



Food and Agriculture
Organization of the
United Nations

FAO climate neutrality strategy

for functional operations
2015 – 2020



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Key messages

In 2007, the UN Secretary General Ban Ki Moon called the United Nations to contribute to global efforts to safeguard our planet and climate. In succession, the Chief Executives Board for Coordination officially decreed their commitment towards this movement in October of the same year.

Since 2008, FAO adhered to the UN movement towards climate neutrality and started the collaboration with the UN Issue Management Group on environmental sustainability management.

In the past 8 years, FAO has monitored the carbon footprint of its functional operations (facilities management, travel and fleet). Over this time period, the Organization achieved a reduction of over 14 000 tonnes of CO₂ equivalent (-29%) through several energy efficiency and other internal sustainability projects.

As part of the post-2015 Development Agenda and in line with the COP21 negotiations, with this Strategy FAO is committing to:

- Continue monitoring the environmental impact of its functional operations;
- Improve its ecological footprint both at Headquarters and in decentralized offices and reduce its GHG emissions by 9% (as compared to the 2014 baseline);
- Offset the remaining emissions that cannot be reduced.

Executive summary

In order to fulfill the Organization's mandate and as part of the 2030 Agenda for Sustainable Development, FAO is committing to be climate neutral as of 2020.

This Strategy identifies the key steps to achieve such objective.

These steps start with further organizational commitment from FAO Senior Management, continuing efforts towards cutting emissions, and finally offsetting the remaining and unavoidable emissions. To this end, the Organization commits to:

- Adhere to the FAO Corporate Environmental Responsibility Policy (approved in December 2015);
- Continue monitoring of emissions from functional operations through annual Greenhouse Gas Inventory exercises in compliance with UN-wide standards and in collaboration with the UN Issue Management

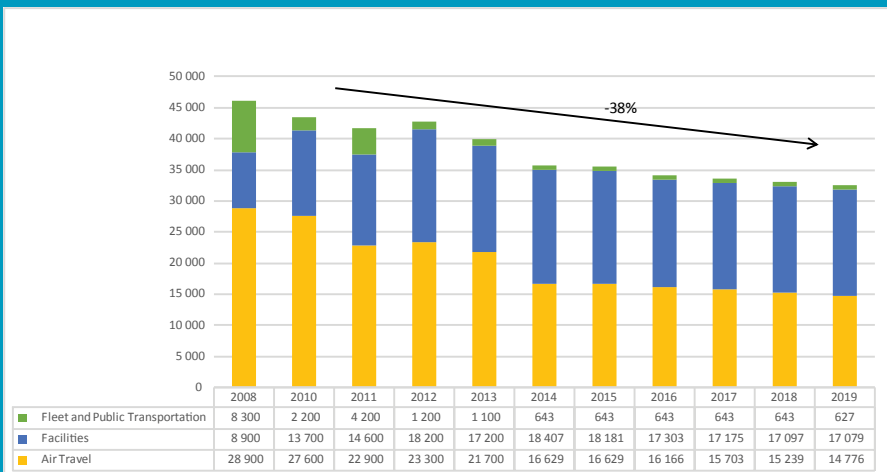
Group for Environmental Sustainable Management (IMG);

- Reduce approx. 9% of emissions stemming from functional operations in Headquarters and decentralized offices by 2020 (as compared to the 2014 baseline) through:
 - Energy use reduction measures,
 - Transition from fossil-fuels to renewables,
 - Improved waste management practices,
 - Further efforts to sustainably procure goods and services;

This reduction summed up with the emissions reduction already achieved by FAO since 2008 would imply a cumulative reduction of 38% emissions (as compared to the 2008 baseline).

- Offset the remaining emissions that cannot be reduced through internal funding mechanism(s), as described later in this document.

Figure 1. Total GHG emissions – tonnes of CO₂ equivalent (tCO₂E)



Introduction

In order to fulfill the Organization's mandate and achieve its Strategic Objectives, FAO must utilize a significant amount of physical and human resources in its operations – with over 500 global locations and more than 10 000 personnel. These activities often carry with them an environmental impact such as Greenhouse Gas (GHG) emissions and waste streams –contributing to climate change and other environmental impacts which directly affect those most vulnerable whom the Organization strives to protect. While it is impossible to completely eliminate these impacts in the foreseeable future, there are many opportunities to reduce them and then offset those that cannot be avoided.

Based on the most recent annual FAO Greenhouse Gas (GHG) Inventory conducted in 2015, it would require approximately 1million tree seedlings over a period of 10 years¹ to sequester the amount of CO₂ equivalent emissions produced by the entire Organization during 2014 (in the area of facilities, official travel, and procurement). However, in comparison to 2008, when the first inventory was conducted, this number has significantly decreased. With a reduction of over 14 000 metric tonnes of CO₂ equivalent (-29%), FAO has made great strides in reducing its own environmental impact over the past several years, though there is still much to be done.

As part of the 2030 Agenda for Sustainable Development, the UN agencies – including FAO – are committing to be climate neutral as of 2020² (i.e. reducing and offsetting the 2019 emissions reported in 2020). Other agencies – such as UNDP, WFP, and UNFPA – have already developed and are implementing Emission Reduction or Climate Neutral Strategies with at least eleven UN affiliates already offsetting.³ FAO has been one of the leaders and benchmarks within the UN system for Corporate Environmental Responsibility. This document outlines the strategy for the Organization to meet the monumental, but achievable target of climate neutrality.

1 US Environmental Protection Agency Greenhouse Gas Equivalencies Calculator, Accessed from: www.epa.gov/cleanenergy/energy-resources/calculator.html

2 Please see footnote no.1

3 As of 2013, eleven UN affiliations have purchased offsets to become fully or partially climate neutral: UNOPS, UNCCD, World Bank Group, UNCCC, UNEP, UNDP, UN Women, UN Volunteers, Basel Convention, Rotterdam Convention, and Stockholm Convention.

Objective

Key steps have been identified in order for FAO to become climate neutral for its global functional operations (facilities, official travel and procurement). These steps start with further organizational commitment from FAO Senior Management, continuing efforts towards cutting emissions, and finally offsetting the remaining and unavoidable emissions.

To this end, the Organization commits to:

- Adhere to the internal Corporate Environmental Responsibility Policy;
- Continue monitoring of emissions from functional operations through annual Greenhouse Gas Inventory exercises in compliance with UN-wide standards and in collaboration with the UN Issue Management Group for Environmental Sustainable Management (IMG);
- Work towards the objective of reducing emissions stemming from functional operations in Headquarters and decentralized offices by 9% by 2020 (as compared to the 2014 baseline) through:
 - Energy use reduction measures,
 - Transition from fossil-fuels to renewables,
 - Improved waste management practices,
 - Further efforts to sustainably procure goods and services;
- Offset the remaining emissions that cannot be reduced through internal funding mechanism(s), as described later in this document.



Background & environmental governance

Since the UN-wide Climate Neutral initiative was created in 2007 by Secretary General Ban Ki-moon – and endorsed by the Chief Executives Board for Coordination (CEB) – many other related commitments and mandates have followed that further solidified the continuing attention to this area (Annex I). Beyond overarching UN directives, FAO has an obligation to address all of its environmental impacts as part of the global movement to prevent anthropogenic climate change effects. Considering climate change is such an important factor affecting the Organization's work, FAO has responded to this call willingly.

Along with 52 other UN agencies, FAO works with UNEP and the Sustainable United Nations (SUN) group on a variety of sustainability initiatives. The *Issue Management Group for Environmental Sustainability Management* (hereafter known as IMG) is comprised of a single Focal Point from each agency and members of the SUN team with support from UNEP. These Focal Points are tasked with completing an annual GHG emissions inventory and periodic Emission Reduction Strategies. They are also responsible for implementing and monitoring the functional initiatives for actually reducing the agencies' emissions. As the scope of this area of work mainly focuses on facilities, official travel, and procurement; it has generally been managed from within the Corporate Services and Administration division in FAO – although often in close collaboration with other operational areas including Energy and Tenure Division (NR), Forestry (FO), Fisheries (FI), Security, Office of Support to Decentralization (OSD), Information Technology Division (CIO), Communications (OCC), and Partnerships (OPC). The current IMG Focal Point for FAO works in the Infrastructure and Facilities Management branch. Within this structure, the work is managed through several internal mechanisms:

- An Environmental Management System (EMS), a set of processes and practices modeled after international standards (ISO-14001, EMAS) and in-line with the UN Environmental Management System milestones framework, provides a systematic method to track and monitor activities related to environmental management and also provide guidance on prioritizing resources and related initiatives.
- The Infrastructure and Facilities Management activity plan incorporates and executes projects stemming from the EMS – along with the normal branch responsibilities. Traditional operational activities and those related to environmental management are developed together and seamlessly integrated. In this way not only are the financial pieces considered, but also the environmental aspects are weighed – often with synergetic results.

In order to manage something, one must be able to measure and monitor it. Since 2008, an annual GHG inventory has been conducted covering FAO's global operations (2009 data not available). The charts below summarize the Organization's emissions as absolute totals (Figure 1) and in relation to budget expenditures (Figure 2). Since emissions are tied to resources (e.g. – electricity, fuel, etc.), it is expected that total emissions would somewhat increase if more projects and programmes are being implemented. However, if the organization is improving how it uses its resources and ultimately reducing negative environmental impacts, we will see that more is done with funding without proportional increases in GHG emissions. A way to normalize this between years is to use actual expenditures (Figure 2). Dividing the total expenditures in a year by the

annual GHG emissions, we can measure how much activity the organization did per tonne of CO₂. So if this ratio goes up from one year to the next, it means that FAO is spending more towards its mandates (more programmes and projects) while the environmental footprint remains constant (doing more with less impact). Since emissions are tied directly to physical resources, this ratio provides insight into how efficiently resources are being utilized and how the Organization's environmental impact is changing as compared to its global activities.⁴

As can be seen in Figure 2, there was a large drop between 2011 and 2012. During this period budget reductions were introduced which resulted in almost a 15% decrease in emissions. However it took a year or so for the measures to be implemented, assimilated and accounted for. During the same period, some technology improvements were introduced to the GHG Inventory process that made it more easy and less laborious, which resulted in higher quality and quantity of reporting. These two factors resulted in a smaller numerator (actual expenditures) and a larger denominator (GHG emissions) in the ratio. However in 2013 we see a large increase in the ratio's value. This reflects the efficiency measures implemented, especially smart air travel guidelines which not only saved money but also significantly reduced emissions for the Organization as can be seen in Figure 1 (smaller denominator).

This continuous monitoring has provided not only checkpoints on progress but also highlights areas for improvement. While activities in these areas historically focused on the headquarters, the scope of work has expanded over the past several years to include decentralized offices as

⁴ You may notice that Facilities data has increased, but this is generally due to increased reporting from decentralized offices, as well as more accurate data.

well. Now a network of Corporate Environmental Responsibility focal points exists throughout FAO's global offices and is continuously growing. This network, along with the even larger UN-wide web of focal points, provides a medium for sharing experiences and best practices while also presenting new opportunities for collaboration.

This area of work has always taken into consideration the Organization's mandates and best interests, including financial implications. Corporate Environmental Responsibility and financial savings both focus on efficient use of resources. By considering and then reducing the environmental impact of the life-cycles of the products and services the Organization uses, the financial savings naturally follow.

Projects implemented since 2008 related to Corporate Environmental Responsibility have resulted in a cumulative annual reduction of over 6 300 000 kg of CO₂ equivalent in emissions while also accounting for over USD 600 000 in cumulative annual savings with an average payback period of 5 years (Annex III). This relationship flows in both directions as well. For example, environmentally friendly air travel policies⁵ implemented throughout FAO in 2012 not only brought about financial cost savings but also resulted in an absolute reduction of official air travel related emissions by 17%, and 7% per capita in one year.

These efforts tie in directly to FAO's Strategic Objectives, particularly SO2: to make agriculture, forestry, and fisheries more productive and sustainable – with climate change being a major factor to contend with.

⁵ This relates to:

The director-general's bulletin 19 September 2013 No. 2013/54 "Official Travel Of FAO Staff" which sets limitations to amount of official travel;
The FAO Manual section 401.3.32 Travel by Air entitlement to economy vs. business class travel rule.

Figure 2. Total GHG Emissions – tonnes of CO₂ Equivalent (MTCO₂E)

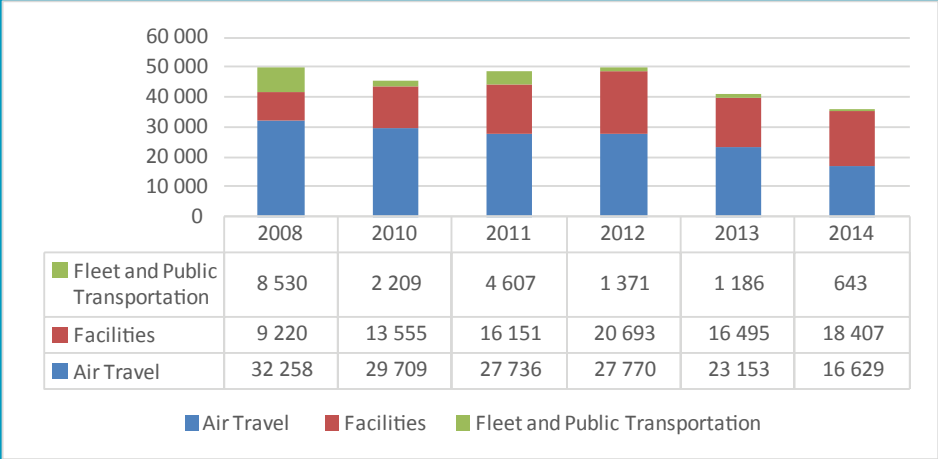
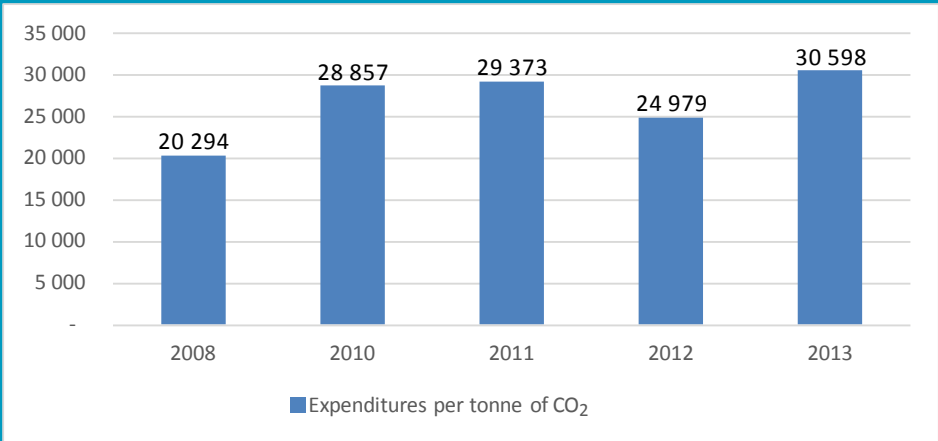


Figure 3. Budget expenditures vs. GHG emissions – Expenditure (USD) per tonne of CO₂ equivalent



Achieving climate neutrality

Considering climate change and sustainability are some of the world's most pressing issues, and with more and more public and private organizations looking to partner and work with other organizations that are following the path towards climate neutrality, it is an opportune time for FAO to take the next step. A previous Emission Reduction Strategy was developed in 2011 which spanned the 2012–2014 timeframe⁶. Having successfully met and exceeded those targets, the Organization is poised to now address the post-2015 development period as it relates to internal operations. While significant progress has been made, there are some key steps that need to be taken in order to reach climate neutrality.

Corporate environmental responsibility policy

In order to solidify FAO's commitment towards achieving climate neutrality and to fully integrate sustainability into all areas of work, it was necessary to establish an organization-wide policy. Complementing the recently implemented *FAO Environmental and Social Management Guidelines*⁷ which covers the Organization's global projects and programmes, the Corporate Environmental Responsibility Policy focuses on the environmental aspects of our functional operations (facilities, official travel, procurement). The two together form a comprehensive framework ensuring that any negative environmental impacts stemming from the Organization's activities are minimized.

The policy also fulfills an important part of FAO's Environmental Management System (EMS) – it being a key component following the major EMS standards in existence (e.g. – ISO-14001, EMAS). The High-Level Committee on Management (HLCM) and CEB have both committed towards the implementation of Environmental Management Systems within UN agencies (Annex I). A recent survey on the progress of UN agencies found that FAO ranked 2nd among the 17 surveyed in its progress towards establishing an EMS. The one aspect that significantly affected the Organization's evaluation was not having a policy in place, which would be representative of Senior Management commitment.

The same recommendation was made by the External Auditors to the Finance Committee (FC157-16) in 2014:

Endorse a Corporate Environmental Responsibility Policy and formulate a green procurement framework with policies and guidelines on: a) conducting a review of current practices in the UN to identify best practice; b) setting best value for money sustainability goals for its adoption where possible, noting that a number of suppliers are continuously improving their 'green' product offering; c) developing an appropriate strategy for the change; d) creating accountability in its implementation and monitoring; and e) adopting specific sustainability practices.

The policy was developed in collaboration with the FAO Climate, Energy and Tenure Division (NRC) and approved by Senior Management in connection with this strategy document (Annex II).

⁶ FAO of the UN: Summary of Internal Operations Sustainability Management Report with Emissions Reduction Strategy accessed from: www.greeningtheblue.org/sites/default/files/FAO%20Internal%20Operations%20Sustainability%20Report%20Summary_external.pdf

⁷ FAO Environmental and Social Management Guidelines, Accessed from: www.fao.org/3/a-i4413e.pdf

Concrete actions to reduce emissions

In conjunction with a Corporate Environmental Responsibility policy, there are many activities to be implemented that will result in tangible emission reductions for FAO. While over 70 related activities have been completed and accounted for over the past several years (Annex III), there are still more than 50 that have been identified to be realized within the 2015-2019 period (Annex IV). These initiatives cover many areas including energy projects, resource efficiency, procurement, and waste management, along with communication and awareness-raising campaigns.

While it is difficult to quantify all of the projects with regards to actual emission reductions and financial gains, great efforts have been made to do so for many of them. Organizational resources are generally only applied to those that meet both criteria unless the input for an activity is minimal relative to the expected environmental return on investment.

A few key activities have been selected to be included in the 2015-2019 emission reduction targets, as listed below. Some of the activities will be implemented repeatedly in consecutive years, such as energy projects in different decentralized offices (for further details and timeline, see Annex III). These projects represent relatively significant reductions in emissions along with advantageous financial return on investments – with some also addressing high priority operational issues such as adequate energy supplies in decentralized offices and/or security and safety concerns. Table 1 provides an Emissions Reduction summary based on these activities. Finally figures 3 and 4 below show the projected emissions avoided with this strategy implemented.

Key activities

Energy use reduction measures:⁸

- Windows replacements in Headquarters
- Data centre energy reduction project at Headquarters
- GHG Emissions reductions from Travel and increased support to teleconferencing

Transition from fossil-fuels to renewables:

- Solar PV installations at Headquarters and in decentralized offices
- Purchase of hybrid cars for Headquarters fleet

It is worth mentioning that while more difficult to accurately quantify and therefore not included in these key activities, great strides have been made in **procurement** and **waste management**. For example in 2014, approximately 12% of all procurement tenders at Headquarters included sustainability requirements⁹, as compared to 8% in the previous year – with target to have 20% by 2019. Moreover, through **awareness campaigns**, better printer management and continued focus on recycling and minimizing food waste, further reductions will be achieved, although not quantifiable at this time.

⁸ Energy efficiency projects at the Headquarters also often qualify for the Italian sponsored White Certificates program which provides rebates on these types of investments, allowing for further financial savings.

⁹ Among the procurement sustainability requirements: compliance with relevant environmental standards and labels (e.g. ISO-14001), mandatory use of eco-friendly products, agreed take-back schemes.

Table 1
Summary of emissions reductions using 2014 baseline (all emissions in MTCO₂E)

Emissions Reductions	tCO ₂ E	Percentage (%)
Total emissions reduction from 2008 to 2014 (prior to the strategy)	14 329	-29
Total emissions reduction from 2014 to 2019 (as a result of the enforcement of the strategy)	3 137	-9
Total emissions reduction from 2008 to 2019	17 466	-38

Figure 4. Total GHG emissions - tonnes of CO₂ Equivalent (tCO₂E)

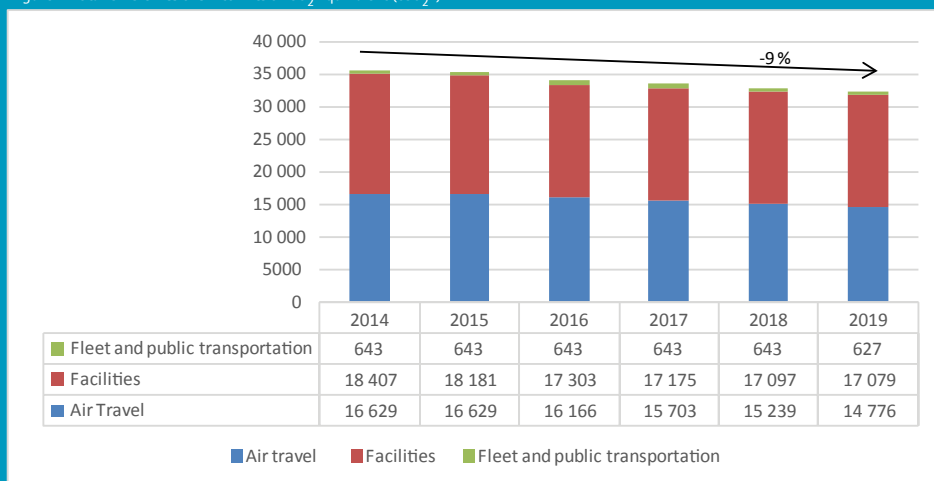
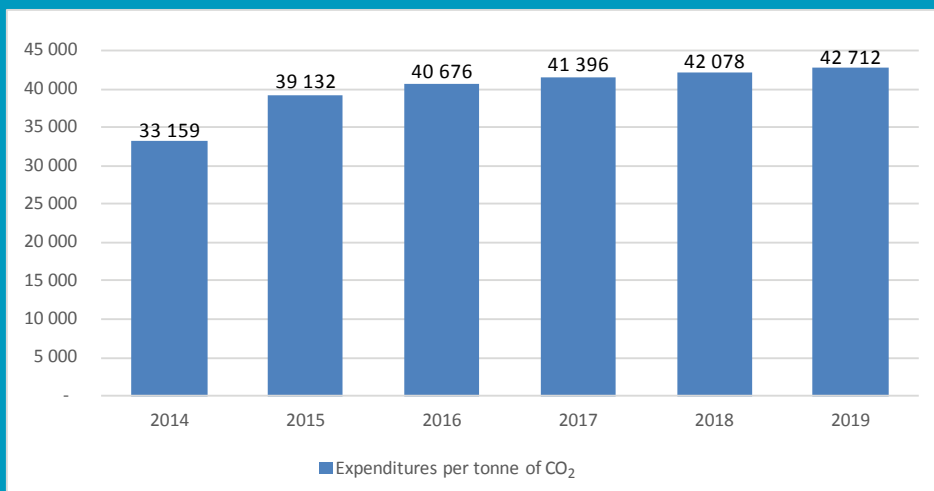


Figure 5. Projected budget expenditures vs. GHG emissions - Expenditure (USD) per tonne of CO₂ Equivalent



Offsetting

Despite the fact that significant efforts have been made in the past and shall continue going forward, it will not be possible in the near future to completely eliminate all of FAO's emissions while still effectively meeting its Strategic Objectives. For this reason, the final step towards climate neutrality is offsetting. The carbon market model has experienced initial difficulties but has now emerged as a relatively stable and effective medium for organizations worldwide to take responsibility for the environmental costs of their operations. Just as millions of public and private entities along with individuals participate in this mechanism, FAO also has the opportunity and privilege to take part in this global alliance to further assist in development projects around the world.

Minimal UN requirements have been set forth for offsets that an agency may purchase, mainly being that they should meet, at minimum, the standards defined under the Kyoto Protocol's Clean Development Mechanism (CDM) which includes projects that produce Certified Emission Reduction (CER) units. Alternatively the Organization may choose to purchase Gold Standard CERs, at a premium, which carry a higher level of monitoring and also provides more specific options for types of qualified projects.

Under this mechanism, projects are accounted for and monitored to ensure that they are real, meet additionality standards¹⁰, and actually produce the expected emissions equivalent.

In collaboration with other UN agencies, purchasing offsets has become relatively simple with various avenues available including directly through UN Framework Convention on Climate Change (UNFCCC) through other agencies that already procure them annually.

¹⁰ In order for a project to meet the CDM standards, it must not have been possible without the purchase of the offsets. This ensures additionality in that it is a new project that was brought about through the CDM scheme. Internal UN/FAO projects would not qualify for the Organization to purchase as they do not meet the additionality aspect, since they generally would have been implemented anyway and it could also create a conflict of interest. This was agreed upon by the HLCM.



Funding mechanism

Offsetting is an essential aspect of climate neutrality, but continuing to reduce emissions is the core goal of the overall approach. In order to purchase the necessary CERs to offset FAO's annual emissions as well as provide financial support for ongoing efforts towards reducing the amount needed to be purchased, USD 80 000 will be set aside each year from Corporate Services (CS) budget. This amount is based on current offsetting market prices and the anticipation that costs will rise in the coming years, after the Conference of the Parties 21 (COP21). Any leftover amount will be used for efficiency projects and other ways to reduce our environmental impact.

Through such an arrangement, FAO will become climate neutral while also continuing to reduce emissions at the actual sources. The less emissions the Organization produces, the less CERs would need to be purchased. While offsetting is essential for climate neutrality, it is important to keep in mind the goal of the model is to always decrease emissions, not just purchase offsets in place of taking action internally.

Conclusion & the way forward

With this strategy, FAO can continue to be a leader within the UN system and among other global entities while also contributing to minimizing negative environmental impacts – a motivating factor which closely aligns with the Organization's Strategic Objectives.



Annex I

Mandates and legal requirements for Environmental Management System (EMS) and environmental impact reductions in the UN and FAO

UN-wide mandates

On June 5th, 2007 (World Environment Day) UN Secretary-General Ban Ki-moon publicly stated his commitment towards the "Organization's direct contribution to global efforts to safeguard our planet and climate". In the following month on July 31st, 2007 he addressed the General Assembly and conveyed his vision of a climate neutral and more sustainable UN through a "Greening the UN" initiative. In succession, the Chief Executives Board for Coordination officially decreed their commitment towards this movement in October of the same year¹¹. Under the leadership of the United Nations Environment Programme (UNEP), several groups were therefore engaged and/or created for the purpose, namely: the UN Environment Management Group (EMG), the Sustainable United Nations (SUN) Facility, and the Issue Management Group on Sustainability Management (IMG). The Rio+20 outcome document, "The future we want," further proved such commitment from Member States to internal environmental responsibility. The document, endorsed by the General Assembly in July 2012 with A/Res/66/288 (para 96) and subsequently by the 2013 resolution A/Res/67/226 (para 15) "calls upon the United Nations system to improve the management of facilities and operations by taking into account sustainable development practices¹², building on existing

efforts and promoting cost-effectiveness, in accordance with legislative frameworks, including financial rules and regulations, while maintaining accountability to Member States"¹³.

In reference to Environmental Management Systems, in 2011 the Strategic Plan on Environmental Sustainability Management was approved by the EMG and served as a base for the work of the IMG on Environment management Systems. Later on, with the decision on "Environmental Sustainability Management in the UN System" (7-8 March 2013) the HLCM "committed to the development and implementation of environmental sustainability management systems in each organization, through a gradual, voluntary and flexible process as described in the 'Strategic plan for environmental sustainability management in the UN system', focusing on low-investment and high-return initiatives, and through mainstreaming of EMS in the programming and planning processes and increased coordination on this subject among the relevant HLCM networks"¹⁴. On 5 April 2013 In Madrid, the CEB endorsed the HLCM decision and further detailed the engagement of UN heads towards EMS¹⁵.

13 UN General Assembly Resolutions 66/288 'The future we want' and A/Res/67/226 can be accessed at: <http://sustainabledevelopment.un.org/futurewewant.html> www.un.org/ga/search/view_doc.asp?symbol=A/RES/67/226

14 <http://www.unsceb.org/content/action-environmental-sustainability-management-un-system>

15 https://www.unsceb.org/CEBPublicFiles/High-Level%20Committee%20on%20Management/Document/2013-1-ATTCHMT_1Bis-HLCM_Strategic_Plan_2013-2016.pdf

11 EMG/AM.07/06/Rev.2.

12 The 2012 GA resolution on renewable energies A/RES/67/215 (para 18) also "calls upon the Secretary-General to promote renewable energy and related sustainable practices in all United Nations facilities around the world, from within existing resources".

FAO mandates for corporate environmental responsibility

At the senior management level, FAO has not officially endorsed an official Corporate Environmental Responsibility policy so far. Nevertheless, the Organization is actively involved in mitigation and adaptation to climate change in the agriculture sector (crops, livestock, forestry, fisheries).

With the Strategic Objective 2¹⁶ "Make agriculture, forestry and fisheries more productive and sustainable, the Organization committed to "promoting evidence-based policies and practices to support highly productive agricultural sectors (crops, livestock, forestry and fisheries), while ensuring that the natural resource base does not suffer in the process."

Further stress on climate smart operations is witnessed by the Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2016-17¹⁷ which added "emphasis in certain areas, mainly nutrition and climate change." The *Environmental and Social Management Guidelines*¹⁸ have been released accordingly in 2015 in order to provide principles and safeguards standards for FAO Headquarters (HQ) and decentralized offices for the management of environmental and social risks in its strategies, policies and field projects.

The Thirty-ninth Session Conference consolidated the Organization's previous commitment to make of climate change a priority for FAO operations. In light of the 2030 Agenda and especially Sustainable Development Goal 13 "Take urgent action to combat climate change and its impacts", the Director-General affirmed that "Climate change is the second area we are proposing for greater attention in the next biennium. It has a direct impact on food security and agriculture, as you all know. [...] There is no time for pessimism with climate change. It is time for action. And FAO will do its part. Our primary concern is to help developing countries, including the SIDS, to adapt to climate change. I want to add that agriculture, including fisheries, aquaculture and forestry, also has the potential to mitigate greenhouse gas emissions. With the right policies, we can increase food security, adapt and mitigate"¹⁹.

16 www.fao.org/docrep/018/mg994e/mg994e.pdf

17 www.fao.org/3/a-mm710e.pdf

18 www.fao.org/3/a-i4413e.pdf

19 www.fao.org/3/a-mn984e.pdf

Annex II

Corporate environmental responsibility policy

FAO corporate environmental responsibility policy

Agricultural sectors are inherently dependent on climate and consequently may be negatively affected by climate change. FAO therefore dedicates a significant amount of resources towards agricultural development in areas that are often most vulnerable to climate change. By increasing efficiency and reducing unnecessary negative impacts on the environment, the Organization increases the success towards achieving its five **Strategic Objectives** established in 2013. Not only do these measures help combat climate change, they also often lead to financial savings and resiliency against external forces.

In line with the Strategic Objectives and the Environmental and Social Management Guidelines, this policy spans all of FAO's operations worldwide while primarily focusing on the Administrative areas including Facilities and Infrastructure, Travel, and Procurement. Taking into consideration the endorsement by the UN Chief Executives Board (CEB) of the *Climate Neutral United Nations* movement and the CEB commitment to implement Environmental Management Systems at the agency level, this policy commits FAO to the following principles and accountability framework.

The Organization will:

- strive to comply with the applicable guidelines related to its Corporate Environmental Responsibility activities;
- monitor and measure its impact on the environment resulting from daily operations, benchmark with other similar organizations, and set biennial targets for continuous improvement;
- actively pursue energy, water and travel efficiencies, along with reducing greenhouse gas emissions and pollution in all parts of its operations, departments and functions by periodically setting concrete and realistic targets;
- seek to reduce waste production and further improve differentiation for recycling;
- integrate environmental criteria into the procurement process where viable and in the best interests of the Organization and its stakeholders;
- strive to integrate environmental responsibility aspects into the way it organizes and conducts conferences and meetings;
- strive to become climate neutral no later than 2020 and thereafter by offsetting the emissions that cannot be reduced, via purchasing carbon credits that meet the standards of the Clean Development Mechanism (CDM) at a minimum;

- collaborate with other UN agencies to share knowledge and best practices. The Organization will also contribute to climate neutrality networks within the High-Level Committee on Management (HLCM) and the Environment Management Group (EMG); and
- systematically implement an Environmental Management System as mandated by the UN Chief Executives Board (CEB). At a minimum, this will include:
 - a document management system which monitors and tracks past, current and planned Corporate Environmental Responsibility related activities as well as progress;
 - an annual greenhouse gas (GHG) inventory of its facilities and travel (HQ and Decentralized Offices). FAO will use the same boundaries for its carbon footprint as indicated in the UN Climate Neutral Strategy and further agreed upon in the UN Environment Management Group (EMG) and;
 - an annual publication of *FAO's Corporate Environmental Responsibility Report* which includes an *Emission Reduction Strategy*.

Responsibility and accountability

The FAO Corporate Services Department (CS) will be responsible for advancing these principles and activities throughout FAO Headquarters. The Assistant Director-Generals/Regional Representatives will play a similar role within their respective regions, in collaboration with support staff from Headquarters. Specifically, they are called upon to:

- encourage offices to participate in the annual Greenhouse Gas Inventory exercise;
- encourage and support awareness-raising initiatives and participation by staff in activities that help reduce the Organization's environmental impact such as improving efficiency and waste management programmes; and
- champion best practices and initiatives that help reduce the FAO's environmental impact and simultaneously improve operational effectiveness.

While it is important that Senior Management provide the necessary leadership, each person working within FAO also bears responsibility for their actions which affect the Organization's environmental impact.

Annex III

Summary of past corporate environmental responsibility related activities

Below you will find a summary of some other projects and initiatives related to Corporate Environmental Responsibility within FAO. Many have already been completed, some are in progress, and some are planned although not necessarily confirmed for implementation. Although not displayed here, figures on environmental impacts and financial savings have been collected where possible. Efforts will continue to quantify these activities in order to further strengthen the relationship between the financial and environmental aspects of these investments.

Decentralized offices

- Installation of 12 kWp Solar PV back-up system in Eritrea (2013)
- Perform energy/efficiency audit at FAO Regional Office in Santiago, Chile (RLC) (2012)
- Paper recycling programme at FAO Regional Office in Accra, Ghana (2012)

Headquarters

- Agreement signed between FAO and the Government of Germany for the donation of a Solar Photovoltaic system for the roof of the Plenary Hall (2015)
- Installation of LED lighting and motion sensor technology in the corridors (2015)
- Installation of light sensors in all restrooms (2014)
- Installation of water sensors in newly renovated restrooms (2014)

- Substitution of lamps with LED ground floor Bldg. A entrance (2014)
- Installation of light sensors in large marble stairs area (2014)
- Replacement of 100 windows (safety and environmental) (2014)
- Increased percentage of eco-friendly stationary (2014)
- Collaboration with SUN and European Union on Sustainable Events (2014)
- Elimination of ozone-depleting refrigerants (2013)
- Inclusion of eco-friendly criteria in Dry Cleaning procurement process (2013)
- Fair trade coffee and tea in cafes/cafeteria (2013)
- Addition of 50 new parking spaces for bicycles (2013)
- Closure of the petro / car washing station (2013)
- Installation of 3rd set of doors in Bldg. D to reduce draft, therefore saving energy (2013)
- Implement waste diversification and collection centre, including better separation and monitoring (2013)
- Reduction of can sodas by installation of drink dispensers in cafeteria (2013)
- Introduction of nutritious fruit drinks dispensers in order to reduce consumption of sodas as well as the associated waste from packaging (2013)
- Substitution of 13 elevators (2013)

- Elimination of plastic utensils (only metal or bio) (2013)
- Reduction of plastic water bottles in cafeteria (2013)
- Installation of automatic hand-dryers, replacing paper towels (2013)
- Reduction of food waste leftovers (2013)
- Elimination of plastic water bottles for conferences and meetings (2013)
- Installation of energy saving lighting including solar tubes in the Bldg. B Main Dining 8th floor (2013)
- Sustainable procurement training tutorial mandatory for all procurement staff (2013)
- Bldg. C - catering storage area: substitution refrigerant cells (2013)
- Increase video-conferencing (substitute for flights sometimes) (2012)
- Substitution of 4 chillers on Bldgs. A and B, and 2 chillers on Bldg. C (2012)
- Elimination of single-use cups at Bldg. C bar by installing a dish-washer. (2012)
- Training of catering staff on proper separation of waste (2012)
- Installation of organic waste compactor (2012)
- Integration of eco-label cleaning products into cleaning contract (2012)
- Use of Eco-friendly paint products (2012)
- Integration of environmental aspects into Philippine Room renovations (2012)
- Integration of environmental aspects into Ethiopia Room renovations (2012)
- Elimination of plastic cups in all eating and vending areas (only glass, bio and PLA) (2012)
- Reduction of usable lifts during weekend from 4 to 2 (2012)
- Implementation of an energy monitoring system (2012)
- Installation of automated lighting timers in the cafeteria kitchen, kitchen hoods, and the free flow area (2012)
- Inclusion of environmental criteria in furniture purchases (procurement agreements with companies that are ISO-14001) (2011)
- Substitution of lamps in Morocco Room (2011)
- Installation of automatic timers on corridor lights in Bldgs. A, B, C and D (2010)
- Introduction of the "turn off library lights" policy (timers for nights and weekends) (2010)
- Substitution of halogen lamps with LED in the stoplights at entrances (2010)
- Installation of 10 LED lights in bar "B" (8th floor), replacing 10 light bulbs of 60 W (2010)
- Substitution of 2 elevators (2010)
- Installation of water dispensers in corridors and cafeterias (53) to help reduce plastic bottle purchases (2010)
- Substitution of plastic bags in the commissary with paper or cloth (2010)
- Installation of 174 flow reducers on washroom faucets (2010)
- Installation of two electric chargers for motor scooters (2010)
- Implementation of the "Workstation Hibernation" policy (2009)
- Integration of environmental aspects into the German Room (2006)

Annex IV

Key emission reduction activities (2015-2019)

Year	Activity	Where	Absolute emissions reduction tCO ₂ E*
2015	Lighting upgrade corridors (HQ)	HQ	225
	Lighting upgrade in decentralized office (1)	DO	22
2016	Windows replacement (n. 140)	HQ	1.4
	Data centre energy reduction project	HQ	121
	Solar PV installation building A	HQ	56
	Solar water heating	HQ	446
	Solar PV installation in a decentralized office (1)	DO	10
	Lighting upgrade in decentralized office (2)	DO	22
	Purchase of electric cars for HQ fleet	HQ	6
	1% GHG emissions from travel	ALL	463
2017	Windows replacement (n.40)	HQ	0.4
	Lighting upgrade offices	HQ	109
	Solar PV installation in a decentralized office (2)	DO	5
	Lighting upgrade in decentralized office (3)	DO	10
	Further 1% GHG emissions from travel	ALL	446
2018	Windows replacement (n.40)	HQ	0.4
	Solar PV installation building D	HQ	60
	Solar PV installation in a decentralized office (3)	DO	5
	Lighting upgrade in decentralized office (4)	DO	10
	Further 1% GHG emissions from travel	ALL	463
2019	Windows replacement (n.40)	HQ	0.4
	Solar PV installation in a decentralized office (4)	DO	5
	Lighting upgrade in decentralized office (5)	DO	10
	Further 1% GHG emissions from travel	ALL	463
		TOT	2 960

*All figures are calculated estimates. Amounts are in tonnes of CO₂ Equivalent (CO₂E).



