

C4O
CITIES

C4O ENVIRONMENTAL POLICY

For Staff



SUMMARY OF RECOMMENDATIONS FOR STAFF

STAFF TRAVEL

1. C40 employees should avoid air travel if at all possible. All C40 employees take responsibility to weigh the purpose and outcomes of their planned travel against the resulting carbon emissions. When booking flights is unavoidable, employees must be able to justify the choice, demonstrate lower emission options were not available, and that travel is necessary.

2. As the majority of air travel emissions at C40 come from long-haul flights they should be avoided in particular

3. For short-haul journeys C40 employees should use low-emission transport alternatives (e.g. train, bus, ferry) wherever feasible.

4. When flying is necessary, staff should, other than in exceptional circumstances, fly economy class and choose direct, low-emission routes and airlines.

5. C40 employees should also use low-emission options for local travel (e.g. avoiding taxis and walking, or using a bicycle, bike share and public transport where available).

EVENTS

6. C40 employees should only travel to events, either those hosted by C40 or by external organisations, if their presence is absolutely necessary. All C40 employees take responsibility to weigh the purpose and outcomes of their presence at events against the resulting carbon emissions.

7. When organising events, and selecting contractors or partners for events, C40 should use environmentally conscious companies and adopt sustainable practices.

FOOD

8. When ordering food for C40 events, staff should only use C40 funds for vegetarian and vegan, and mainly locally sourced food.

9. C40 employees should only expense vegetarian and vegan food when travelling for C40 business. It is, of course, everyone's individual right to choose what they eat, but C40 will only reimburse staff for vegetarian and vegan meals.

WAST

10. C40 employees should reduce waste, not just recycle. During working hours C40 staff should use take reasonable steps to ensure they can avoid consumption of single use items, for example, carrying a reusable water bottle or coffee cup.

11. C40 is a paperless organisation. C40 employees should only print documents if absolutely necessary.

FOREWORD

C40's mission is focused on ensuring global temperature rise does not exceed 1.5°C – as science dictates is necessary to prevent catastrophic climate change. We achieve this by supporting our cities to take bold, meaningful and sustainable action to reduce their greenhouse gas emissions, and so shift global markets and demonstrate that it is possible to achieve thriving, zero carbon communities. Therefore, as a global climate change organization, we have a responsibility to provide similar leadership in regard to the emissions associated with our own work. While the carbon footprint of C40 staff is small when compared to the scale of our achievements, we must hold ourselves to the highest possible standards in reducing our impact on the climate.

The nature of C40's work, connecting more than 90 cities across 21 time zones, requires significant international travel by our staff. Events that C40 hosts and that we participate in around the world help raise the bar for global climate ambition. Yet, it is crucial for our credibility as an organization, that C40 makes every effort to work in the least environmentally harmful way possible.

Thank you to the C40 staff who have championed this initiative. I am proud that the team at C40 has stepped up and challenged us as an organization to lead by example. The world is watching us, and thanks to the recommendations detailed in this policy every C40 colleague can help us to be the change we want to see in the world.

Mark Watts, Executive Director,
C40 Cities Climate Leadership Group

C40 ENVIRONMENTAL POLICY

The work of C40 has rapidly expanded over the past decade. The number of C40 staff has grown year on year and our global reach now extends to 94 cities. Similarly, the number of workshops and events that C40 hosts or participates in has expanded. Therefore, the environmental impact of C40's work, and the greenhouse gas emissions generated by our efforts has also gone up.

The C40 Environmental Policy has been the result of a bottom-up, staff-led effort over 18 months, with contributions from employees across the organisation. The aim of the policy is to measure, understand and act to reduce the operational carbon footprint of C40 as an organisation. The C40 Environmental Policy consists of a series of recommendations designed to inform decision making by C40 staff. By encouraging colleagues to consider the climate impact of every decision, the C40 Environmental Policy aims to create an organisational culture that pursues the lowest possible emissions option needed to deliver on any given objective and outcome.

The C40 Environmental Policy is continuously reviewed, updated and improved based on suggestions from our employees and informed by leading external organisations and experts. We will also evaluate and report on the outcomes following the implementation of the policy.

2. RECOMMENDATIONS FOR STAFF

This Environmental Policy aims to give recommendations and guidelines to staff – in the areas of travel, events, food, and waste – in order to reduce C40's own operational carbon footprint. The following **implementable actions** have been determined by extensive review to hold the best potential for **staff-led** reduction of the environmental impact of C40's work.

Please note that this version of the Policy is for internal use only

A. Staff Travel

Flights have by far the highest carbon footprint of all of C40's activities. The primary aim of C40's Environmental Policy is to reduce the environmental impact of staff travel and avoid air travel whenever possible. However, some air travel will be necessary for C40 to deliver its mission. As such, the following actions should be taken:

1. C40 employees should avoid air travel if at all possible. All C40 employees take responsibility to weigh the purpose and outcomes of their planned travel against the resulting carbon emissions. When booking flights is unavoidable, employees must be able to justify the choice, demonstrate lower emission options were not available, and that travel is necessary.

2. As the majority of air travel emissions at C40 come from long-haul flights they should be avoided in particular

Each individual staff member has the responsibility to reduce the number of flights they take, and only travel for work trips which are absolutely necessary. The first question C40 staff have to ask themselves is: **is this trip I am about to book absolutely necessary?** Each trip C40 staff take, whether by plane, bus, train or car, leaves a mark on the environment. To truly reduce the impact that C40 staff travel has on the environment, each employee should consider whether or not they should make that trip.

Before arranging any travel, all C40 employees must consider both the carbon impact together with their line manager, to ensure appropriate decisions are made on the necessity of flying. Always consider:

- Can you justify the trip? Is it essential to travel in-person, or can the same outcome be achieved through a call or video conference?
- Could someone locally or closer to the destination reasonably deliver the same outcome?
- Can you combine your travels with a trip to other to another city or in same region which planned later in the year?

C40's investments in Slack and Zoom as the company's internal conferencing/ communication system allows for real time meetings to take place without the added emissions of travel. C40 will continuously look into ways to improve those technological communication systems in order to reduce staff travel (and also workshop travel for city delegates/experts).

Please keep in mind:

→ **Especially inter-office flights** – between London, New York City, Paris, Copenhagen, Rio and Beijing - **should be limited as much as possible.** While C40 recognises that meeting colleagues in person is valuable, travelling by plane to an internal meeting should be kept to a minimum and only be made in exceptional circumstances.

→ **Limiting speaking at external conferences.** Travelling only for 2-3h speaking roles at an external conference will need to be carefully considered and will need extra approval from the Director of your team.

→ **Team meetings/retreats** must always be planned at locations where the **fewest participants will need to fly to.** The Director of Corporate Services will need to sign off team retreat locations.

→ To **enhance cross C40 coordination, the Master Tracker google sheet** should always be updated and consulted when planning any personal travel to try to as much as possible combine with other colleagues' work trips.

All (air) travel needs to be approved by your line manager.

A formal but simple sign-off procedure of travel will be introduced. The signed approval form also need to be attached to CONCUR expense reporting.

Before booking each flight, there has to be a discussion with your line manager on whether air travel is essential, or if it could be avoided. For some C40 teams, all travel approvals will have to be done by the Management Team member. Line managers also should make clear that staff do not have to travel for career progression purposes.

Travel budgets will be reviewed on a yearly basis, and potentially limited.

Travel budgets are being evaluated on a yearly basis by the Management Team with the ambition to further limit travel per team/per role if necessary. However, as some carbon friendly travel options can be more expensive, the travel budgets will be kept more flexible. In the case a team has not used all the allocated travel budget by the end of a year, the remaining team's budget can be used for the team's training and development, or for a social occasion. → see 'Incentives' below.

All travel must be booked through C40's travel agent.

Booking via Key Travel (online or via travel agents) ensures that we can more easily track the carbon footprint of C40. As outlined also in C40's UK and Global Travel and Expense policy, C40 does not currently have a mechanism for tracking the carbon footprint (only expense report) of travel not booked through our travel agent. It is therefore crucial that all staff use Key Travel for all travel bookings.

3. For short-haul journeys C40 employees should use low-emission transport alternatives (e.g. train, bus, ferry) wherever feasible.

As the emissions of train journeys are considerably lower¹ than flying, trains should always be the preferred travel options within countries and continents. As examples, the following journeys should be made by train where possible (and family caring responsibilities allow):

- London <-> Paris, Amsterdam, Rotterdam, Bonn, (Copenhagen, Barcelona, Berlin)
- Paris <-> London, Amsterdam, Barcelona, Rotterdam, Bonn, (Copenhagen, Milan)
- NYC <-> Washington DC, Philadelphia, Boston (Toronto, Montreal)

Please refer to these webpages to look up suitable train routes, which KeyTravel can then book for you via their travel agents: Europe (loco2.com/thetrainline.com /bahn.com) US (amtrak.com).

Please share your train journey experiences and tips and tricks on the Slack channel #greengroup

There are several **incentives** being introduced to encourage staff to fly less and use carbon friendly travel options:

- In the case a team has not used all the allocated travel budget by the end of a year, the remaining team's budget can be used for the **team's training and development**, or for a social occasion.
- **Additional TOIL** given to compensate for longer journey times if, for example, staff travel by train.
- Introducing annual **STAFF AWARD** for most sustainable/creative travel which will be announced at the Christmas Party.

4. When flying is necessary, staff should, other than in exceptional circumstances, fly economy class and choose direct, low-emission routes and airlines.

Business / First class flights have a much higher carbon emissions than Economy class, due to the additional floor space which could carry additional economy passengers². **All staff flights should be Economy class,**

¹Trains vs. Planes: What's the real costs of travel?', Deutsche Welle, 2018: <https://www.dw.com/en/trains-vs-planes-whats-the-real-cost-of-travel/a-45209552>

² 'Calculating the Carbon Footprint from Different Classes of Air Travel', World Bank 2013: <http://documents.worldbank.org/curated/en/141851468168853188/pdf/WPS6471.pdf>

except in exceptional/specific circumstances, and with pre-approval from the Director of Corporate Services (in line with the Travel and Expenses Policy).

As a comparison, a London-New York City return flight emits approx. 0.8 t CO₂ in economy class, 1.4 t CO₂ in premium economy and 2.6 t CO₂ in business class³, which is roughly the same level of emissions as the average person in the EU does by heating their home for a whole year⁴.

Please keep in mind:

→ As **direct flights** have lower emissions than travelling with multiple stop-overs, always give preference to direct flights, if budget allows.

→ There are also several **airlines** that have been recognised for their green initiatives and for using more **efficient aircrafts** or carbon off-setting. See [here](#) for a preliminary C40 Green Team research summary on that topic, which will be extended with the help of KeyTravel.

5. C40 employees should also use low-emission options for local travel (e.g. avoiding taxis and walking, or using a bicycle, bike share and public transport where available).

Hotels:

Always consider hotels first which have good environmental standards, i.e. have published environmental policies or are part of different green hotel rating systems (e.g. Earth Check, Green Globe, Green Key, Sustainable Travel international). The Green Team will be working with Key Travel to establish a list of hotel recommendations in C40 cities with good sustainability credentials. The travel agents will then always give you those hotel options first. As those recommendations are unfortunately not available through the online Key Travel booking system, the list will then also be shared through Slack.

Metro/taxi:

Public transportation should also be the first travel choice when travelling within a city. In the majority of C40 cities, public transportation systems are well established, easy to use, cheaper and the most environmentally friendly travel option. With the help of Google Maps, the best journey routes are often easy to find and to navigate.

Only in exceptional circumstances, e.g. arriving at the airport during the night or for safety reasons, taxis or Ubers can be used. In cases when using taxis & Ubers is unavoidable, always try to travel together with colleagues (car-pooling) when travelling to/from airport or events.

Using taxis & Ubers in your hometown should not be claimed on expenses if public transport is available (except when arriving/departing at night time, or when traveling with heavy work/event-related baggage).

Please keep in mind:

When travelling to a C40 city, check out the [Logistics packs](#) for all previous C40 workshops and events that have been hosted already in this city. They contain lots of useful information about ground travel options, hotel and restaurant recommendations.

GHG emissions of flights will be recorded and should be presented regularly in teams to raise awareness.

³ According to DEFRA 2017 conversion factors, <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017>

⁴ EU Commission 'Reducing emissions from aviation' https://ec.europa.eu/clima/policies/transport/aviation_en

Each team must have a discussion and develop a team strategy on how flights can be avoided in upcoming months (e.g. round-robin/google doc of who travels where within team/or wider C40).

Further awareness raising measures:

- Using [slack channel #green group](#) to share options to privately off-set emissions, info on public transportation options in cities, tips for emission reductions in personal life
- Report on C40-wide flight emissions regularly on [All-staff-call](#)
- Optional: **Off-setting-event**: Having an (annual) office/team social that is a direct environmental action. (e.g. planting trees or cleaning up/recycling area from a natural space). Consideration: costs need to be managed locally (as part of team retreats) unless there is training budget/unspent travel budget available.

Carbon off-setting:

As an organisation, C40 recognises that the work we do aims to have a large and long-lasting impact in reducing GHG emissions, and that to achieve this, some international travel is necessary and, consequently, justified. However, C40 also recognises that the organisation should still seek to minimise this travel wherever possible therefore making our work as 'carbon-efficient' as possible and promoting our stance on reducing our environmental impacts wherever possible.

Therefore, to compensate for unavoidable flights taken by staff, C40 will seek to trial a carbon offset system in 2019 that is pragmatic, financially sensible and in line with the both the requirements of our funders and the goals of the organisation.

B. Events

Environmental sustainability must be among the primary considerations when planning and executing C40 events. All aspects of the event planning phases must be carefully examined to minimise environmental impact. C40 employees should reflect on personal choices at events and advocate for sustainable practices to all attendees to set an example.

Please see [here](#) for the **Green Workshop Policy**, which has been developed for Global Initiatives workshops in 2016. It has lots of recommendations and examples of how to reduce the carbon impact when planning for C40 workshops.

6. C40 employees should only travel to events, either those hosted by C40 or by external organisations, if their presence is absolutely necessary. All C40 employees take responsibility to weigh the purpose and outcomes of their presence at events against the resulting carbon emissions.

Staff attendance at events should be dictated by contributions to the event staff plan with clear on-the-ground roles. Event staff plans (for summits, workshops, side events etc) should be reviewed by the relevant senior manager or management team member with consideration to:

- A preference for local staff
- Each staff member attending having a justifiable role at the event
- Combination of roles to minimise partial responsibilities e.g. one person chaperoning several guests, or facilitation help also overseeing logistics

Please keep in mind:

→ If you plan to attend a C40 event, **please inform the C40 Events team** to be included in the official staffing plan

→ Unless under extraordinary circumstances (e.g. strategic funder networking), which should be documented and approved in the event staff plan, staff should **not travel for C40 events purely for networking** or gaining experience.

→ Similarly, allocation of C40 staff to speak at external events should be limited to **local or regional staff**, unless a specialist background or focus is required.

→ Always **give preference to local (same region) C40 staff** to attend events and workshop to reduce flight emissions. All staff should be flexible in taking on roles and responsibilities outside of their normal job description, to assist with the event/workshop.

→ For C40 workshops, the ideal ratio of staff/city delegates should be no more than 4/15. If more staff will attend the workshop, it needs to be signed off by the Director of the team.

7. When organising events, and selecting contractors or partners for events, C40 should use environmentally conscious companies and adopt sustainable practices.

The environmental impact of C40's events can be reduced by contracting production companies who operate in-line with C40's core principles e.g. **use of recycled materials (for banners, stage, name tags etc.), low power consumption, use of local suppliers etc.** Additionally, C40 should order event materials from local suppliers and work with their local contacts in the city or event venue to ensure a secondary use for these items. C40 has a responsibility for event materials beyond the day(s) of the event itself and should act where possible to prevent these items going to land-fill.

Consideration: Off-setting emissions of individual workshops/events

While all efforts should be taken to deliver low-carbon events and workshops, city hosts may want to deliver a 'carbon-neutral' event and purchase carbon credits to compensate for emissions from the event that could not be reduced. In such case, workshop managers should work with the city, venue and accommodation provider to estimate the emissions from the workshop, relying, as much as possible, on actual data (e.g. energy consumption, distance travelled). A series of calculators have been developed and are available online to calculate emissions from events and many offset providers can also provide assistance on this. To the extent possible, workshop managers should ensure the environmental integrity of any credits purchased. In some cases, where a city host may want to prioritise local offset providers to enhance benefits in the region, the environmental integrity criteria may be applied differently, often due to the high costs involved in project verification and auditing. In these cases, workshop managers should still ensure that offset providers are transparent about the approaches used.

As an example, for a M&P workshop in Durban in 2018, C40 measured the impact of the workshop in terms of 1) travel (flights and on-road transportation), 2) venue and 3) food, and worked with the Municipality to select a local community offset project to invest in. C40 bought 66.83t CO₂e in carbon credits (~500 USD) on the voluntary carbon market through the Credible Carbon Registry, after working with the offset provider to understand how the environmental integrity principles outlined in the Carbon Neutral Protocol for Cities were applied (independently audited, real, additional, permanent, unambiguously owned and listed on a public register). The project was independently audited by Urban Earth.

C. Catering & Food

Adopting a vegetarian or vegan diet is the single most effective individual action to reduce one's environmental impact. It not only reduces greenhouse gas emissions, but also loss of biodiversity, air and water pollution whilst promoting more sustainable land use.

8. When ordering food for C40 events, staff should only use C40 funds for vegetarian and vegan, and mainly locally sourced food.

This includes team retreats, workshops, events, and conferences. For events in cities where C40 has an office, please consult the existing list of vendors. When working with other cities or external partners, C40 employees are expected to clearly communicate and uphold the policy. At times, there may be cultural or otherwise sensitive situations at events that require employees to purchase non-vegetarian catering. This is considered an exception to the policy and should not become the norm.

C40 does recognise that in some host cities/regions, a vegetarian-only menu can be difficult to implement. In those exceptional circumstances, please keep in mind:

- As a minimum, beef, lamb or goat should always be avoided due to their high resource use and environmental impacts (chicken or seafood menu options preferred)
- At least 1 out of 3 dinners/lunches should be vegetarian
- Focus on locally sourced ingredients

The provision of vegetarian/vegan food at workshops and events should be clearly **communicated in the pre-workshop survey (where vegetarian is listed as the default option) and logistics packs, as well as at the beginning of a workshop/event** to raise awareness of the reasons supporting this decision. Menu cards, as shown in Figure 1, can be produced to showcase the positive emissions impact of vegetarian menus.

Moreover, C40 employees should work with any caterer to ensure minimal food and packaging waste. Similarly, **no plastic (water) bottles** should be used during any event.

WHAT WE EAT MATTERS!

Food systems are responsible for nearly 30% of global greenhouse gas emissions. Research shows that a shift towards a plant-based diet, like today's lunch, can deliver delicious carbon savings. If every American added one meat-free meal per week, it would be equivalent of taking more than 5 million cars off our roads.

Your serving of this meal represents roughly 0.9kg of CO₂e. An equivalent steak dinner would be 6kg; chicken would be 3kg; lamb would be 8kg; and fish would be 1.75kg.

As you enjoy your meal, please know that surplus food from today's lunch will be safely recovered by Food Runners to feed people in need, and food scraps will be collected and turned into nutrient-rich compost - a natural fertilizer - to help grow fruits and vegetables in local Bay Area farms. Learn more about what C40 cities are doing on food at c40.org/networks/food_systems

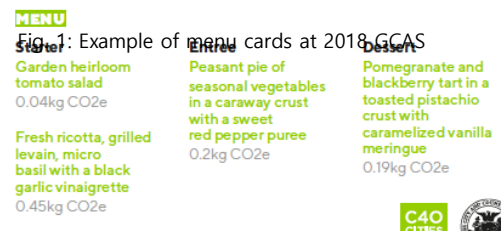


Fig. 1: Example of menu cards at 2018 GCAS

9. C40 employees should only expense vegetarian and vegan food when travelling for C40 business. It is, of course, everyone's individual right to choose what they eat, but C40 will only reimburse staff for vegetarian and vegan meals.

The same recommendations and minimum standards apply as above.

At times, there may be cultural or otherwise sensitive situations that require employees to purchase non-vegetarian food. This is considered an exception to the policy and should not become the norm. C40 will review the adoption of this advice when carrying any checks on employees' expenses and may enforce this policy in the future. C40 relies on staff to be personally responsible in how they spend C40's money when travelling, including on food. This policy does not make any judgements on how staff spend their own **personal funds** with relation to food when travelling.

D. Office Waste Reduction

Recycling is not a substitute for reducing waste in the first place. Therefore, C40 employees must reduce waste as a top priority: when working in C40 offices and travelling for C40, single-use items should be avoided and reusable items should be used instead.

10. C40 employees should reduce waste, not just recycle. During working hours C40 staff should use take reasonable steps to ensure they can avoid consumption of single use items, for example, carrying a reusable water bottle or coffee cup.

In order to reduce waste, staff should only bring and use reusable cups and cutlery when working in C40 offices. This applies primarily to C40 staff located in London and New York, but also to those working from other offices including Paris, Copenhagen, Singapore, and Beijing. **Recycling is not a substitute for reducing waste in the first place**; avoid using single-use plastic or paper items such as coffee cups, bags, bottles, straws or containers. If unavoidable, strive to only use recyclable items.

If a member of the staff has to use a disposable item (although it should be avoided), they should make sure that it gets disposed of in the correct bin (i.e. dispose of cups only in the cup bins, as otherwise they won't get recycled with the 'mixed recycling' system).

11. C40 is a paperless organisation. C40 employees should only print documents if absolutely necessary.

C40 offices should be paperless. This means avoiding the use of paper for editing documents, note-taking, to-do lists, etc. Staff already have access to Evernote and other online Apps to take notes for meetings and create lists and will not be provided with C40 notebooks.

Documents should only be printed if absolutely necessary, and for the use of external meetings. If unavoidable, **print documents on both sides** and in black and white, to reduce the use of paper and ink. When documents are no longer needed, use the paper as **scrap paper** rather than immediately recycling it.

APPENDIX 1 – METHODOLOGY

The following gives a brief summary of the process taken to develop this Environmental Policy. The work has been led by an internal working group, the 'Green Team'. The Green Team collected C40 staff flights data for 2016, 2017 and 2018 to gain a snapshot of the organisation's flight emissions. Different data sources (Tzell, Key Travel, finance report) with different emission calculation methodologies, were standardised and analysed.

It is important to keep in mind, that in the 2017 data for more than 1/3 of total bookings made could not be included in this analysis as these flights were not booked through one of C40's travel agents.

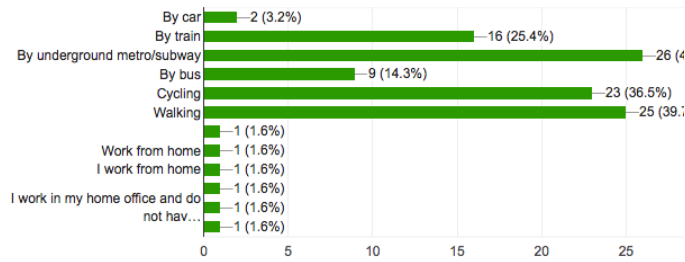
The Green Team also started an internal staff survey in 2018 to find out about staff's environmental behaviours. 63 staff members responded to the survey, of which:

- 77% believe that C40 does not provide sufficient information on-eco-friendly travel options.

- 8 colleagues (13%) take part in personal financial offsetting, 29 (49%) take initiative in reducing their personal/travel footprint, and 27 (45%) do none of the above.
- When staff based outside the C40 main offices were asked: "Do you feel you need to travel more frequently, as you are not based with colleagues on a day to day basis?", 60% (of the 22 responses to this question) answered with "No".
- The majority of staff use public transportation, walks or cycles to work, see below.
- More than half of the staff based in a Bloomberg office use a coffee cup more than 3 times per week, see below.

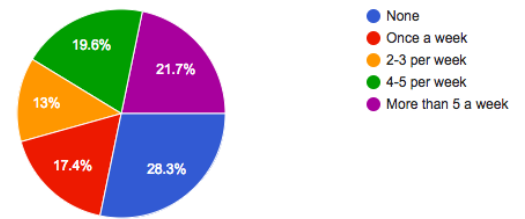
7. How do you travel to work? (tick all that apply)

63 responses



12. If you are stationed at a Bloomberg office, on average, how many coffee cups offered in Bloomberg facilities are you using?

46 responses



The Green Team also organised several staff consultation calls in 2018, where approx. 30 colleagues participated to brainstorm ways to reduce flights, and to give input to the development of this Environmental Policy. The policy draft was then also reviewed and approved by the Management Team.