class of travel)
4. Travel time(entitlements to stopovers, rest time etc) for different types of travel
5. Terminal expenses and advances of DSA
6. Lump sums for entitlement travel
7. Travel claims

The Instruction provides the common framework for travel in the UN, but the interpretation and application of the common travel rules varies between the different UN organizations as is reflected e.g. in the Joint Inspection Unit (JIU) report JIU/REP/2004/10. This report refers to the need to harmonize the travel policies and practices throughout the UN system. The report concludes

Box 2: What is the Joint Inspection Unit?

The Joint Inspection Unit (JIU) was set up in 1966 with a mandate to provide an independent view through inspection and evaluation of the UN, aimed at improving management and methods and at achieving greater coordination between organizations. JIU may conduct investigations in all matters having a bearing on the efficiency of the services and the proper use of funds and, to these ends, may make on-the-spot inquiries and investigations. The Unit is responsible to the General Assembly of the United Nations and similarly to the competent legislative organs of those specialized agencies and other international organizations within the United Nations system which have accepted its statute.

that in spite of efforts to adopt and adapt travel policies and procedures (since 1996 when the previous JIU report on the issue was issued) there still remain significant discrepancies in how travel rules are applied in different organizations, including standard of accommodation, thresholds for stopovers for rest, conditions for using alternative modes of transport, payment of lump-sums for entitlement travel etc. This issue attracts much attention, not only because it has direct implications for how UN is managing its travel budgets, but also because it directly affects the way and under what conditions UN staff conduct their work. Travel entitlements are not part of the common system of salaries and allowances, but they are part of the conditions of service. Not only UN management, but also member states, donors and UN staff have for these reasons a direct interest in how travel is managed.

The Joint Inspection Unit released in 2010 the report “Review of Travel Arrangements within the United Nations System” (JIU/REP/2010/2) (<http://www.unjiu.org/en/reports.htm>) which also touches upon the environmental aspects of the travel policies and practices.

While the rules and regulations quoted above goes into detail, the basic principles for travel in the UN can be easily summarized:

1. Official travel should follow the most direct and economic route.
2. The standard mode of travel is by air.
3. The class of travel for staff is normally economy class, unless the travel exceeds a time limit, normally 9 hours, in which case business class applies.
4. If the travel time exceeds 10 hours the staff is entitled to a rest period of 24 hours before starting work at the destination.
5. If the travel time exceeds 16 hours the staff is entitled to a stopover for rest purposes of less than 24 hours
6. The class of travel for all other travelers (meeting participants, consultants etc) is

economy class, with no stopovers, regardless of the duration of the travel.

The reasons for entitlement to travel in business class are well reflected in the report by JIU, which also includes a chronology of events that have led to the current rules. Especially noteworthy are the following statements:

- *“The class of air travel is, of all the components of travel, the most complex one, and also one in which the Inspector registered major disparities among the organizations of the common system.”*
- *“Furthermore, the deregulation of the travel market and the drastic cuts and restructuring imposed on major companies through competition from low-cost carriers, together with the impact of the events of 11 September 2001, the world economic slowdown and increased security and health concerns, have resulted in: a deterioration of the conditions of travel, particularly in economy class (overcrowded space, cramped seat position, poor quality of air); the canceling of flights; and a reduction in the number of day-time scheduled flights, thus necessitating early departures and overnight trips. Increased safety requirements have brought about longer check-in times and delays in scheduled departure times and connecting flights, adding at least two to three hours to the already long travel time on transatlantic flights. Combined with this is the fact that United Nations officials are increasingly required to travel on weekends and depart/arrive at night with all the related implications for security and health.”*
- *Most officials interviewed indicated that stopovers are infrequently taken and that their financial implications are marginal in terms of the cost of the ticket. Even assuming they are costless – although they are not when all entitlements (DSA and terminal expenses) are included - the reason for stopping to rest after a 10-hour business class trip may become redundant given the purpose for which a higher standard of accommodation has been granted in the first place, particularly because a one-day stop may cause as much disruption as rest.*
- *“... the idea of replacing stopovers by additional rest time at destination was entertained by the Inspector in line with a prior JIU recommendation. However, the Inspector disregarded this possibility taking into account that an additional free workday for rest purposes at destination or after the completion of travel can be as costly as a stopover en route, particularly as the latter are infrequently taken, as reported by users. He instead favours the harmonization of the stopover rules in all organizations of the system in line with the policy of the United Nations Secretariat.”*

The JIU report shows that there is a discrepancy, not only in opinion about when business class travel is justified, but also in how measures for compensating for arduous travel (stopovers and rest time) are applied. While the JIU report seeks to support harmonization of travel rules and entitlements in the UN, the environmental aspects of travel, including the important role of class of travel and use of rest periods to compensate for strenuous travel, are as yet absent from the discussion.

9. What is “Sustainable Travel”?

The term “Sustainable Travel” belongs to the same family of definitions as “sustainable development”, “sustainable production”, or “sustainable agriculture”. It should not be misinterpreted to mean that the purpose is to travel as much as possible (“to sustain travel”) but to travel in a way that minimizes associated negative (environmental, social and economic) effects.

In this context “Sustainable Travel” is thus defined as:

Travel where the associated environmental, social⁷ and economic impact is minimized, without negatively affecting the ability of the organization to deliver its mandate”

The following parts of this report explore how sustainable travel can be introduced in UN organizations.

⁷ “Environmental” includes internal as well as external environment, i.e. safety and health are also covered by this definition.

10. Sustainable Travel Opportunities

The climate footprint of travel can be reduced in many ways. Two basic approaches are:

- A. **Travel less:** Replace missions with on-line communication, reduce the number of staff traveling for the same meeting, use local staff instead of staff from headquarters, allow staff to stay at the destination in between meetings etc.
- B. **Travel more efficiently:** Use more efficient mode of travel (e.g. go by train instead of flying) when appropriate, travel in economy instead of business class, give preference to airlines with modern aircrafts and direct routes etc.

Both approaches can be implemented at the same time and are mutually supportive. Implementation may be conducted through several means, including:

Adopt and implement a sustainable travel strategy, defining the rules and procedures to be followed:

- Revise travel planning and travel approval procedures
- Improve access to alternatives to travel, i.e. e-communication tools
- Revise contracts with travel agents
- Provide incentives for staff to pursue reduced/more efficient travel
- Conduct staff awareness raising campaigns
- Monitor and report on progress, including cost savings

A. TRAVEL LESS

The amount of travel undertaken by an organization varies between organizations and within the same organization over time. The travel volume depends on the number of staff, the number of projects and the budget - factors which are all typically changing from year to year. Sometimes UN organizations have adopted goals to reduce the travel volume by a certain percentage (e.g. UNAIDS have adopted a goal to reduce travel for the whole organization by

25% in the next biennium, UNIDO has adopted a goal for all directors to reduce their travel by 30% in 2009, and UNESCO set out to reduce their travel budget by 10% in 2008).

Travel reduction goals are often measured in terms of the number of tickets bought or by reference to the volume of the travel budget. This kind of measurement is not satisfactory from a climate neutral perspective. Neither the number of tickets nor the total cost of travel are in themselves direct indicators of the amount of greenhouse gas emissions generated by travel. The issue of appropriate metrics for monitoring greenhouse gas emissions from travel is further discussed below in section 13 "Travel Metrics". However, for the purpose of this section "travel less" refers to avoiding unnecessary travel.

There has never been an evaluation conducted among UN staff as to whether they consider all their travel to be necessary and productive, whether the objectives of their travel could have been achieved without travel, or what would have been the consequences if the travel had been cancelled. Outside the UN, however, there are several organizations/ companies that regularly conduct relevant surveys among business travelers. A study conducted by the UK business Traveler in 2007, among 2800 European business travelers, revealed that:

- 55% of travelers think that their missions are not always productive,
- 38% consider them first and foremost great ways for socializing,
- 19% feel travel makes them less productive, and
- 41% think it disrupts work-life balance.

At the same time (2007), the Travel Industry Association estimated that on average 100.000 business trips per day were replaced by other means of communication, as a result of economic restrictions.

These results may not be immediately applicable to the situation in the UN, but the studies suggest that in general not all travel in a company or organization is necessary. The fact that some UN organizations have found it possible to set and implement reduction targets for the amount of travel, due to economic restrictions, also indicates that UN organizations can continue to function even with reduced travel volumes.

Establish travel reduction targets

As mentioned above, top-down decisions to reduce travel have been made several times in different UN organizations (e.g. in FAO, UNDP, UNESCO, ILO, UNICEF, WHO and UN secretariat) but this is normally done for economic reasons. Since the objective in these cases is to reduce travel costs, the goal is most often also expressed as "XX % reduction of travel costs as compared to the previous year".

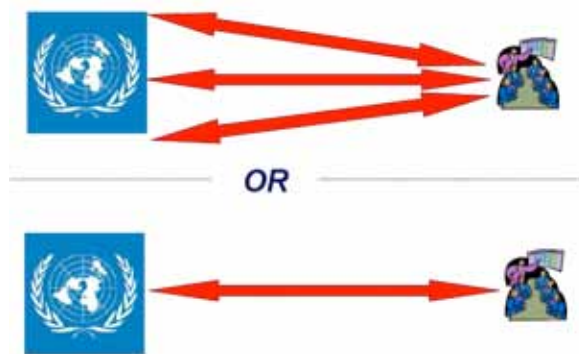
Top-down travel reduction decisions are usually implemented by capping travel budgets of specific departments or divisions, supported with stricter screening of travel requests. While this is often an effective and easily implemented measure, there is a risk that essential travel is punished, if other/ supporting measures are not put in place. Such measures included an intelligent travel screening and approval process, as well as communication, training and incentives for staff to actively support reduced travel (see below).

Reduce the number of participants in the same meeting

One of the most common activities in the UN is to arrange and participate in meetings. It frequently happens that several staff attend the same meeting. There is an obvious opportunity here to seek to conduct the meeting with fewer staff, each one performing several functions at the meeting, instead of having many staff attending where each one only performs one task each. A majority of UN organizations⁸ have adopted policies reducing the

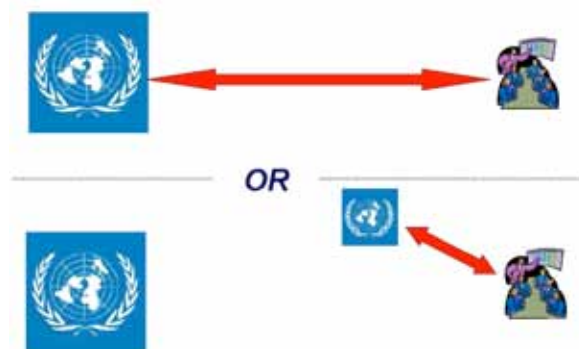
⁸ SUN Zoomerang Survey 2009: 31 UN organizations apply limits to the number of staff attending the same meeting, including UN secretariat, IFC, UNDP, UNIDO, WFP, UNOPS, WTO, UNFPA, ITU, UNEP, UNOV, UNHCR, UNESCO and Habitat.

number of participants in meetings. In many cases approval for additional staff to participate in the same meeting is subject to approval by the head of the organization. Clear guidelines on what rules should be followed is needed to implement this measure. Furthermore it has been observed that a well functioning back-to-office reporting system reduces the feeling among staff that they have to participate in all meetings themselves to remain up to date. A proper knowledge management system and culture for mission reports in the organization is therefore recommended.



Make use of local staff

Most UN organizations have staff in more than one location. It is often possible to make use of local staff to conduct missions in the region or at the local level, thereby substituting a long-haul travel from headquarters, with a short-haul trip at the local level. Several organizations, such as UNDP, IFC, UPU and WHO, have adopted rules to encourage better use of local staff. This requires that local staff are available and possess the required skills and knowledge to substitute for the long-haul traveler. Clear guidance on the conditions for requesting local staff to cover a mission, and training of staff to

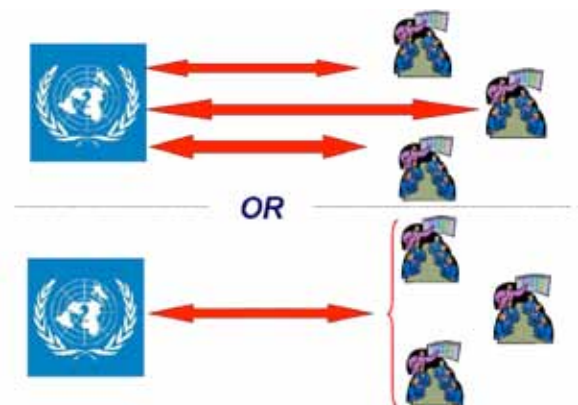


support transfer of mission objectives to local staff are required for this approach to be successful..

This approach also has relevance to situations where the UN organization have an opportunity to decide where a meeting or event will take place. As a general rule, and when possible (from safety and economic perspectives) the location of meetings should be chosen so as to minimize the need for participants to travel long distances. It goes without saying that this often coincides with the convenience of the participants, and shows such decisions can often be justified from more than just a climate neutral perspective.

Bundle travel

On occasion, several staff travel to the same destination to cover several different objectives. Other times one staff undertakes several missions to the same destination in a short period of time. In both cases it may be possible that all the objectives can be covered only by one staff. If this is possible the amount of travel is immediately reduced. Bundling of mission frequently requires the staff to stay at the destination for a longer period of time, sometimes with idle periods in between activities. This should however not be a problem from an economic perspective as long as the extra days' DSA does not exceed the cost of another ticket. From a work perspective, modern mobility tools common throughout UN (laptops, mobile phones, Skype, remote access to e-mail and common files) makes it perfectly possible for the traveler to work away from the office for extended periods of time. The UN Flex Policy (ST/SGB/2003/4) allows for staff to work away from the office, subject to approval to the director of that office.



Bundling of travel first and foremost depends on the possibility of a staff member being able to compare planned meetings and activities with those of his/her colleagues. Establishing space on the Intranet, or even at a billboard, where staff note meetings and activities they plan or wish to have covered, greatly helps to identify opportunities for bundling of missions. In addition this also more generally improves knowledge sharing and management. Bundling of missions is encouraged in about half of the UN organizations, including the UN secretariat, IMO, WIPO, and Habitat.

Replace travel with e-communication

The objective of travel is often to achieve different forms of communication, through meetings, workshops, consultations, interviews, and training events. As opposed to 30-40 years ago, there is today a wide range of alternative ways to communicate, which in many cases can replace travel. Just the last 5-10 years have seen a virtual explosion in increased quality and reduced costs for electronic communication tools (e-communication) such as Internet, e-mail, video conferencing and on-line conferencing.

The tools most commonly used today include:

- e-mail
- computer-to-computer video links (e.g. Skype)
- On-line class rooms, where participants follow presentations on the screen (one or two way). Sessions can be recorded and replayed for participants in other time zones.
- On-line interactive meeting rooms where participants can interact by sharing documents and applications, talking or typing messages etc. (e.g. WebEx or Illuminate)
- Voice-over-Internet-Protocol (VoIP) telephone communication: Telephones using the often more reliable and cheaper Internet than regular phone lines for connection.
- Internet supported telephone conferencing, where the moderator can use an Internet site to see and manage who is on-line, and sometimes share documents, photos, and videos through the website.

Video conferencing is often less frequently used due to costs, difficulties to set up connections, poor quality of connections, and in some cases shortage of video conferencing rooms. However, video conferencing is experiencing a renaissance with the new high quality video systems now provided by some large IT companies. These high quality video conferencing systems seek to create a realistic real-life feeling in video conferences with zero delay in video and audio, with high definition life sized screens, directional lighting and sound etc.



As the cost is coming down (now ranging between US\$ 50.000 and US\$ 300.000 for one video conferencing room, depending on the size and model) the business case for using these systems is rapidly becoming attractive. The potential to equip all major UN duty stations with high quality video conferencing equipment, and its potential impact in terms of reduced travel between them, is being studied by SUN and, if attractive, will be proposed for common procurement action in 2010.

Another type of e-tool – still less common in the UN but more frequently used at universities and in the



corporate sector, is virtual worlds on the Internet, where 3D simulation programs (e.g. Second Life) allow participants to create meeting spaces, share information and model concepts and ideas in a virtual reality on the Internet. Each participant is represented by an Avatar (3D simulation of the person) that is controlled by the real person. These applications offer an entirely different form of interaction from what has been possible in the past and may still seem like science fiction. However, if there is anything the past of technology development has taught us is that the future of today is the past of tomorrow.

The increased access to e-communication tools has also resulted in a revolution in the level of communication. A range of studies show that thanks to ICT we communicate and interact more frequently and with more people today than ever before. As an example, the volume of e-mails transmitted is approximately 160 billion messages per day, out of which 80% are spam, leaving some 32 billion “real” e-mail messages sent every day. The UN is no exception and it can surely be said that the volume of communication in UN has multiplied drastically over the last ten years. This has however not contributed to less travel in any perceivable way. One explanation is the rebound effect where more communication by electronic means generates more work in shorter periods of time, requiring more travel.

Individual organizations within the UN have moved at a different pace towards increased use of ICT. Some organizations are today making use of a full suite of high quality e-communication tools, and are also using this as a strategy to reduce the need for staff to travel. Other organizations are still limiting access to e-communication for staff due to limited connectivity (in some duty stations) or to concerns about security of communication. In most cases however, and certainly in all major UN hubs and headquarter locations (UNON being the last UN headquarter duty station becoming connected to optic cable in 2009), an aggressive move towards improved access to, and use of, e-communication tools offers a major opportunity for organizations to reduce their travel. From a sustainable travel

strategy perspective, increased use of e-communication tools is a central element crossing over to the IT strategy of the office/organization. At a minimum, office equipment renewal plans should take into account the need to provide staff with good access to high quality e-communication tools.

Organizations encouraging the use of e-communication tools to reduce travel include IMO, ITU, UNWRA, UNOPS, UNDP, UNITAR, UNIFEM and UNECE.

It is recommended that introduction of new e-communication tools is accompanied by a staff awareness and training campaign, to ensure that staff are comfortable with using the tools.

Encourage staff to travel less

The need to travel is usually identified by staff in consultation with their supervisors. If the volume of travel is to be reduced it is important that all staff are aware of, and support, the objective to reduce travel, and look for alternatives to travel as soon as the need for travel is first discussed. There are a couple of approaches to make staff aware and care about reducing travel:

- **Basic awareness raising:** Conduct training for all staff to familiarize them with the sustainable travel strategy, explain the reasons why this is important to their work, and how they can support the strategy
- **Make it visible:** Monitor and share with all staff the quarterly travel statistics for all staff/units (e.g. number of missions and percentage in business class). Even if different jobs require different frequency of travel and even if units may not be comparable, the fact that the information is shared among all travelers increases the awareness and may even lead to some competition on who can reduce their travel footprint the most.
- **Make it attractive:** For most staff travel is an unavoidable, frequently disrupting, activity that is part of the duties. For other staff travel is an infrequent perk that makes the job more interesting and attractive. At least for the latter group it is important that incentives are established so as to make more attractive the notion of not traveling. Incentives for

sustainable travel are further discussed below.

- **Make it easy:** Provide clear guidelines for how to decide whether a travel is necessary or can be avoided, and as far as possible provide realistic alternatives to travel, i.e. provide e-communication tools, provide ways and means to easily identify opportunities for bundling of missions and using staff at local offices to undertake the travel.

Removing incentives to travel

Within UN there are no direct incentives for staff to travel. However in some instances three aspects of the UN travel system have been criticized as encouraging more travel:

Entitlement to business class tickets for travel beyond certain time limits (normally nine hours) is sometimes seen as a luxury. However this entitlement is established both for medical reasons as recommended by the UN Board of Medical Directors and for practical reasons: to allow staff to be fit and fresh for work upon arrival to the destination. From a climate neutral perspective there are good reasons to still encourage staff to travel in economy class, even when entitled to business class (see “Travel in economy class instead of business class” under section 10 b) but it is difficult to argue that business class travel is never justified.

DSA is provided at a level to cover the costs for food and accommodation at the destination. At some destinations it is possible to save money by staying more cheaply, while at other destinations the DSA may not be sufficient to cover the actual costs. The advantage of the system, as compared to a system where actual costs are reimbursed, is that the traveler does not need to collect and submit receipts for all expenses. This also saves time for administration to process such claims, and makes the cost of travel to the organization more predictable. On the other hand, the possibility in some cases for the traveler to save money from their DSA can indeed act as an incentive to travel. This is a consequence of the system where fixed DSA rates are paid, instead of covering actual costs incurred. Removing this incentive, without punishing staff so that they

would have to cover expenses from their own pocket when traveling, would require a shift from the DSA system to a system where actual costs are covered. This can not be done by individual UN organizations but requires the common UN travel rules to be rewritten.

Frequent Flyer Miles accumulated by staff traveling on official business can also be seen as an incentive to travel more. However, with the checks and balances in place in the UN for travel approval, it is unlikely that staff would request permission to travel only to earn frequent flyer miles. The preference of the traveler in terms of what airline to go with is on the other hand very likely influenced. But as the UN travel rules stipulates that official travel has to go by the fastest and most economic route, such preferences should not be of any relevance if the travel approval system functions as it should. There are also other aspects of the accumulation of frequent flyer miles by staff. It can be seen as an undue benefit to staff to accumulate miles for travel paid by UN, and it can be argued that the miles may be used by the staff to purchase private travel, thereby increasing his/her carbon footprint. However, neither of these aspects have an effect on the travel climate footprint of UN.

Some airlines offer to invest frequent flyer air miles in development projects and in some cases also in greenhouse gas emission offsets. UN organizations could encourage staff to use their air-miles for such purposes. UNOPS has reportedly recently established a system whereby staff are offered to use their frequent flyer air miles to purchase mission tickets, and get half their value reimbursed in cash. This is an interesting win-win model where the organization cuts costs for tickets, and the staff gets rewarded for using the frequent flyer miles in the interest of the organization.

It should be kept in mind that travel is and will remain an essential part of the work of UN. While the ambition of all UN organizations should be to reduce travel and to ensure travel is undertaken as efficiently as possible, travel should not be made inconvenient or more troublesome than is already the case. Therefore negative incentives, such as minimizing DSA, may rather cause negative

attitudes to the whole sustainable travel strategy than having any actual positive impact on the travel climate footprint.

B. TRAVEL MORE EFFICIENTLY

Even when travel is unavoidable there are often opportunities to minimize the climate footprint of the travel. The basic principle is to choose the mode of transport that has the lowest climate footprint per kilometer. This report refers to emissions as they are accounted for within the boundaries of UN's climate neutral strategy. It should be noted that a life cycle approach could also include indirect emissions from e.g. infrastructure development, fuel extraction, waste generation and other upstream and downstream activities. However, in the Greenhouse Gas Protocol, on which UN's climate neutral strategy is based, these emissions

are normally accounted directly to each sector (e.g. manufacturing or fuel extraction) why the UN climate neutral is addressing only the direct emissions from each transport mode.

The relative levels of emissions from different forms of transport depend on a range of factors such as type of aircraft, class of travel, car make and model, passenger load, fuel used, distance traveled etc. For example, a fully occupied aircraft may emit less greenhouse gases than a train running with only 20 % passenger load. While the literature provides information on the relative emission factors from different types of transport, these are not universally applicable and may differ significantly between different countries and different calculation methodologies. However, it can be generalized that for railroads, electric engines have a smaller footprint than diesel engines. For road travel, smaller and lighter personal vehicles typically have a smaller footprint than larger and heavier vehicles, except for buses where a larger number of passengers may still bring down the per person climate footprint. For air travel a number of considerations affects the climate footprint, including:

Box 3: How much is much?

For most people it doesn't say anything if you tell them that their climate footprint is 500 kg or 500 t CO₂ eqv per year. It is therefore important to compare the figures with something, e.g. the average annual climate footprint per person. The emission per person depends on a wide range of factors including type of energy used, place of living, diet and type of work. As a global average, however, the approximate emission per person is 5,5 t CO₂ eqv per year with the average for developed countries at 16,1 t CO₂ eqv per year and person, and for developing countries at 4,2 t CO₂ eqv per year and person*. According to IPCC, in order to stabilize climate change so as to not exceed an average temperature of 2 degrees C, the global average emission per person would need to be reduced by at least 50% as compared to 2000 until 2050, i.e to 2,8 t CO₂ eqv per year and person (assuming no change in global population). This can be compared to e.g. a return trip by train between London and Geneva in first class with Eurostar and TGV (0,087 t CO₂ eqv) or the same trip by air in economy class, which would have a carbon footprint of 0,171 t CO₂ eqv***. A return flight from New York to Beijing in business class would have a footprint of 3,0 t CO₂ eqv.

Notes:

* IPCC AR4

** UNEP GHG calculator

*** ICAO carbon emission calculator

1. Modern aircraft are much more fuel efficient than older aircrafts. Aircraft built today are approximately 70 % more fuel efficient than those of 40 years ago⁹. This development is first and foremost driven by the simple fact that airlines naturally wish to minimize the fuel costs for air travel. Less fuel consumption translates into less greenhouse gas emission.
2. Take-offs and landings consume much more fuel per km than cruising. The more stops and the shorter flights, the higher is the average fuel consumption per km.
3. Air Traffic Management (ATM) decides what routes and airport approaches aircrafts need to follow, which can have a significant impact on the fuel consumption and greenhouse gas emissions of aircrafts.
4. The number of passengers in the aircraft directly affects the emission of the aircraft, and of course also the emission per passenger. This is often expressed as the "passenger load factor" (number of airplane seats that are

occupied), which is normally about 75 % in commercial airplanes.

5. The class of travel (economy, business or first class) affects the climate footprint of the individual traveler since the seats in business class takes a larger share of the space available in the aircraft, than do the economy class seats. Normally a business class seat takes twice as much space, and a first class seat three times as much space as a seat in economy class. This means that e.g. a traveler in business class has a climate footprint twice as large as a passenger in economy class.
6. In addition to the direct emissions of greenhouse gases, aviation has other climate change effects through emission of chemical species that produce or destroy greenhouse gases, and through emission of substances that trigger the generation of aerosol particles or lead to changes in natural clouds (e.g., contrails). The accumulated climate change effect is still not fully clarified, why ICAO and UNEP, with support from IPCC, are working to clarify this issue.

Choosing the right mode of transport can therefore significantly influence the climate footprint of the journey. The standard mode of travel in the UN is travel by air (the most direct and economic route) but often alternative means of transport (train, bus, car) not only have a lower climate footprint, but are also cheaper than air travel.

The most common opportunities to travel more efficiently are:

Travel by train instead of by air

For short-haul travel, the train often offers a superior alternative to flying. In regions with high speed train networks, considerable distances can be covered in short periods of time, often at a lower price than air travel, even if the train travel is in first class. Furthermore travelers by train do not have to spend so much time on security checks, check-in, take-offs and landings, luggage claim, transport to/from the hub etc. Train stations are usually in the center of cities and the entire travel time can be spent usefully as compared to the case of air travel. There are several UN organizations that

have adopted rules to encourage travel by train; for example in most UN organizations all train travel is in First Class. Other organizations have simply banned air travel if the destination can be reached within a specified number of hours. E.g in UNOG all short-haul travel within a certain distance, and with good rail connections, has to be undertaken by train. In UNV all travel has to be by train if the destination can be reached within six hours and the cost for train does not exceed the cost for air travel by more than 15%.

In some cases, where train offers an alternative to air travel, low cost airlines may still offer cheaper tickets than can be purchased for travel by train. In these situations a clear sustainable travel policy, identifying the climate footprint of the travel as a priority, is important so as to still allow the organization to choose the most sustainable mode of travel, not only the cheapest one. Nevertheless – as has been demonstrated in several cases – there is a clear need for revising the common UN travel rules, so as to allow organizations to also factor in the impact of travel on their climate footprint.

Travel in economy class instead of business class

As discussed above the class of travel is important for the climate footprint. There are examples of restrictions for business class travel adopted at local levels, e.g. that no staff may travel in business class, or that staff below certain levels may not travel in business class: In Ramsar all air travel is conducted in economy class but if the travel time exceeds 10 hours the traveler is offered one day extra with DSA so as to allow rest before work. In UPU the default class of travel is economy class regardless of the distance travelled. Other examples exist at local levels within different organizations. Such restrictions have been locally agreed, or unilaterally imposed by directors deciding to simply not approve travel requests in business class. While this may prove to be effective one should keep in mind the fact that decisions about travel, which in reality put the burden on reducing the climate footprint only on certain groups of staff, can be seen as discrimination. Instead it is recommended that the decision maker leads from the front and uses the power of example by applying the same rules to all staff, including himself/herself.

Another example of a top-down approach aimed at reducing travel in business class is to simply cap the number of business trips for each staff, e.g. to set a limit of maximum two or three trips in business class per year, or to adopt a goal to reduce travel as compared with last year. The staff member can then decide himself/herself for what missions to propose to use this “business class entitlement”. As with the previous approach, such a decision

can be challenged by staff, but may be easier to accept if it applies equally to all staff.

Incentives may prove a more popular approach, however, by encouraging staff to travel in economy class and by allowing staff to go business class if they for any reason feel that this is needed. Examples of incentives include:

Box 4: Q&A: Why does it matter if and how I fly?

Q. “Why does it matter if I fly or not? The aircraft will fly anyway!”

A. Because you are concerned about your personal (or your organization’s) climate footprint, not that of the aircraft. Secondly, even if your personal absence from the aircraft counts for comparatively little, the accumulated emission reductions that can result if all staff in large organizations, such as the UN, apply more restrictive travel habits, will be significant. Finally, even if the aircraft will still fly, it will fly with less weight, which reduces its emissions.

Q. “Why does it matter if I travel business or economy class? Is it not more important for the climate footprint if the traveler is light or heavy?”

A. Passengers typically constitute 10- 25 % of the total weight of an aircraft. Other weight includes fuel, baggage and the aircraft itself. If you consider transport of passengers as the main reason for the aircraft to fly, it makes sense to distribute the weight of fuel, baggage and the aircraft proportionally to each passenger. Since first and business class seats take a larger share of the available space in the cabin than economy class seats do, passengers flying business and first class are awarded a larger share of the weight of the airplane, and of the associated greenhouse gas emissions. The weight of the individual passenger is not so important since the passenger’s weight only constitutes one part of the weight awarded to him/her (or to the seat he/she is using).

Q. Why is the climate footprint of airplanes my problem? Is it not the responsibility of the aviation industry to pursue emission reductions?

A. UN’s specialized agency on aviation – ICAO – is indeed actively pursuing emission reductions from international aviation. At its 2009 High-level Meeting on International Aviation and Climate Change, ICAO adopted a Programme of Action on International Aviation and Climate Change which includes:

1. A global goal of 2 % annual improvement in fuel efficiency until the year 2050, and further exploration on more ambitious goals, including carbon-neutral growth and emissions reductions;
2. Development of a global CO₂ standard and a framework for market-based measures in international aviation;
3. The submission of States’ action plans to ICAO, outlining their policies and actions;
4. Measures to assist developing States and facilitate access to financial resources, technology transfer and capacity-building; and
5. Alternative fuels.

ICAO’s Committee on Aviation Environmental Protection also recently committed to a timetable for the development of a CO₂ Standard for commercial aircraft by 2013.

This is an important ambition and effort for reducing the climate footprint of aviation. In addition other efforts to reduce the climate footprint from air travel are underway by different actors in the aviation industry. However, this does not detract from the need for UN to also actively address its climate footprint in-house, as many opportunities concerns UN’s in-house set-up of travel planning and communication. In addition UN still need to show the leadership that is a core element of the UN climate neutral strategy by actively walking the talk, and not only rely on measures undertaken by travel providers. Efforts to reduce the travel climate footprint would also bring other benefits, including efficiency and reduced costs.

- **Allow staff traveling economy class, when entitled to business class travel, to stay one day extra with full DSA for rest purposes at the completion of the travel.** This approach is e.g. adopted by Ramsar for journeys exceeding 10 hours. From a climate neutral perspective, as well as from an economic perspective this is justified. On the return leg, a rest day could also be granted, but without DSA. The cost to the organization for an extra rest day is typically counted as lost staff time. Assuming an average staff cost of US\$ 500 per day and DSA of US\$ 300, the cost would be in the range of US\$ 800 per day. The savings on the other hand is typically at least 50% of a business class ticket, which on long haul flights is 50% of US\$ 3000 or more.
- **Provide staff with access to business lounges at the airport, even if the travel is in economy class.** Such access can be subscribed to for a fee, and could then be used by the staff, regardless of whether they would be entitled to business travel or not. But they would only be offered such access if they commit to only travel in economy class for the same period of time as the subscription is valid
- **Different forms of staff health care incentives may also be provided, e.g. free or discounted access to health clubs or gyms.** Such access is already today available for staff in some duty stations, although access fees are not linked to the travel habits of the staff member.
- **Provide recognition to staff, who have voluntarily and consistently travelled in economy class when entitled to business class.** This can be in the form of an official Thank You from the head of the organization, some form of prize or other reward.

It is recommended that staff and staff associations are properly involved in discussions about establishing this kind of incentives.

Give preference to airlines with modern aircraft fleets

As discussed above, modern aircraft have a lower fuel consumption, and thereby a lower climate footprint than older aircraft have. Travel agents

normally have information about what type of aircraft different airlines are operating on the same sector. It is often possible to ask the travel agent to also consider the type of aircraft when booking a ticket. By choosing modern aircraft, the footprint of the organization is actually reduced, even if this may be difficult to capture in the greenhouse gas calculators making use of average emission factors instead of emission factors for specific aircraft types¹⁰.

Give preference to the most direct route

The current travel rules state that travel should be undertaken by the most direct and economic mode. Since the most direct route is not always the most economic route the interpretation of these rules varies from organization to organization and from case to case. Since the take-offs and landings consume considerably more fuel than the rest of the journey, it makes good sense from a climate perspective to minimize these, i.e. to go by the most direct route. In the UN there is a tendency to favour “most direct” over “most economic”.¹¹

Inform travelers of the climate footprint of their travel

It is important that staff understand and support the sustainable travel strategy of the organization. To achieve this at least two components need to be put in place:

1. Awareness or training of concerned staff. Even though your colleagues are aware of climate change and support action being taken to reduce greenhouse gas emissions, they may not be aware of their own role in this context. It is therefore worthwhile to organize awareness campaigns or training for staff to explain their role and how they can help reduce the climate footprint of the organization. This information should also be included in induction training for new staff.

2. Make the travel climate footprint for each member of staff visible: Some UN organizations

¹⁰ “It should be noted that the aircraft type used and the load factor along any given route is beyond the control of the UN and the travel agent. For the same trip, these elements will have an effect on the CO₂ emissions, therefore a combination of metrics to evaluate an organizations’/travel agent’s carbon emissions performance is recommended.

¹¹ IATN on-line discussion 2008. 7 of 9 organizations generally favor “most direct”

are already displaying the climate footprint associated with each journey on the tickets or on each quotation for tickets. Examples include IAEA, ITU, WHO, UNOPS and UNOG, where the climate footprint of the journey is printed on all quotations and all tickets. In UNIDO the accumulated footprint of the traveler over the past 12 months is also displayed on his/her Travel Authorization form. This is a good example of how information about the climate change impact of travel can be “personalized” in key travel documents. Such information should not only be displayed for air travel, but for all types of travel. This kind of information should also be automatically included on-line travel booking system, which is now used in some organizations for direct booking by staff.

Set emission reduction targets for travel agents

To reinforce the effort to reduce the climate footprint from travel some organizations outside the UN require that their travel agents identify and provide travel routes and travel modes so that the climate footprint decreases from year to year (per kilometer traveled). This is important since it adds a new dimension to the travel agent’s business model (to sell as many tickets as possible) and makes the travel agent an active ally in the effort to reduce the travel climate footprint.

Efficient ground transport

Some UN organizations maintain large land vehicle fleets. While this guide does not attempt to go into detail on how sustainable land transport, there are a few basic measures that are useful to remember:

- **Procure vehicles that meet modern environmental criteria.** This includes

requirements on fuel consumption, recyclable materials, pollution control technologies etc. SUN has released a guide for procurement of sustainable vehicles in the UN system and the UN Web-Buy Marketplace now also includes information about key environmental criteria.

- **Ensure proper maintenance of vehicles:** The most basic and “no cost” step is to properly maintain the vehicle fleet.
- **Encourage responsible driver behaviour:** Training drivers properly on “Eco-Driving” saves fuel, reduces emissions, reduces vehicle maintenance cost, and saves lives.
- **Use fuel of the right quality:** Always use the best available fuel quality on the market, including low-sulphur fuel and unleaded petrol, while noting the range of lifecycle CO₂ emissions within each category of alternative fuel.
- **Install and use emissions control technologies:** Modern emission control on the engine exhaust greatly reduce air pollutants that affect human health. Emissions control technologies require use of unleaded petrol and/or low-sulphur diesel.
- **Make use of advanced vehicles and fuels when available:** There are a number of alternative vehicles and fuels available today, such as natural gas vehicles (CNG), hybrid vehicles (HEV), and vehicles equipped to use ethanol and biodiesel. These may not be suitable in all countries, but they are increasing their market share, and should be considered.

The UNEP-TNT Clean Vehicle Fleet Tool Kit provides more detailed information about the above and is freely available at <http://www.unep.org/tnt-unep/toolkit/index.html>.

11. Offsetting

Climate neutral travel means that there is no climate footprint from the travel. This is today virtually impossible to achieve since almost all modes of transport, no matter how efficient they are, will generate at least some amount of greenhouse gas emissions.

The concept of offsetting greenhouse gas emissions was first introduced under the Kyoto Protocol. Offsetting means that if emissions cannot be avoided in an activity (e.g. travel) investments are made elsewhere to reduce the same amount of emissions. Such investments are typically made in projects where e.g. investments in renewable energy, improvement in energy efficiency in different sectors, or planting of trees, result in reduced greenhouse gas emissions. To make it easier to buy and sell investments in emission reduction projects, specific markets for the trade of Emission Reduction ("offsets") have been established.

There are different types of offsets, depending on under what scheme the offsets have been generated and what levels of quality control are applied to guarantee that the offsets are representing real emission reductions. The most stringent market is the one established under the Kyoto Protocol, where offsets are generated by so called Clean Development Mechanism (CDM) projects. The projects take place in developing countries, have to contribute to sustainable development objectives of the project country, and are approved by local authorities and externally verified by independent auditors. Offsets generated by CDM projects are also referred to as Certified Emission Reductions (CER) and represent permanent and verified emission reductions. The unit for CER's is "tonne carbon dioxide equivalents (t CO₂ eqv). Currently (February 2010) the price for CER's is about 20 \$/t CO₂ eqv. Information about current CER prices can be found e.g. at www.pointcarbon.com/ and information about how to buy CER's is found at <http://www.cdmbazaar.net/>.

Another type of offsets is Voluntary Emission Reductions (VER) where the offsets are not part of

any formal framework (such as the Kyoto Protocol) but undertaken on a voluntary basis. VER's may or may not be independently verified and are usually traded at cheaper prices in several markets.

There exist a voluntary standard – the Gold Standard - for high quality CER or VER. These credits guarantee not only that promised emissions reduction targets will be met, but also that they will be met in ways that contribute to sustainable and environmentally-friendly development. Gold Standard CER/VER are often slightly more expensive than other CER/VER.

The UN Climate Neutral Strategy does not commit UN organizations to purchase offsets but requires all UN organizations to consider the possible modalities and implications of purchasing offsets. The Strategy directs UN organizations to focus on the potential procurement of offsets generated under the Kyoto Protocol, i.e. CER.

There are now several examples in the UN where the organization purchases offsets to compensate emissions caused by specific activities (e.g. travel or meetings), or to compensate for the entire climate footprint of the organization. CBD, FAO and UNFCCC are examples of organizations that have organized offsets for travel to one or several meetings. The SG's office has initiated purchase of offsets for all travel undertaken by the SG, while UNEP purchases offsets for all emissions caused by the organization, including travel of staff and meeting participants for whom UNEP pays the tickets.

More and more airlines now offer their passengers the chance to purchase offsets when booking their ticket, so as to travel without a climate footprint. The offset schemes vary between airlines but there seems to be a trend towards more stringent quality requirements in the offset schemes offered. As an example Scandinavian Airlines System allows the passengers to decide themselves if they wish to purchase CER or VER. IATA has also developed an offset program for its member airlines which has been approved the UK's Offset Quality Assurance Scheme and only invests in CERs."

As indicated above there are several options for a UN organization to offset their travel related greenhouse gas emissions. As a general rule, however, it is recommended, in line with the UN Climate Neutral Strategy, that whenever offsets are purchased they should be sourced as CER.

For organizations which have decided to become climate neutral, the easiest approach is probably to keep track of the accumulated greenhouse gas emissions of all travel over a year and then purchase all offsets in one single procurement action. This action could also include purchasing offsets for emissions from sources other than travel: such as from heating/cooling, electricity use etc. The World Bank and UNEP are practicing this approach.

Other organizations may decide to only purchase offsets for specific offices, activities or events. The World Food Summit organized by FAO in Rome in 2008, and the recent meetings of the Conference of the Parties to UNFCCC are only a few of many examples of this approach. Clearly such events also offer an opportunity for the organization to display that it is walking the talk on climate change. Depending on the size of the event it may be most convenient to either directly purchase offsets from the airline(s) used, or to use an independent broker of offsets. Several brokers are now specialized in buying and selling offsets also to individuals. There are today many brokers who are trading in CER and VER. On-line comparison sites such as Carbon Catalogue (www.carboncatalog.org) or EcoBusinessLinks (www.ecobusinesslinks.com) makes it easier to find the broker that meets your criteria and needs for offsets.

A very important aspect is how to finance purchasing of offsets (or any investment in emission reduction). For individual meetings this has often been funded by the host country or by an external donor. In other cases (e.g. UNEP) offset costs are charged to the same budget line as the ticket is paid from. UNEP has also included a standard clause in donor agreements whereby the donor approves that UNEP uses part of the travel budget to offset associated greenhouse gas emissions. If funds are used from core budgets of the organization, it is necessary that the governing body approves this use of funds before the system can be adopted. IMG is now reviewing opportunities to propose a common offset approach for any UN organization what may wish to collectively purchase offsets. SUN and IMG are also preparing a technical guide on how to purchase offsets in UN, tentatively to be released in mid 2010.

Individual travelers may also wish to purchase offsets for individual trips. Again, it is worth checking what options your airline offers. Alternatively, on-line travel agencies such as Expedia, Travelocity, and Orbitz, now offer travelers the opportunity to purchase offsets when you buy your flight tickets. It should be noted that these offsets do not always meet the requirements established in UN's climate neutral strategy, why this should be verified if the offsets are to be recognized as part of implementation of the strategy.

ICAO provides some additional guidance on how to select offset providers, which can be accessed at: <http://www2.icao.int/en/carbonoffset/Pages/FAQCarbonCalculator.aspx>

12. Sustainable Travel Strategies

Emission reduction plans for travel will benefit from being presented as a coherent revised travel strategy or strategy for sustainable travel. Such a strategy would normally include five elements:

1. A policy statement on the ambition of the organization to reduce the environmental impact from travel, in particular associated greenhouse gas emissions.
2. Decisions on reduced travel and/or more efficient travel, including elements as outlined above.
3. Mechanisms for implementation of decisions. This may refer directly to the travel planning and approval process, as exemplified below, or to associated areas, e.g. upgrade of ICT to provide improved alternatives to travel.
4. Designation of responsible persons, budget and deadlines.
5. Monitoring and reporting.

Each of these elements is discussed in more detail below.

POLICY STATEMENT

The policy statement functions as an official reference for what values and basic rules the

organization applies for its travel. The travel policy typically lays down the ground rules and values that should be considered when travel is planned, approved and conducted. It specifically identifies who is covered by the policy, and what is the objective of the policy. A well written travel policy also reflects the identity of the organization and the reason why sustainable travel, or at least reduced travel climate footprint, is of concern to the organization. In the UN, any travel policy has to be based on the common travel regulations in Administrative Instruction ST/AI/2006/4, but as numerous examples show, there is ample room to build a sustainable travel policy around these rules and to further underpin efforts to reduce the climate footprint from travel.

DECISIONS ON MEASURES TO REDUCE TRAVEL CLIMATE FOOTPRINT

This part of the sustainable travel strategy provides specific instructions on measures and rules to be applied so as to reduce the climate footprint of the travel undertaken in the organization. In principle any of the above referred measures could be adopted for implementation through the travel strategy. However, in order for the strategy to gain acceptance it has to be relevant to the situation

BOX 5: Example of Travel Policy Statement

The main objective of the IUCN Travel Policy is to facilitate IUCN staff on duty travel and to ensure that travel undertaken fulfils the mission of the organization. For authorized duty travel, the policy encourages environmental accountability, cost effectiveness and fiscal responsibility, a fair and sustainable work-life balance, and that health, safety, and security concerns are met. Procedures for expense reimbursement are also included.

- a. IUCN is committed to being an environmentally responsible and accountable organization and actively considers the consequences of its decisions, policies and actions on ecosystems and the people who depend on them.
- b. As a result, IUCN staff members and others who travel on behalf of IUCN are encouraged to limit the amount of travel they undertake in order to minimize the overall environmental footprint of the organization. All line managers have the responsibility of carefully considering the need for requested travel after taking into account alternatives such as using video or teleconferencing, combining trips and meetings, and reducing the overall number of attendees at any one event.
- c. If duty travel is an absolute necessity, it must contribute to the mission and objectives of the Union and to the overall efficiency and effectiveness of the organization.

in the individual organization, and be based on a proper review of how travel is currently undertaken, and under what rules and conditions. It is therefore strongly recommended that a survey of the travel patterns and rules is undertaken to determine:

- **How many journeys are undertaken annually, and at what cost to the organization?** This is important to know since sustainable travel often comes with significant savings, and decision makers need to be aware of the economic aspects of adopting sustainable travel strategies. Some sustainable travel measures also have a cost, in which case it is useful to compare this cost with the expected savings from more efficient/reduced travel.
- **What mode and class of travel is normally used?** This refers to the fact that different forms of transport and different classes of travel have different climate footprints. The question serves to identify the potential to reduce the total travel climate footprint by switching to alternative modes of transport or other classes of travel.
- **Who is traveling and why?** Travel is usually undertaken for a good reason. A successful sustainable travel strategy needs to recognize that travel is a necessary activity in many cases and that necessary travel should be as cost efficient, safe, and comfortable as possible. However an analysis of who is traveling and why will help identify what types of travel and groups of staff would/should be affected by a sustainable travel strategy, which will make it easier to identify what measures may be of most relevance to these groups. If e.g. a large number of staff are traveling to the same meetings on a regular basis, then a strong incentive to bundle missions may be a good measure to consider. Likewise, if many short-distance travels are undertaken by air, then it would make sense to consider measures to encourage travel by train instead.
- **What rules are applied for approval and budgeting of travel?** One of the most common objections to implementing measures for sustainable travel in the UN is that only measures in line with UN rules and regulations can be implemented. This is indeed true and also a reason why a revision of the travel rules to

also include consideration of the effectiveness of travel needs to be considered (considering environmental costs, life cycle costs etc). However, as the cases studies in this report suggest (annex II), the current travel rules can be combined with many sustainable travel incentives. Bundling of missions, replacing missions with e-communication, encouraging staff to travel in economy class instead of business class, requiring the travel agent to provide information on the most sustainable options of travel, are all examples of sustainable travel measures that can be applied under the current travel rules.

However, since the interpretation of the UN travel rules already today are interpreted and applied differently in different organizations (refer to JIU's report JIU/REP/2004/10) it is important to understand exactly how the travel planning and approval system works and how the travel rules are applied. For example, the travel rules states that travel has to be undertaken in the most economic and direct mode. However sometimes the most economic mode is not the most direct one, e.g. if you have a choice between train and short-haul travel with stopovers, in which case the interpretation of the rules decides what mode of travel should be used. It is in this kind of situation that a clear policy statement on the sustainable travel strategy can provide guidance on how to interpret the rules. Another example is the requirement by some UN offices that staff should minimize their time away from the office, instead of trying to bundle missions at the same destination. Such rules can and should be changed in order to support more efficient travel with lower total climate footprint, and can be also be financially justified if the additional DSA costs for covering several meetings at the destination is lower than the cost of several tickets to the same destination.

- **What alternatives/incentives are there to encourage staff to replace travel with other forms of communication, e.g. on-line meetings?** As discussed above, substituting travel with e-communication can in many cases be a very efficient way of reducing the travel footprint of the organization. However, it

is necessary to ensure that staff actually have access to good e-communication tools, are trained in how to use them, and are encouraged to use them.

- **What requirements/incentives are put on the travel agent to provide travel options with lower climate footprint?** The travel agent is one of the key stakeholders in most UN organization's travel management systems. It is important to understand what incentives the travel agent has to provide the best possible service to the UN organization, not only in terms of cost efficiency and timely service, but also in identifying travel options with lower climate footprint and in providing information about the climate footprint of each ticket quoted or sold. It is normally worthwhile to discuss with the travel agent what kind of services they can provide, and to include more specific requirements in the contract with the travel agent when contracts are renewed. A sample of requirements which have been included in recent procurement actions for a new travel agents UN organization is provided in the box below.

Based on the information from the survey the most appropriate measures for reducing the climate footprint from travel can be identified and included in the strategy. At least the following measures

should be considered:

- Establish targets for reducing travel and/or the climate footprint from travel (Please refer to the section on travel metrics for more information on how this can be done).
- Put a limit on the number of staff going to the same meeting/mission
- Encourage bundling of missions
- Encourage the use of local staff
- Increase access to e-communication tools
- Encourage staff to travel less and more efficiently through awareness campaigns, incentives, and training.
- Establish rules for when train travel should be given preference over air travel
- Establish rules/incentives for reducing travel in business class or first class.
- Require that the travel agent identifies travel with the most modern/low emission aircrafts and most direct routing.
- Require that the travel agent provides information about the climate footprint of each ticket quoted or sold.
- Include emission reduction targets as key performance indicators for the travel agent.
- Establish a process for purchasing offsets to compensate for travel related greenhouse gas emissions – for the entire organization, or for individual units, events or missions.

Box 6: Example of requirements on travel agents for UN, included in Requests for Proposals

- The travel agent will calculate the GHG emissions associated with each ticket issued or quoted. This should be clearly stated on the quotations and bills. The calculations should be made with the ICAO carbon emissions calculator. This calculator is accessible for all employees and contractors of UN bodies who are working in support of the Climate Neutral UN. Please refer to Annex IV for the ICAO Carbon Emissions Data End User License Agreement.
- The travel agent will always include quotations for train travel if the destination can be reached in less than six hours by train.
- When comparable alternatives exist for air travel on the same route, the travel agent will give priority to air travel/companies that are using modern low-emission aircrafts.
- The Travel agency will provide quotations for air travel with the least number of landings/take-offs on any given route (i.e. "most direct takes precedence over "most economic")
- The travel agency should at least once a year provide information/training to concerned staff about latest news and opportunities for travelling greener and leaner.
- The travel agent will print on the cover of ticket pockets information about how to minimize GHG emissions during travel (not only through the choice of transport but also food, accommodation, weight of luggage etc).

MECHANISMS FOR IMPLEMENTATION OF DECISIONS

While the decisions on measures to reduce the travel climate footprint establish the relevant rules and decisions, and are made by senior management, there is still a need to identify how these decisions are to be implemented. There are normally three areas of intervention where sustainable travel measures can be applied:

- **Staff awareness and training.** It is important that staff understand why the organization is adopting a sustainable travel strategy, how the strategy will impact each staff member, and what the role of each staff member is in implementing the strategy. Since the need to travel is usually identified by staff, it is important that they are fully aware of what options and alternatives they have at their disposal to minimize the climate footprint of the travel. This is best communicated through formal training sessions of all concerned staff. In organizations with many country offices these sessions are particularly suited to delivery through e-communication.
- **Travel planning and approval system.** This provides the backbone of the travel system in all UN organizations and it is here that proposed journeys are screened and rules are interpreted and applied. The two parts that can serve to implement sustainable travel measures are:
 - a. **Format of travel plans, travel requests and other documents used for travel planning.** These can often be modified to support or highlight adopted sustainable travel measures, such as decisions to give preference to travel by train on short-distance missions, or to bundle missions on long-haul travel (see Annex II for example)
 - b. **Information and training of staff.** This refers to approving and certifying officers, travel assistants, travel agents, and other staff involved in the travel preparation process. If these staff members do not understand why or how decisions on sustainable travel measures are to be applied, there is a high probability that the sustainable travel measures will not have any impact.

- **Budgeting.** Even though measures to reduce the climate footprint of travel normally translates into overall cost savings for the organization, there are still investments to be made in e.g. staff training, access to improved e-communication tools, or purchase of offsets. Such investments may not always be easily transferred from the travel budget lines (where savings will be made) to the budget lines for staff training or investments in hardware. There are several models for how this issue is tackled in the UN: In cases where only minor investments are required, funds for investments can often be allocated directly from regular maintenance and office operation funds by the director. For larger investments it may be necessary to make a formal budget request to the budget committee or governing body of the organization. This typically is a long-term process that needs to be underpinned by a solid proposal defining exactly what investments are proposed and what costs and benefits are expected. Yet other models include the establishment of a climate neutral fund into which all divisions or projects pay a percentage of their travel budgets so as to jointly fund relevant investments. The implementation of the strategy can also be made in phases where no-cost and low-cost measures are implemented in the early stages, generating savings which can subsequently be used for the larger investments. SUN is now preparing a review of different approaches in the UN to budget for investments in greenhouse gas emission reductions, planned to be released in 2010.

DESIGNATION OF RESPONSIBLE PERSONS, BUDGET AND DEADLINES

Implementation doesn't happen by itself, which is why it is important to designate the persons within the organization who are responsible for implementing the sustainable travel strategy. The assignment of responsibility has to be clearly communicated. The responsible person has to agree on outputs and deadlines to be met, and also be provided with staff support and budget (if needed) to support implementation. Within the UN, it is typically senior staff within the director's office or the head of the travel unit that are assigned

responsibility. However, different tasks may be assigned to different persons. The responsibility for improving the access to e-communication tools, for example, would typically be assigned to the head of the ICT department.

MONITORING AND REPORTING

Monitoring is an essential part of any sustainable travel strategy. The objective is both to be able to track and report on how travel patterns evolve as a result of the travel policy, and to identify additional opportunities to reduce emissions from travel.

All UN organizations are today to some extent monitoring their travel activities. At a minimum the travel costs are kept track of as part of the financial control system, but in most organizations also the

number of tickets, the class of travel, the sectors traveled for each ticket and the mode and class of travel are monitored. However, for the purpose of monitoring the impact of a sustainable travel strategy other indicators should also be monitored, such as the relative or total greenhouse gas emissions from travel. Please refer to the section below on travel metrics.

A sustainable travel policy is best adopted at the organization wide level but in many cases lighter versions (within the overall policy of the organization) can be adopted at the local level, e.g. in a field office.

A successful sustainable travel policy is a good message for the organization to send. Often sustainable travel policies result in win-win situations combining reduced costs with reduced greenhouse gas emissions. Reporting should be done both internally and externally. Internally to allow staff to be part of, and take pride in, a success story, and to encourage continued support. Externally to display towards the members states and other organizations and interested parties that the organization is walking the talk and is proactively combining prudent use of funds with improved efficiency in delivery of activities.

In the UN the effects of reduced greenhouse gas emissions would be reflected in the annual greenhouse gas inventory that each organization is required to submit as part of the UN's climate neutral strategy. However, the organization may wish to include more elaboration as part of the organization's annual report, or communicate the success story through specific articles or press releases.

Box 7: A few tips for how to make it work

At the heart of any sustainable travel strategy is an understanding and reflection of what factors will make or break the strategy. These critical success factors will allow you to identify barriers, opportunities to overcome the barriers, and to prioritize among different activities within the strategy. Critical factors include cost, timeframe, and definition of decision-makers. Consider for example the goals attendant with these scenarios:

“The initiative needs to be cost neutral, otherwise our senior management won't back it”;

“We need to be able to demonstrate tangible results within six months to keep the momentum”;

“The strategy needs to focus on department heads as they make the ultimate decision”

“It is essential that travelers are informed about why we are implementing this strategy, otherwise they will just ignore it”.

A strategy equipping the team with a shared understanding of context and constraints is more likely to move in the same direction and focus on those parameters that really matter

Another important aspect is to identify and obtain support from a top management champion who is willing to push the topic in the senior management team and to help to gain other support and cooperation within the organization.

13. Travel Metrics

This report refers in several sections to the potential to establish targets to reduce the travel climate footprint of the organization, and to monitor and report on the progress of the sustainable travel strategy. However there are several considerations to be kept in mind when deciding on what metrics or indicators to use:

1. Since the type of activities, presence in different parts of the world, and number of staff differs considerably between different UN organizations, it is recommended that each organization compare its climate footprint only with itself, and not with other organizations.
2. The annual greenhouse gas inventories prepared by each UN organization as part of the UN climate neutral strategy today report on the total emissions as t CO₂ eqv. This provides an accurate picture of the total climate footprint, but will not provide in itself an accurate comparison from year to year if the number of staff, offices, activities or budget change between years. For example, a new major peace keeping assignment would definitively affect the climate footprint of Department Field

Services (DFS), as would increased emergency relief operations affect the footprint of WFP, or would new refugee camps affect the footprint of UNHCR.

3. Even very small UN organizations with less than 100 staff could experience big changes in their relative climate footprint if only 10 staff are added or removed from the organization. This is regardless of the fact that their total climate footprint, as compared to larger UN organizations, would still be tiny.

It is therefore recommended that each organization monitors their climate footprint in three ways:

1. Total greenhouse gas emissions. This provides the total climate footprint without any consideration of the volume of activities in the organization.
2. Greenhouse gas emission per kilometer travelled (as an average for all travel undertaken). This provides an indication of the efficiency of travel undertaken, no matter how many tickets have been issued.

Box 8: How we calculate greenhouse gas emissions from travel in the UN

The UN has agreed, as part of the UN Climate Neutral Strategy, to use the ICAO carbon emissions calculator. This offers a simple user interface where the only information required is the routing expressed as the three-letter IATA codes for the airports, and the class of travel. All other factors, such as distance, fuel conversion factors, most likely type of aircraft etc, are automatically calculated by the calculator. The ICAO calculator generates the total emissions for all travel, as well as the emission from each trip. A web interface to the calculator is publicly available at www.icao.int, where individual trips can be entered and automatically calculated.

UN climate neutral focal points can also download the full calculator and thereby process a large number of trips simultaneously. The download is available at the password protected part of the Sustainable UN website: <http://www.unemg.org/climateneutralun/MemberLogin/tabid/697/Default.aspx>

Contractors to UN concerned with emission calculations, e.g. travel agents, can also download the calculator provided that they sign the end user license agreement (annex IV).

Emissions from travel with non-commercial aircrafts (e.g. owned or leased by UN) can in principle also be calculated by the ICAO Carbon Emissions Calculator as long as the point of departure and arrival are equipped with the IATA three-letter airport codes.

Emissions from journeys with helicopters, travel by sea, road travel and other means of travel is normally calculated based on the fuel consumption, using UN's greenhouse gas calculator for offices and other operations. This is also available at the password protected part of the Sustainable UN website.

3. Number of tickets issued per staff. This provides an indication of to what extent the relative volume of travel has been reduced, regardless of how (i.e. less missions, missions replaced by e-communication, bundling of missions etc.)

The above indicators require that the following information is collected/calculated by the organization:

1. The total amount of greenhouse gas emissions from travel (t CO₂ eqv),
2. The total distance travelled (km),
3. The number of staff in the organization (persons).

Other useful information, such as the share of business class tickets as compared to the total number of tickets issued, or the costs for travel, does not need to be collected for the purpose of producing the above indicators, but should normally be registered anyway by the travel management system and financial system of the organization.

For most organizations the absolute amount of emissions provides less information than the year-on-year development relative to the baseline period. As long as the model is consistently applied for calculations over time one can track the effectiveness of the sustainable travel strategy.

It is important that the travel metrics are clearly agreed, including what data sources are used, what boundaries are applied, and to what period of time the indicators refer. The UN climate neutral strategy, and the greenhouse gas inventory methodology developed to support UN organizations to prepare the inventories are useful references in this regard.

14. Conclusion

This report provides an overview of approaches and measures that can be used by UN organizations, as well as by other organizations, to reduce the travel climate footprint. While it is clear that each UN organization is unique, and that there is no one-size-fits-all solution, it is equally clear that all UN organizations should be able to find several good measures to reduce their travel climate footprint. The report also highlights that there are good reasons – beyond the climate change challenge itself – for UN organizations to consider ways and means to reduce their climate footprint: Economic performance, reputation and standing with members states and partners, efficiency of operations, and staff satisfaction should all be integrated elements of a successful sustainable travel strategy. This report also provides a number of references and ideas for how to develop and implement a sustainable travel strategy. Over time SUN intends to collect and share lessons learned and examples of good sustainable travel strategies from different parts of the UN system. Please refer to the Sustainable UN Website at for more information.

In conclusion, sustainable travel, and reduction of the climate footprint from travel, provides a win-win scenario for any UN organization.

ANNEXES



Annex 1: Administrative Instruction on Travel

OFFICIAL TRAVEL

The Under-Secretary-General for Management, pursuant to section 4.2 of the Secretary-General's bulletin ST/SGB/1997/1, and for the purpose of implementing staff rules 107.1, 107.2, 107.3, 107.6, 107.7, 107.8, 107.9, 107.10, 107.13, 107.15, 207.1, 207.2, 207.3, 207.4, 207.5, 207.6, 207.15, 207.16, 207.17, 307.1, 307.2, 307.3 and 307.4, hereby promulgates the following:

SECTION 1 - SCOPE

- 1.1 The provisions of the present instruction shall apply to official travel of:
 - (a) Staff members appointed under the 100 and 200 series of the Staff Rules and their eligible family members;
 - (b) Staff members recruited under staff rule 301.1 (a) (i) on short-term appointments for conference and other short-term service;
 - (c) Staff members recruited under staff rule 301.1 (a) (ii) on appointments of limited duration, except as otherwise provided in the administrative instruction on appointments of limited duration.
- 1.2 When travel is authorized for individuals who are not staff members, such as consultants, individual contractors or members of committees, it shall be on the basis of the standards established for staff members by the present instruction, except where otherwise expressly provided.¹

SECTION 2 - OFFICIAL TRAVEL OF STAFF MEMBERS AND THEIR ELIGIBLE FAMILY MEMBERS

- 2.1 Official travel may be authorized for staff members in accordance with staff rules 107.1, 207.1 and 307.1 and the conditions specified by the Secretary-General in respect of specific forms of official travel.
- 2.2 Official travel may be authorized for eligible family members of staff appointed under the 100 and 200 series of the Staff Rules in accordance with staff rules 107.2, 107.3 and 207.2 and the conditions specified by the Secretary-General in respect of specific forms of official travel.

SECTION 3 - AUTHORIZATION FOR OFFICIAL TRAVEL

- 3.1 Under staff rules 107.6, 207.4 and 307.2, all official travel must be authorized in writing before it is undertaken. In exceptional cases, staff members may be orally authorized to travel. In such cases, written confirmation shall be required.
- 3.2 Official travel is further regulated as follows:
 - (a) Official travel by senior officials at the Under-Secretary-General level and by heads of mission in the field shall be reported to the Executive Office of the Secretary-General on a quarterly basis, using form SG.33. The report shall include the following:
 - (i) The anticipated dates to be spent away from the duty station for the next

¹ The special rules governing payment of travel expenses and subsistence allowances in respect of members of organs and subsidiary organs of the United Nations are contained in ST/SGB/107/Rev.6 of 25 March 1991.

- three months, including dates of travel;
- (ii) The actual dates spent away from the duty station during the previous three months, including dates of travel;
- (b) Twice a year, in January and July, the amount of United Nations funds spent on official travel during the preceding six-month period shall be reported to the Executive Office of the Secretary-General. Wherever feasible, Under-Secretaries-General and heads of mission shall inform the local United Nations office or mission of their presence;
- (c) To the extent possible, senior officials should avoid attending the same event;
- (d) Travel undertaken by senior officials at the Assistant Secretary-General level shall be authorized by their respective heads of department.

SECTION 4 - STANDARD OF ACCOMMODATION

- 4.1 The standard of accommodation for official travel shall be determined in accordance with staff rules 107.10, 207.6 and 307.3, as complemented by the provisions of this section.
- 4.2 For official travel by air, the standard of accommodation shall be economy class, except as provided in (a)-(d) below:
 - (a) For the Deputy Secretary-General and, where applicable, his or her eligible family members, first class shall be provided for travel on official business, on appointment or separation, on home leave and family visit, irrespective of the duration of the particular flight;
 - (b) In order to perform their functions, for staff members in the security detail of the Secretary-General and Deputy Secretary-General, first class shall be provided for required travel;
 - (c) For Under-Secretaries-General, Assistant Secretaries-General and, where applicable, their eligible family members, the class immediately below first class shall be provided for travel on official business, on appointment, reassignment or separation, on home leave and family visit, irrespective of the duration of the particular flight. However, Under-Secretaries-General and Assistant Secretaries-General designated to represent the Secretary-General on ceremonial occasions or to undertake missions in the exercise of the Secretary-General's good offices under the Charter of the United Nations or resolutions of the General Assembly or the Security Council may, on the approval of the Secretary-General, be provided with first-class travel accommodation, irrespective of the duration of the flight involved;
 - (d) For staff members below the Assistant Secretary-General level and, where applicable, their eligible family members, the class immediately below first class shall be provided for travel on official business and on appointment, assignment or separation:
 - (i) When the duration of a journey is nine hours or longer;
 - (ii) For round-trip travel, when the duration of either journey is nine hours or longer;
 - (e) For the purposes of subparagraph (d) above, the duration of a particular journey shall be determined on the basis of the combined flying time of all legs of the journey to a given destination by the most direct and economical route available, provided the journey is not interrupted for official stops of more than one day. The flying time shall include scheduled stops for change of planes or other purposes, but shall exclude travel time to and from airports. Up to four hours for

- connections between flights may be included in the flying time for the particular journey;
- (f) When official travel is combined with home leave travel, the standard of accommodation for the official travel legs of the journey shall be established in accordance with these provisions.
- 4.3 Air travel accommodation under the applicable standards defined by section 4.2 shall be provided at the most economical rate appropriate, including discounted airfares. The Organization shall assume responsibility for the surcharge that may be imposed after tickets have been issued if changes in the original travel plans were necessitated by the Organization or for other compelling reasons. However, where the normal standard of accommodation is unavailable and the cost of daily subsistence allowance while waiting for the next available seat would be greater than the additional cost of the higher standard of travel, an upgrade in travel accommodation is allowable.
- 4.4 For official travel to missions or conferences, special arrangements may be made for group travel, in which case the provisions of section 4.2 (a)-(d) above may not apply.
- 4.5 A standard of accommodation for air travel higher than that authorized under normally applicable rules may be approved on an exceptional basis when, in the opinion of the Secretary-General, special circumstances warrant it, such as for duly certified medical reasons. Requests for exceptions shall be submitted in writing to the Under-Secretary-General for Management well in advance of travel. Such requests shall be made using form TTS.3.
- 4.6 In accordance with staff rules 107.10 (f), 207.6 (b) and 307.3 (b), if a staff member or family member travels by more economical accommodation than the approved standard for the authorized destination, the United Nations shall only pay for accommodation actually used, at the rate paid by the traveller. Use of a more economical fare shall not entitle the staff member to apply any savings to any deviation from the approved itinerary nor to additional stopovers or further transportation. For travel on home leave or family visit, special arrangements may be authorized. The staff member shall be responsible for any delays, penalties or additional expenses incurred as a result of taking a lower fare or making special arrangements.

SECTION 5 - TRAVEL TIME OTHER THAN ON HOME LEAVE OR FAMILY VISIT

Travel time by direct route and normal mode

- 5.1 On travel by the most direct and economical route, either by air or by the fastest available surface mode of transportation when air travel is not feasible, actual travel time spent during a working day shall not be charged to annual leave. Neither shall annual leave be charged for a stopover authorized for rest purposes in accordance with section 5.4 (c) below, or for unavoidable stopovers that cannot reasonably be regarded as rest stops.
- 5.2 A staff member shall not be entitled to additional days of annual leave to compensate for official travel on days considered non-working days at the staff member's duty station.

Travel time by other than direct route and normal mode

- 5.3 Staff members travelling for all or part of a journey by an indirect air route, or wholly or in part by surface when air transportation is the normal mode, or by other than

the fastest available surface means of transportation when air travel is not feasible, shall be granted travel time not chargeable to annual leave only for the time that would have been required had the travel been undertaken by the most direct route and normal mode.

Rest periods and authorized stopovers

- 5.4 For travel by air or mostly by air, staff members shall be entitled to rest periods before commencing duties or a stopover for rest purposes as follows:
- (a) If the scheduled time for the journey is more than 6 hours but not more than 10 hours, the staff member shall not normally be required to commence duty within 12 hours of arriving at the destination;
 - (b) If the scheduled time for the journey is more than 10 hours but not more than 16 hours, the staff member shall not normally be required to commence duty within 24 hours of arriving at the destination;
 - (c) If the scheduled time for the journey is more than 16 hours, the staff member may have one stopover for rest purposes, which shall not exceed 24 hours, at an intermediate point in the journey, with travel subsistence allowance. If the final stage of the journey is more than 6 hours, the staff member shall not normally be required to commence duty within 12 hours of arriving at the destination. As an alternative to the rest stopover, the staff member may have a rest period not exceeding 24 hours on arriving at the destination;
 - (d) Rest stopovers shall normally be taken in the course of an air journey. However, a rest stopover may also be taken at the end of the air portion of a journey while awaiting onward travel by another mode of transportation.
- 5.5 In computing the scheduled time under section 5.4 above, a maximum of four hours shall be allowed for each necessary waiting period between connecting flights.

SECTION 6 - TRAVEL TIME ON HOME LEAVE OR FAMILY VISIT

- 6.1 For travel on both the outward and the return journey on home leave or family visit, staff members shall be granted a fixed amount of travel time not chargeable to annual leave, determined on the basis of the most direct flight available as follows:
- (a) One day for each journey of less than 10 hours;
 - (b) Two days for each journey of 10 hours or longer but less than 16 hours; and
 - (c) Three days for each journey of 16 hours or more.
- 6.2 The travel time approved in accordance with section 6.1 above shall include any authorized rest period or stopover made by the staff member and the time required for any additional journey to or from:
- (a) The place of home leave as established under staff rules 105.3 (d) and 205.2 (c) for travel within the home country; or
 - (b) The place of entitlement for family visit travel when the place of entitlement is in a country other than the home country.
- 6.3 The fixed amount of travel time to which staff members are entitled shall be set out in the information circular on official travel issued by the Under-Secretary-General for Management.
- 6.4 One stopover for rest purposes, which shall not exceed 24 hours, may be authorized at an intermediate point in the journey, with travel subsistence allowance, for journeys of 10 hours or longer for staff members travelling on home leave with children under the age of 12, when they have not availed themselves of the lump-sum option under section 10 below. No stopovers shall be granted in

- connection with family visit travel or education grant travel.
- 6.5 An adjustment of up to two additional days, not chargeable to annual leave, may be made if the staff member can show that the actual travel time by the most direct and fastest mode of transportation, including any authorized stopover, exceeds the approved amount of travel time. There shall be no entitlement to travel subsistence allowance for the additional days of travel time.

SECTION 7 - DEVIATIONS FROM THE APPROVED ROUTE, MODE OF TRANSPORTATION OR STANDARD OF ACCOMMODATION

- 7.1 Pursuant to staff rules 107.8 (b), 207.5 (c), 207.6 (b) and 307.3 (d), when staff members are permitted to travel for their personal convenience by a route, mode of transportation or standard of accommodation other than the approved one, their entitlement in respect of a particular journey shall be limited to the maximum travel expenses and travel time to which they would have been entitled had the travel been undertaken by the approved route, mode of transportation and standard of accommodation. The maximum travel expenses shall be calculated on the basis of the most economical airfare by a direct route at the appropriate standard and rate, in accordance with section 4 above.
- 7.2 Staff members travelling by an indirect route who are otherwise eligible for a stopover shall be entitled to such stopover with appropriate travel subsistence allowance on the basis of travel time by a direct route, provided that the stopover actually made complies with the requirements of sections 5.4 (c) and 6.4 above.

SECTION 8 - TERMINAL EXPENSES

- 8.1 Entitlement to terminal expenses authorized under staff rules 107.13, 207.15 and 307.3 (a) shall be determined as follows:
- (a) Terminal expenses incurred for each required trip between the airport or other point of arrival or departure and the hotel or other place of dwelling shall be paid in a fixed amount in respect of the staff member and, where applicable, each eligible family member authorized to travel at United Nations expense. Such fixed amounts, and any reduction applicable when an official United Nations, government or any other type of transport is made available for the trip, shall be set out in the information circular on official travel issued by the Under-Secretary-General for Management;
 - (b) No terminal expenses shall be paid in respect of:
 - (i) An intermediate stop that is not authorized; or
 - (ii) An intermediate stop of less than six hours that does not involve leaving the terminal or is exclusively for the purpose of making an onward connection.
- 8.2 Terminal expenses paid in accordance with section 8.1 above shall be deemed to cover all expenses for transportation between the airport or other point of arrival or departure and the hotel or other place of dwelling, including transfer of baggage and other related incidental charges.
- 8.3 Claims for payment of terminal expenses shall be made in accordance with the provisions of section 11 below.

SECTION 9 - TRAVEL ADVANCES

- 9.1 An advance of 100 per cent may be made to a staff member authorized to travel on official business in respect of the following:
- (a) The estimated travel subsistence allowance; and
 - (b) Terminal expenses under staff rules 107.13, 207.15 and 307.3 (a) on the basis of amounts estimated and certified by the appropriate certifying officer.
- No advance shall be made in respect of miscellaneous travel expenses under staff rules 107.19 and 207.19.
- 9.2 No travel advance shall be made for travel on separation from service.
- 9.3 An advance of up to 75 per cent of the estimated travel subsistence allowance may be made to individuals who are not staff members, such as consultants, individual contractors or members of committees.

SECTION 10 - LUMP-SUM OPTION FOR TRAVEL ON HOME LEAVE, FAMILY VISIT OR EDUCATION GRANT TRAVEL AND TRAVEL ON REPATRIATION OR SEPARATION FROM SERVICE

- 10.1 For travel on home leave, family visit or education grant travel and travel on repatriation or separation from service, staff members appointed under the 100 and 200 series of the Staff Rules may opt for a lump-sum payment in lieu of all entitlements related to the particular travel. For travel upon separation from service, staff members appointed under the 300 series of the Staff Rules may opt for a lump-sum payment in lieu of all entitlements related to the particular travel. (Last sentence will be effective 1 January 2008)
- 10.2 For travel by air and train the lump sum payable under this section shall amount to 75 per cent of the full economy-class fare by the least costly scheduled air carrier between the staff member's duty station and:
- (a) The closest airport to the established place of entitlement for home leave or family visit travel; or
 - (b) The established place of home leave or the educational institution, whichever is the less costly, for education grant travel.
- For children entitled to reduced-fare tickets, the lump sum shall be 75 per cent of the applicable reduced fare.
- 10.3 For travel by car, the lump sum payable under this section shall amount to 20 per cent of the full economy-class fare by the least costly scheduled air carrier.
- 10.4 By selecting the lump-sum option, a staff member agrees to waive all entitlements relating to home leave, family visit or education grant travel and travel on repatriation on separation from service that would otherwise have been payable, except as provided in section 10.5 below. No additional payment shall be made once the option has been exercised.
- 10.5 The following entitlements shall not be affected by the exercise of the lump-sum option:
- (a) Travel time not chargeable to annual leave shall be granted in accordance with section 6 above;
 - (b) Compensation under appendix D to the Staff Rules, provided the travel is by a direct route between the staff member's duty station and the established place of home leave, or authorized place of family visit travel, as applicable;
 - (c) Shipments or removal entitlements for travel on repatriation on separation from service.

- 10.6 The lump-sum option shall not be available on a partial basis. It must cover both the outward and the return journeys for home leave, family visit or education grant travel, and all travel related to a particular home leave by the staff member and his or her eligible family members, even when separate home leave travel has been authorized. However, when a staff member's home leave travel is combined with travel on official business, the staff member may exercise the option in respect of his or her eligible family members.
- 10.7 Once the lump-sum option has been selected, it shall not be possible to revert to the normal travel entitlement for the specific travel.
- 10.8 The Organization shall not be responsible for delays or additional expenses that may be incurred or liabilities that may arise as a result of the exercise of the lump-sum option. It is the staff member's responsibility to take out appropriate travel cancellation insurance. However, when the exigencies of service make it imperative for the staff member to postpone the home leave or family visit travel for which the lump sum was paid, the Organization shall assume responsibility for surcharges or fees that may be imposed as a result of the ticket changes, but not for any fare increase.
- 10.9 Staff members who wish to obtain the information necessary for them to decide whether to exercise the lump-sum option shall so inform their executive or administrative office, which will proceed in accordance with the procedures set out in the information circular on official travel issued by the Under-Secretary-General for Management and ensure that the staff member completes part B of form PT.165, "Lump-sum travel".

SECTION 11 - TRAVEL CLAIMS

General

- 11.1 Staff members shall, within two calendar weeks after completion of travel other than under the lump-sum option, submit a completed travel reimbursement claim on form F.10 to their executive or administrative office, in accordance with the instructions set out in that form, including those governing the documentation to be submitted.
- 11.2 Recovery of travel advances through payroll deduction shall be initiated if a staff member fails to submit a duly completed F.10 form, together with the supporting documentation, within two calendar weeks after completion of travel.
- 11.3 If, on review of the claim, it is determined that the travel advance exceeded the amount of reimbursable travel expenses, the staff member shall be informed of the amount of overpayment, which shall be recovered through payroll deduction.

Travel under the lump-sum option

- 11.4 Staff members having selected the lump-sum option under section 10 above shall, within two calendar weeks after completion of travel, complete part C of form PT.165 and provide the certification and supporting evidence required in that form.
- 11.5 The entire amount of the lump sum shall be recovered through payroll deduction if the staff member fails to submit a duly completed PT.165 form and the requested documentation within two calendar weeks after completion of travel.

SECTION 12 - FINAL PROVISIONS

- 12.1 The present administrative instruction shall enter into force on 1 January 2007.
- 12.2 Administrative instructions ST/AI/2000/20, ST/AI/2002/2 and ST/AI/2005/7, of 22 December 2000, 7 February 2002 and 27 June 2005, respectively, are hereby superseded.

(Signed) Christopher B. Burnham
Under-Secretary-General for Management

Annex 2: Case Studies

This Annex presents case studies on initiatives to promote sustainable travel in UN and in organizations outside UN. The following organizations and companies are presented below:

UN system: ICAO, UNAIDS, UNIDO, UPU, Ramsar Convention, World Bank,

Outside UN: A.T. Kearney, Capital Group, Credit Suisse, Electrolux, HSBC, IUCN, Sabre, Siemens, Symantec, Timberland, Vodaphone.

Case studies are compiled by each organization/company with support from SUN and/or supplied through NBTA, which SUN gratefully acknowledges.



ICAO

Organization's statistics

HQ: Montreal

Total regional offices: 7

Total number of projects: 20 - 30

Total number of staff: 600

Staff in HQ: 500

Staff based out of HQ: 100



The ICAO Travel Section

The Travel Section in ICAO, compared with other UN organizations is fairly unique, as regards to their general management and operations.

The ICAO Travel Section oversees the whole of the organization travel operations

The ICAO Travel Section in HQ controls all travel operations for the whole of ICAO including regional offices, they handle and process all approved travel requests, quarterly plans and bookings. Therefore this one unit oversees the whole of the organization travel operations; this allows the ICAO Travel

Section to be in total control of their own travel operations. ICAO HQ and all regional offices have a good relationship and good communication links with the Travel Section this helps create a 'good rapport' throughout the organization, which supports the sharing of information, coordinating staff, missions and the general operation of business which all helps the whole ICAO to run smoothly.

ICAO has their own staff in the travel unit dedicated in handling their own bookings

The ICAO Travel Section is comprised of a total of four staff members including Head of Travel , ,

Table A1 - ICAO Travel statistics, 2008 (Provisional data)

Travel means	Quantity	Notes
Total number of travels per year	2000 (approx)	
Plane	95%	1531 flights Total CO ₂ (tonnes) 2,300 approx Total km flown: 17,000,000 (the inventory has not been verified yet, this data should be considered approximative and provisional)
Train	5%	Around 120 round trips
Car	1%	around 34 mileage claims
Taxi		Although widely used, most often taxi are not reimbursed by ICAO. What is paid is a terminal allowance, a lump sum that includes all the expenditures incurred for taxis (or other means of transportation), transfer of baggage and all other incidental expenses for travel to or from the carrier terminal. The terminal allowance payments are made for each authorized departure/arrival point and for each authorized intermediate stop. But there is not a direct correspondence between terminal allowance paid and the number of taxis taken (and even more kilometres done) during officer's missions)
Bus	<1%	4 claims
Ferry	< 1%	5 round trips
Business class flights	Around 30%	(1012 economy and 519 business)
Total cost of travel per year	\$5 Million	

who are all ICAO staff. They handle all official travel conducted under the auspices of ICAO including hotel reservations and the issuance of all visas. The ICAO Travel Section uses service configuration which is referred to as a 'rent-a-plate' based on a flat transaction. This allows ICAO to find the most suitable travel options and make the bookings themselves rather than it being in the hands of the travel agent, which is in best interest of their staff and organization. For that reason ICAO Travel Section are in total control of their travel operations. As the lead UN Agency in Montreal ICAO also handles the travel bookings for UNESCO, UNEP and SCBD travel who all have offices in Montreal.

Description of specific policies and procedures for sustainable travel

ICAO's Travel Section unique structure and management enables the following policies and procedures:

1. Travel plans are produced well in advance and shared appropriately throughout ICAO

Travel plans are usually produced 3 months in advance on a quarterly basis; some departments such as the legal and financial units who do not tend to travel produce yearly travel plans. The relevant travel plans details are then shared with other related departments and regional offices through reports and meetings discussing future travel plans. As ICAO's travel section oversees and processes all approved travel requests and plans and the good relationship and good communication links ICAO has with its regional offices this allows information to be shared easily which helps to coordinate staff and missions accordingly.

Travel authorization are routed as follows:

- Chief of Section and chief of branch (Signature)
- Director of Bureau (Signature)
- Travel officer (Signature, Estimated fares and Preliminary booking)
- Travel Claim Unit (Signature and travel authorization registered)
- Chief of Financial branch (Signature and final approval)

This method of planning travel enables the following to be efficiently coordinated.

i. Bundling of missions

Frequently missions are bundled, amalgamating as many mission points as operationally possible; this is coordinated on a regional basis to cover several meetings or several destinations in a region in one trip. For instance, ICAO auditors often have one trip with 3-4 mission points, usually 4-5 days is spent at each destination, so auditors usually spend up to a month on one audit mission.

Examples:

1. Audit mission to Asia, 31st July – 31st August, Duration: 1 month
Montreal > Hong Kong > Jakarta > Bangkok > Montreal
2. Audit mission. 31st October – 31st November, Duration: 1 month
Montreal > Amsterdam > Nairobi > Darussalam > Montreal

ii. Coordination of the use of local staff or other staff on missions when possible

As quarterly travel plans are prepared 3 months in advance, regional offices are notified in advance of the relevant travel plans to the region where each regional office is based. This facilitates and identifies opportunities to coordinate the substitution of staff travelling long haul for local staff or other staff on mission doing similar work, travelling through the region at the same time. As a result, local staff or other staff on mission are frequently used to replace another member of staff travelling long haul from HQ. Additionally ICAO recruits regional experts when conducting safety and security audits.

iii. Ensure similar work is not duplicated

As quarterly travel plans are prepared 3 months in advance and shared with the appropriate people, departments and offices throughout ICAO. This helps departments ensure there is no duplication of work and cancel missions if there appears to be.

2. Efficient travel approval procedure

Travel requests are critically scrutinized, (see appendix for Mission Travel Authorization Form). Three signatures are required for approval including

the chief, respective supervisor and funding directors. All measures are taken into account to limit the number of staff on the same mission based on operational needs; this is based on the work programme of the respective Bureau and Section. ICAO's travel section which oversees and processes all approved travel requests and plans and can thereafter share information and coordinate missions accordingly.

3. Staff are required to travel via train instead of plane on certain routings

Staff are required to go by train instead of flying on certain routings including the following:

Montreal - Ottawa

Paris - Brussels

4. Encourage the use of alternative forms of communication

There is not any formal ICAO policy that regulates e-communications, however where applicable other alternative forms of communication are utilized foregoing actual travel. Recently the use of e-communications has increased due to improvements in the facilities.

5. ICAO has a number of preferred airlines that use modern aircrafts

ICAO use several preferred airlines chosen on the basis of their routings in relation to ICAO's most common routings

Other information about the organization's travel

Travel policy

Travel policy was last reviewed in 2007; it is next due to be reviewed in 2010.

Changes made to Travel Policy in the 2007 review include:

- The threshold for allowance of a one day rest stop was increased from 10 hours to 16 hours with DSA.

Changes made to Travel Policy in the 2004 review include:

- The threshold for upgrades to business class flights was lowered from the UN standard 9 hours to 7 hours, for medical reasons.

Preliminary bookings

ICAO is able to make tentative bookings with the travel agent before the travel has been formally approved. This does not reduce the environmental impact of travel, although it saves the organization a considerable amount of money when buying tickets, benefiting, from "early bird prices" and time processing travel requests, as the assistant would only need to review the pre-booking to confirm it is in accordance with the approved travel, then confirm and purchase the ticket, at the lower price secured through the early booking.

Personal deviations from official travel

Any personal deviations outside of the official entitlement are paid immediately by the staff member prior to issuance of ticket. This includes additional airfare, applicable taxes and any additional transaction fee incurred. This policy is strictly adhered to by everyone including The Secretary General and President of the Council without exception.

Travel agent

Current travel agent: HRG. Contract with travel agent is up for renewal next year.

UNAIDS



Organization's statistics

HQ: Geneva

Total country and regional offices: 91

Total number of staff: 816

Staff in HQ: 303

Specific interventions for sustainable travel

UNAIDS Executive Director committed to reduce travel for the whole organization by 25% for the next biennium and along these lines re-affirmed the need to strictly comply with the existing UNAIDS Travel Policy. Any exception to the below conditions requires a memo of justification from the Department/Regional Director to the Deputy Executive Director for his/her approval.

UNAIDS is working on projects to implement this reduction without a negatively affecting the implementation of activities. Over the past 2 years, UNAIDS has established Video Conferencing facilities in all conference rooms in Headquarters and in its Regional Support Teams, and has set up a private network to facilitate voice and video communications between all major offices in order to reduce duty travel. Video-conferencing is also used heavily rather than travel for the recruitment process for most staff.

UNAIDS is currently developing a strategy for addressing environmental issues, and the commitment of the Executive Director to reduce travel will be UNAIDS' first challenge to reduce its carbon footprint – i.e., “to walk the talk”.

1. UNAIDS Quarterly Travel Plans

Quarterly Travel Plans have been recently reintroduced after having been discontinued in July 2008 due to the introduction of the GSM/ERP system and non functioning of the corresponding module. Travel plans are produced and approved at the departmental/regional level, and should:

Confirm that specific travel is in line with UNAIDS corporate priorities and directly relate to the team's work plan and/or individual key assignments

Validate that videoconference, audio conference and other remote business approaches are not possible

Reduce the overall number of meetings through consolidation and better coordination across units. Meetings requiring travel of more than 25 staff/participants to require approval of EXD based on detailed list and justification.

2. Limit the number of staff going on the same mission or to the same meeting

UNAIDS Travel Policy states: No more than two UNAIDS staff members (in addition to the Executive Director or one of the Department Directors) should attend any external meeting.

Table A2 - UNAIDS Travel statistics, 2008 (Provisional data)

Travel means	Quantity	Notes
Total number of travels per year	2014	all data is for Geneva HQ only
Plane	1972	
Train	42	
Business class flights	1048	(1012 economy and 519 business)
Total cost of travel per year	\$5.6 Million	Total for 3,743 travel transactions – excluding per diem (DSA)
Total GHG emissions	955,134 tonnes CO ₂	

3. Limit the number of travel days per staff or per department

UNAIDS Travel Policy: A staff member's total travel days per quarter must not exceed 21 working days AND a visit of more than 5 working days to any one city requires a detailed explanation to be submitted with the travel plan.

4. Staff can travel via train regardless of the cost, only if requested

Staff are able to travel via train even if the train option is more expensive than the cost of a flight, however the traveller would have to know the train is available for the route and specifically request the travel agent to book the travel via train. In practice, this has proved to be extremely difficult with AMEX unable to book train effectively or on certain routes.

5. The use of local staff instead of staff from HQ so as to reduce the need for long-haul travel is currently under discussion

Lessons learned

Despite a fairly comprehensive travel policy framework UNAIDS has found that the major challenge is to "enforce" the policy and limit the ad hoc and "last minute" travel.

Other information about the organization's travel

Travel policy

UNAIDS is officially administered by the World Health Organization (WHO), UNAIDS has no travel unit of its own and it uses WHO's Travel policy. WHO's policy establishes business class travel for flights over 6 hours. UNAIDS depends on WHO for travel arrangements through AMEX travel. The introduction of WHO's Enterprise Resource Planning system in July 2008 should soon provide UNAIDS with the possibility to produce reports on international travel. In-country travel for field offices will continue to be managed through UNDP.

UNIDO

Organization's statistics

HQ: Vienna

Total number of offices: 69

Total number of staff: 684

Staff in HQ: 565

Staff in country and regional offices: 119



Specific interventions for sustainable travel

A number of climate neutral initiatives, some in relation to travel were proposed in 2008, some of these were approved and introduced in 2009, and these include the following:

1. Staff require authorization that the purpose of the travel cannot be achieved using alternative forms of communication

On UNIDO's Travel Authorization form, it is indicated that travel should be necessary and confirmation is required to ensure that the travel could not be replaced by other modalities, like videoconferencing and teleconferencing communications. A total of three signatures are required from the Traveller, Supervisor, and the Managing Director. In addition UNIDO HQ has recently upgraded their video conferencing facilities. The Back-to-Office Mission Report should indicate the results and are assessed by the Line Manager of the service where the traveller works.

2. Limit the number of staff going on the same mission or to the same meeting

UNIDO's Travel policy does not allow more than 2 people to travel on the same mission. Exceptions are made for meetings (max. 30) and other

missions to special meetings where the Head of the Organization approves this. All travel authorizations, approved by the Project Managers and their line managers, are furthermore monitored by the Travel Office (two staff members monitor each and every individual travel authorization that is issued).

3. The carbon footprint of the travel is displayed on the travel authorization

The carbon footprint is displayed on the travel authorization document (TA) and the staff itinerary to raise the awareness of the individual's travel. UNIDO's travel agent CWT calculates this figure using the Amadeus system. This was a climate neutral initiative introduced in 2009, so it is too early to see any results and no feedback has been received from staff.

4. UNIDO directors aimed to reduce travel by 30% in 2009

All the UNIDO directors including the Director General set a target in January 2009 to reduce their individual travel by 30% this year. No evaluation of the Director travel volume has been carried out yet and therefore no official document confirming these results has been released.

Tab A3 - UNIDO Travel statistics, 2008 (Provisional data)

Travel means	Quantity	Notes
Total number of travels per year	4516	
Plane	95%	GHG emissions for air travel: 6,238 t CO ₂ eq
Train	5%	
Business class flights	n/a	
Total cost of travel per year	6.1 million Euro	

5. Travel in economy class encouraged

UNIDO uses the 9 hour standard UN threshold for upgrades to business class. However, staff are aware that they can travel more by economising on their travel budget. Every year, around November, each unit prepares a travel plan with budgetary allocations and requirements; this is then taken into account when preparing the organizational budget. Staff sometimes choose to fly economy class to save on funds and CO₂ emissions.

Lessons learned

Challenges: Creating more awareness on environmental issues pertaining to travel by air.

Solutions: More information to staff regarding CO₂ emissions from travel and their negative effects on the environment. We noticed that the staff were very interested in the Climate Neutral UN campaign and keen to see that further environmental considerations were taken into account in our operations. Many staff members contributed ideas through a suggestion box that we set up as part of the Climate Neutral UNIDO intranet site. One of the biggest challenges we faced was to implement the actions without increasing the administrative burden on the staff members, which ensured the continued support and participation of staff.

Results

Calculations of costs Implications and cost savings

Reduction in GHG emissions:
Estimated reduction: figures not yet available

Example of greenhouse gas emission information included in ticket/itinerary (from UNIDO)

DEAR MRS ...
WE WOULD LIKE TO INFORM YOU THAT WE ISSUED AN ELECTRONIC TICKET FOR THE FROM UN AUTHORIZED AND ENCLOSED ITINERARY. PLEASE CONTACT THE AIRLINES CHECK IN WITH THE PRINT OUT OF THE E TICKET RECEIPT WHICH YOU RECEIVE WITHIN THE NEXT MINUTES. KEEP THIS PRINT OUT WITH YOU FOR YOUR ENTIRE JOURNEY.

BEST REGARDS
YOUR UNIDO TEAM
EMAIL: UNITEDNATIONS@CARLSONWAGONLIT.AT

CO ₂ Emission Information		
VIE - IAD	7155 km	787 kg
DCA - LGA	346 km	62 kg
JFK - VIE	6811 km	749 kg
CO ₂ Emission Total for 14312 km :		1599 kg

Flight - Tue, 22.09.2009 (VIE - IAD) AUSTRIAN - OS 93		
from:	Airport Depart Terminal	VIENNA AT,VIENNA INTL 1130 - Tue, 22.09.2009
to:	Airport Arrive Terminal	WASHINGTON DC,DULLES INTL 1515 - Tue, 22.09.2009
End of check-in time:	1030	
Duration:	9:45	
Status:	W ECONOMY confirmed	
Additional Information:	ON BOARD: MEAL/SNACK EQUIPMENT:BOEING 767-300/300ER SEAT 12G NO SMOKING CONFIRMED	

Example of Travel Authorization form in UNIDO, including emission statement for the past 12 months

						UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION							
Travel Authorization For M - Mission												Authorization No 08-9-01015	
Traveler Name [Redacted]				DOB PSM/OSS/GES				Title/Grade P3 - Travel+logistics Officer		Nationality [Redacted]			
Personnel No [Redacted]		Room No D2041		Ext 3817		E-mail [Redacted]		Total No of Working Days on mission in the last 12 months: 2		Organization/Official Duty Station (if other than UNDO)			
Administrative Assistant SEIDI, Margit								Date 17-Mar-2009		Room D1607		Ext 5488	
Head/Director/Supervisor								Date		Room		Ext	
												E-mail M.Sedi@unido.org	

UPU

Organization's statistics

Headquarters: Berne
 Total number of staff: 230
 Staff in HQ: 223
 Staff based out of HQ: 7



Specific policies and procedures for sustainable travel

All the recommendations listed below were included in the administrative instruction which was last revised in 2007. On the UPU Intranet, there is also a "Practical guide for travellers" which provides information on missions: when to plan them, when to book the tickets and how to book them via the travel agent.

1. Staff travel by plane is in economy class

If air travel is necessary, staff are required to fly in economy rather than business class. This applies to everybody except the two elected officials, namely the Director General and Deputy Director General who, nonetheless, travel economy class on short-haul trips. Staff can make a special request to the DG for business travel citing substantial, justifiable reasons (extremely long journey/health reasons).

2. Use local staff instead of staff from HQ

The UPU has seven staff members posted abroad. To the extent possible, they represent the UPU at meetings in order to reduce HQ staff travel.

3. Staff travel by train on short-haul journeys

For short journeys with good transport connections, staff are asked to opt for travel by train. As an incentive to staff choosing this option, they may travel first class, and the UPU offers to pay for a yearly half-fare card for public transport in Switzerland.

4. Avoid travel where teleconferencing is a viable alternative

Videoconferencing has been successfully tested at some of the UPU's major annual meetings in 2009 and is now used in the daily work of the International Bureau. The use of teleconferencing is growing, and is always preferable to actual travel.

5. Bundling missions

It is the responsibility of the individual programme managers to coordinate missions appropriately and to ask their staff to bundle their missions in order to avoid travel or reduce the distances travelled.

Table A4 - UPU Travel statistics, 2008 (Provisional data)

Travel means	Quantity	Notes
Total number of travels per year	580	2,200,000 km travelled
Plane	270 trips / 47%	GHG emissions for air travel: 6,238 t CO ₂ eq
Train	310 trips / 53%	(290 within Switzerland and 20 to neighbouring countries). It should be noted that every time staff depart from Switzerland, they have to go by train to the airport. This means that for a single mission, they have to take both the train and the plane.
Business class flights	3	
Total cost of travel per year	325,000 CHF	
Total GHG Emissions	220 tonnes CO ₂	

Results

The number of trips per year has remained more or less stable over the years, but it is hoped that the introduction of teleconferencing / videoconferencing will bring about measurable results.

Reduction in GHG emissions

As the UPU carried out its first greenhouse gas emissions inventory this year, it is not yet able to estimate any reduction, but hopes to be able to do so in the very near future.

Travel approval procedure

Number of signatures required for staff in travel requests: Four

Travel agent

Current travel agent: Carlson Wagonlit CWT (represented by Lehmann Reisen in Berne). Quotations for train tickets are provided by CWT primarily upon request. The contract was last opened for tender two years ago. Travel agents provide GHG emission data with:

- Travel quotations
- Tickets

RAMSAR

Organization's statistics

HQ: Gland, Switzerland (near Geneva)
 Total country and regional offices: N/A
 Total number of staff: 21
 Staff in HQ: 20
 Staff based out of HQ: 1



Specific policies and procedure for sustainable travel

1. All travel via plane is in economy class

All Ramsar Staff, including the Secretary General fly in economy class, irrespective of duration of the flight. A one day rest period with DSA is only offered for long haul travel that is at least 10 hours flying time with at least 8 hours difference. Staff usually manage to arrive one day before the work to be done so to have time to rest and recover. The DSA offered is not subject to tax. This policy was introduced when the current Secretary General, Anada Tiega was inaugurated in August 2007; it was for both environmental and financial reasons.

2. DSA is not paid, only actual expenses are reimbursed

This is a recent initiative, introduced in January 2008, where only actual expenses are reimbursed and DSA is not paid. Staff are required to produce a travel report including all documents for expense claims and boarding passes, 30 days after travel. It is uncommon however, if an individual cannot provide the documents for the actual expenses, DSA is offered instead and they would have to pay

the Swiss tax is applied. This policy was introduced for several reasons, firstly to save the organization money and ensure money is not unnecessarily spent and secondly under Swiss law DSA is subject to tax and tax is not applied to actual expenses. Although reducing travel was not an initial reason for this policy, if DSA is not paid there is no extra incentive to travel unnecessarily. As a result of this policy the organization has considerably cuts costs, however the travel volume has remained stable.

3. Ramsar have regular meetings in which they discuss travel

Since the beginning of 2008, Ramsar hold twice monthly to discuss organization wide issues, including travel. Senior staff including the Deputy Director Secretary General, four senior advisors from each regional unit - Africa, Asia & Oceania, America and Europe, communications and educational officer, financial officer and the regional affairs officer participates.

Travel plans are discussed in these meetings before they are actually formalised. Travel is then granted or denied by the relevant line manager through

Table A5 - Ramsar Travel statistics, 2008 (Provisional data)

Travel means	Quantity	Notes
Total number of travels per year	10-15 / month	
Plane	95%	
Train	5%	
Business class flights	0	
Total cost of travel per year	93,000 Euros	
Total GHG Emissions	n/a	

whom the formal travel request form is submitted and processed.

The Management Group Meetings discussing travel allows:

- Staff to clarify and focus on the most important travels and consider the relation to PoW and expected outcome
- Staff to prioritise and elect the most necessary missions
- Staff to oversee all of Ramsar's travel plans at once Staff to identify opportunities to coordinate and bundle missions where practical
- Staff to discuss whether the mission can be done via alternative forms of communication. Ramsar's use of e-communications mainly depends on the quality of communication equipment and number of participants
- Considerably less administrative paper work to be created so as a result of these discussions save time and paper resources

Although these meetings have enabled all of the above points, travel volume has remained stable since the introduction of these Management Group Meetings.

Other information about the organization's travel

Travel policy

Officially Ramsar uses the International Union for Conservation of Nature (IUCN) Travel policy and adapts it to Ramsar's specific needs, for instance applying the above policies and procedures.

Mode of travel

The mode of transport is mainly determined by the staff's individual schedule, for instance when there are time constraints on their schedule and they cannot afford to lose a day then will fly as opposed to taking the train. This is often the case on travel routes like Paris – Geneva. However if there are no time constraints the decision as regards to the mode of transport is left up to the individual staff member

Travel agent

Current travel agent: Local agent called Raptim. Offers are open for large conferences.

Travel quotations

At least two travel options are requested from the travel agent Raptim and the cheapest is selected. Sometimes more travel options are requested, if the first ones were not suitable. For long trips more than two options are requested in addition to first and second.

WORLD BANK

Organization's statistics

HQ: Washington, DC

Total country and regional offices: 130

Total number of staff: 10,548

Staff in HQ: 6,717

Staff in country and regional offices: 3,831



Specific interventions for sustainable travel – Policy

The World Bank travel policy gives authority to make travel decisions to the managers, as well as decentralizes the travel budget to them. The premise of the policy is that managers should balance the needs of the traveler with the (business) requirements of the institution and our clients, including making budgetary trade-offs that may impact travel decisions. Managers can make exceptions to general practices or policy, if needed.

Specific interventions for sustainable travel – Practices [Not Formal Policy]

1. Combine staff trips to minimize travel

The practice is that staff are encouraged to combine trips—for example, to combine missions or missions with training or conference travel.

2. Encourage travel in economy class for trainings and conferences, and require economy class travel for in-country travel (or between US and Canada). Travel budgets are decentralized and thus constrained; as tickets are purchased within a fixed budget envelope, trade-offs are made (i.e. reducing either costs or number of trips)

3. Staff frequently travel via train instead of plane when it is the most time-efficient way to travel. Example: Washington – New York

4. Encourage the use of alternative forms of communication

WB has a practice of encouraging alternative meeting venues, such as video- and tele-conferencing (all new World Bank offices have improved video conferencing capabilities).

Other information about the organization's travel

Travel policy

Travel policy was last updated in 2000.

Travel approval procedure

Staff must obtain pre-trip approval for travel from their managers.

Current HQ travel agent

AMEX is our current Travel Agent for travel booked from HQ. Amex provides the WB miles data in a TVL 200 file (with origin and destination information), which is used for calculating GHG emissions.

Tab A6 - World Bank Travel statistics, 2008 (Provisional data)

Travel means	Quantity	Notes
Total number of travels per year	327,746,489 miles	527,456,846 km - refers to mileage booked through American Express at HQ)
Total GHG Emissions	64,334 tonnes CO ₂ e	
Amount of GHG offset	64,334 CO ₂ e	via purchase of Verified ERs)

OTHER CASE STUDIES

A.T. Kearney

A.T. Kearney has decided to become carbon neutral in 2010. Measures include:

- Carbon emissions measured at 52 offices in 35 countries
- Established a stringent baseline of achieving 20 percent reduction over a 3 year period;
- Emissions measured at every level – from individual employees up to the unit and global level
- designated unit “czars” report best practice and drive performance results
- Travel alternatives communicated, including technology and enhanced “double dating” per trip
- Global automated methods track employee travel; traveler advisories; employees roll call and toll-free number for assistance and for destination status validation

Capital Group

The Capital Group includes meetings and commuter traffic in its comprehensive approach to responsible travel management. Measures include:

- Deep analysis of travel carbon footprint completed; broader analysis of overall footprint underway
- Green meetings promoted by meeting and event group
- Subsidies for alternative transportation to work and free parking for those who carpool are elements of rideshare program
- Decision to offset carbon footprint being considered

Credit Suisse

Credit Suisse has integrated travel management into the company-wide sustainability and carbon neutrality program. Measures include:

- Business air travel causes a fifth of the bank’s CO₂ emissions and is reported as part of sustainability report
- Air tickets for flights originating in Switzerland and booked through the bank’s travel services are issued as carbon neutral tickets
- Train travel is recommended as an alternative to short-haul flights

- Service providers need to adhere to social and labor law guidelines
- Use of audio and videoconferencing encouraged; in 2006, the use of videoconferencing, for example, rose by 30 percent worldwide compared with a year earlier

Electrolux

Electrolux creates personal carbon balance sheets for travelers. Measures include:

- Employee awareness program integrates carbon calculator into online booking tool and provides personal carbon balance sheets at year’s end
- Focus on avoiding trips via virtual meetings: airline transactions have declined 3 percent in 2007, while virtual conferencing has increased 37 percent compared to 2006
- Analysis of reports to identify suitable actions to reduce climate impact of business trips

HSBC

HSBC has applied its enterprise-wide sustainability initiative to travel management. Measures include:

- Promotion of travel avoidance via pre-trip authorization and videoconferencing facilities
- Review of travel policy to integrate sustainability dimension
- Development of database and set-up of processes to measure and analyze sustainability criteria
- Selection and audit of suppliers against sustainability criteria
- Provision of company parking spaces for staff who offer car pooling

IUCN

IUCN has adopted a travel policy that encourages environmental accountability, cost effectiveness and fiscal responsibility, a fair and sustainable work-life balance, and that health, safety, and security concerns are met. Measures include:

- Clearly making line managers accountable for minimizing travel and encouraging staff to use video conferencing, bundling of missions, and reducing overall number of attendees to meetings.
- Encourages travel planning to also consider work-life balance issues

- First class accommodation is provided for travel longer than one hour by train or by sea.
- All emissions for travel is offset by IUCN. The calculated CO₂ emissions must be included on the traveler's expense claim. Any expense claim that does not include the CO₂ emissions calculation will be returned to the staff member as being incomplete.

Sabre

In building a culture of sustainability, Sabre has integrated efficiency initiatives into its travel management program. Measures include:

- Non-essential business travel is called out early in booking process and trip purpose is tracked
- Travelers receive sustainable travel tips throughout the booking process supported by prompts in online booking tool
- Videoconferencing facilities in global sites around the world; leadership training for leading virtual teams
- Corporate Security uses tool to track employee travel and to locate and update employees in regions hit by natural and man-made disasters

Siemens

Siemens wants to replace one in 10 business trips through virtual meetings as part of a cost reduction program. Measures include:

- Enterprise-wide program to reduce travel costs ("move 25") also includes travel avoidance
- Reduction of greenhouse gas emissions is seen as driver next to cost reduction and reduced productivity loss
- Reduction of greenhouse gas emissions is communicated to employees via corporate intranet

Symantec

Symantec minimizes its environmental footprint by conserving natural resources at all company locations. Measures include:

- Environmental Stewardship Council, a cross-functional executive team, identifies environmental impacts, develops policies, and sets company-wide goals and targets
- Deploy green IT practices to reduce hardware and energy needs

- Deliver majority of software products electronically to reduce packaging and conserve energy
- Encourage employees to reduce commuting and business travel to reduce greenhouse emissions
- To promote travel avoidance, high-definition videoconferencing systems installed at locations in Asia, India, the U.K., and the U.S. after analysis of employee travel patterns and population densities

Timberland

Timberland has a target to become carbon neutral by 2010, including reducing the emissions created by employee travel. Measures include:

- Reduce employee travel emissions by 25 percent by 2010 (as part of overall target to reduce carbon emissions by 50 percent by 2010 over a 2006 baseline)
- Work with a third party to have greenhouse gas inventory verified and registered with the California Climate Registry
- Purchase renewable energy credits to offset emissions and help develop local renewable energy projects
- Educate and empower employees to make a personal commitment to emission reduction

Vodafone

Vodafone has implemented intelligent travel avoidance through effective usage of videoconferencing. Measures include:

- Sophisticated global videoconferencing infrastructure led by IT department in close cooperation with travel management
- Estimate that the use of virtual meeting facilities saved 1,449 tons of CO₂ from business travel in 2007/08
- Headquarters has a green travel plan to encourage use of public transport; shuttle buses are provided throughout the day to the nearest train station and to different parts of town
- Innovative campaigns to increase awareness and acceptance of videoconferencing as alternative for many internal meetings

Annex 3: Survey on Sustainable Travel in the United Nations

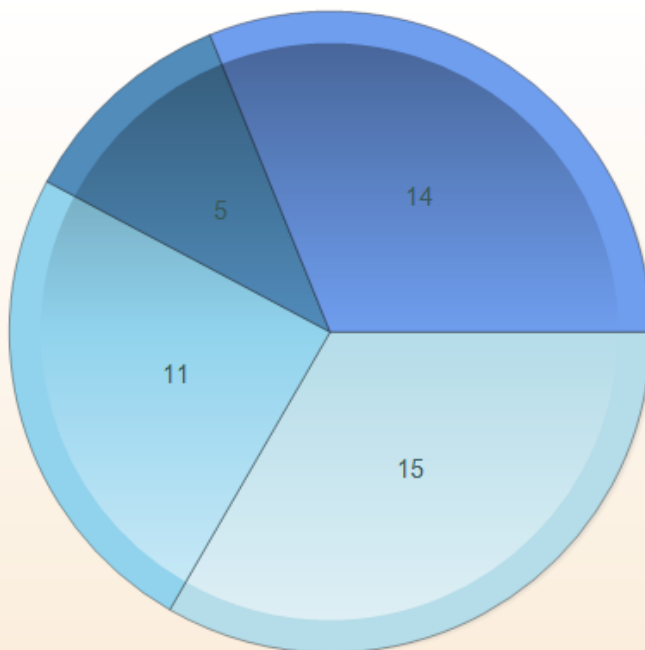
This survey was conducted from 15 May to 15 July 2009 by the Sustainable United Nations (SUN), with the objective to identify the current state and readiness of UN organizations with regard to promoting sustainable travel. The survey was distributed to the members of the UN Issue Management Group (IMG) on Climate Change, and to the members of the Interagency Travel Network (IATN). In total 42 organizations responded: UN

Secretariat, UNDP, IFC, DFS, IAEA, WFP, ITC, WHO, Ramsar, UNV, IFC, CEB, UNEP, UNOPS, UNWTO, Habitat, ITU, UNISDR, UNITAR, UNOV, IFAD, IMO, UNOG, ICAO, World Bank, UNON, ICTP, OIPC, WSSCC, ECLAC, UNIDO, UNIFEM, UPU, UNFPA, UNECE, FAO, UNHCR, OSCE, WIPO, and UNESCO.

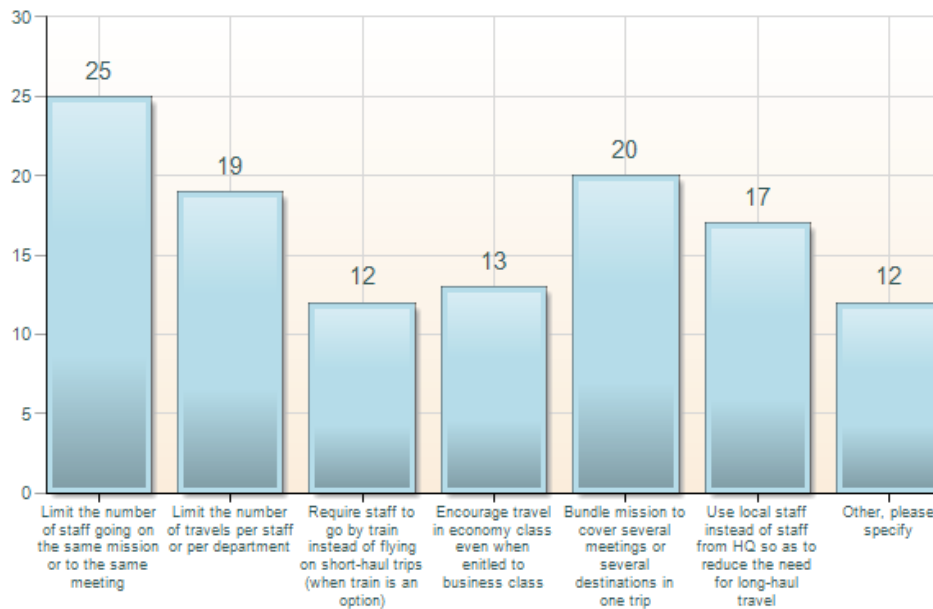
The following slides summarize the results of the survey:

What information management system do you use to handle travel requests?

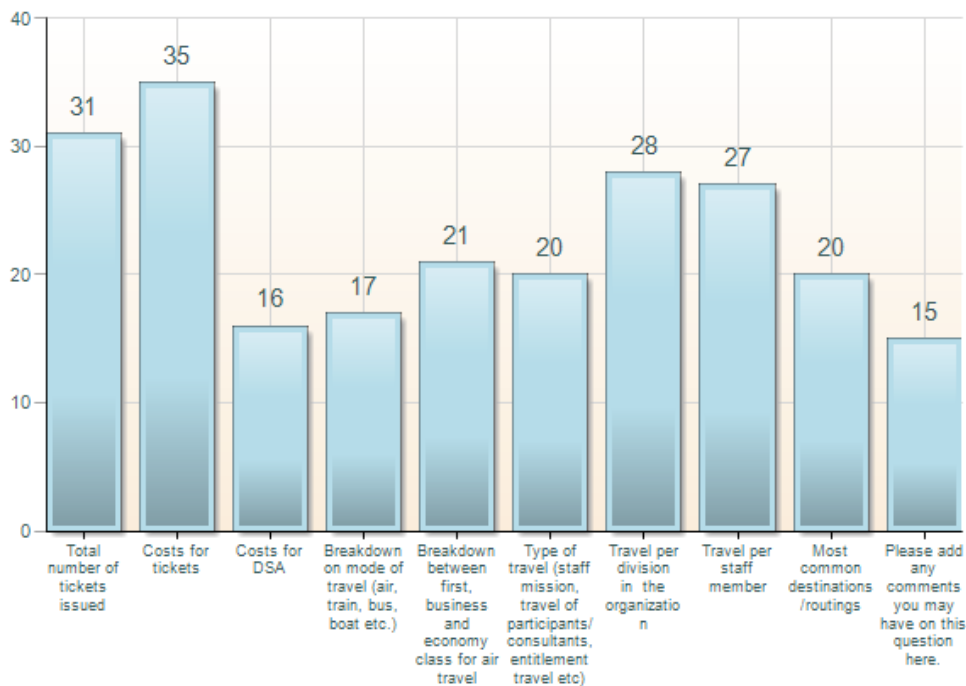
IMIS ATLAS SAP Other, please specify



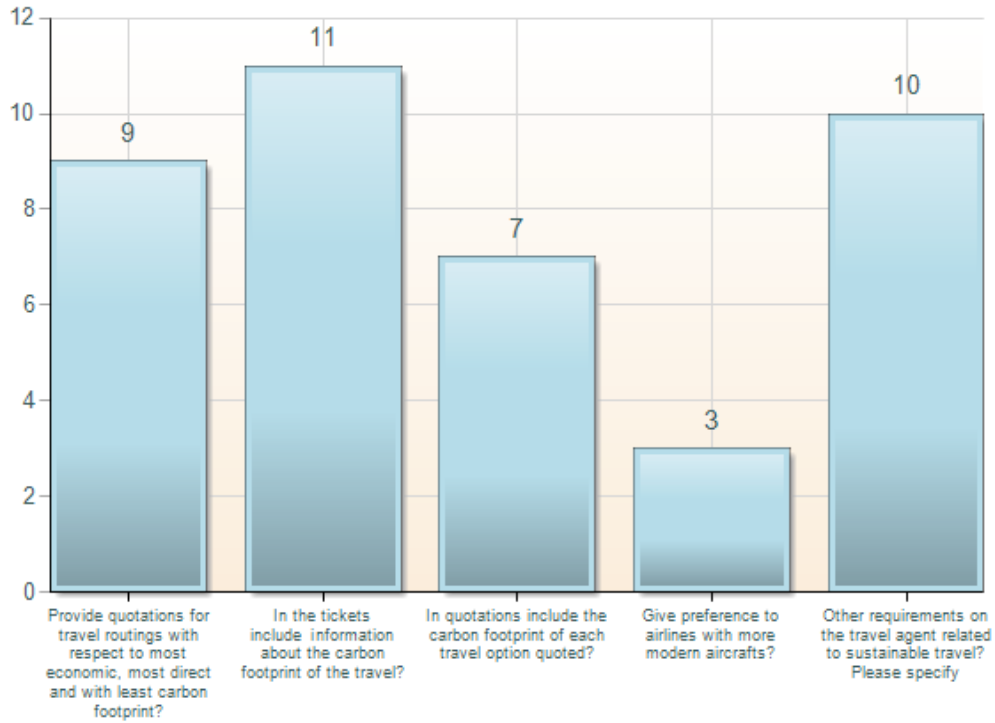
Are you applying, or are you aware of any department / office in your organization that is applying any of the following instructions / decisions to reduce the environmental impact from travel?



What information do you normally collect and report on a yearly basis?

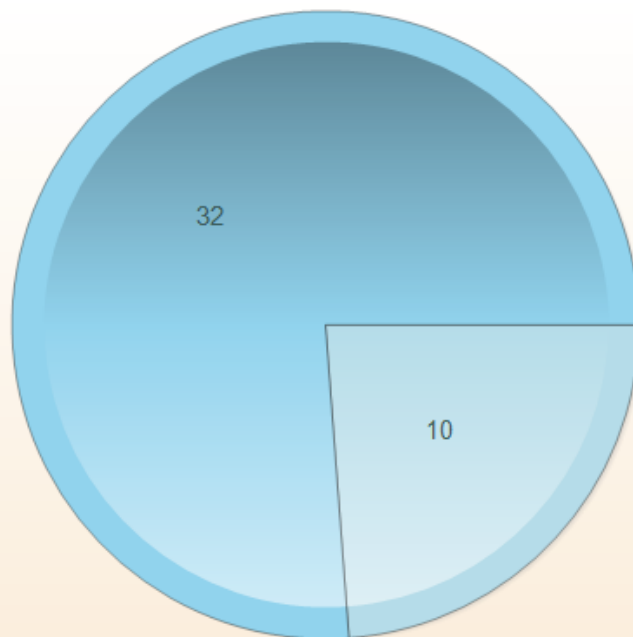


Is your travel agent required to:



Are staff required to justify in travel requests why they have to travel instead of using electronic forms of communication, such as video conferencing or tele conferencing or on-line meeting rooms?

Yes
 No
 Additional Comment



Annex 4: End-user license agreement for the ICAO carbon emission calculator

The end user license agreement for the download and use of the ICAO carbon emission calculator is provided below. IMG focal points can access this at the password protected part of the climate

neutral UN website (www.greeningtheblue.org), where instructions for who can sign the agreement, and to whom the agreement should be sent, are also provided.

ICAO Carbon Emissions Data End User License Agreement

This is a legal agreement (“Agreement”) between you and the International Civil Aviation Organization – ICAO (“Licensor”). *Please read this Agreement carefully.* By signing below, you agree, on behalf of yourself and your organization (collectively “Licensee”), to be bound by all of the terms and conditions of this Agreement. If you do not agree to these terms and conditions, do not sign this agreement.

The ICAO Carbon Emissions Data, which is comprised of a Microsoft Access database (“Database”), is provided for the limited purpose described below.

1. Permitted Use. The Database is provided for the sole purpose of computing emissions inventories for air travel by bodies of the United Nations in support of the Climate Neutral UN. The sole authorized users (“Authorized Users”) of the Database are *employees and contractors of UN bodies who are working in support of the Climate Neutral UN.*

2. Restrictions on Use. Use of the Database by individuals not identified as Authorized Users in the previous paragraph is prohibited. An interface to the ICAO Carbon Emissions Calculator for public use is available at: www.icao.int. Licensee may not: copy, in whole or in part, the Database or any related documentation; modify the Database; rent, lease, license, sublicense, distribute, transfer or sell the Database. Licensee may not create derivative works from the Database, specifically including the creation of a database of aviation CO₂ emissions for use outside of Climate Neutral UN activities. Licensee may not redistribute the Database or provide it to others, except as needed within Licensee’s UN body to prepare emissions inventories in support of Climate Neutral UN activities. *Commercial use of the Database is expressly prohibited.* Licensee obtains no rights in the Database except those given in this limited license.

3. Intellectual Property Rights. The Database, any related documentation and all intellectual property rights therein are owned by Licensor. Licensee will not remove, alter or destroy any copyright, proprietary or confidential notices placed on the Software or any related documentation. Licensee agrees not to disclose, provide, or otherwise make available the Database or data in any form to any party outside of the UN system without the prior written consent of Licensor. Licensee agrees to implement reasonable security measures to protect the Database.

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About Sustainable United Nations (SUN)

Sustainable United Nations (SUN), is a UNEP initiative that provides support to UN and other organisations to reduce their greenhouse gas emissions and improve their sustainability overall. SUN was established in response to the call from UN Secretary General Ban Ki-Moon at the World Environment Day 2007 (5 June), to all UN agencies, funds and programmes to reduce their carbon footprints and “go green”. This call was echoed in October 2007 in a decision of the UN Chief Executives Board (CEB/2007/2, annex II) to adopt the UN Climate Neutral Strategy, which commits all UN organisations to move towards climate neutrality. SUN is in this context working with the UN Environment Management Group – the UN body coordinating common environmental work within UN – to provide guidance, and develop tools and models for emission reduction within organisations.

SUN operates in synergy with existing initiatives and networks such as the Environment Management Group, the Sustainable Buildings and Construction Initiative, the High Level Committee on Management Procurement Network, the UN Global compact, or the Marrakech Task Force on Sustainable Public Procurement and many others.



For more information, see
www.unep.fr/scp/sun

About the UNEP Division of Technology, Industry and Economics

The UNEP Division of Technology, Industry and Economics (DTIE) helps governments, local authorities and decision-makers in business and industry to develop and implement policies and practices focusing on sustainable development.

The Division works to promote:

- > sustainable consumption and production,
- > the efficient use of renewable energy,
- > adequate management of chemicals,
- > the integration of environmental costs in development policies.

The Office of the Director, located in Paris, coordinates activities through:

- > **The International Environmental Technology Centre** - IETC (Osaka, Shiga), which implements integrated waste, water and disaster management programmes, focusing in particular on Asia.
- > **Sustainable Consumption and Production** (Paris), which promotes sustainable consumption and production patterns as a contribution to human development through global markets.
- > **Chemicals** (Geneva), which catalyzes global actions to bring about the sound management of chemicals and the improvement of chemical safety worldwide.
- > **Energy** (Paris and Nairobi), which fosters energy and transport policies for sustainable development and encourages investment in renewable energy and energy efficiency.
- > **OzonAction** (Paris), which supports the phase-out of ozone depleting substances in developing countries and countries with economies in transition to ensure implementation of the Montreal Protocol.
- > **Economics and Trade** (Geneva), which helps countries to integrate environmental considerations into economic and trade policies, and works with the finance sector to incorporate sustainable development policies.

*UNEP DTIE activities focus on raising awareness,
improving the transfer of knowledge and information,
fostering technological cooperation and partnerships, and
implementing international conventions and agreements.*

For more information,
see **www.unep.fr**

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Travel contributes with approximately 50% of the United Nations' climate footprint and represents a major cost to UN; over 1 US\$ billion per year for the collective UN family. At the same time, travel is an essential mechanism for UN to deliver its mandate.

This report seeks to provide guidance on what UN and other organizations can do to improve sustainability of their travel, and in particular how to reduce their travel related climate footprint. The report provides an overall context about existing systems and examples of good practices. Two main approaches to reducing emissions are discussed in detail: Travel Less, and Travel More Efficiently. The economic aspects are highlighted, as is the role of management and staff. Offsetting, which provides a complementary approach to further reduce or eliminate the climate footprint of travel, is also discussed. The report finally provides a road map for how sustainable travel approaches can be implemented in a systematic manner, and how their effectiveness can be monitored and evaluated. The annex to the report provides a number of case studies on sustainable travel in UN and in other organizations. In many cases sustainable travel strategies inside and outside the UN system have much in common.