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SUSTAINABLE DEVELOPMENT AT THE ICRC

ANNUAL REPORT

2014

November 2015

ICRC

Navigation buttons

HIGHLIGHTS

2014 REPORT

This is the ICRC's third sustainable development annual report. It provides an update on progress made in 2014 on the organization's Framework for Sustainable Development, which was adopted in 2011.

- One key highlight in 2014 was the development of new tools for data collection and analysis. Quantitative indicators on energy, water and paper consumption now show the environmental impact at the regional level by taking into account the local availability of these resources.

- In addition, new indicators were created regarding the social and economic dimensions of sustainable development.

In 2014, more and more ICRC units, divisions and delegations expressed an interest in the issue of sustainable development. The number of delegations working on sustainability increased from 11 to 14, with more than 100 staff members agreeing to get involved. These volunteers work in various units and divisions. They spend one to two hours per month studying, developing and promoting sustainable practices. This small amount of time makes a big difference.

Several innovative ways of using natural resources or managing waste were successfully tested and put into place at the delegations. These initiatives, which were done in partnership with academic institutions and private-sector companies, are described in this report.

The time is now ripe for mainstreaming a sustainability policy at the ICRC. Effective indicators have been developed and can be used as management tools at the delegations. Many ICRC field staff already participating in the process wish to go further.

However, mainstreaming sustainable development within the organization means changing a number of processes. The potential impact of these changes needs to be mapped out by each department, and an action plan aimed at mitigating these impacts should be defined for the next four years.

Macedonian Red Cross youth volunteers
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CONTENTS

INTRODUCTION

BUILDING

a meaningful sustainable development strategy within the institution

Implementing sustainable development practices at the ICRC is a long-term process. It started in September 2011 with the adoption of the Framework for Sustainable Development, which sets forth the principles by which the organization aims to work in an environmentally, economically and socially responsible way.

In 2014, the implementation of the ICRC's sustainability policy was taken to the next level. We improved data collection and environmental analyses and made progress in terms of the technology and know-how necessary for implementing sustainable development projects. We conducted studies on various environmental topics at the ICRC and shared the methodology and results widely within the organization. Topics included LED lighting and waste management, along with a life-cycle analysis of goods and services provided by the ICRC.

When implementing sustainability projects, specific expertise is very often necessary. For this reason we developed partnerships with universities, such as the Swiss Federal Institute of Technology (EPFL), as well as with private companies.

The format of this annual report shows we practice what we preach: we created a digital – rather than paper-based – publication that is designed for screen-based reading. It is not meant to be printed. The digital version features interactivity and smart navigation, which allow readers to switch quickly and easily between chapters and sections of the report.

PROGRESS IN 2014

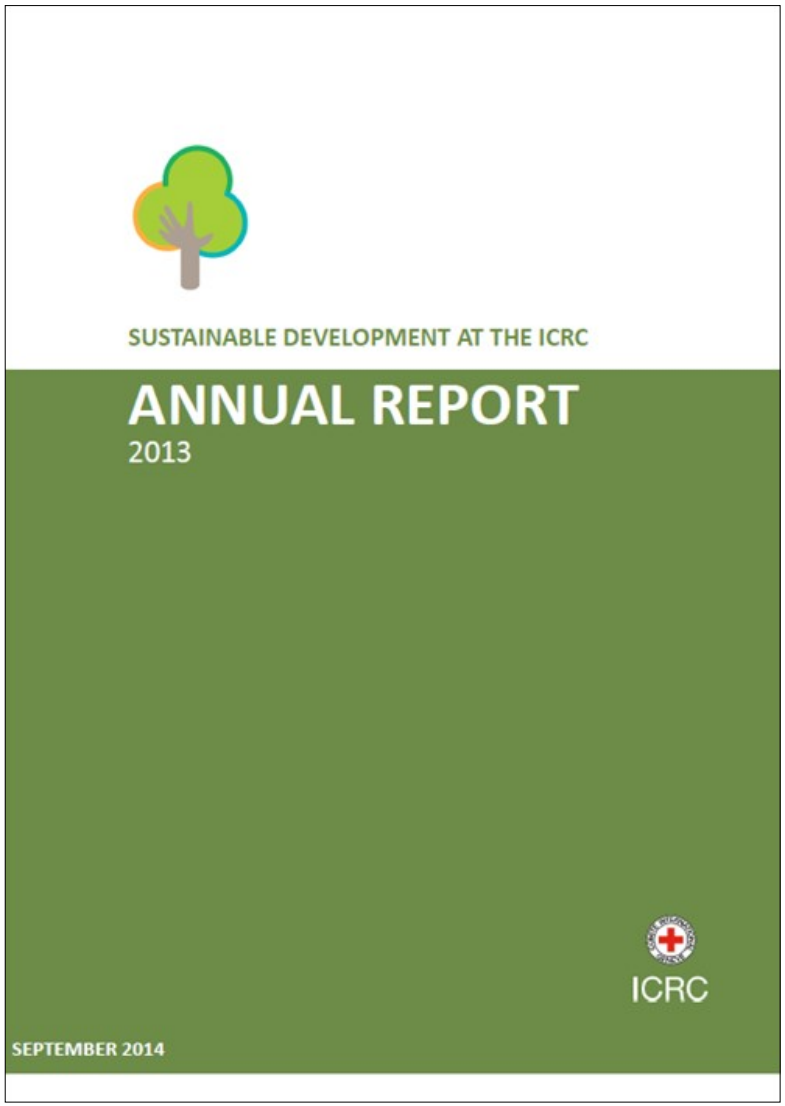
This year's report builds on the recommendations made in last year's report. This continuity allows the ICRC to constantly improve its sustainable development approach. The report begins by describing the various indicators used to gauge the delegations' environmental footprint and explaining how regional differences are taken into account. Additional social and economic indicators that were developed in 2014 are then discussed.

Finally, the various initiatives taken in favour of sustainable development at the ICRC are illustrated. The annexes contain delegation profiles, highlighting the three dimensions of sustainable development (environment, social, economic).

The report closes with the way forward for mainstreaming sustainable development throughout the organization.

The reporting approach

Sustainable development is a multidisciplinary issue. An effort was therefore made in this report to avoid duplicating the reporting work of other ICRC departments. On the social aspects, for a full picture of this and related initiatives, please refer to the ICRC's Bi-Annual Gender and Diversity report and the annual report of the ombuds office. The primary reference document for financial matters is described in the document "Les états financiers".



RECOMMENDATIONS

FROM THE 2013 REPORT

> **The Plan of Action becomes a management tool for ICRC delegations.**

> **Delegations are able to provide data for sustainable development indicators.**

> **Key indicators in the environmental, social and economic domains allow the management to monitor progress towards sustainable development.**

> **Further mainstream the sustainable development approach within the ICRC.**

RECOMMENDATIONS

Recommendation 1

By 2018, the Plan of Action, which is written by the sustainable development group, becomes a management tool in all delegations. Its implementation is accepted and supported by the management.

Achievements:

The ICRC aims to reduce the main contributors to environmental degradation at its delegations. It has developed a number of environmental indicators that are calculated using resource-consumption figures provided by the delegations.

Delegations input this data in a database, which is then extracted by the sustainable development data manager based in Nairobi. The figures are analysed with the Energostat[1] software program, which produces delegation-specific scores and the ICRC-wide benchmarks. This analysis is then sent back to the delegations participating in the sustainable development programme.

Each of these delegations has a sustainable development group, made up of ICRC staff who volunteer for the group. They analyse the results and draft an action plan for the delegation.

The action plan describes the environmental strategy aimed at mitigating the delegation's impact on the environment. In 2014, seven delegations drafted action plans.

[1] The energostat.ch management tool is an energy-accounting solution developed by the Energo Association, which aims to reduce energy consumption in buildings. Energo is supported by the Swiss Federal Office of Energy (SFOE) as part of the SuisseEnergie (Switzerland Energy) programme. It works with building operators to help them save energy and pursue energy-efficiency policies.

Energostat.ch makes it possible to track and analyse the consumption of multiple energy carriers (gas, fuel oil, electricity and water) and the emission of waste by a building or a group of buildings.

Recommendation 2

As of 1 January 2015, all delegations are able to provide the necessary data for the sustainable development indicators.

What you can't measure, you cannot manage. And what you can't manage, you cannot change!

Achievements:

Beginning in January 2015, all ICRC delegations are required to input figures on their energy, water and paper consumption into a database every month. The data are extracted and analysed by the data manager in Nairobi, who then sends the results – including the delegation's scores and the ICRC-wide benchmarks – back to those delegations participating in the sustainable development programme. There, the delegation's sustainable development group, made up of ICRC staff members, reviews the analysis and seeks to identify ways to improve the delegation's performance.

The entire process requires raw data to be entered into the database. All delegations are now required to provide these data, even if not all delegations are participating in the sustainable development programme at this point.

The fact that data for non-participating delegations are being inputted will make it easy for those delegations to join the sustainable development programme in the future.

Because the actual impact of water and energy use varies from one region to the next, a new methodology that takes into account regional differences when calculating the environmental indicators has been developed.

Recommendations 1 and 2 have a direct impact on the ICRC's ability to monitor its environmental footprint. They will be further discussed in Chapter 1.

RECOMMENDATIONS

Recommendation 3

Key environmental, social and economic indicators allow the ICRC's management to monitor progress towards sustainable development. A single dashboard gives an overview of different databases that can help in decision making.

Achievements:

Creation of a single dashboard for a broad overview

The annexes to this report contain environmental, social and economic indicators for each delegation. The indicators usefully summarize these three areas of sustainable development at the delegations.

If one or more of these areas is weak, then the whole system is imperilled. For example, the overall effectiveness of the aid delivered by a delegation with a large budget (economic impact) and a very sophisticated programme (which can have potential environmental impacts) may be undermined by a lack of experienced staff (social impact).

But indicators alone do not tell the whole story. They have to be carefully analysed and reviewed at delegation level by field officers and managers. The goal must be to detect problems and weaknesses in any area that could affect other areas and, ultimately, the entire system.

Recommendation 4

Further mainstream the sustainable development approach in the ICRC's *modus operandi* in activities where the potential impact is significant.

Achievements:

In 2014, the ICRC partnered with universities, private companies and governmental bodies to carry out studies on waste management and energy use at ICRC delegations. The goal was to further mainstream the sustainable development approach across the organization.

In addition, best practices in the area of sustainable development were documented over the course of the year. These will be used to develop standard approaches to implementing the organization’s activities and programmes. Some of these initiatives and best practices, including ethical purchasing, waste management and energy use, are discussed in this report.

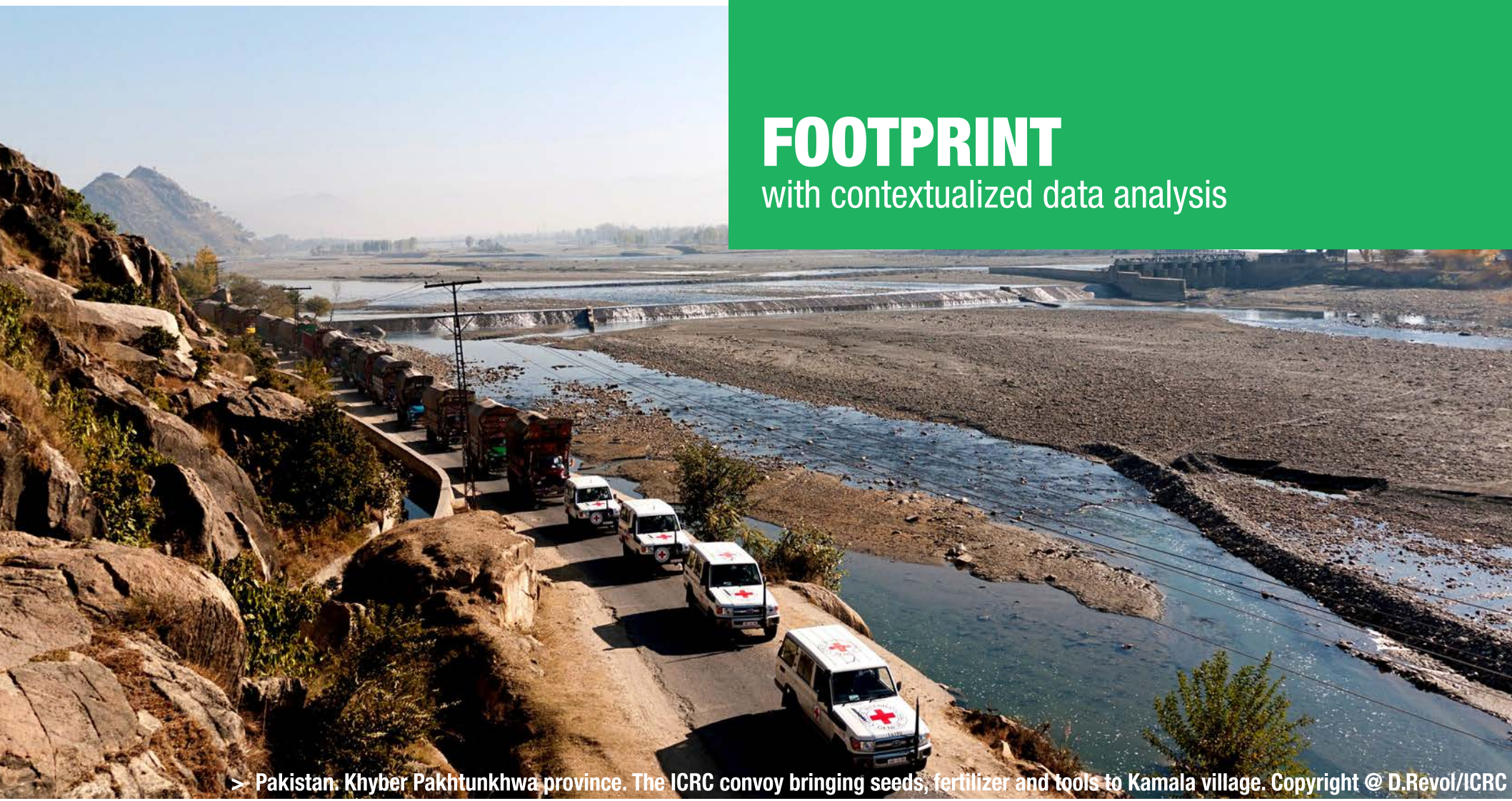
Analytical tools such as life cycle assessments (LCAs) have helped identify activities at the delegations with the greatest environmental impact. In addition, Energostat software is used to track and assess the energy consumption and waste production of buildings or groups of buildings at the delegations and at HQ.

Presentations on the ICRC’s sustainable development strategy have been made regularly to ICRC units and divisions as well as to external audiences. The first sustainable development seminar for the volunteer staff members at the delegations has also been held.

ENVIRONMENTAL DIMENSION

FOOTPRINT

with contextualized data analysis



> Pakistan. Khyber Pakhtunkhwa province. The ICRC convoy bringing seeds, fertilizer and tools to Kamala village. Copyright @ D.Revol/ICRC

> Description of environmental indicators

> Contextualizing the environmental indicators

ENVIRONMENTAL INDICATORS

INDICATORS

Energy Use

There is a close link between the use of energy and the ICRC's operational activities. The delegation's environmental footprint is shaped largely by the efficiency of the building envelopes and the choice of energy sources. Currently, the main sources of energy used at ICRC delegations throughout the world are electricity, fuel and gas. The organization is attempting to minimize its environmental impact by shifting to cleaner energy sources. Some innovative projects related to the use of solar energy are currently under discussion.

> Methodology for collecting data on energy use

The energy performance of a given delegation is calculated by adding together the various types of energy consumed at each site, weighted by their primary energy factor.

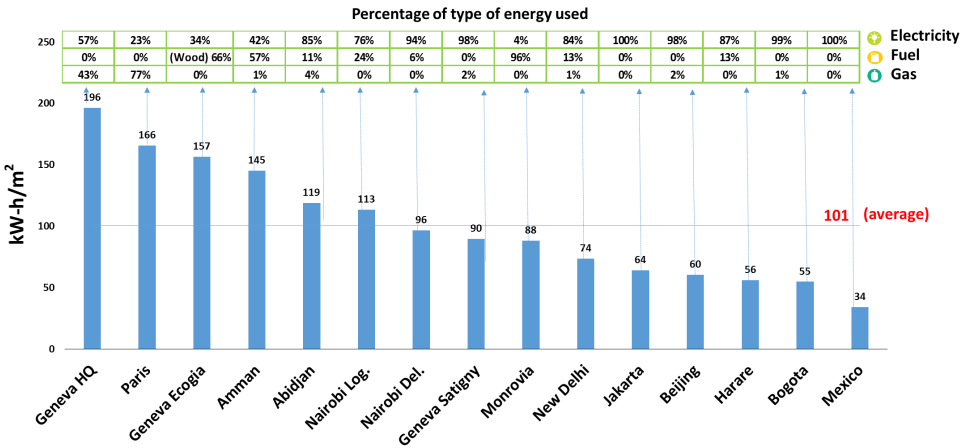
Energy use at 14 participating delegations and HQ is assessed in this report. The data collected relate exclusively to ICRC buildings at the delegations and HQ and come from electricity, fuel and gas bills covering the period between 1 January 2014 and 31 December 2014.

> Energy consumption per square meter in 2014

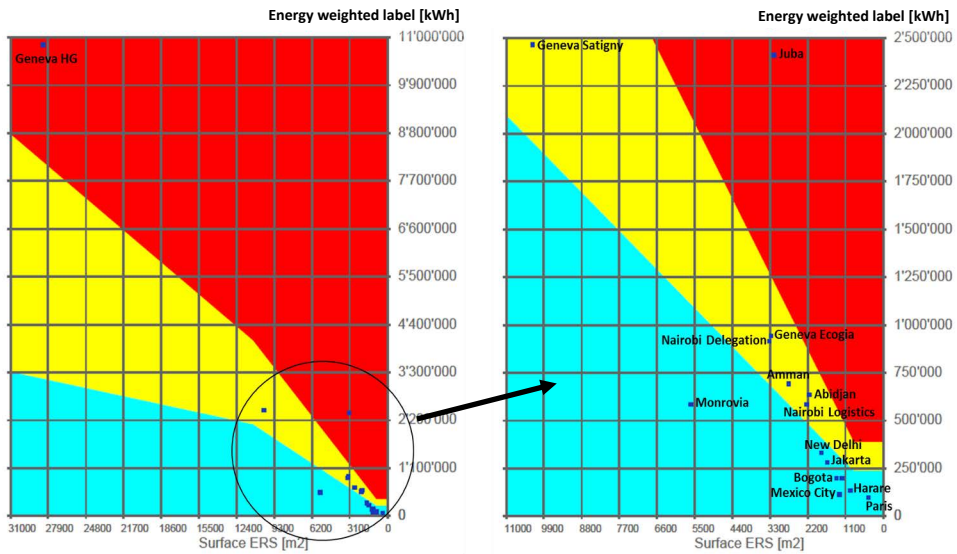
Calculating energy use per unit area of the building's floorplan makes it possible to compare results among buildings of different sizes. Average energy consumption at the ICRC is 100 kWh/m^2.

The graph below shows energy consumption at the ICRC delegations (including the ICRC's three sites in Geneva) and the breakdown by energy source. The training centre Ecogia in Geneva is the only site that gets some of its energy from wood.

Total energy consumption per M^2 2014 (without Juba)



> Energy benchmark*



* Energostat benchmark.

ENVIRONMENTAL INDICATORS

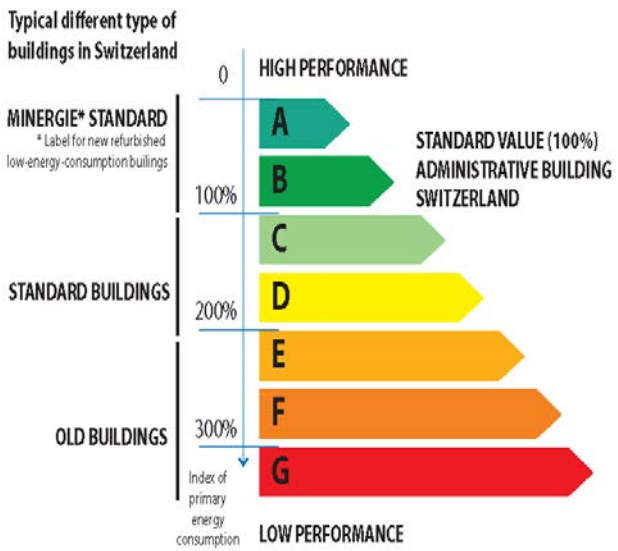
INDICATORS

The benchmark (shown on page 9), which looks at all delegations together, takes the surface area of the building's floorplan into consideration. The graph plots the energy consumption of ICRC delegations in kWh (y-axis) relative to the surface area of their buildings in square meters (x-axis).

The different colours represent different levels of performance: blue is good, yellow is average and red is poor. The different colours also suggest how easily improvements can be made: in the blue area, significant reductions in energy consumption are difficult to achieve; in the yellow area, reductions are feasible; and in the red area, reductions are quite easily achieved.

> Swiss Energy certificate

The Swiss energy certificate (see figure) evaluates the energy performance of buildings. This is based on both the efficiency of the building envelope and the quantity of energy necessary for a standard building. The building's energy requirements are ranked on a scale going from A ('high energy performance') to G ('low energy performance').



The energy performance of the delegations is evaluated against the Swiss standard .

When the energy certificate indicates F or G, the recommendation is to seek expert advice on how to make improvements.

The methodology uses the Swiss energy mix as the standard, as this allows for comparison among delegations.

However the delegations' environmental footprint[2] varies when the energy mix of the countries in which they are working is taken into account. For more, see the chapter on improving the indicator methodology.

Energy performance of the delegations

Delegation	Index of primary energy consumption	Rating
Mexico City	85%	B
Monrovia	63%	B
Beijing	134%	C
Bogota	125%	C
Harare	130%	C
Jakarta	141%	C
New Dehli	149%	C
Paris	177%	D
Abidjan	243%	E
Geneva Satigny	204%	E
Nairobi Delegation	209%	E
Geneva Ecogia	207%	E
Amman	271%	F
Nairobi Logistics	274%	F
Geneva HQ	331%	G
Juba	496%	G

[2] Each delegation's environmental footprint once regional factors are taken into account is shown in the individual delegation profiles in the annexes.

ENVIRONMENTAL INDICATORS

INDICATORS

Water Use

Clean freshwater is becoming increasingly scarce. The systematic effort to monitor and improve the efficiency of water use is directly linked to the cost of consumption. Monitoring water withdrawal is also important in order to detect potential leaks, overconsumption or misuse.

> Methodology for collecting data on water use

The total volume (Lt) of water withdrawn at a given delegation includes water acquired from the following sources: boreholes, the municipal water supply and water that is brought in by truck.

Information on water withdrawal comes from water meters and water bills covering the period between 1 January 2014 and 31 December 2014. The total volume is divided by 365 days and by the total number of employees on record at 31 December 2014.

Water use at 14 participating delegations and HQ is assessed in this report. Data collected relate exclusively to ICRC buildings at the delegations and at HQ.

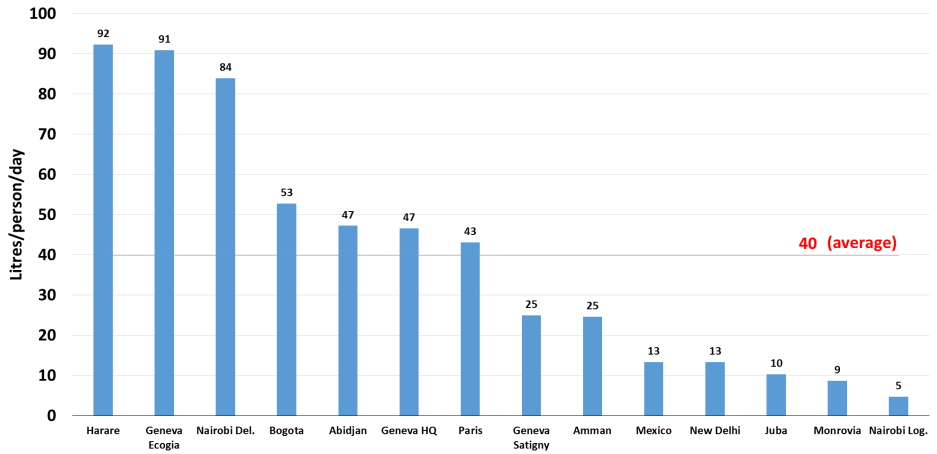
> Water consumption per person-day in 2014

This graph (above right) is an overview of water consumption at ICRC delegations in 2014. Average water consumption is 40 liters per person per day. This indicator is analysed using raw data, i.e. data that are not controlled for the various types of use. The presence of car-washing facilities or a garden, for example, could help account for a high level of water consumption at a given delegation. Water-use analyses are done by the sustainable development groups at delegation level.

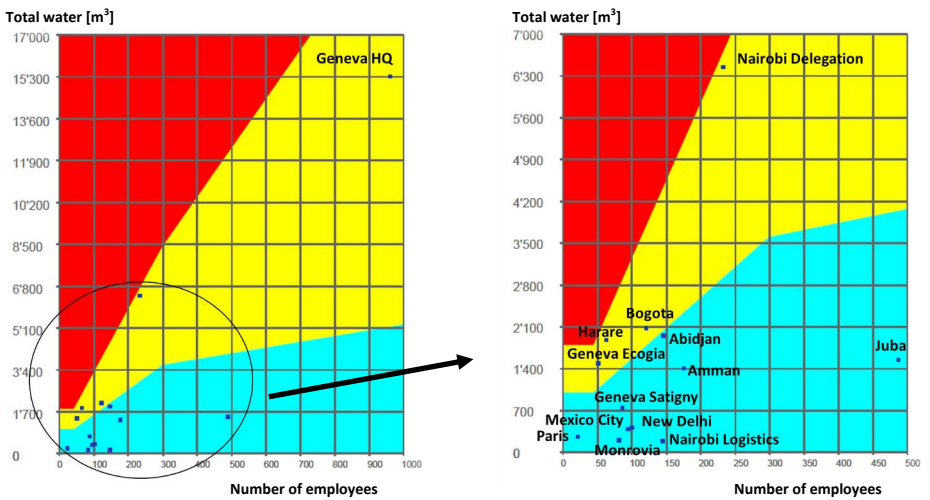
The methodology is developed using the Swiss standard. However, the delegations' environmental footprint[3] varies when the use of water in the countries in which they are working is taken into account. For more, see the chapter on improving the indicator methodology.

[3] Each delegation's environmental footprint once regional factors are taken into account is shown in the individual delegation profiles in the annexes.

Water consumption per person per day (2014)



> Water Benchmark*



* Energostat benchmark.

ENVIRONMENTAL INDICATORS

INDICATORS

Waste

Waste-related data are used to measure the level of effort and progress the organization has made in the areas of waste reduction and management. From a financial perspective, cutting down on waste translates into lowers costs through the more efficient use of resources and reduced processing and disposal needs.

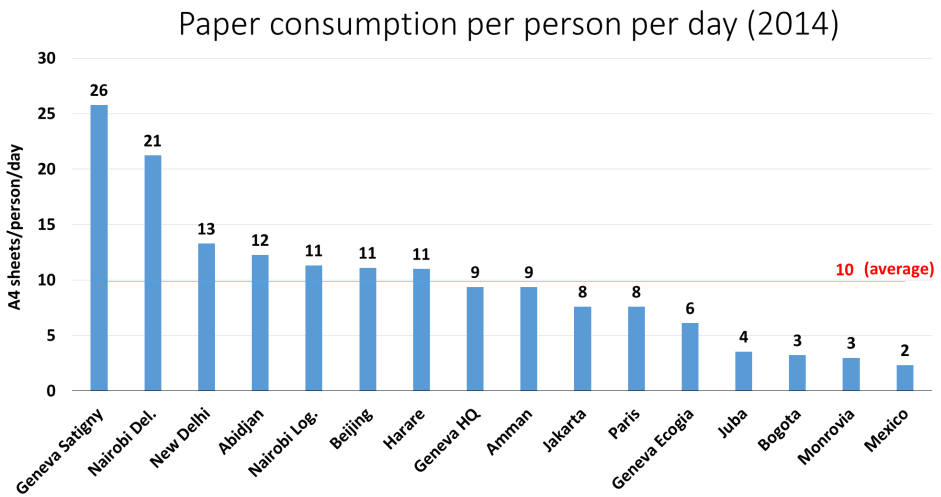
The amount of waste produced in a given delegation is difficult to quantify. A qualitative indicator has therefore been developed, which assesses the management of both hazardous and non-hazardous waste at delegations. This qualitative indicator describes whether a given category of waste is recycled, stored or not recycled.

> Paper consumption

A quantitative indicator has been developed for paper consumption. It is measured in terms of employee-days and shows the number of pages of A4 paper purchased by the delegation in 2014. This figure is divided by 365 days and then by the total number of employees on record at 31 December 2014.

The amount of paper used in the delegations depends on a number of different factors. Nairobi, for instance, organizes a large number of regional seminars for staff from other delegations; the Logistics Centre handles a high volume of purchase orders; and some temporary staff members are not included in the calculations.

All these factors can help explain a high level of paper consumption. These analyses are done by the sustainable development groups at delegation level.



> Methodology for collecting data on paper consumption

Paper consumption at participating delegations and HQ is assessed in this report. The data collected relate exclusively to ICRC buildings at the delegations and at HQ and come from invoices covering the period between 1 January 2014 and 31 December 2014.

ENVIRONMENTAL INDICATORS

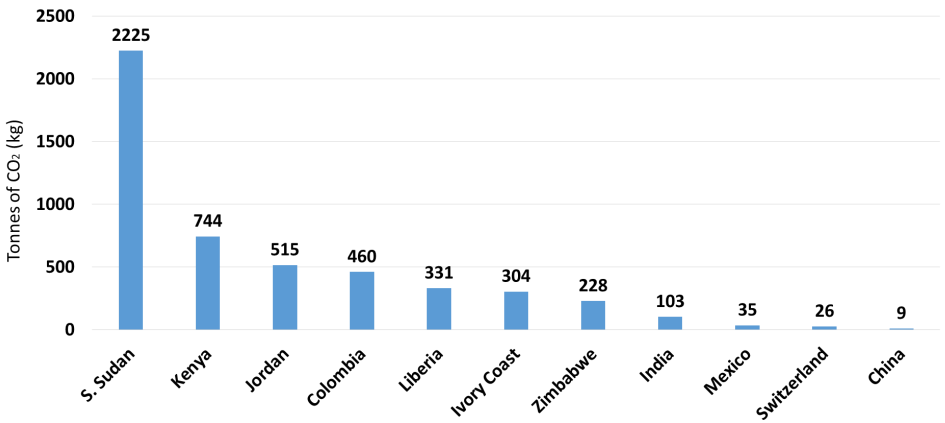
INDICATORS

> CO_2 emissions

Carbon dioxide ($C0_2$) is a toxic gas that is an important factor of the greenhouse effect and, consequently, of climate change. This indicator measures the $C0_2$ emissions from ICRC vehicles and generators in use in a given country over an entire year. A detailed breakdown of vehicles and generators at each site is also given.

It should be noted that the bigger the size of the vehicle fleet, the larger its potential $C0_2$ production, garage waste and the amount of water needed to wash the vehicles. It is the responsibility of the fleet managers to mitigate these impacts.

CO_2 emissions by country (2014)



These data include all vehicles in the country and not only the ones linked to the delegation.

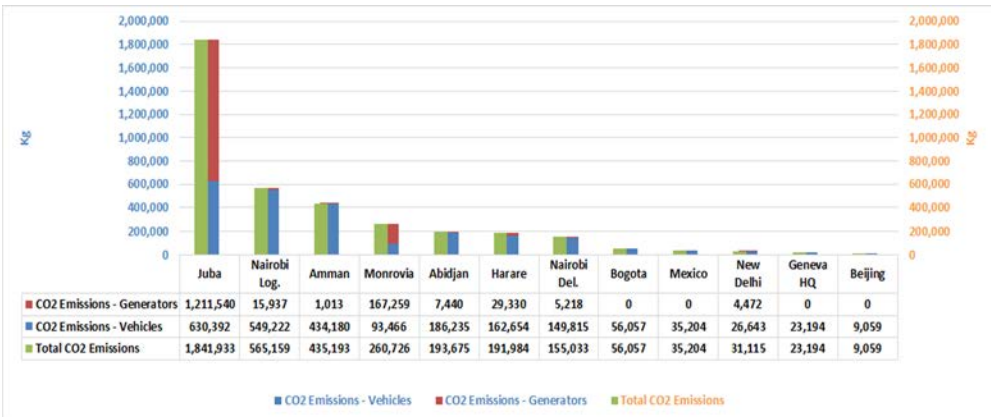
> Methodology for collecting data on CO_2 emissions

$C0_2$ emissions are calculated by finding the total amount of fuel consumed for each vehicle and generator, and multiplying this by a defined factor[4] to get the number of kilograms of CO_2 generated per litre.

The vehicles and generators taken into account include only those that are owned by the ICRC and were actively used in the countries in question in 2014. Vehicles and generators that were rented or that do not belong to the ICRC, along with stock vehicles, were not included in the calculations.

The Paris delegation was excluded from this analysis, as it does not have any vehicles or generators.

CO_2 emissions from generators versus vehicles (2014)



	Juba	Nairobi Log.	Amman	Monrovia	Abidjan	Harare	Nairobi DeL	Bogota	Mexico	New Delhi	Geneva HQ	Beijing
CO2 Emissions - Generators	1,211,540	15,937	1,013	167,259	7,440	29,330	5,218	0	0	4,472	0	0
CO2 Emissions - Vehicles	630,392	549,222	434,180	93,466	186,235	162,654	149,815	56,057	35,204	26,643	23,194	9,059
Total CO2 Emissions	1,841,933	565,159	435,193	260,726	193,675	191,984	155,033	56,057	35,204	31,115	23,194	9,059

[4] This factor is 2.8 for vehicles that use petrol and 2.662 for vehicles and generators that use diesel. For more information please visit: http://www.viacombi.eu/fr/.

METHODOLOGY

Refining the indicators

In accordance with its Framework for Sustainable Development, the ICRC continues to improve the indicators that measure the organization's use of energy, water and paper, its waste production and its CO_2 emissions. These indicators are designed to monitor the environmental footprint left by the ICRC's operational and support activities.

In the ICRC's first two annual reports on its work under the Framework, these indicators were based on a Swiss standard. This posed no particular problem regarding paper consumption, waste production and CO_2 emissions, which have almost the same impact in every country. This is not the case, however, when it comes to energy and water consumption.

The challenge was therefore to take into account regional differences between delegations when calculating their energy and water use. The ICRC, working with the engineering firm ENVI Concept, developed the following methodology for this purpose. This methodology is used to calculate the environmental footprints of delegations shown in annexes.

Contextualizing the energy & water indicators

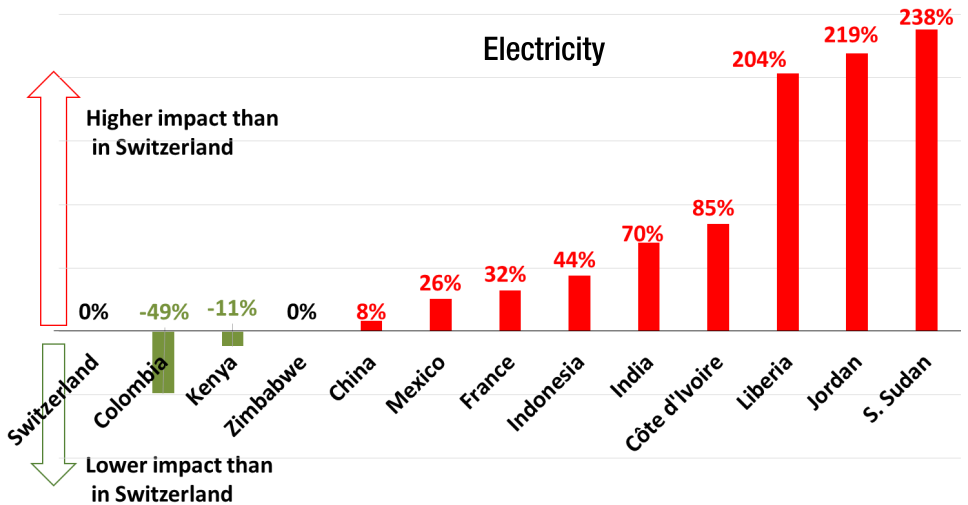
> Energy consumption

In the different regions where the ICRC works, sources of primary energy used for the production of electricity – fossil fuels, renewable energy, nuclear power, etc. – vary significantly from one country to the next. Energy consumption in countries where the energy mix is primarily composed of fossil fuels has a much higher impact on the environment (owing mainly to the CO_2 emissions).

The measurements used to assess the impact of the ICRC's various delegations on the environment were in some cases overly general. The ICRC achieved greater precision by factoring regional differences into the methodology employed to calculate the delegations' energy-related indicators.

CONTEXTUALIZING THE ENVIRONMENTAL INDICATORS

The various indicators are turned into standardized scores by applying the IMPACT 2002+ calculation methodology to data from the Ecoinvent database.[5] The figure below provides sample results.



A score in the green area indicates that energy consumption does not have a major impact on the environment, since the energy mix is composed mainly of clean (i.e. renewable) sources of primary energy.

On the contrary, scores in the red area mean that energy consumption in the country in question has a high impact on the environment because the energy mix is composed primarily of dirty sources of primary energy (fossil fuels).

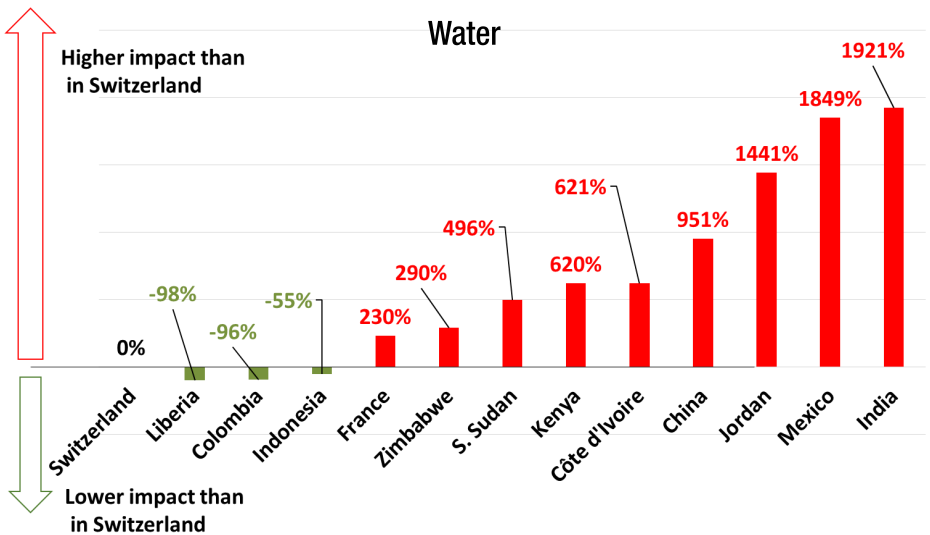
These differences are taken into account in the calculation of the delegation's footprint in the annexes section of the report.

[5] This database was developed by the Swiss Federal Institute of Technology in Lausanne (EPFL).

METHODOLOGY

> Water use

Consuming one litre of water in a dry region does not have the same environmental impact as consuming one litre of water where the supply is abundant. The ICRC has a new indicator that assesses the delegations' environmental footprint in terms of both water use and water availability. The water indicator is calculated using the method developed by Hoekstra et al. (2012), which takes into account the use of this resource and its availability in the country in question.



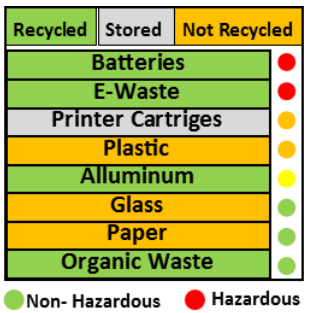
The score will be in the green area in countries where rainfalls are abundant and water use is not excessive (i.e. industrial, agricultural and domestic consumption). The score will be in the red area when this is not the case. These differences are taken into account in the calculation of the delegation's footprint in the annexes section of the report.

Calculating the waste-management indicator

At delegation level, waste management is assessed by virtue of a qualitative indicator based on how the delegation handles various categories of waste (whether they are recycled, stored or not recycled).

CONTEXTUALIZING THE ENVIRONMENTAL INDICATORS

Quantitative indicator



Values for calculating quantitative indicator

Type of waste	Recycled	Stored	Not recycled
Batteries	1	2	10
E-Waste	1	2	10
Printer cartridges	1	3	9
Plastic	1	3	9
Aluminium	1	3	6
Glass	1	3	3
Paper	1	3	3
Organic Waste	1	2	2

In order to convert this into a quantitative indicator, a value is assigned to each waste category depending on how the waste is processed or managed. The values take into account the hazard level, i.e. the risk to health and the environment, as well as the benefit from recycling.

A total of eight different types of waste are assessed. The sum of the values indicates how well the delegation manages its waste. The lower the score, the better the delegation manages its waste.

Calculating the overall environmental footprint

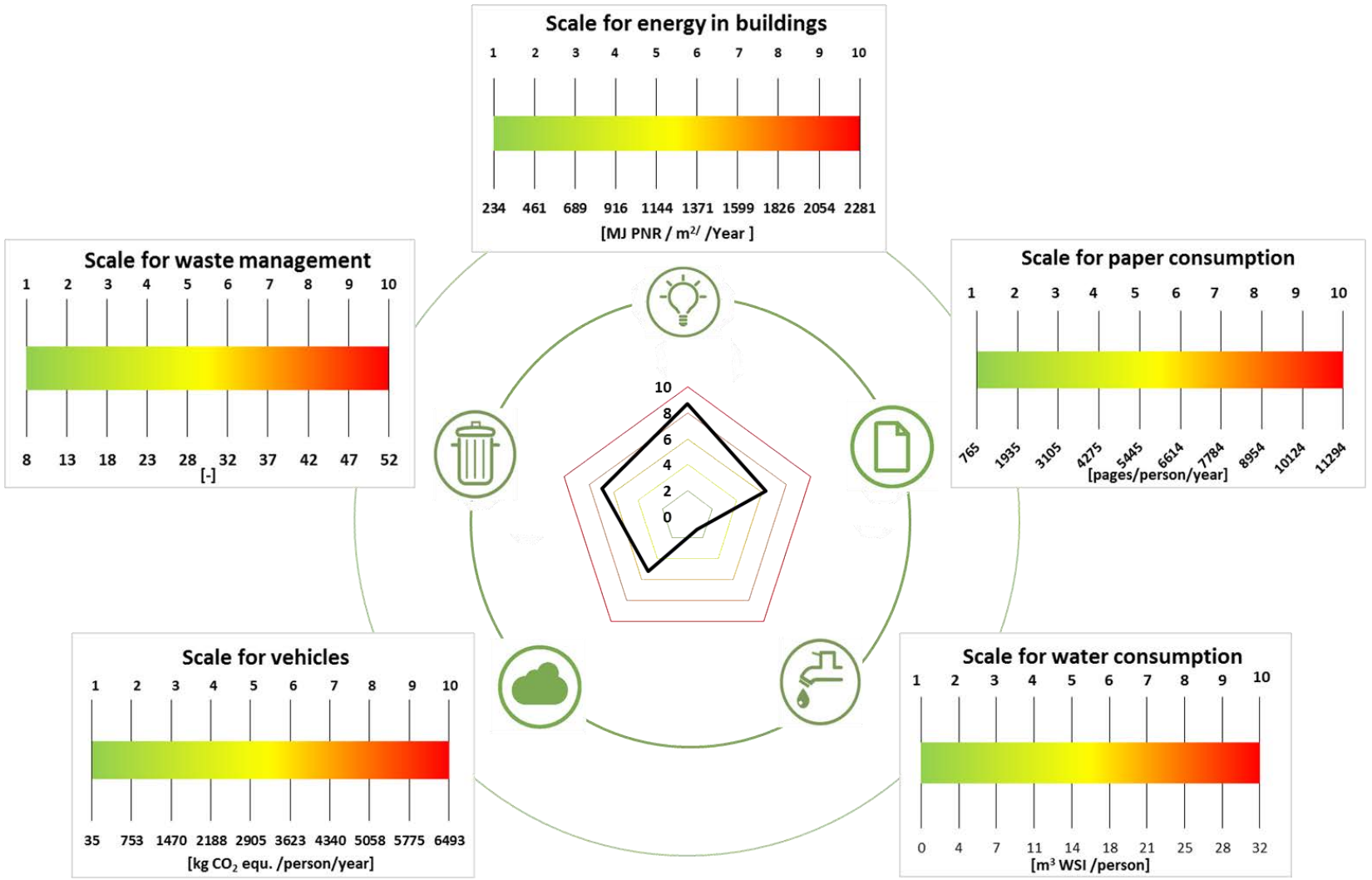
To visualize and assess the overall environmental footprint of each of the ICRC's delegations, the various indicator values are rated on a scale from 1 to 10. For each indicator, the number 1 is given to the lowest value in the ICRC's data set and the number 10 to the highest value in the data set.[6] For example, the lowest paper consumption at ICRC delegations[7] is around 635 pages/person/year, and so number 1 on the scale corresponds to this figure. The highest paper consumption at ICRC delegations is around 7,000 pages/person/year, and so number 10 on the scale is made to correspond to this figure.

[6] This '1-10' scale represents the standard values for the normal use of resources. If no resources are used, the number will be 0, while if resources are significantly overused, the number can exceed 10.

[7] We refer here to the 14 ICRC delegations that are participating in the sustainable development approach.

GLOBAL ENVIRONMENTAL FOOTPRINT

METHODOLOGY



The black line on the cobweb graph shows the global footprint of a given delegation in view of its water, paper, and energy consumption, waste-management system, and CO_2 emissions.

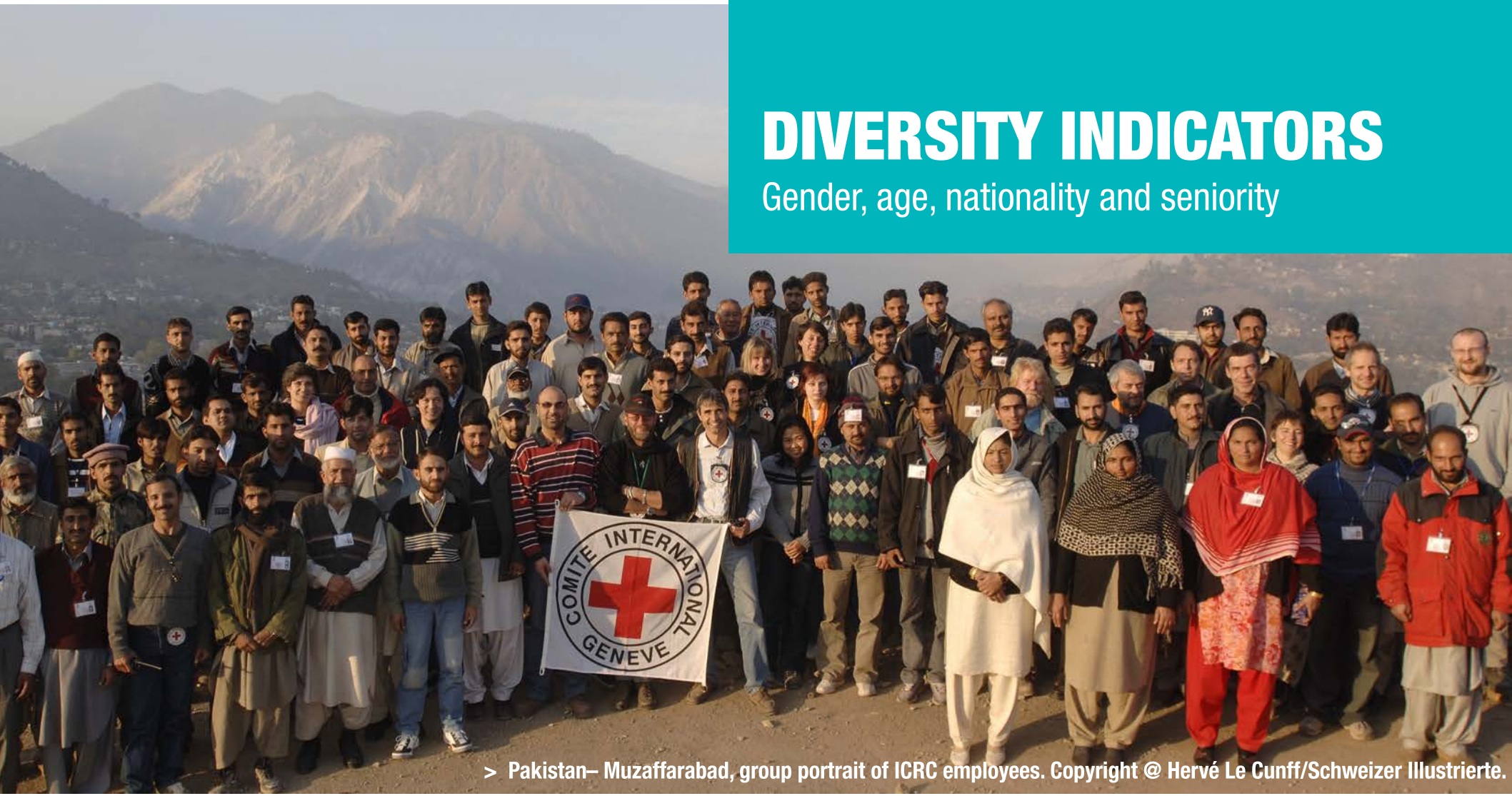
The closer the black line is to the centre, the lower the impact on the environment. In general terms, the larger the area within the black line, the greater the delegation's environmental footprint.

This '1-10' scale represents the standard values for the normal use of resources. If no resources are used, the number will be 0, while if resources are significantly overused, the number can exceed 10.

SOCIAL DIMENSION

DIVERSITY INDICATORS

Gender, age, nationality and seniority



> Pakistan– Muzaffarabad, group portrait of ICRC employees. Copyright @ Hervé Le Cunff/Schweizer Illustrierte.

> In addition to gender, three new diversity-related indicators are now calculated: age, nationality and seniority.

SOCIAL DIMENSION

INDICATORS

Introduction

The ICRC's ability to carry out its humanitarian work effectively and in accordance with the principles of sustainable development depends first and foremost on the dedication of its staff members. The organization has included social dimensions in its sustainable development framework out of concern for how its work affects its human capital, beneficiaries and suppliers, as well as the local, regional and international communities in which the organization is active. The ICRC wishes to be a socially responsible partner for all internal and external stakeholders.

In addition to the gender-balance indicator, which was introduced in last year's report, three new social indicators related to staff diversity were developed in 2014. They concern age, seniority and nationality. These indicators demonstrate the diversity of the ICRC's workforce, which is itself a reflection of the diversity of contexts where humanitarian operations are taking place.

For the ICRC, respect for diversity means managing its staff in a strategic, non-discriminatory and inclusive way. Effectively integrating diversity in the organization's HR management strengthens the organization's performance, innovation and quality of service, both internally and externally. It is for this reason that the ICRC strives to create an inclusive culture in which each individual is valued, different styles and mind sets are encouraged, and diverse talents are put to good use.

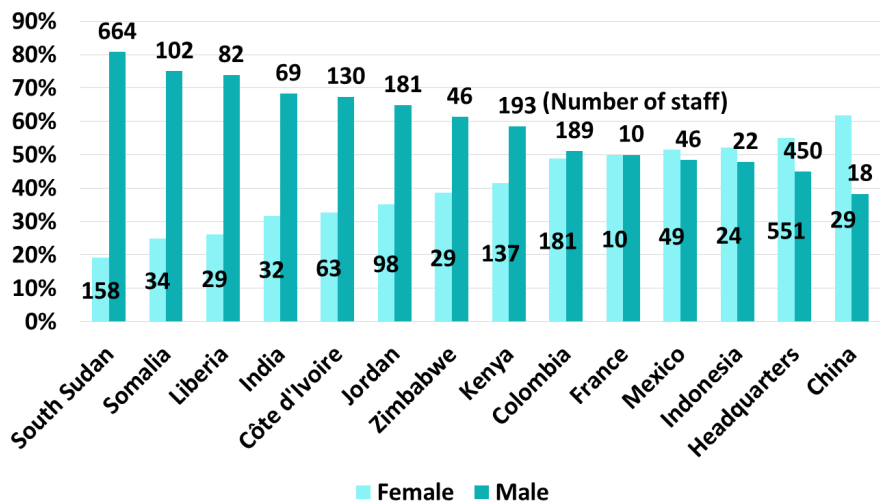
In line with the ICRC's Sustainable Development Framework, additional social indicators will be included in next year's report.

Gender indicator

> Gender breakdown by delegation and HQ

Gender equality contributes to an effective workforce. Time and again, the ICRC's gender mix has proven essential to the organization's ability to meet the needs of people affected by armed conflict or other situations of violence. It improves the ICRC's access and proximity in complex situations: the organization has a better understanding of victims' specific needs, it is able to more easily reach out to various networks and circles of influence, and its teams are better able to find complementary approaches and styles when working together.

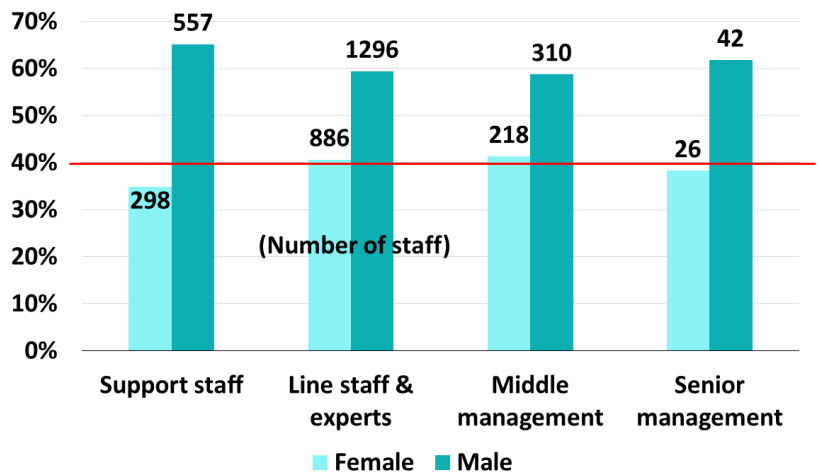
Figures from the 14 delegations represented in this report along with HQ show that the most gender balance is found in France, Indonesia, Mexico and Colombia. Women are particularly well represented in China (62%) and at HQ (55%), while the opposite is true in South Sudan (19%) and Somalia (25%). Cultural and social norms account for some of these differences.



SOCIAL DIMENSION

INDICATORS

> Gender breakdown by managerial position by delegation and HQ



In line with the principles of sustainable development, the ICRC strives to provide an equal and fair working environment in which both genders are equally represented in all functions and at all levels. In 2006, the Directorate adopted a Gender Equality Policy for its staff and set the target of at least 40% female representation at all levels by 2016.

Among the sites included in this report (delegations and HQ), the 40% target is reached at almost all managerial levels, with slightly lower figures among support staff (35%) and among the senior management (38%). The failure to reach the target at the level of support staff may have to do with the traditional role occupied by men in highly operational delegations (including drivers, security officers, logistics staff), whereas for the senior management, there are still few women heads of delegation. More detailed information about the gender breakdown in managerial positions can be found in the annexes.

> Methodology for collecting data on gender

In the first graph, the breakdown of women and men includes mobile and resident staff.

In the second graph, the breakdown of women and men by managerial position was achieved by aggregating resident and mobile staff positioning into four categories: support staff, line staff & experts, middle management and top management (in line with referential table FS-HQ).

For both indicators:

Data were extracted from TriaOne (resident field staff) and People Net (mobile & HQ resident) at 31 December 2014.

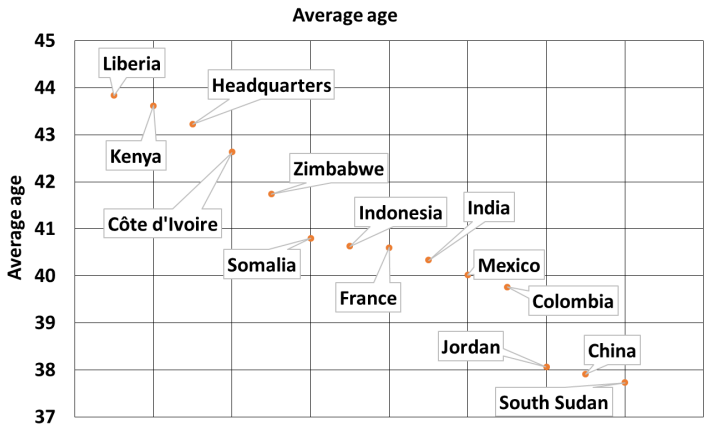
The staff of the entire delegation (main office, sub-delegation and offices) and HQ were taken into consideration.

SOCIAL DIMENSION

INDICATORS

Other social indicators presented in this report

> Age



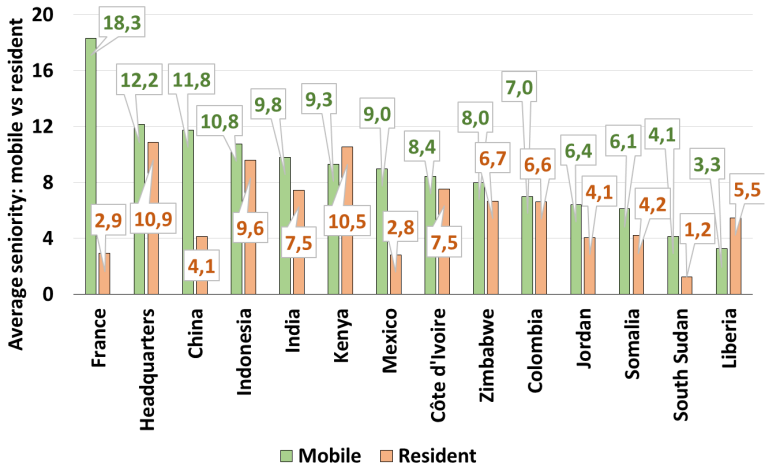
Age diversity within a workforce means combining experience and maturity on one hand and youth and enthusiasm on the other. When older and younger staff work side by side, a wide range of personality traits, skill sets and motivations change the dynamics of the workplace. The age mix can, however, be an added challenge for managers in terms of addressing the needs of all their staff members and maintaining a flexible communication style.

The average age of staff members working at HQ and at the delegations included in this report is 41, with an age range of 18 to over 60years old (including apprentices and trainees). This means four generations are working together. More details on age diversity by delegation and HQ can be found in the annexes.

> Methodology

Average age is calculated by taking into account all staff (mobile & resident) from the entire delegation (main office, sub-delegation and offices) and HQ. Data were extracted from TriaOne (resident field staff) and People Net (mobile & HQ resident) at 31 December 2014.

> Seniority



In addition to age, staff seniority can be a useful indicator of diversity when managing complex humanitarian operations. The ability of employees to pass their knowledge and experience along to others is critical. The ICRC's mentoring programs, for example, have proven to be very effective at knowledge transfer and at encouraging people to see things from another perspective. Among the sites included in this report (14 delegations and HQ), South Sudan, the biggest ICRC operation in 2014, shows one of the lowest levels of average seniority amongst its mobile (4.1 years) and resident (1.8 years) staff. In the Kenya and Liberia delegations, residents have a higher average seniority than mobile staff. The situation is significantly different in France, China and Mexico, where mobile staff are more experienced.

> Methodology

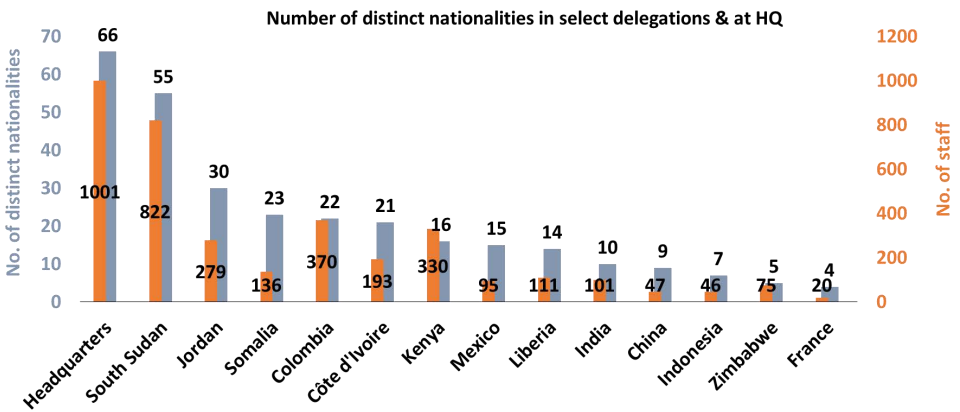
Seniority is calculated on the basis of contract length for resident staff in the field and on the basis of length of service for mobile staff and resident staff at HQ. Staff from the entire delegation (main office, sub-delegation and offices) and HQ are taken into account.

Data were extracted from TriaOne (resident field staff) and People Net (mobile & HQ residents) at 31 December 2014.

SOCIAL DIMENSION

INDICATORS

> Nationality



The ICRC employs people from a wide range of countries. This diversity underpins the organization's cross-cultural strength and enhances its ability to adapt in the face of operational challenges. To support this diversity and a culture of inclusiveness, the ICRC provides training courses on cross-cultural communications and team building. One of these is Leading High Performing Multi-disciplinary Teams, a course that is offered as part of the ICRC's Humanitarian Leadership and Management School.

Among the sites included in this report (14 delegations and HQ), 108 different countries are represented by a total of 3,626 staff members. HQ and South Sudan have the highest number of distinct nationalities represented (66 and 55 respectively) and the largest staff headcount in the sample. Taking into account workforce size, high national diversity can also be seen in Jordan and Somalia.

> Methodology

For technical reasons, only one nationality was considered for each person. Only active nationalities were taken into account, and priority was given to the nationality of origin. If there was more than one nationality of origin, the choice was made by alphabetical order.

Data were extracted from TriaOne (resident field staff) and People Net (mobile & HQ resident) at 31 December 2014.

ECONOMIC DIMENSION & INITIATIVES

ECONOMIC INDICATOR & SUSTAINABLE DEVELOPMENT PRACTICES

> Gaza– Rafah, waste water treatment plant. Copyright @ M.A.ALBABA/ICRC

- > Delegation budget
- > Waste management in Nairobi
- > ICRC's Ethical Purchasing Policy
- > Life Cycle Analysis (LCA) for carbon footprint measurements
- > Switching to LED lighting
- > 2014 Sustainable Development Seminar

ECONOMIC INDICATOR

INDICATOR

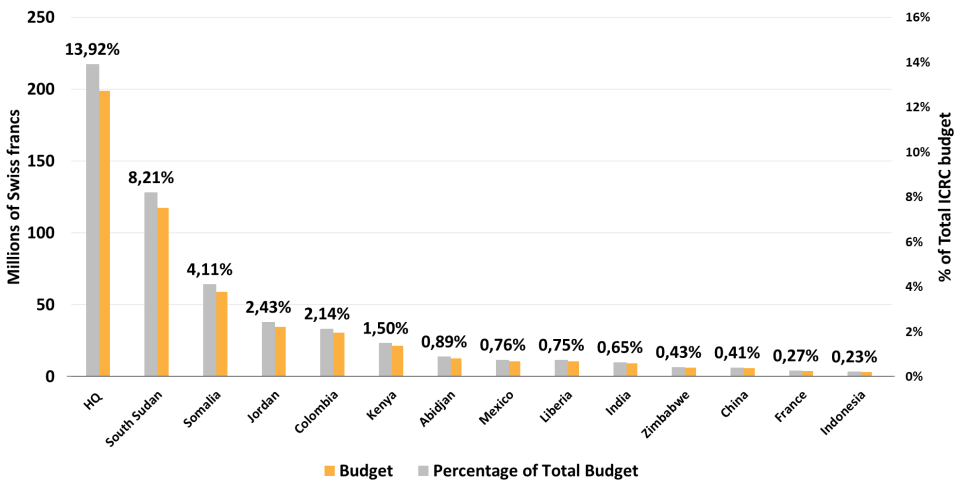
Delegation and headquarters budget

Delegation budgets are a new indicator in this year's report. This is an economic indicator that represents the total one-year budget at a given delegation. The size of the budget relative to the total ICRC budget is also provided.

Among the delegations participating in the sustainable development programme, Indonesia has the lowest budget and South Sudan has the highest.

Delegations with a large budget are probably engaged in a number of complex operations and may be working in a dangerous conflict situation. Such delegations may also face complex staff-management issues, especially if the workforce is made up of staff members on their first mission and/or staff from a variety of countries or backgrounds. For all these reasons, the environmental footprint of these delegations is likely to be significant.

Therefore, the bigger the budget, the greater the risks associated with operational and staff management, and the higher the environmental impact.



Sustainable development practices

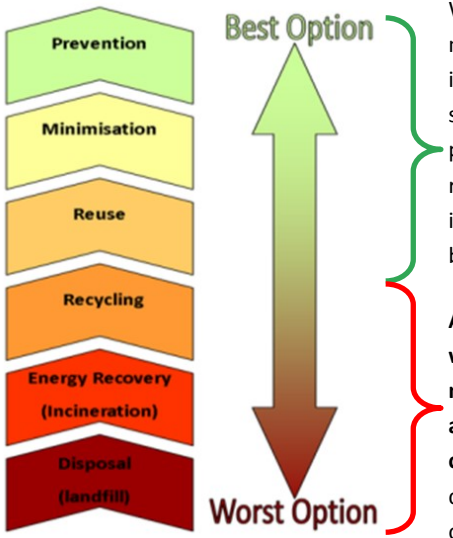
The ICRC can drastically streamline its operations and improve the quality of its work by adopting appropriate technologies and processes. This requires expert knowledge, however, that is generally not found in individual organizations. This is why the ICRC's sustainable development team works with universities and external consulting firms.

Some energy-saving and waste-management initiatives were begun at the ICRC several years ago, while others are currently being developed. Identifying and implementing such initiatives are a long-term process that is crucial to the organization's sustainable development strategy.

Some of these initiatives are described in the following section.

WASTE MANAGEMENT

The figure on the right shows the range of options, from worst to best, that can be employed in the area of waste management. This model should be the cornerstone of every waste-management strategy, the ultimate aim of which is to extract maximum benefit from resources and generate the least amount of waste possible.



Waste management includes reusing second-hand products and repairing broken items instead of buying new ones.

Analyze the waste-processing methods available in the country and choose the best one.

How is this model actually applied in the field? Let's look at an example.

Nairobi delegation

When the Nairobi delegation joined the sustainable development pilot project in late 2012, it started by researching different options for recycling the waste that it produced. A comprehensive waste-recycling system has now been set up at the delegation. An awareness campaign was also created to prevent and minimize the amount of waste produced, as, ultimately, the most sustainable solution is to prevent the creation of waste in the first place.

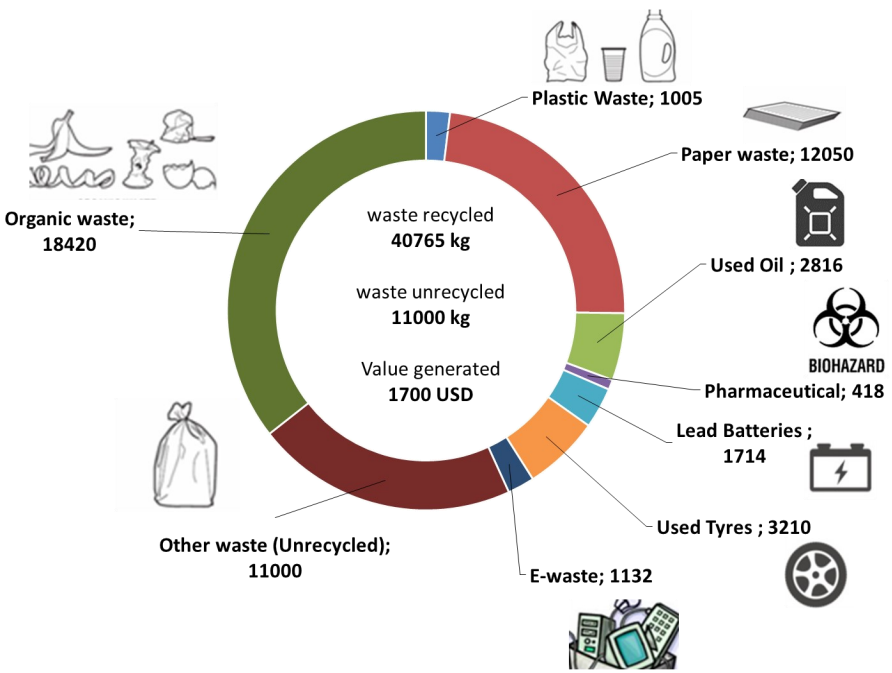
> Recycling process

Before putting in place a waste-management system, the Nairobi delegation sent about 35 tons of waste per year to landfills in municipal garbage trucks.

In 2013, this figure was reduced by two-thirds. A large majority of the waste is now sent to recycling facilities in Nairobi. A total of 15 different types of waste (both hazardous and non-hazardous) are separated and recycled or used for energy production. Materials to be recycled are collected in different bins (for paper, plastics and metals) before being sent to the appropriate waste-processing facilities.

From a financial perspective, the new waste-management system is advantageous. Before, the Nairobi delegation spent around 4,000 US dollars per year on waste processing. Between 2013 and 2014, the ICRC received 1,700 US dollars back from the recycling facilities that processed the Nairobi delegation's recyclable waste.

Quantity of waste recycled at the Nairobi delegation in 2013- 2014 (in KG)



WASTE MANAGEMENT

> Organic waste

Waste from the kitchens accounts for the largest proportion of organic waste generated by the Nairobi delegation. A total of 18,420 kg of kitchen waste was collected in 2013-2014 and used as pig feed.

Another type of organic waste is dead leaves from the delegation grounds. Before 2013, the leaves were burned, and this polluted the air. In 2013, the delegation began to consider the dead leaves a resource, using them for garden compost. Unlike chemical fertilizers, this compost is a natural fertilizer that is completely free of hazardous by-products.

Compost made from leaves in Nairobi

In 2014, in collaboration with experts from the Agricultural Research Institute and the Kenya Institute of Organic Farming (KIOF) in Nairobi, the delegation started to produce its own compost. The compost is excellent for the soil. When applied to cropland, compost adds organic matter that improves soil moisture retention and structure. It also reduces the use of chemical fertilizers. Approximately one ton of natural fertilizer is produced from leaves every month.

> Reuse electronic equipment

Electronic waste, at the institutional level, is left to the delegations that strive to find the best recycling channels. Here are two examples, with the Nairobi delegation and Geneva.

- Nairobi delegation

The Nairobi delegation donates old electronic equipment that is in good working condition. In 2014, eight desktop computers and 12 laptops were refurbished and given to charities and schools; the delegation also advised them on how to dispose of this equipment at the end of its useful life and gave them contact information for recycling centres.

The ICRC donated computers to the Kenya Children's Home in Nairobi. They are used for administrative tasks, children's games and teaching purposes. (www.kenyachildrenshome.org.uk/)

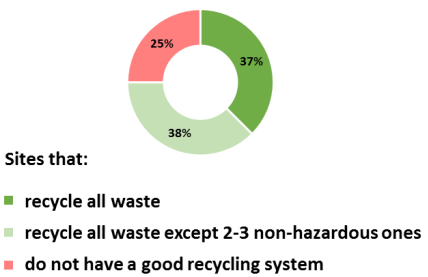
The Kenya Children's Home in Nairobi

Equipment that no longer works is recycled. A total of 1,100 kg of electric and electronic waste was sent to a specialized recycling facility in 2014. For more information, please consult: https://www.weeecentre.com/.

- Geneva

At Geneva headquarters, laptops and desktops are changed every four years. In 2014, 100 desktops and 100 laptops were replaced and donated to Réalise, a Swiss social enterprise whose mission is to provide people with personalized support in their efforts to return to work by offering them a fixed-term contract and a skills development program. The computers donated by the ICRC are refurbished by the enterprise and sold back on the market.

> Waste management in other delegations



The Nairobi delegation is not the only site where waste is recycled.[8] The analyses of the delegations participating in the sustainable development programme show that about 75% of the sites recycle their waste (fully or partially). For various reasons, 25% of the sites do not recycle their waste yet.

The recycling industry operates differently from one country to the next. One of the tasks of the sustainable development groups at the delegations is therefore to identify how each category of waste is recycled in their respective countries and then manage their waste accordingly.

[8] Some delegations are made up of more than one site.

ETHICAL PURCHASING

> Manufacturer audits

The urgent assistance that the ICRC provides to people in areas affected by armed conflict includes food and essential household items. These items are mainly kitchen sets, tents, tarpaulins, plastic mats, jerrycans, buckets, mosquito nets and blankets.[9] Millions of them are distributed to beneficiaries every year.

For the distributions to be effective, manufacturers must commit to delivering the right product, of the right quality, in the right quantity, in the right place and at the right time. Now the ICRC has added a further specification for manufacturers: social and environmental compliance. This new ethical purchasing policy (sometimes known as the social and environmental quality policy) ensures that the items distributed are produced under acceptable conditions and best meet the needs of beneficiaries.

Quality control experts perform on-site manufacturer audits

[9] Essential household items account for 80% of all articles distributed.
[10] Such as International Organization for Standardization (ISO) 14001 for environmental management, ISO 9001 for quality management systems and ISO 26000 for guidance on social responsibility.

The ICRC's ethical purchasing policy relies on an approval process that selects the best manufacturers in accordance with international norms and standards.[10] To that end, ICRC's quality control experts regularly perform on-site manufacturer audits and assessments to ensure that the minimum standards of product quality, social responsibility and environmental protection are being applied.

The audit criteria include quality management, system efficiency, working conditions, machine security, maintenance, health and safety, child labour and environmental protection. In 2014, 60 manufacturers in Africa and Asia were assessed or audited.

Non-compliance with one or more of these criteria does not automatically disqualify suppliers. When manufacturers fail to meet the requirements, a corrective action plan is drawn up and sent to them so that they can take steps to remedy the situation.

> Quality control laboratories

A quality management system has been set up within the ICRC's Purchasing Unit to guarantee that the goods sent to the ICRC fulfil minimum requirements.[11] Since 2009, the ICRC's quality control experts have systematically inspected purchased goods in accordance with international sampling and inspection rules.[12] Today, the ICRC has four quality control laboratories, in Amman, Abidjan, Mombasa and Nairobi. Special control tools have been designed, such as a bracket for drop testing, a control table, thickness gauges, etc.

Quality control experts checking the thickness of a blanket

The ICRC furnishes other humanitarian organizations with inspection equipment, training and daily support, including assessments of inspection reports and approval processes. In 2014, the ICRC provided training to the Office of the United Nations High Commissioner for Refugees in Nairobi.

[11] Based on the minimum requirements adopted by the major humanitarian organizations.
[12] In 2013, every regional site improved its procedures by carrying out systematic quality control on goods.

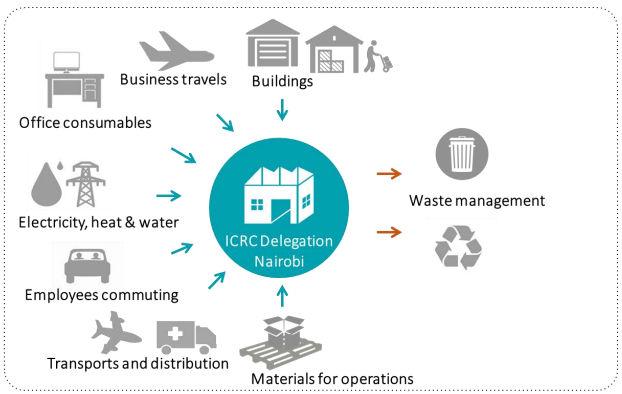
CARBON FOOTPRINT

A carbon footprint study of the Nairobi delegation and logistics centre was carried out in 2014 in partnership with Quantis. The aim was to evaluate those two sites through a life cycle approach.

> Scope of the study

The study looked at the ICRC's physical presence in Nairobi and all its activities there. This includes:

- ICRC facilities;
- all activities linked to the facilities;
- the ICRC vehicle fleet and airplanes; and
- services provided by the ICRC (e.g. distribution of goods, medical supplies).



The reference year is 2014. The study did not look at ICRC residences or at the end of life of the distributed goods.

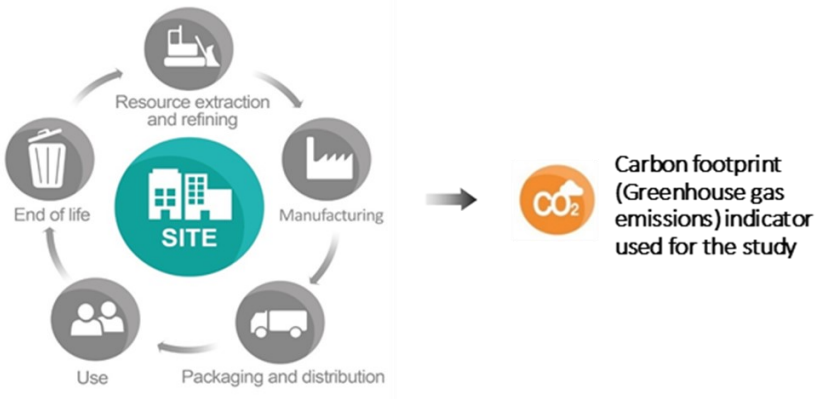
> What's a life cycle assessment?[13]

Life cycle assessments (LCA) quantify the potential environmental impact of products and services throughout their life cycle, from raw material extraction to end-of-life treatment, including transportation, production and use. LCAs can help organizations reduce their impact on the environment by identifying the main contributory factors. This study looked mainly at the ICRC's carbon footprint. Other indicators could also be considered, as shown in the figure on the right.

[13] The life cycle assessment methodology used for this study follows the standard set by the ISO 14040-40 and 14072 norms.

powered by Quantis

> Study focused only on the carbon footprint

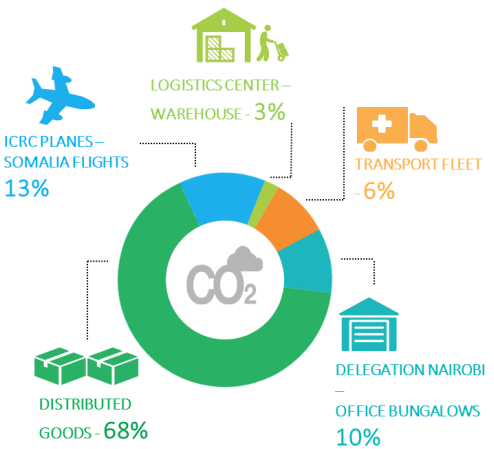


> Study results

The figure below shows the breakdown of the carbon footprint of the organization's activities in Nairobi throughout its value chain.

The study reveals that the ICRC's main activity – the distribution of goods (food and non-food items) to beneficiaries – accounts for 68% of the organization's carbon footprint. In the future, to decrease the carbon footprint, identifying and providing the most sustainable goods is a key priority.

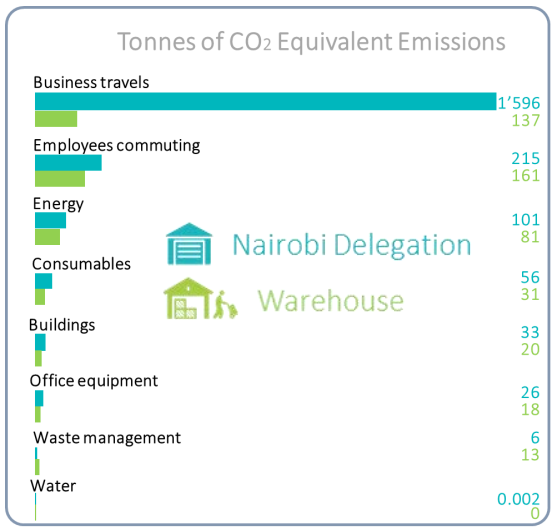
The next largest contributor is transports (i.e. ICRC vehicles and planes), which generate around 19% of overall CO_2 emissions.



CARBON FOOTPRINT

> Site-specific results

Looking at the delegation and logistics centre alone, three main contributors stand out: business travel for the delegation, the employees' commute between home and work at the delegation or the logistics centre, and energy use.



> Recommendations

The quantified results of this study were used to identify priorities, support decision-making and communicate on both past and future actions.

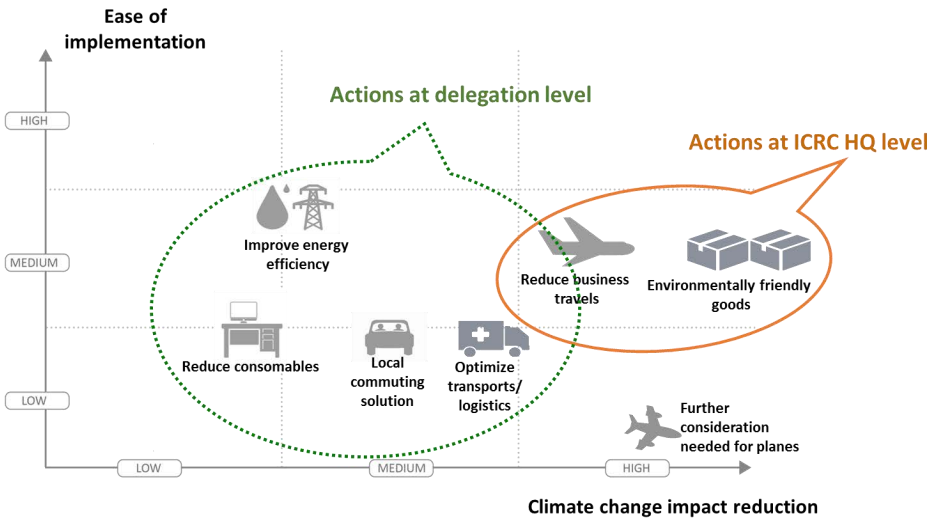
A set of actions has been defined and will be turned into an action plan that will be carried out at both delegation and headquarters levels. It will include environment-related actions, workgroups and awareness-raising.

Here is an example of a recommendation from the study regarding the distribution of non-food items:

The ICRC distributes around 8-10 main items. The environmental impact of these items should be evaluated via a life cycle assessment. The results of the LCA can then be used to identify more environmentally friendly solutions/ options for these items and assess and quantify the potential reduction in their environmental impact.

SUSTAINABLE DEVELOPMENT PRACTICES

powered by Quantis



This type of study is just one aspect of a broader approach aimed at progressively reducing the ICRC's impact on the environment.

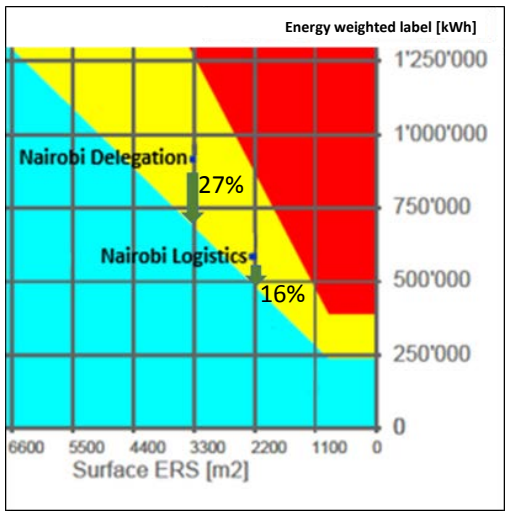
The full study available here.

LED LIGHTING

The ICRC often works in places with limited access to energy. When the energy supply (mainly electricity) falls short, the ICRC resorts to generators, which are themselves a source of noise and air pollution. Because energy comes at a price, both economically and in terms of the environment, it is important to use it as efficiently as possible.

The energy benchmark is one useful tool to help understand where delegations stand on energy consumption and if it is too high. Nairobi delegation, for example, would require a decrease of 27% in energy consumption to reach the target area in blue. For the Nairobi Logistics Centre, a 16% decrease would be sufficient.

Where energy consumption is too high, improving efficiency could both save costs and reduce the delegation's environmental impact.



2014 Energy Benchmark

In 2014, several initiatives, including LED lighting, were put in place for this purpose.

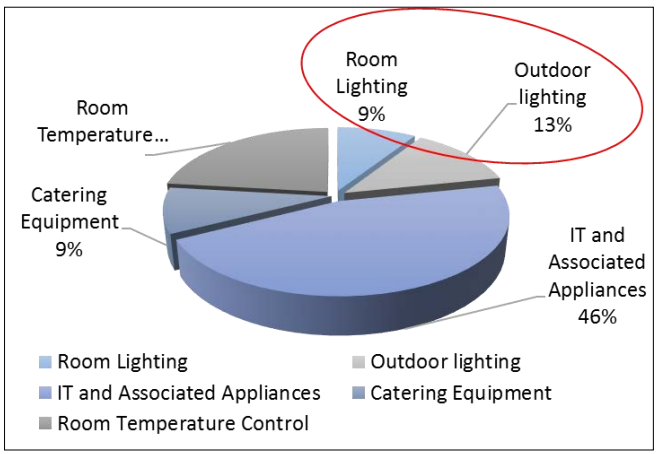
Example for reducing energy used for lighting

> LED (light-emitting diode) technology

Using LED bulbs as an efficient and cost-effective alternative to traditional bulbs can reduce electricity consumption. The feasibility of using them at the Nairobi delegation was therefore assessed.

The first step was to create an energy map, identifying the most energy-hungry appliances at the delegation.

The mapping process revealed that indoor and outdoor lighting accounts for 22% of all energy consumed at the delegation. The rest is used to power computers and office appliances, catering equipment and temperature-control devices (see figure).



Energy consumption at the Nairobi delegation

In terms of energy consumption, lighting is indeed not high on the list. However, choosing the most efficient lighting system is the easiest action that can be taken to reduce energy use. In Nairobi, further analyses and audits will be done for IT and IT equipment, but that will require more time, resources and expertise.

Many models and styles of LED bulbs are now available on the market. In Nairobi, eight LEDs were purchased from four different suppliers to compare the bulbs' lifespan and quality. In delegations that experience frequent power surges, various products will have to be tested to find ones able to withstand such events.

Some of the LEDs burned out just a few weeks after they were installed. It was then decided to only purchase LEDs with a minimum 2-year warranty.

LED LIGHTING

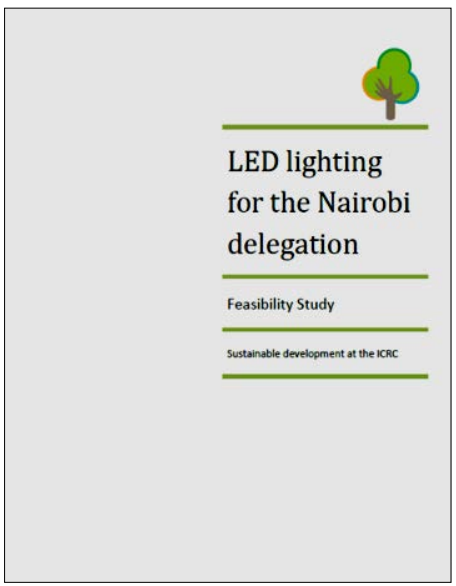
A survey carried out showed that ICRC staff were satisfied with both the quality (colour and brightness) and quantity (lumens per square meter) of light provided by the LEDs in their office.

The most important benefits of installing LEDs are that they save energy (up to 90% compared to traditional light bulbs) and have a much longer lifespan (5-10 times longer than other types of bulbs). They also produce less dangerous waste compared to low energy consumption bulbs and fluorescent tubes.

To encourage the transition to LED lighting at all ICRC delegations, a document on the best practices on LED lighting for the Nairobi delegation was produced. It includes the results of an LED-based cost-benefit analysis along with general guidelines on how to use LED technology for lighting offices and residences.

Today, many ICRC delegations have adopted LED technology for their lighting system. In 2014, 60% of delegations participating in the sustainable development programme are using LED bulbs to light their offices. All other delegations are considering changing over in the near future.

The feasibility study is available here.



> Solar streetlights

Another way to reduce the amount of energy used for lighting is to install solar streetlights. During the day, the solar panel charges the battery, which then powers the streetlight after sundown. The streetlights are not connected to any other power source.

This innovative technology has been successfully tested at ICRC headquarters in Geneva and at the Nairobi delegation. It can be installed in areas that receive sufficient sunshine on ICRC sites or in remote areas where the ICRC works.

Flexiway solar streetlight

2014 SEMINAR

Seminar participants

The first sustainable development seminar was held at ICRC headquarters from 17-21 November 2014. It was attended by sustainable development volunteers from seven participating delegations in Africa, Asia, the Middle East and Europe. The seminar, which was organized in collaboration with the gender and diversity advisor, provided participants with the opportunity to get to know each other and develop a shared sense of purpose.

The fact that various units and divisions were represented meant that the topics were analysed from a number of perspectives.

The seminar started with a discussion of general issues and challenges related to sustainable development. This was followed by presentations on related studies and on tools that have been developed to measure the use of natural resources and to manage different types of waste at delegation level. Presentations were given by both internal and external speakers.

A full day was dedicated to 'the science of changing behaviours'. A communications expert explained the vital role of strategic communications in achieving development goals. Different strategies to raise awareness were studied. A visit to the Cheneviers recycling plant in Geneva was also organized to help participants understand the different ways and challenges of recycling waste.

Guided visit at the Cheneviers plant

The ultimate aim of the discussions and presentations was to help participants implement principles of sustainable development in the ICRC's *modus operandi*.

At the end of the seminar, participants defined the next steps for mainstreaming sustainable development within the organization in the coming years. They reached common agreement on a set of priorities for the future and presented action plans to decrease their delegations' respective footprints.

Group photo with seminar participants from different delegations and units.

CONCLUSION

MAINSTREAMING

the implementation of the Sustainable Development Framework

In the past, humanitarian organizations were only judged on the extent to which they fulfilled their respective missions. This is no longer the case: nowadays they are also held accountable for the environmental, social and economic impact of their policies and operations.

The ICRC fully assumes its responsibilities in this regard and systematically examines these issues from the very outset of its programs. The sustainable development unit supports this effort by developing effective tools to monitor the use of natural resources and manage waste at ICRC delegations. The data-collection process upon which the environmental indicators are based has been improved and now factors regional considerations into the calculations. This leads to greater analytical accuracy and allows the delegations to focus their efforts on those issues that have the greatest potential impact.

The number of delegations participating in the sustainable development programme rose from four in 2012 to 18 in 2015. We hope to have 35 delegations – half the total number – on board in 2016. Currently, more than 120 ICRC staff are working on a voluntary basis with the Geneva-based advisers to develop and promote sustainability practices.

THE WAY FORWARD

Each year, more and more divisions and units factor sustainability into their activities and programmes. For example, the IT teams are working on recycling electronic waste; the logistics unit is seeking ways to intensify and promote its quality management policy of items distributed; and the agronomists are discussing the best way to integrate sustainable agricultural practices in their programs.

A number of issues, however, need to be addressed at a higher level. A life-cycle analysis carried out in Nairobi showed, for example, that by far the main contributors to the ICRC's environmental impact are staff travel and the food and non-food items that are distributed.

How can we mitigate the environmental impact of these two fundamental aspects of the ICRC's work? There are no quick and easy answers. Addressing these issues will require further analysis and, ultimately, the strong support of management, as some internal processes will probably be affected. But the ICRC will emerge the better for it, streamlined and more effective.

The ICRC has developed a number of measures aimed at reducing its environmental impact and its use of natural resources, and buy-in among ICRC staff is high. The organization can use this momentum to make further progress and to position itself as a leader in sustainable development in the humanitarian sector.

Let's make it our mission!

ANNEXES

ICRC Sustainable delegations

DASHBOARD FOR DELEGATIONS

> **The 14 delegations' sustainable development profiles summarize key environmental, social and economic indicators.**

DELEGATION PROFILES

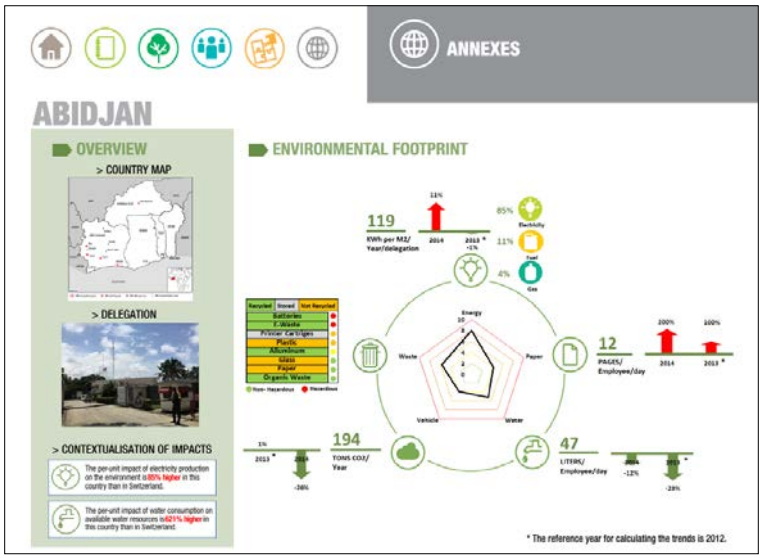
A single dashboard for a broad overview

The annexes to this report contain environmental, social and economic indicators for each delegation. All environmental indicators (energy, water, waste, paper and CO_2 emissions) are linked to an ICRC site (delegation or warehouse). The indicators usefully summarize these three areas of sustainable development at the delegations.

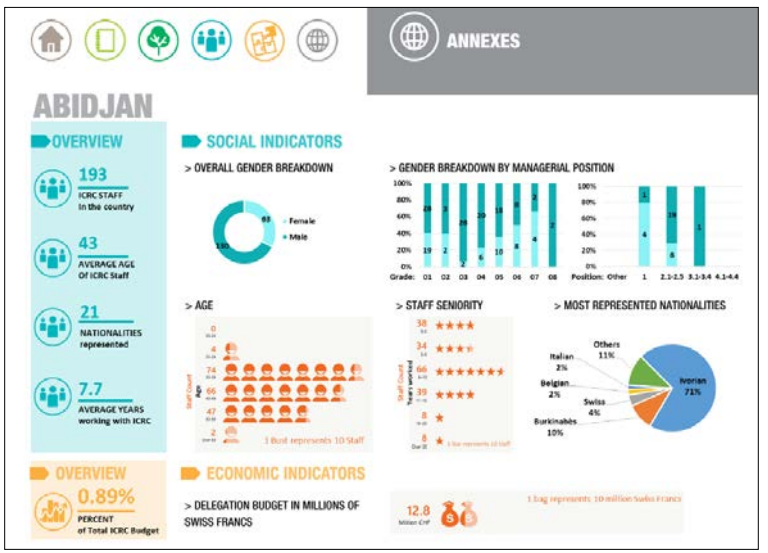
If one or more of these areas is weak, then the whole system is imperilled. For example, the overall effectiveness of the aid delivered by a delegation with a large budget (economic impact) and a very sophisticated programme (environmental impact) may be undermined by a lack of experienced staff (social impact).

But indicators alone do not tell the whole story. They have to be carefully analysed and reviewed at delegation level by field officers and managers. The goal must be to detect problems and weaknesses in any area that could affect other areas and, ultimately, the entire system.

Environmental indicators



Social and economic indicators



ABIDJAN

OVERVIEW

> COUNTRY MAP

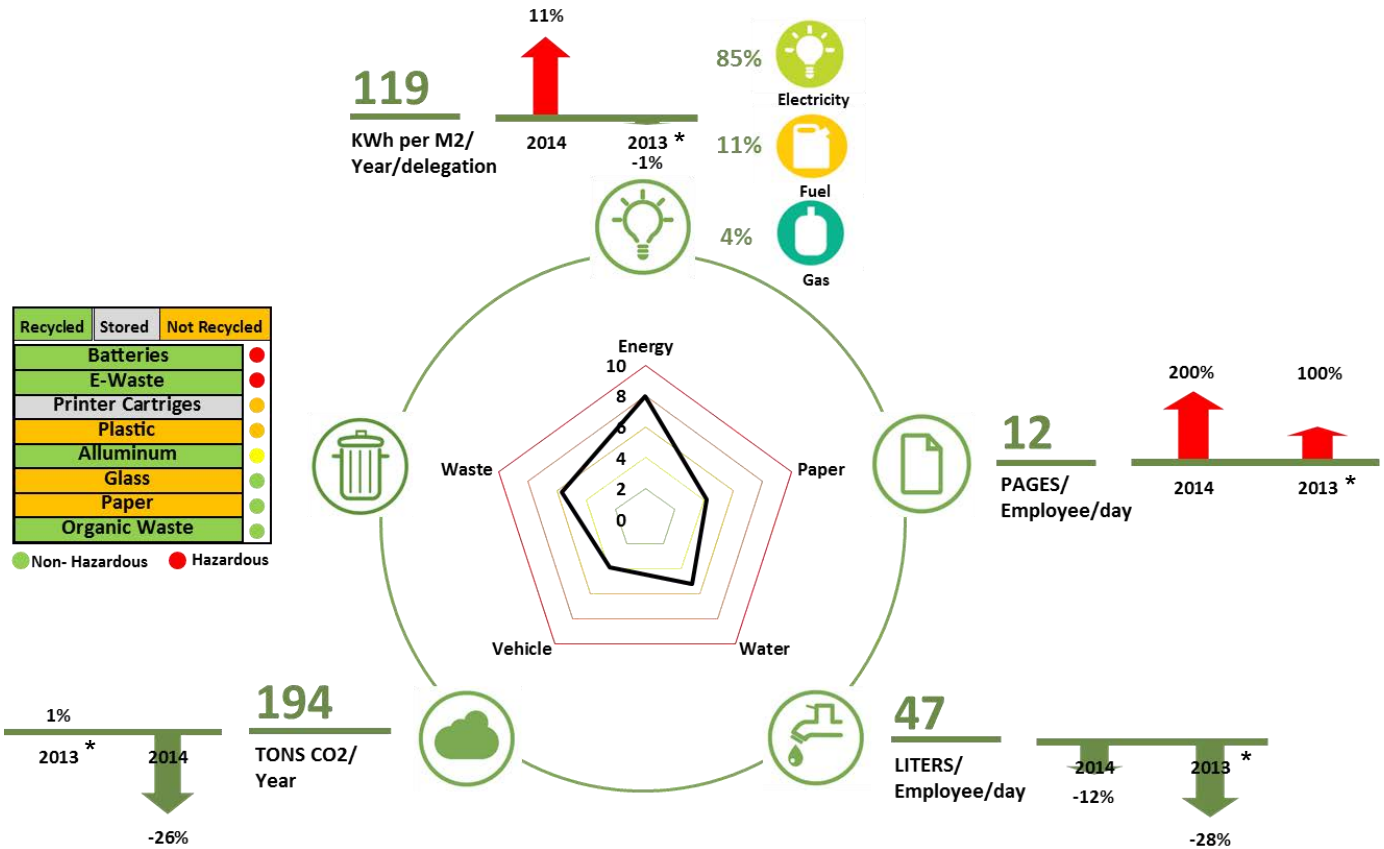
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **85% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **621% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

ABIDJAN

OVERVIEW

193
ICRC STAFF
In the country

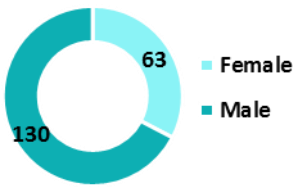
43
AVERAGE AGE
Of ICRC Staff

21
NATIONALITIES
represented

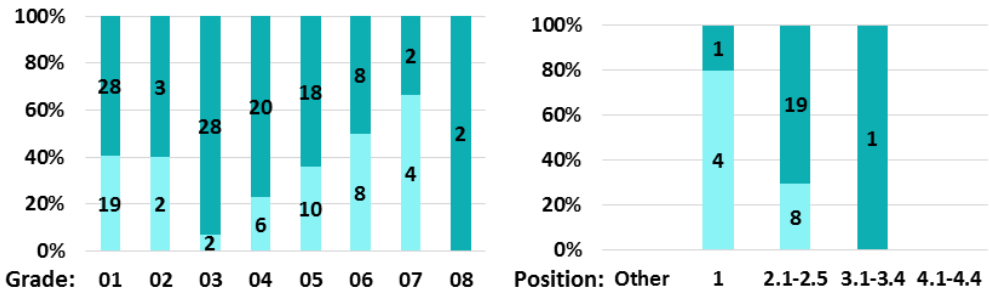
7.7
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

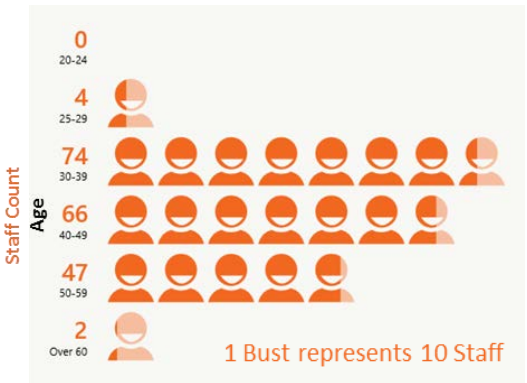
> OVERALL GENDER BREAKDOWN



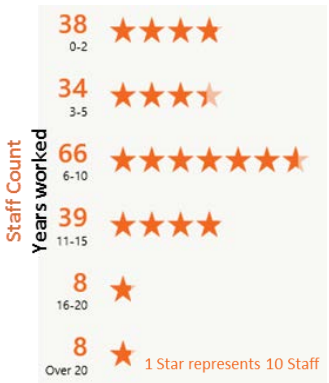
> GENDER BREAKDOWN BY MANAGERIAL POSITION



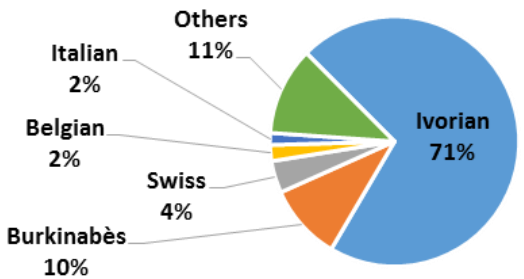
> AGE



> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.89%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

AMMAN

OVERVIEW

> COUNTRY MAP

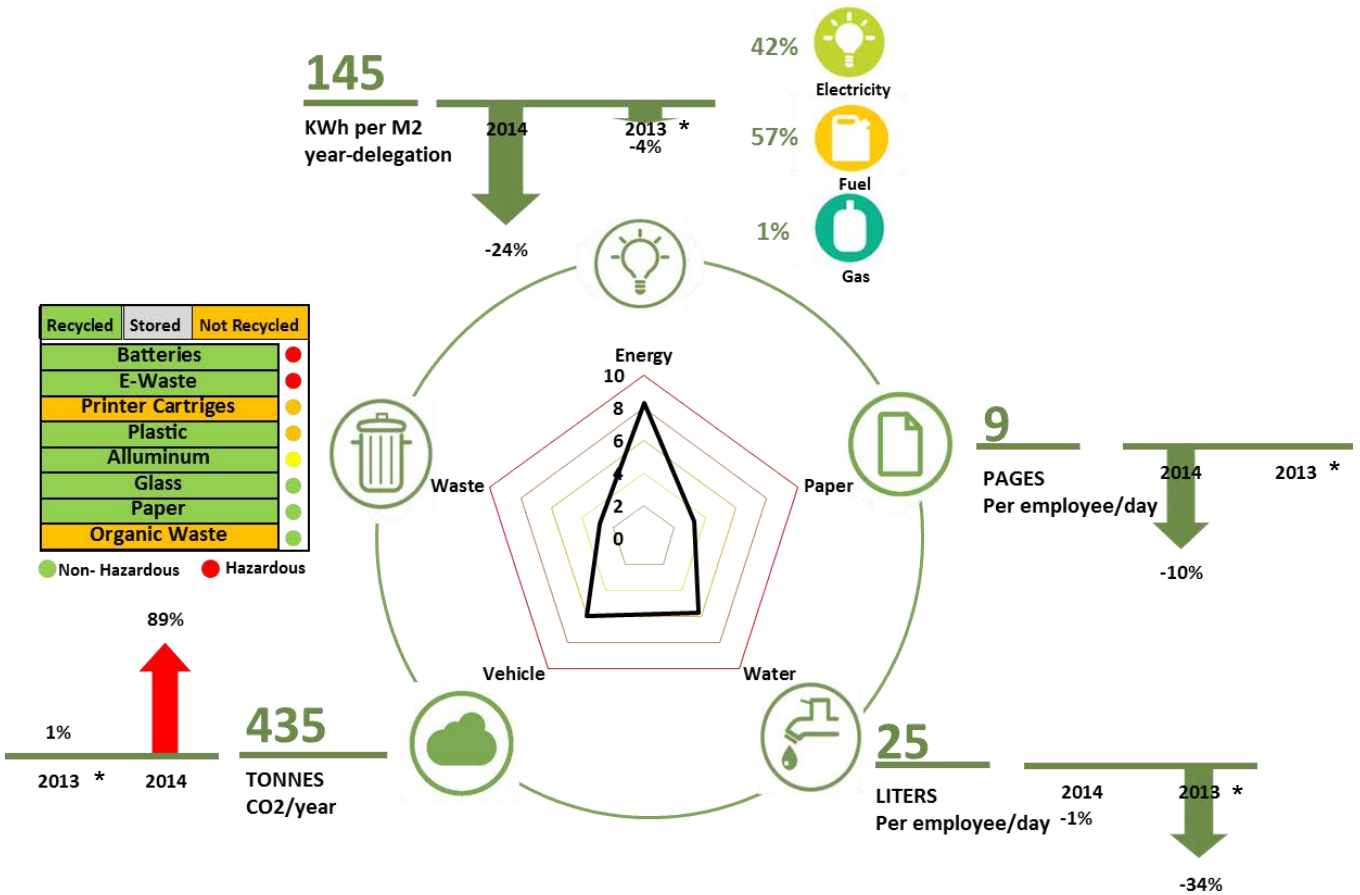
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **219% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **1441% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

AMMAN

OVERVIEW

279
ICRC STAFF
In the country

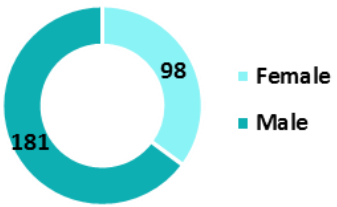
38
AVERAGE AGE
Of ICRC Staff

30
NATIONALITIES
represented

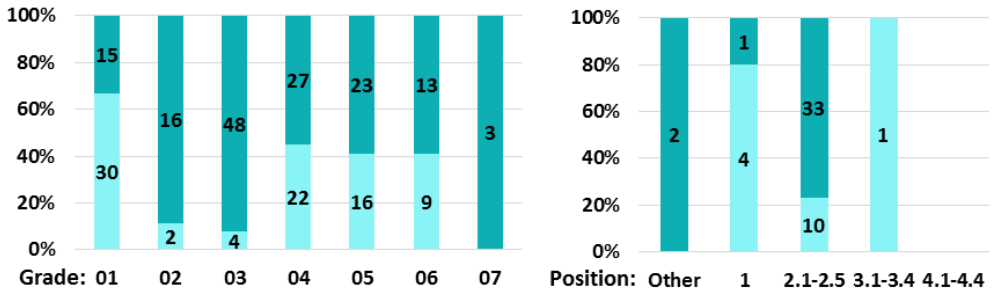
4.5
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

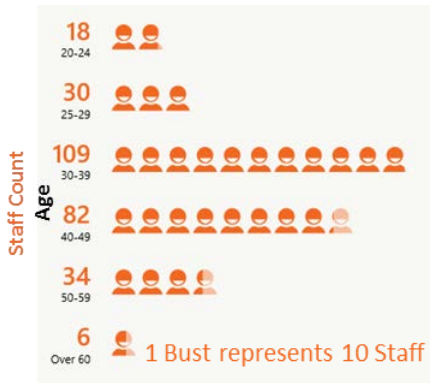
> OVERALL GENDER BREAKDOWN



> GENDER BREAKDOWN BY MANAGERIAL POSITION

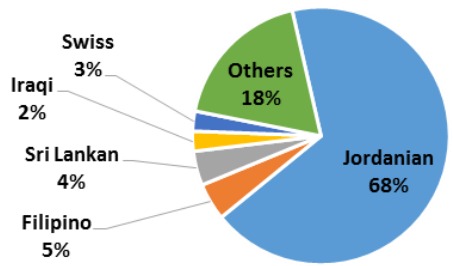


> AGE



> STAFF SENIORITY

> MOST REPRESENTED NATIONALITIES



OVERVIEW

2.43%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

BEIJING

OVERVIEW

> COUNTRY MAP

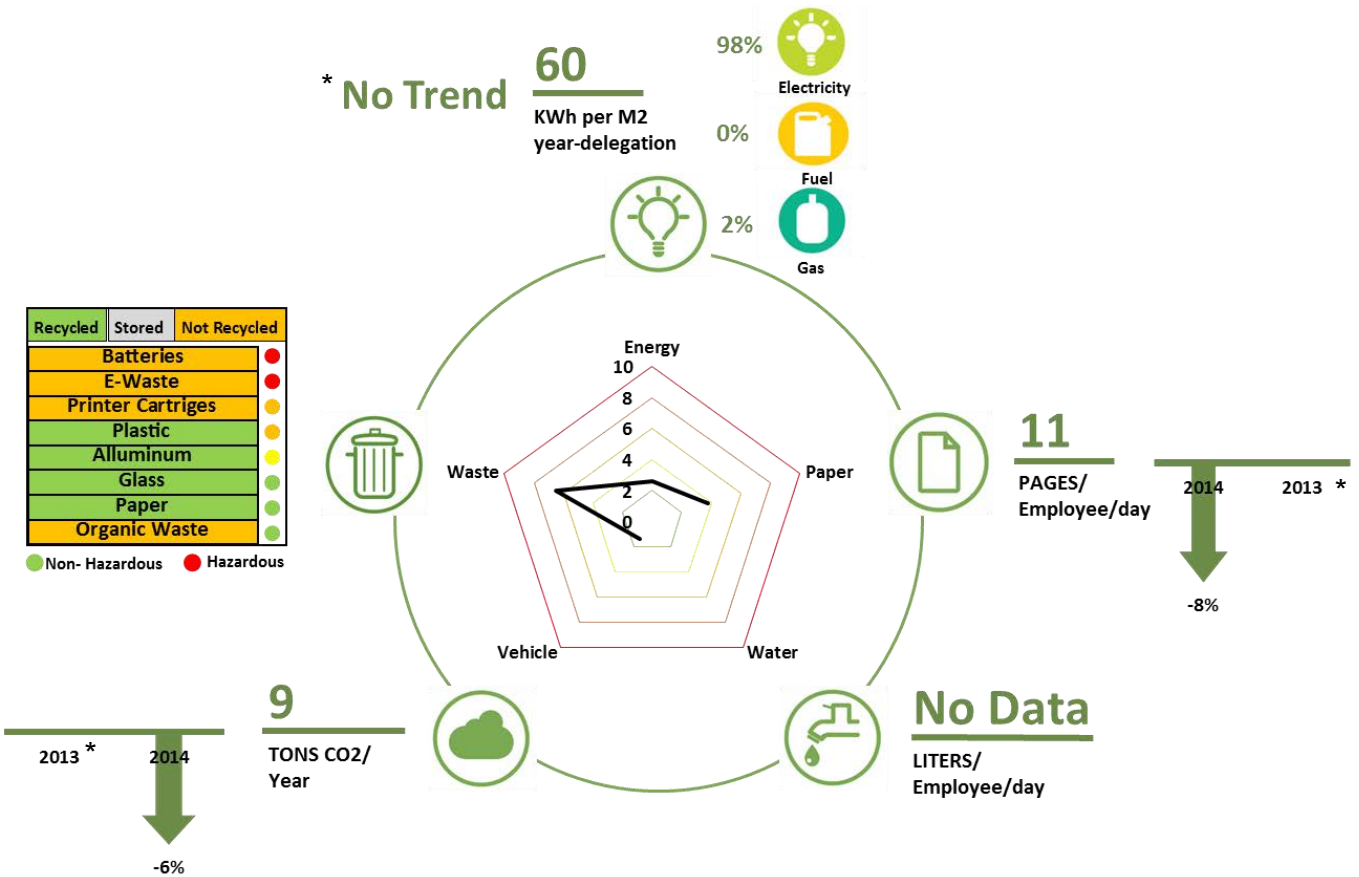
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **8% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **951% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

BEIJING

OVERVIEW

47
ICRC STAFF
In the country

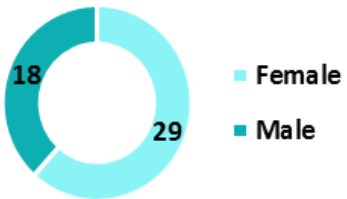
38
AVERAGE AGE
Of ICRC Staff

9
NATIONALITIES
represented

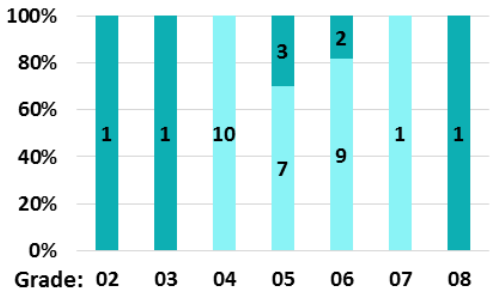
6.1
AVERAGE YEARS
working with ICRC

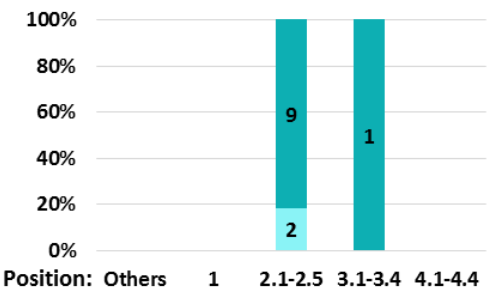
SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN

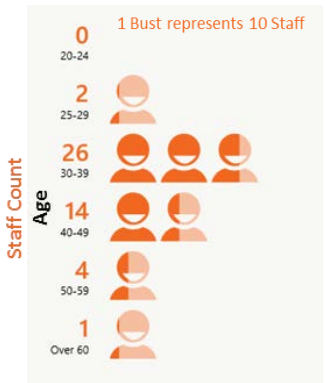


> GENDER BREAKDOWN BY MANAGERIAL POSITION



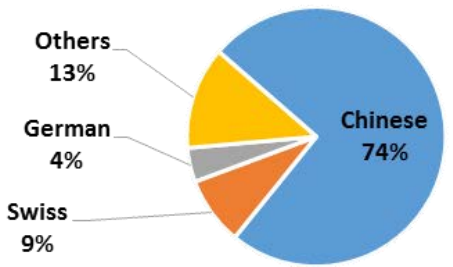


> AGE



> STAFF SENIORITY

> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.41%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

BOGOTA

OVERVIEW

> COUNTRY MAP

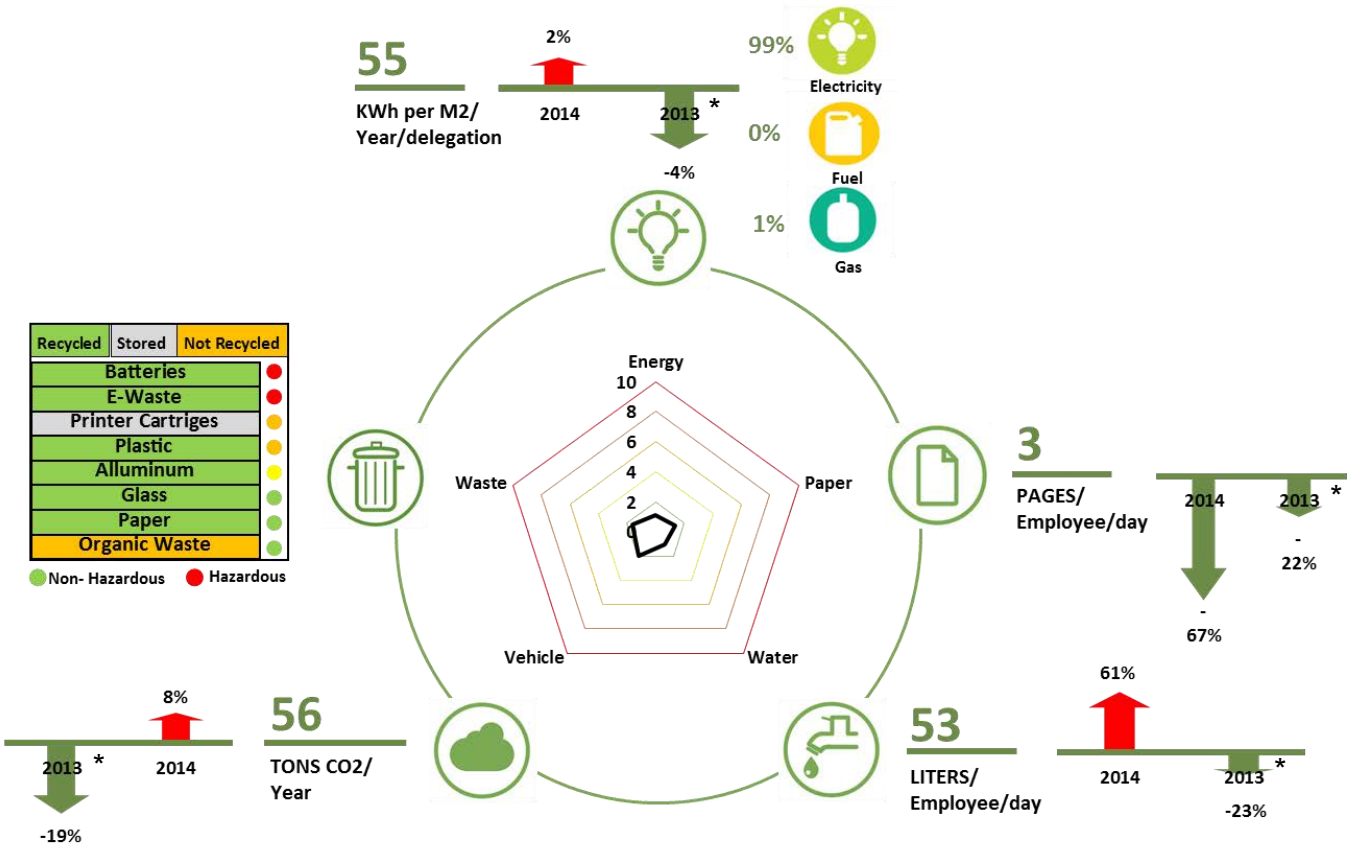
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **49% lower** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **96% lower** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

BOGOTA

OVERVIEW

370
ICRC STAFF
In the country

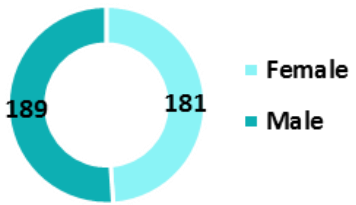
40
AVERAGE AGE
Of ICRC Staff

22
NATIONALITIES
represented

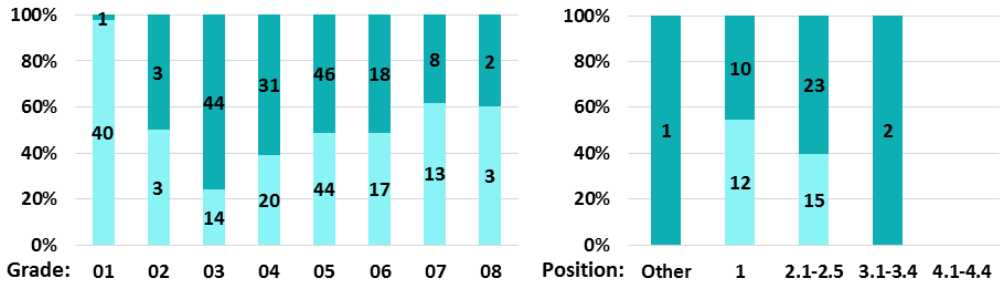
6.7
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

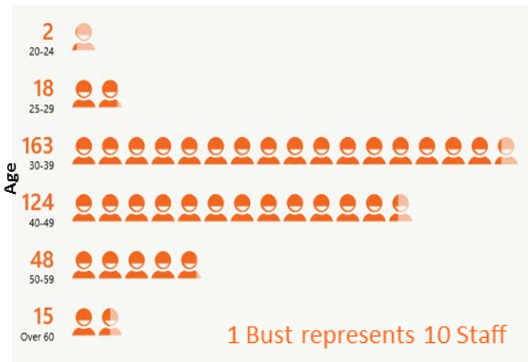
> OVERALL GENDER BREAKDOWN



> GENDER BREAKDOWN BY MANAGERIAL POSITION

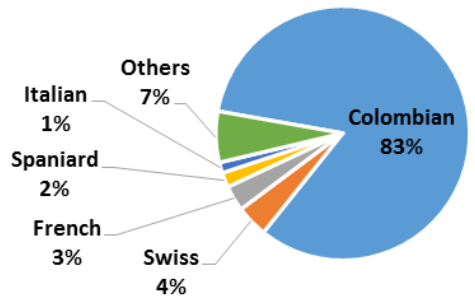


> AGE



> STAFF SENIORITY

> MOST REPRESENTED NATIONALITIES



OVERVIEW

2.14%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

GENEVA ECOGIA

OVERVIEW

> COUNTRY MAP

> DELEGATION

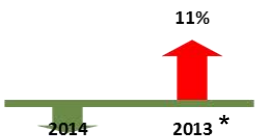
> CONTEXTUALISATION OF IMPACTS

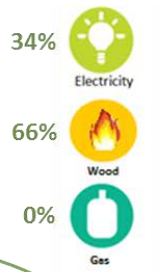
The per-unit impact of electricity production is calculated and based on electricity production in Switzerland.

The per-unit impact of water consumption is calculated and based on water consumption in Switzerland.

ENVIRONMENTAL FOOTPRINT

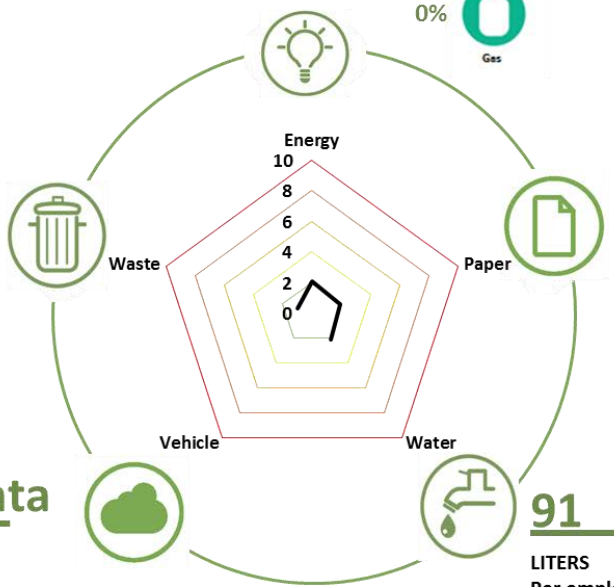
157
KWh per M2
year-delegation



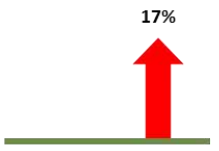


Recycled	Stored	Not Recycled
Batteries		
E-Waste		
Printer Cartriges		
Plastic		
Alluminum		
Glass		
Paper		
Organic Waste		

Non- Hazardous Hazardous



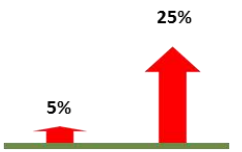
6
PAGES
Per employee/day



No Trend

No Data
TONNES
CO2/year

91
LITERS
Per employee/day



* The reference year for calculating the trends is 2012.

GENEVA HQ

OVERVIEW

> COUNTRY MAP

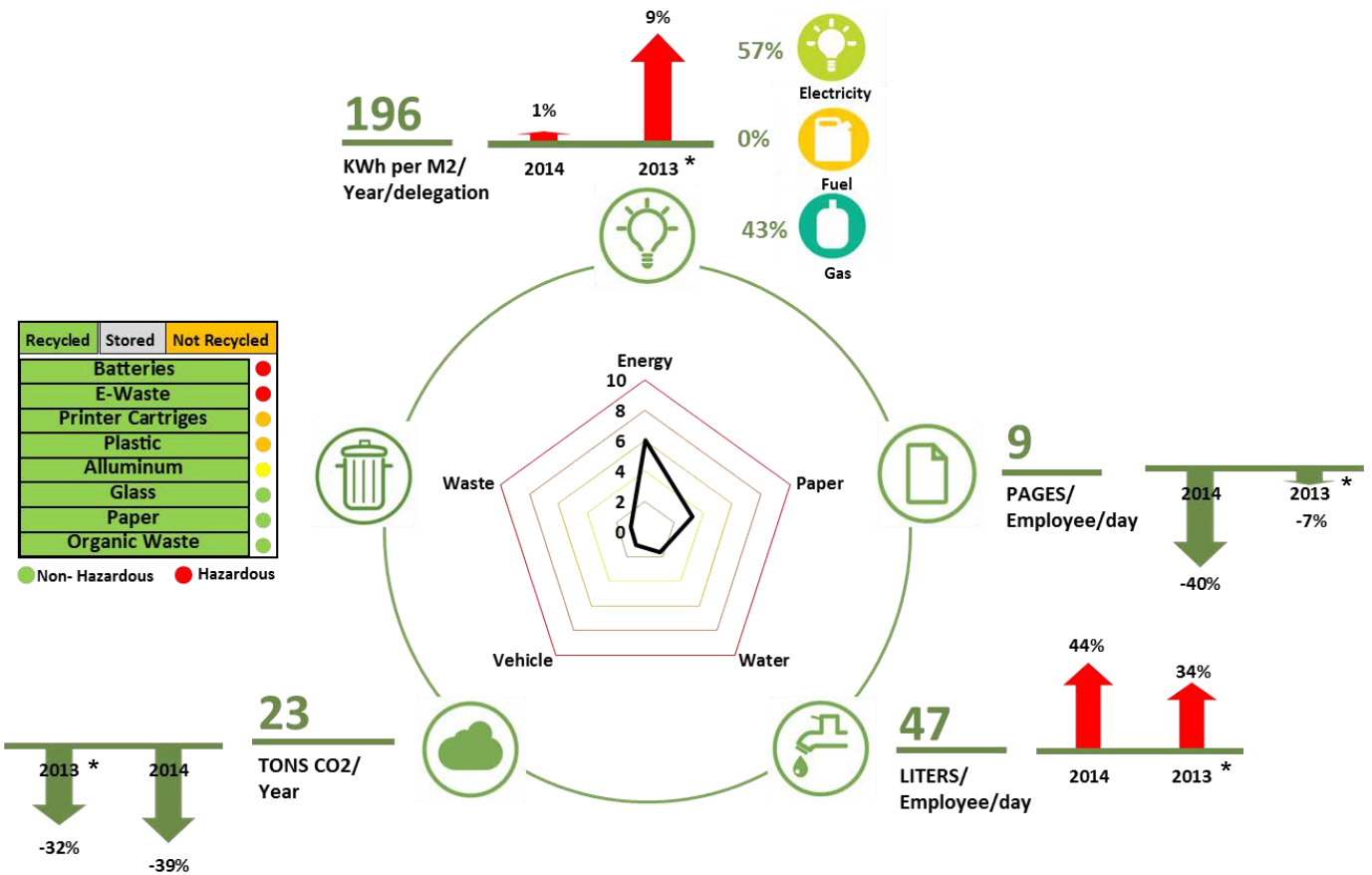
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production is calculated and based on electricity production in Switzerland.

The per-unit impact of water consumption is calculated and based on water consumption in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

GENEVA SATIGNY

OVERVIEW

> COUNTRY MAP

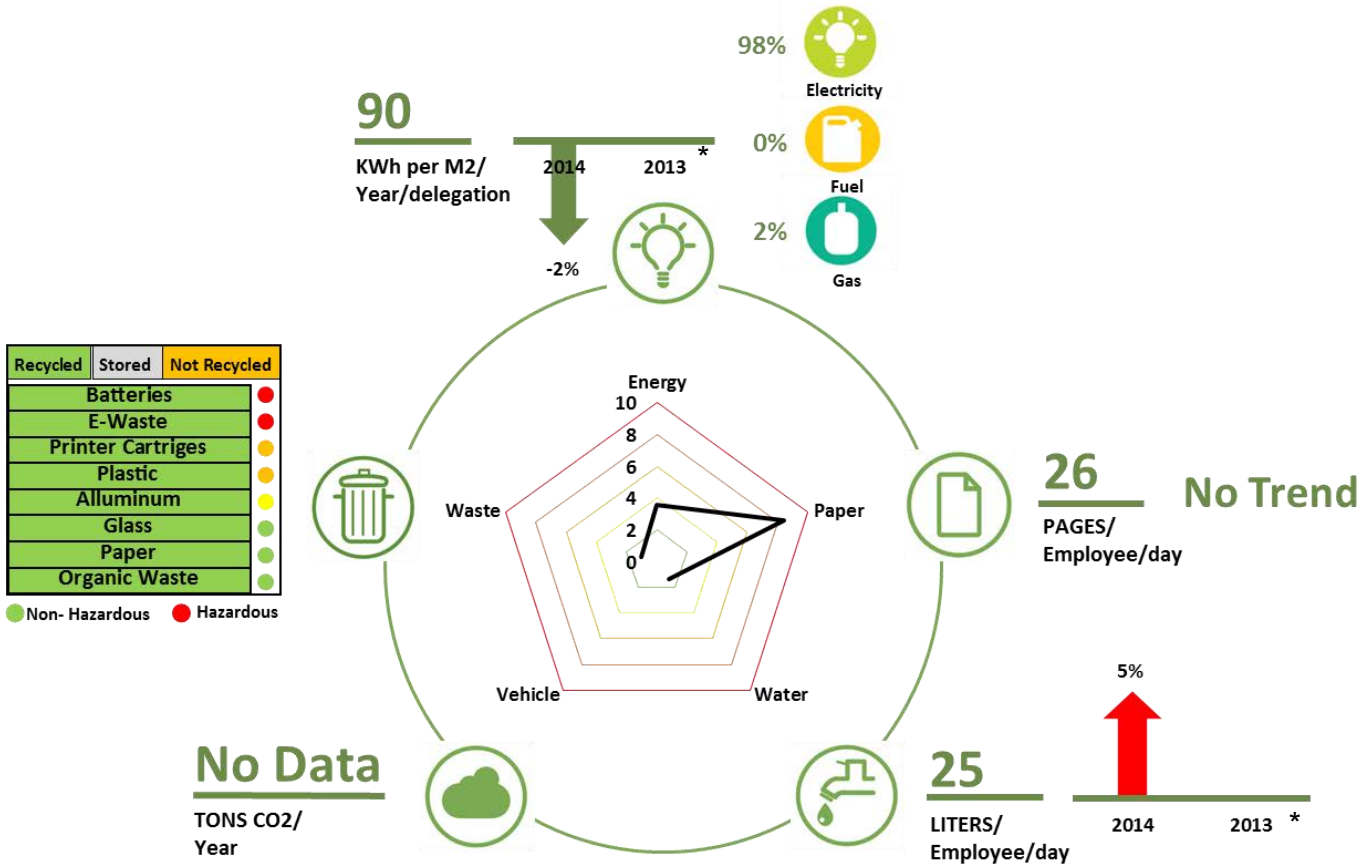
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production is calculated and based on electricity production in Switzerland.

The per-unit impact of water consumption is calculated and based on water consumption in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

GENEVA - 3 SITES

OVERVIEW

1001
ICRC STAFF
In the country

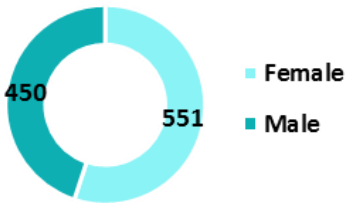
43
AVERAGE AGE
Of ICRC Staff

66
NATIONALITIES
represented

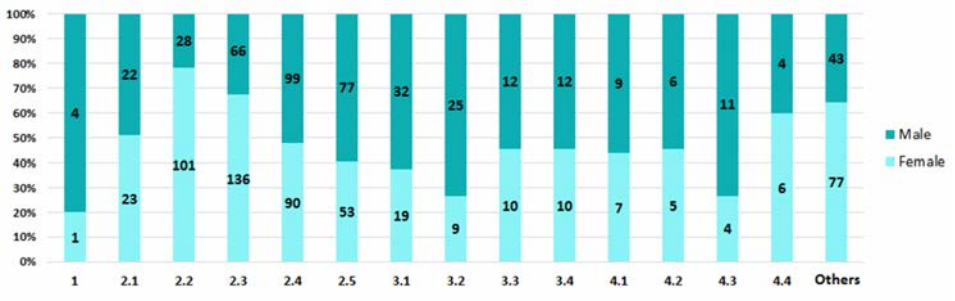
11.2
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

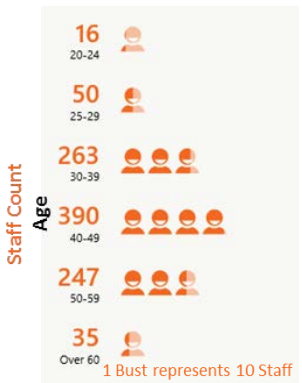
> OVERALL GENDER BREAKDOWN



> GENDER BREAKDOWN BY MANAGERIAL POSITION

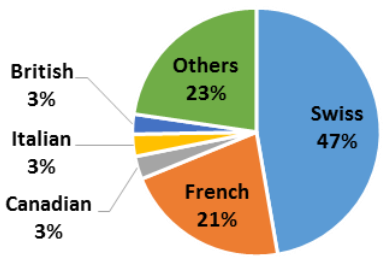


> AGE



> STAFF SENIORITY

> MOST REPRESENTED NATIONALITIES



OVERVIEW

13.92%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

HARARE

OVERVIEW

> COUNTRY MAP

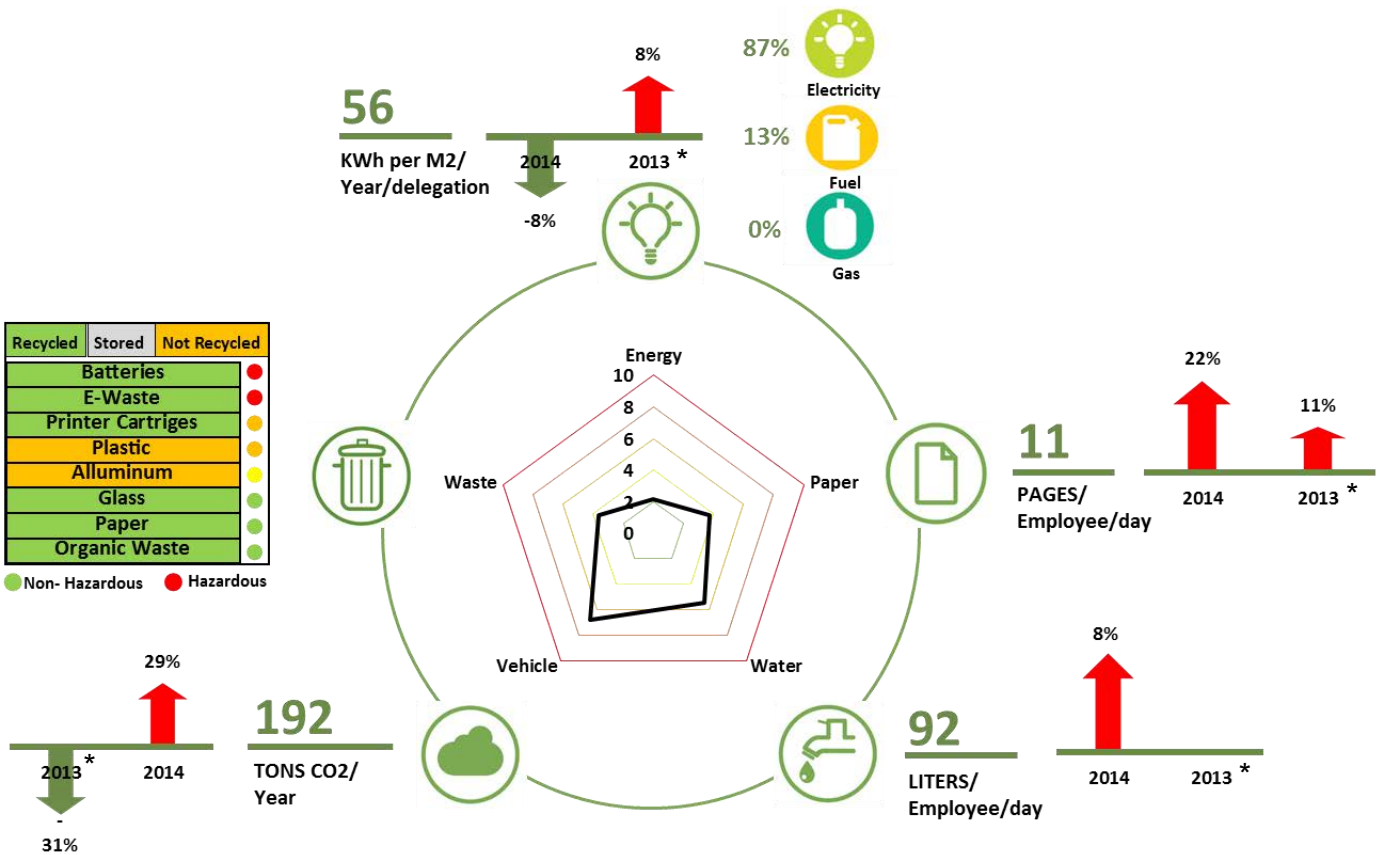
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment in this country is the same than in Switzerland.

The per-unit impact of water consumption on available water resources is **290% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

HARARE

OVERVIEW

75
ICRC STAFF
In the country

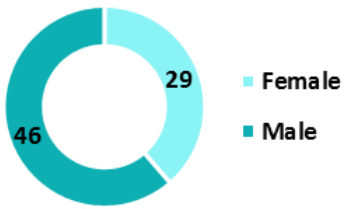
42
AVERAGE AGE
Of ICRC Staff

5
NATIONALITIES
represented

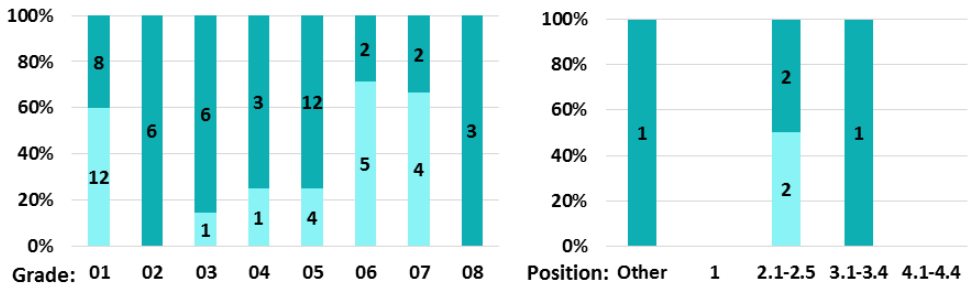
6.8
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

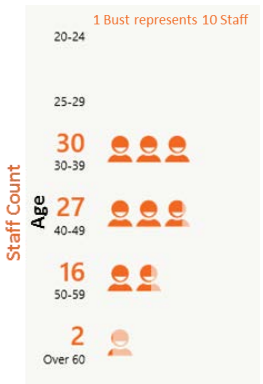
> OVERALL GENDER BREAKDOWN



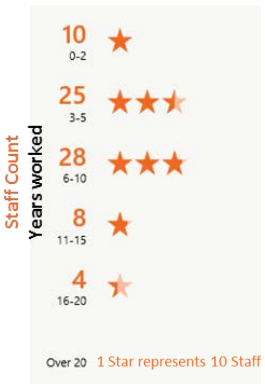
> GENDER BREAKDOWN BY MANAGERIAL POSITION



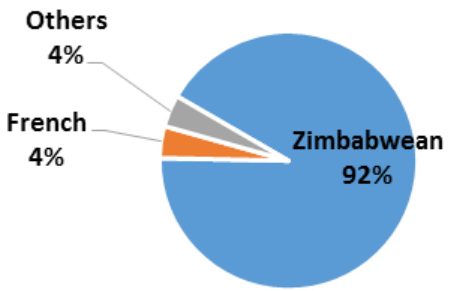
> AGE



> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES

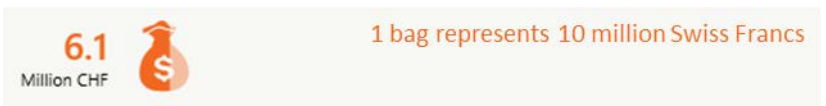


OVERVIEW

0.43%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS



JAKARTA

OVERVIEW

> COUNTRY MAP

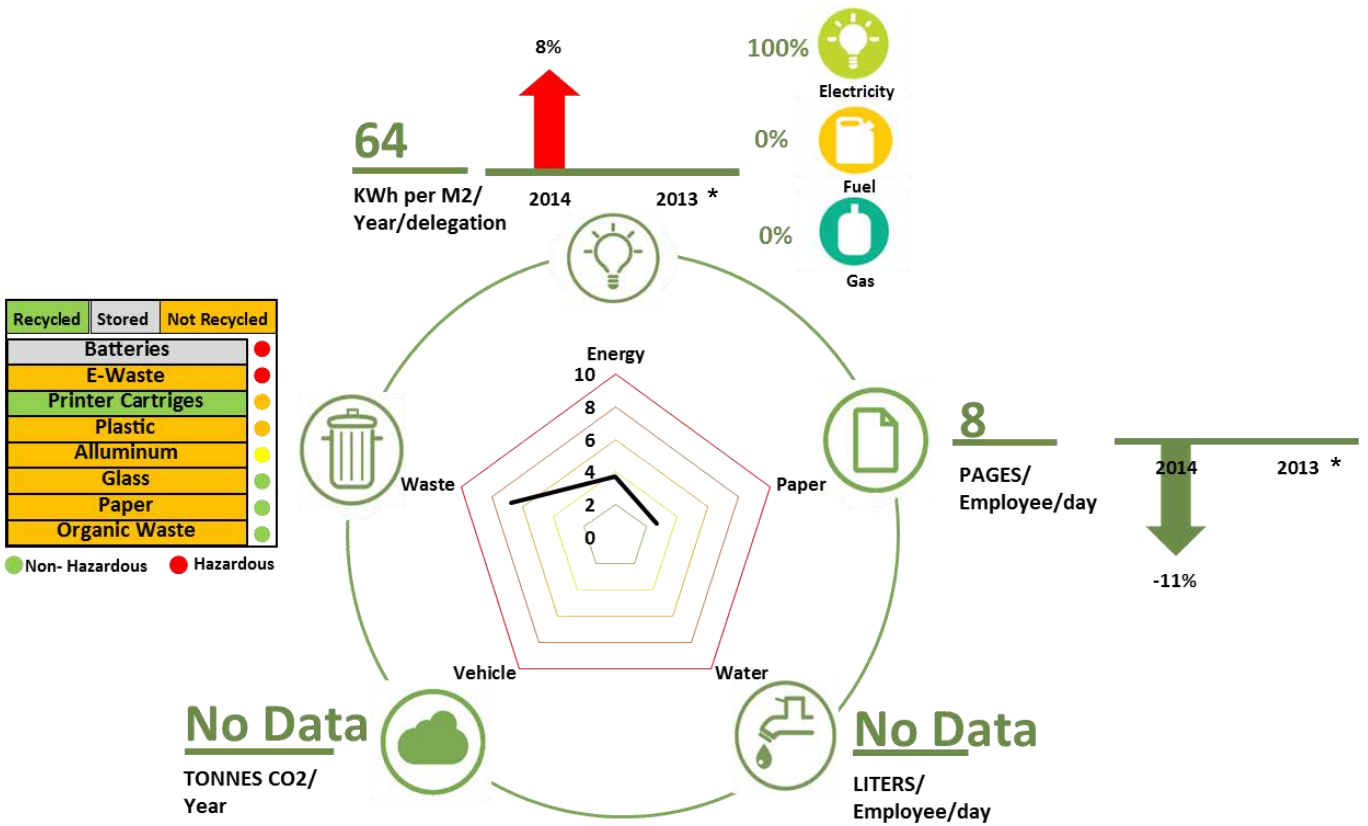
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **44% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **55% lower** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

JAKARTA

OVERVIEW

46
ICRC STAFF
In the country

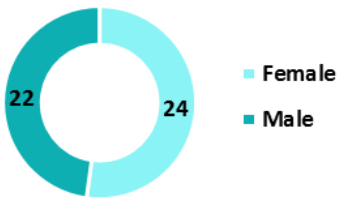
41
AVERAGE AGE
Of ICRC Staff

7
NATIONALITIES
represented

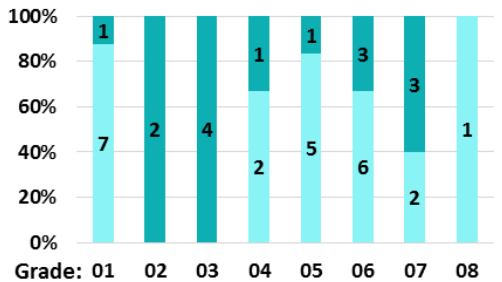
9.8
AVERAGE YEARS
working with ICRC

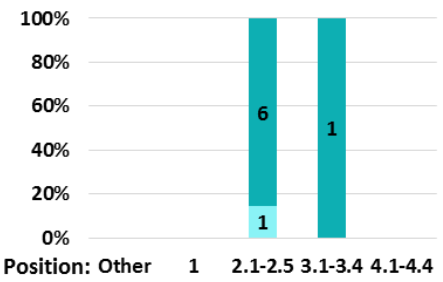
SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN



> GENDER BREAKDOWN BY MANAGERIAL POSITION

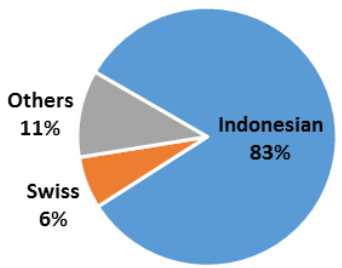




> AGE

> STAFF SENIORITY

> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.23%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

JUBA

OVERVIEW

> COUNTRY MAP

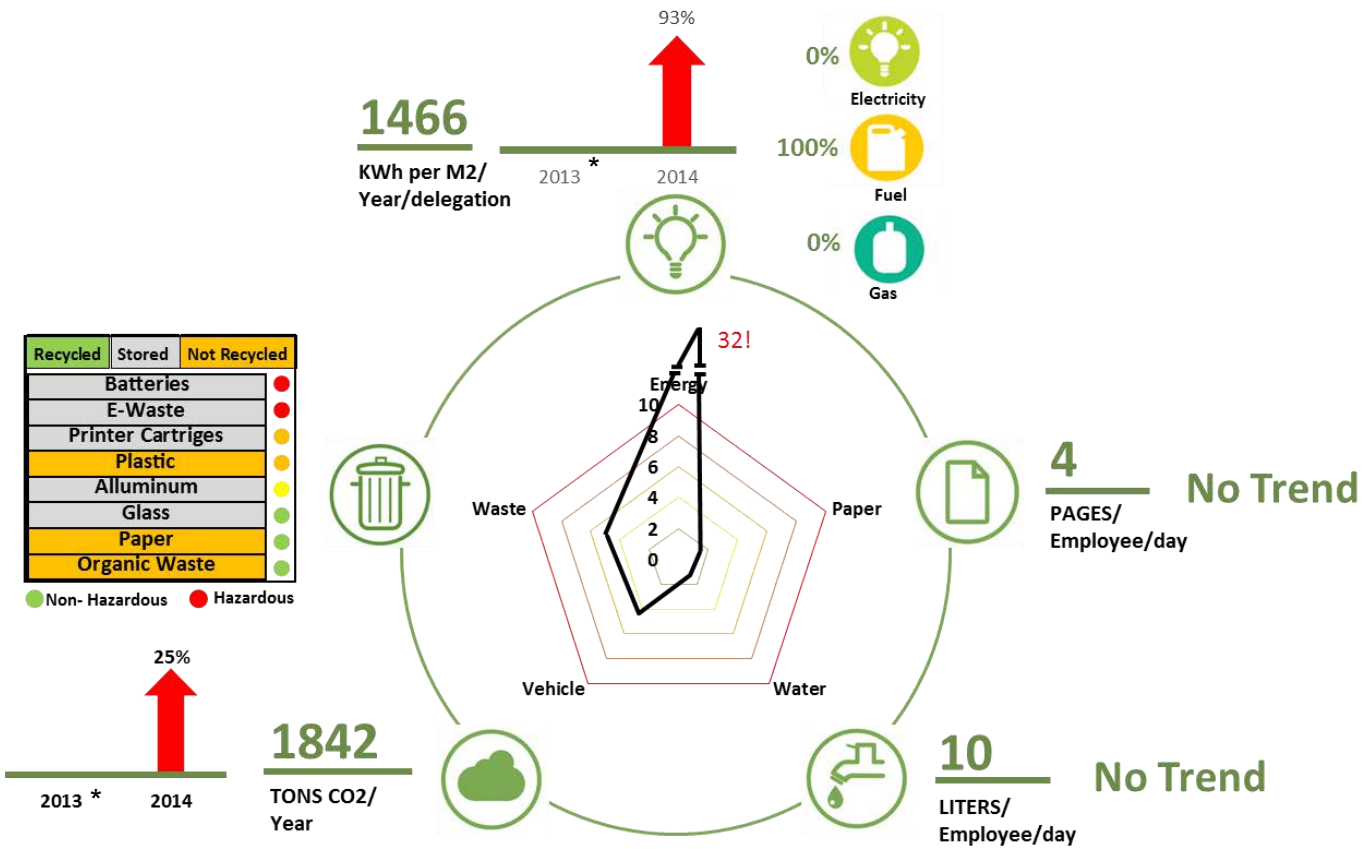
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **238% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **496% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

JUBA

OVERVIEW

822
ICRC STAFF
In the country

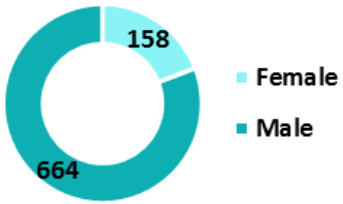
38
AVERAGE AGE
Of ICRC Staff

55
NATIONALITIES
represented

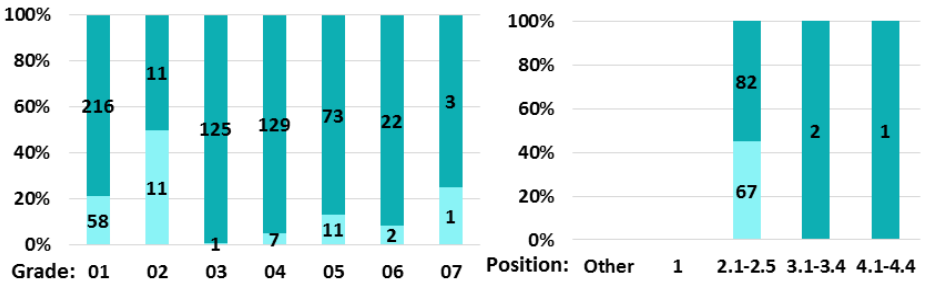
1.8
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN

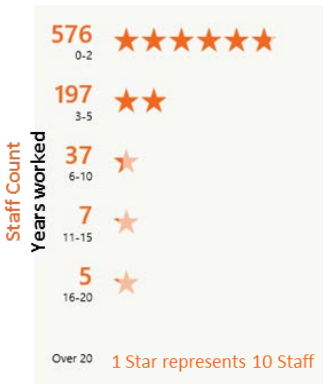


> GENDER BREAKDOWN BY MANAGERIAL POSITION

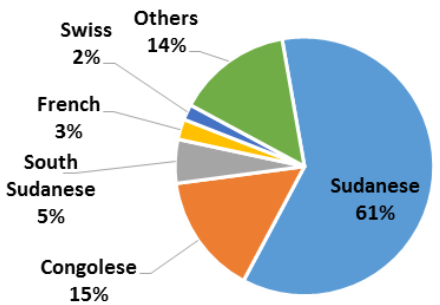


> AGE

> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

8.21%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

MEXICO

OVERVIEW

> COUNTRY MAP

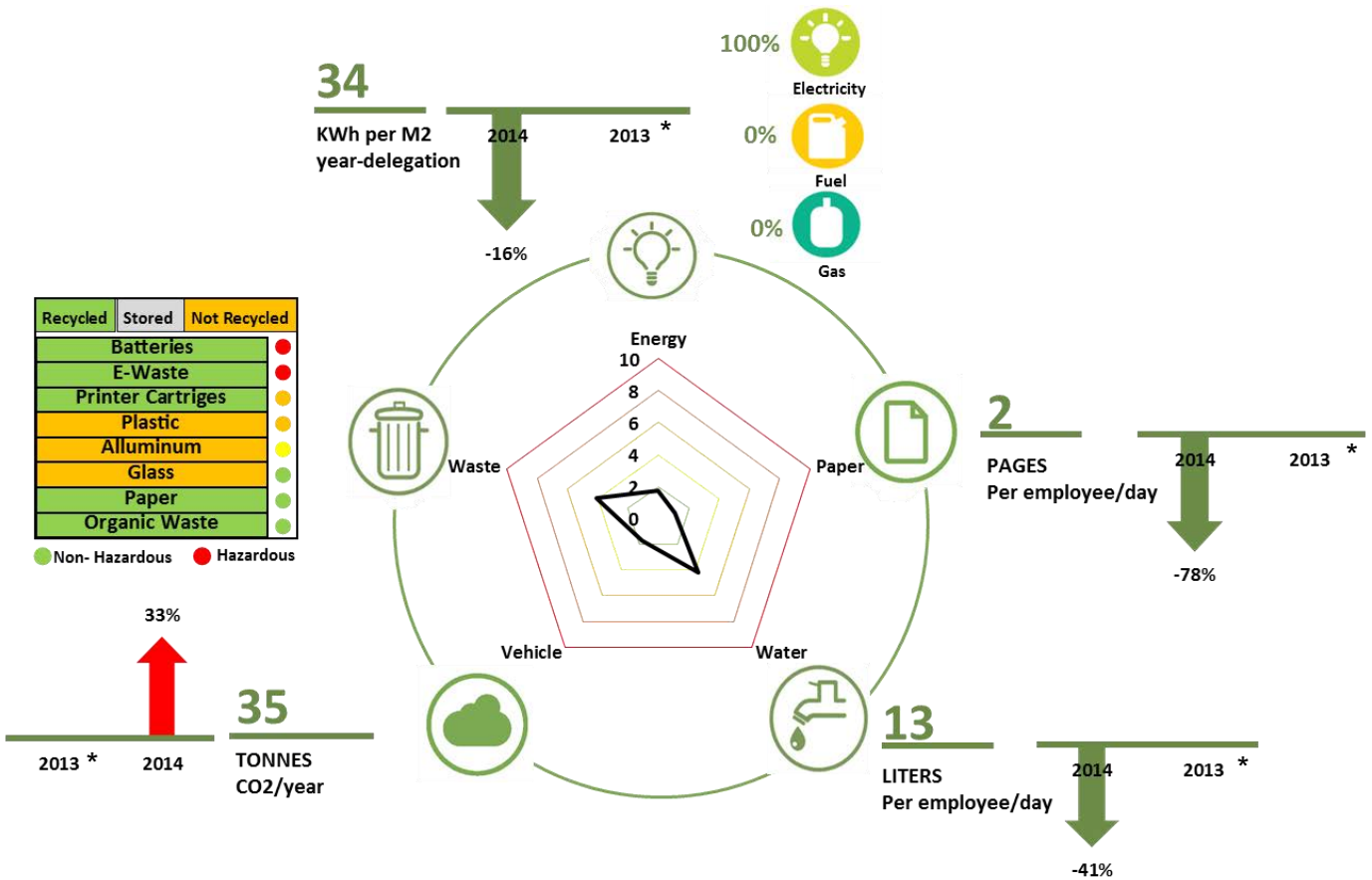
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **26% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **1849% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

MEXICO

OVERVIEW

95
ICRC STAFF
In the country

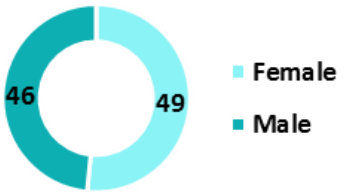
40
AVERAGE AGE
Of ICRC Staff

15
NATIONALITIES
represented

4.4
AVERAGE YEARS
working with ICRC

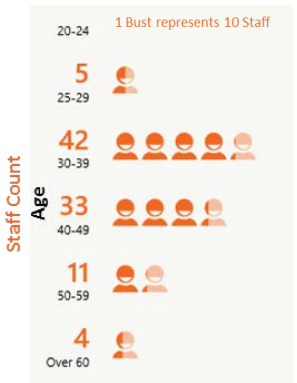
SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN

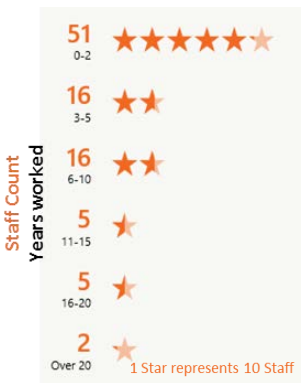


> GENDER BREAKDOWN BY MANAGERIAL POSITION

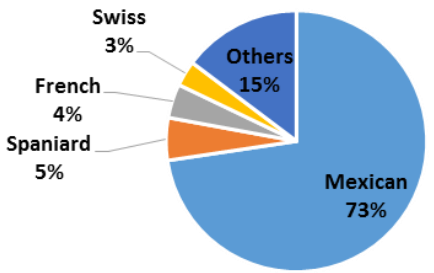
> AGE



> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.76%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

MONROVIA

OVERVIEW

> COUNTRY MAP

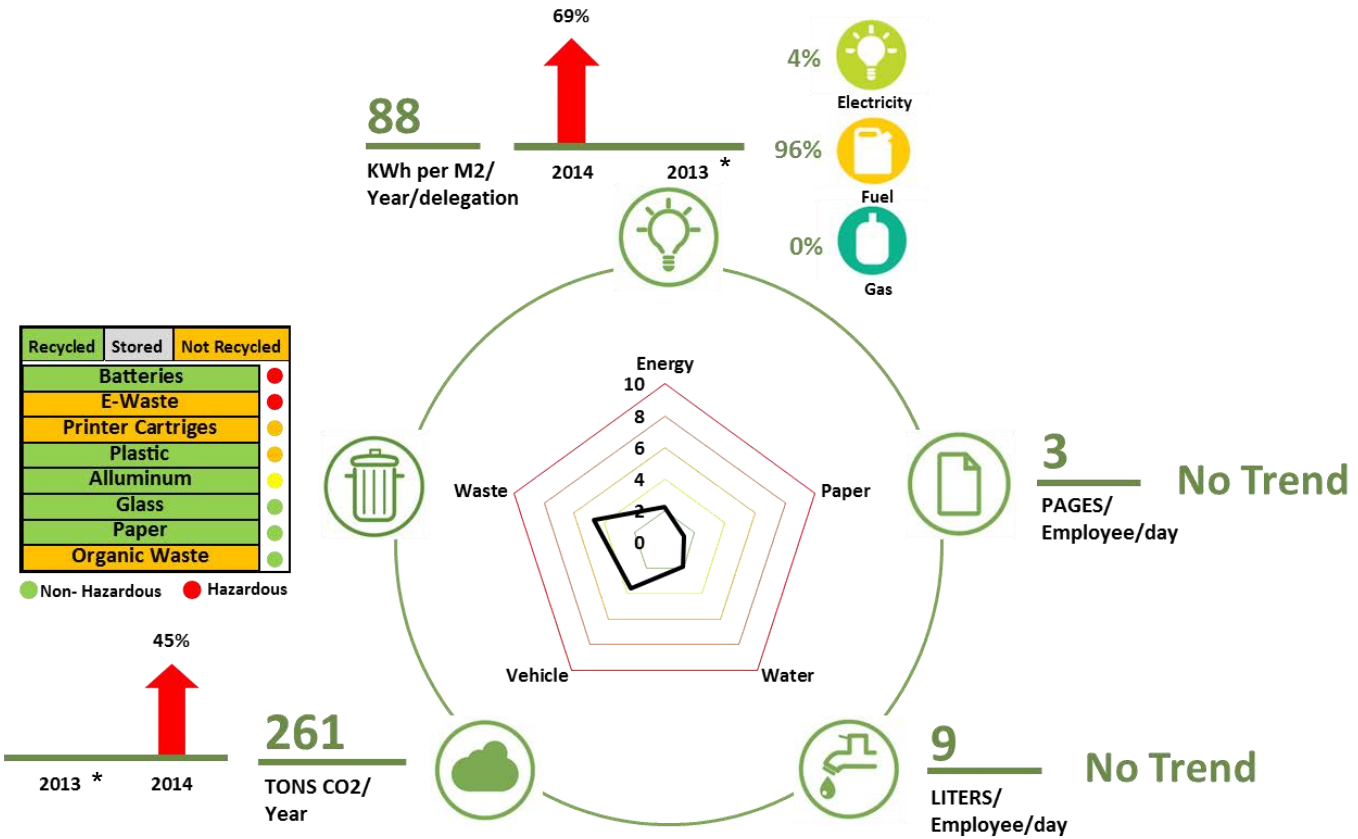
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **204% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **98% lower** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

MONROVIA

OVERVIEW

111
ICRC STAFF
In the country

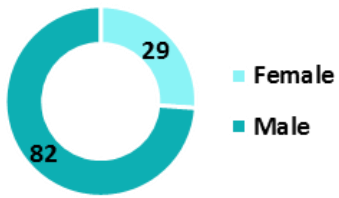
44
AVERAGE AGE
Of ICRC Staff

14
NATIONALITIES
represented

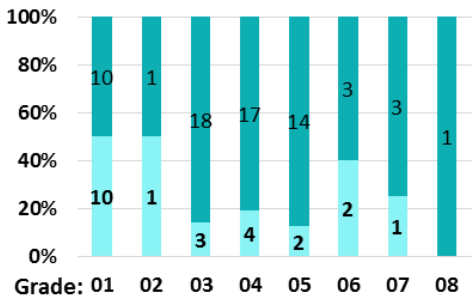
5.1
AVERAGE YEARS
working with ICRC

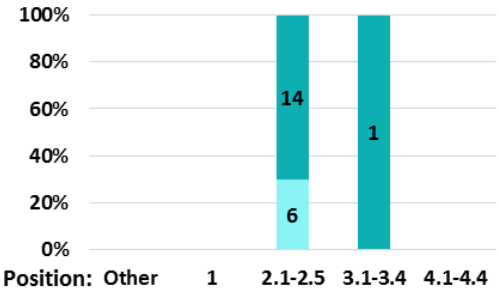
SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN

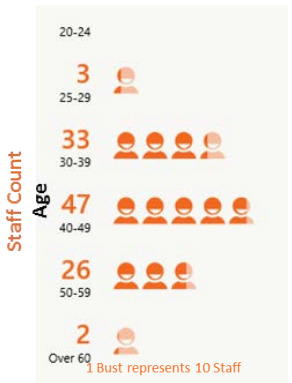


> GENDER BREAKDOWN BY MANAGERIAL POSITION

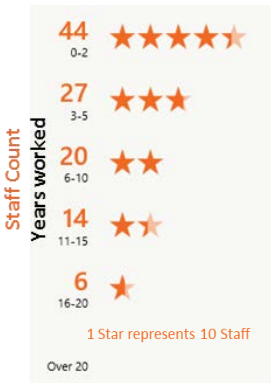




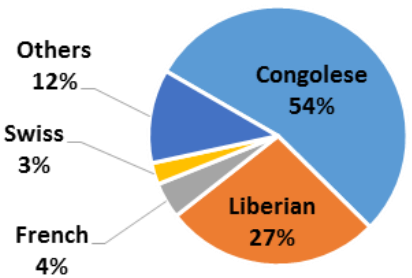
> AGE



> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.75%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

NAIROBI & SOMALIA*

OVERVIEW

> COUNTRY MAP

> DELEGATION

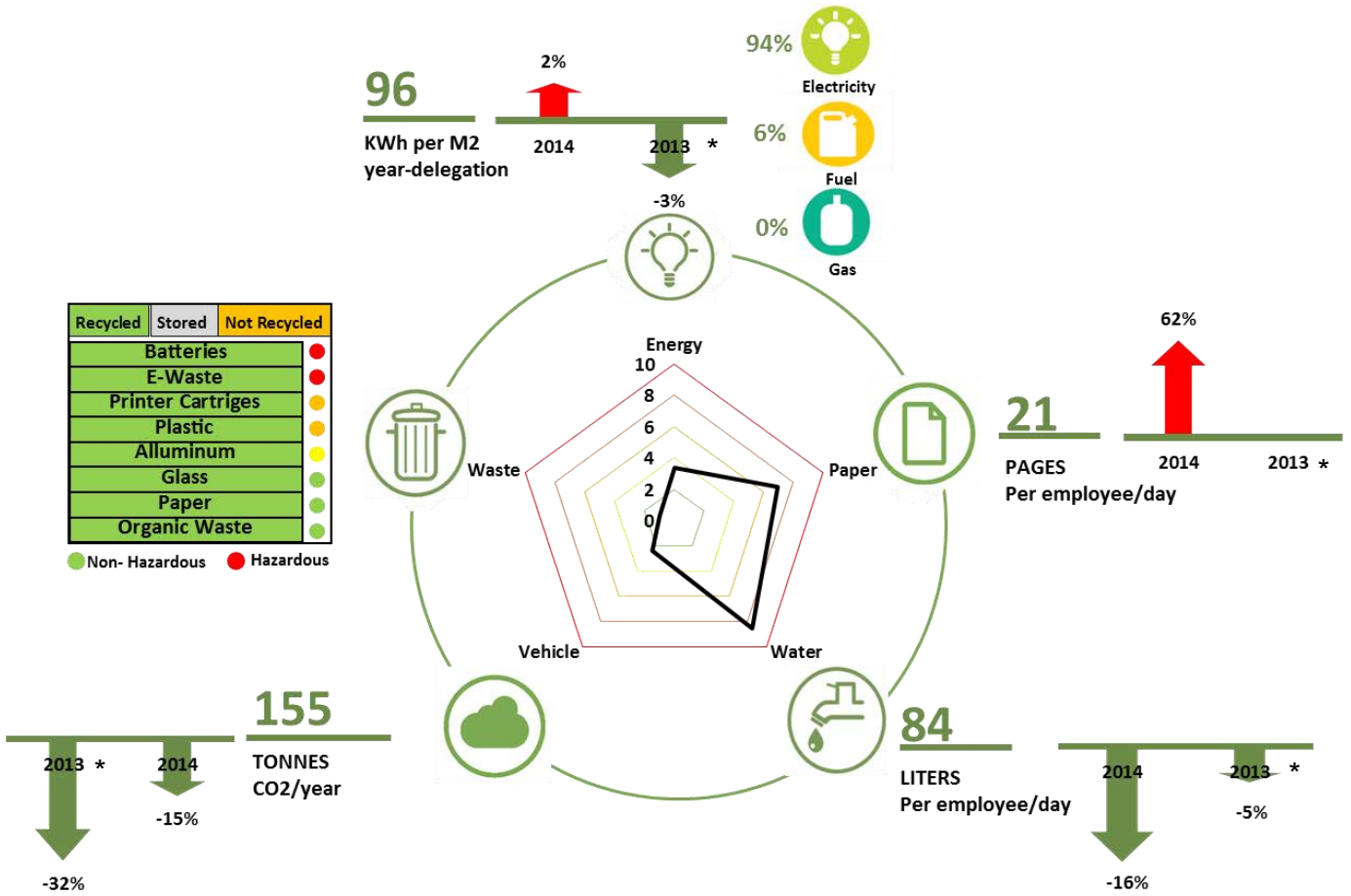
> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **11% lower** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **620% higher** in this country than in Switzerland.

* The Somalia delegation is located in the Nairobi office

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

LON*

OVERVIEW

> COUNTRY MAP

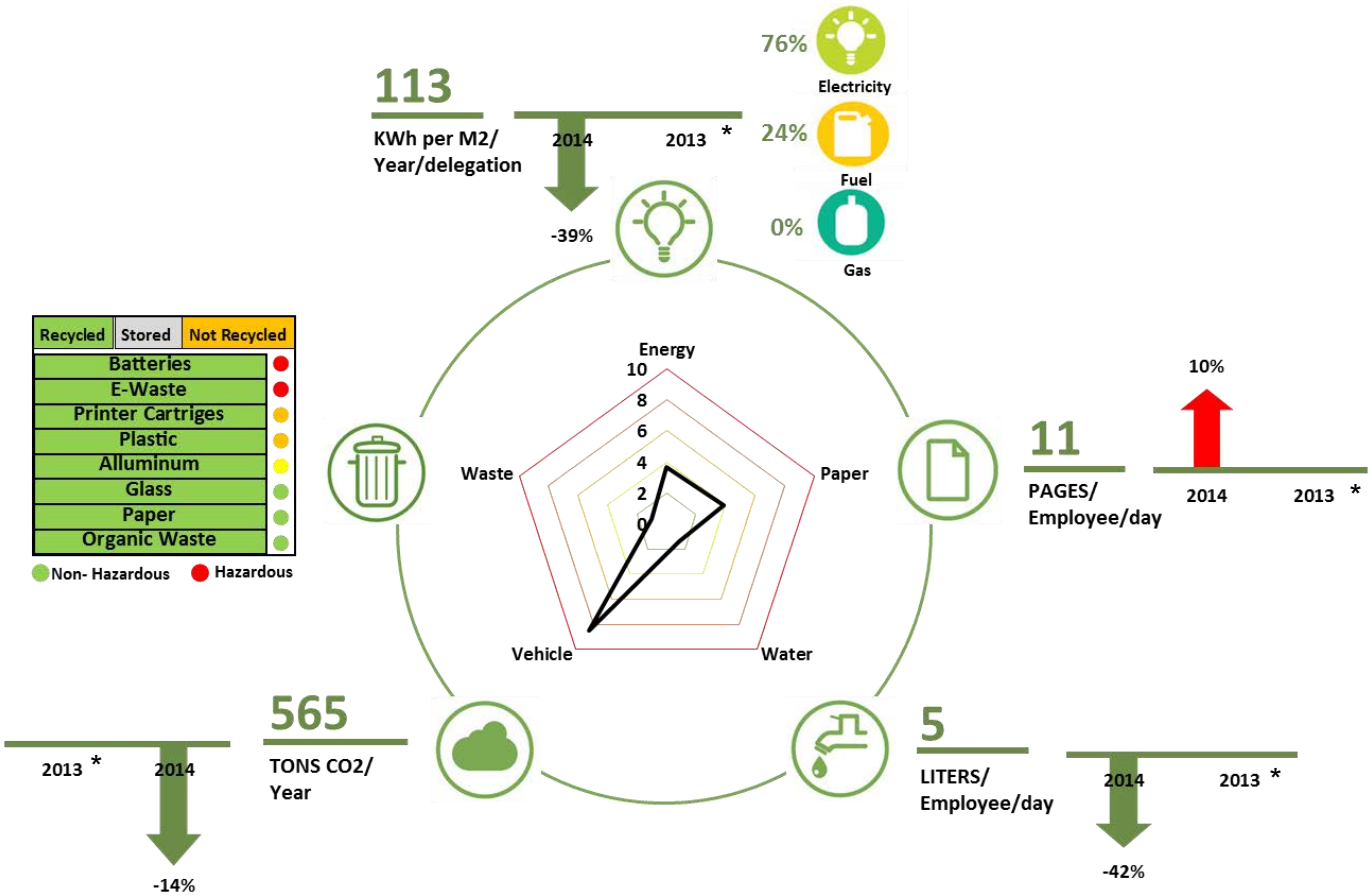
> Warehouse

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **11% lower** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **620% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

* LON is the Logistics Centre in Nairobi

ANNEXES

NAIROBI & LON*

OVERVIEW

330
ICRC STAFF
In the country

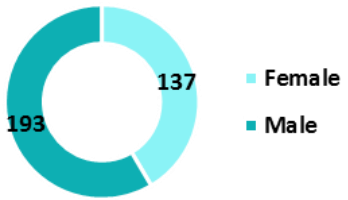
44
AVERAGE AGE
Of ICRC Staff

16
NATIONALITIES
represented

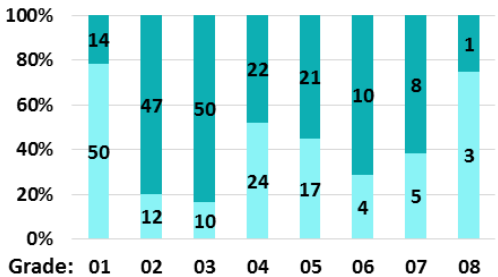
10.4
AVERAGE YEARS
working with ICRC

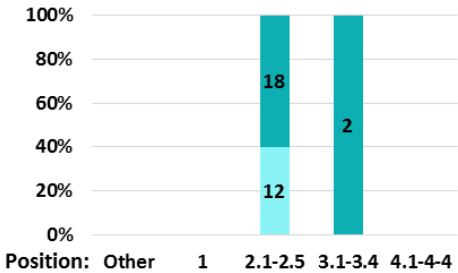
SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN

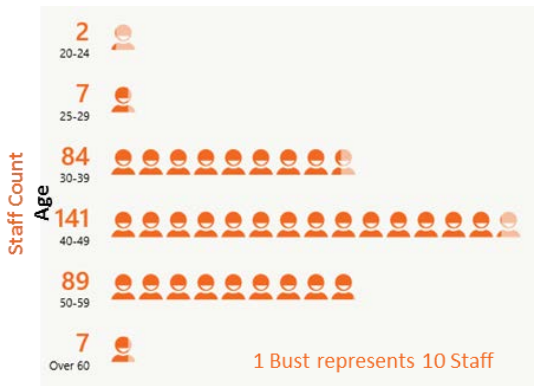


> GENDER BREAKDOWN BY MANAGERIAL POSITION

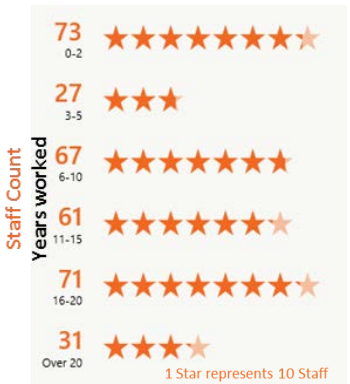




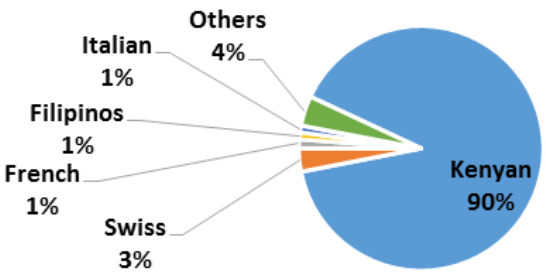
> AGE



> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

1.50%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

* LON is the Logistics Centre in Nairobi

ANNEXES

SOMALIA

OVERVIEW

136
ICRC STAFF
In the country

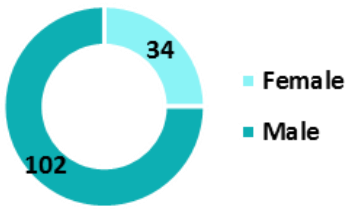
41
AVERAGE AGE
Of ICRC Staff

23
NATIONALITIES
represented

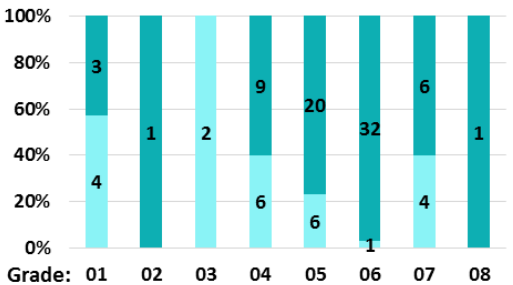
4.8
AVERAGE YEARS
working with ICRC

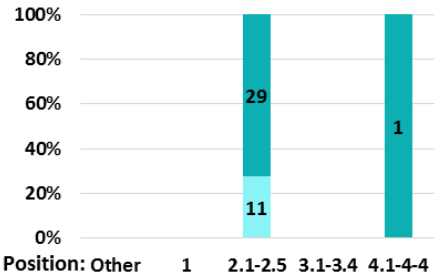
SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN



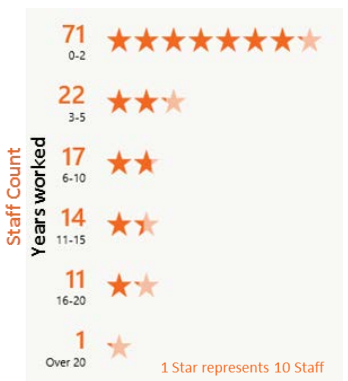
> GENDER BREAKDOWN BY MANAGERIAL POSITION



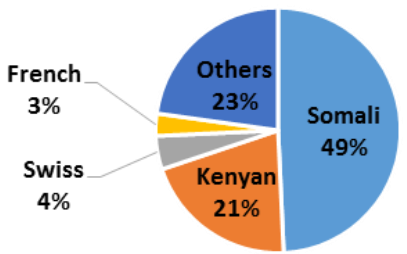


> AGE

> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

4.11%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

NEW DEHLI

OVERVIEW

> COUNTRY MAP

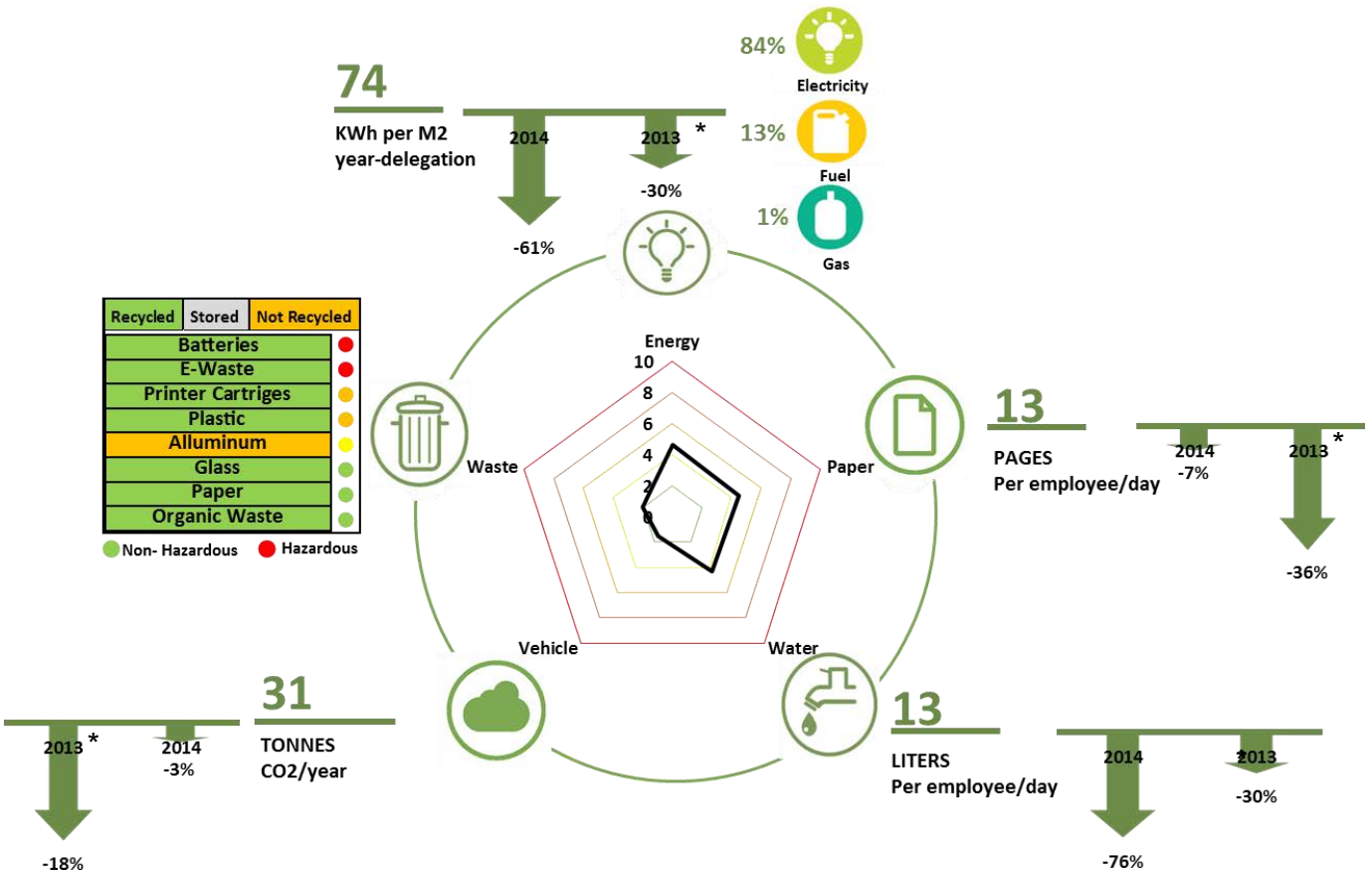
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **70% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **1921% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

NEW DEHLI

OVERVIEW

101
ICRC STAFF
In the country

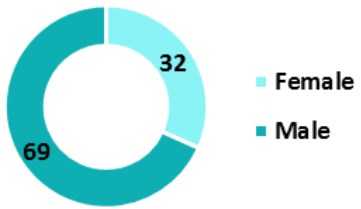
40
AVERAGE AGE
Of ICRC Staff

10
NATIONALITIES
represented

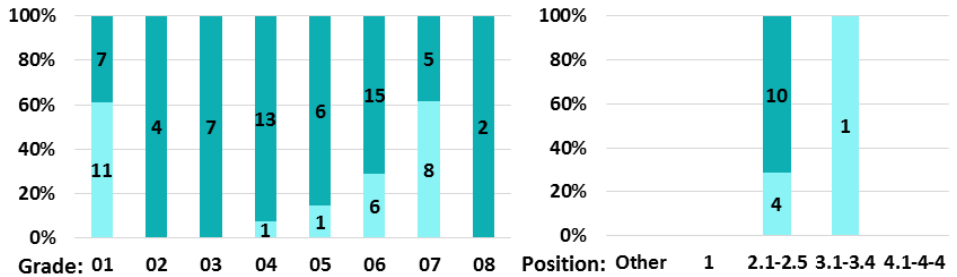
7.8
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN



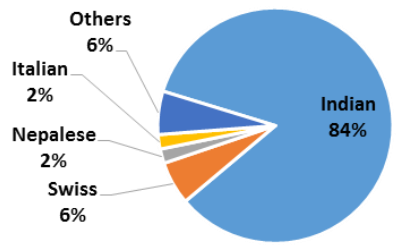
> GENDER BREAKDOWN BY MANAGERIAL POSITION



> AGE

> STAFF SENIORITY

> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.65%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

9.2
Million CHF

1 bag represents 10 million Swiss Francs

PARIS

OVERVIEW

> COUNTRY MAP

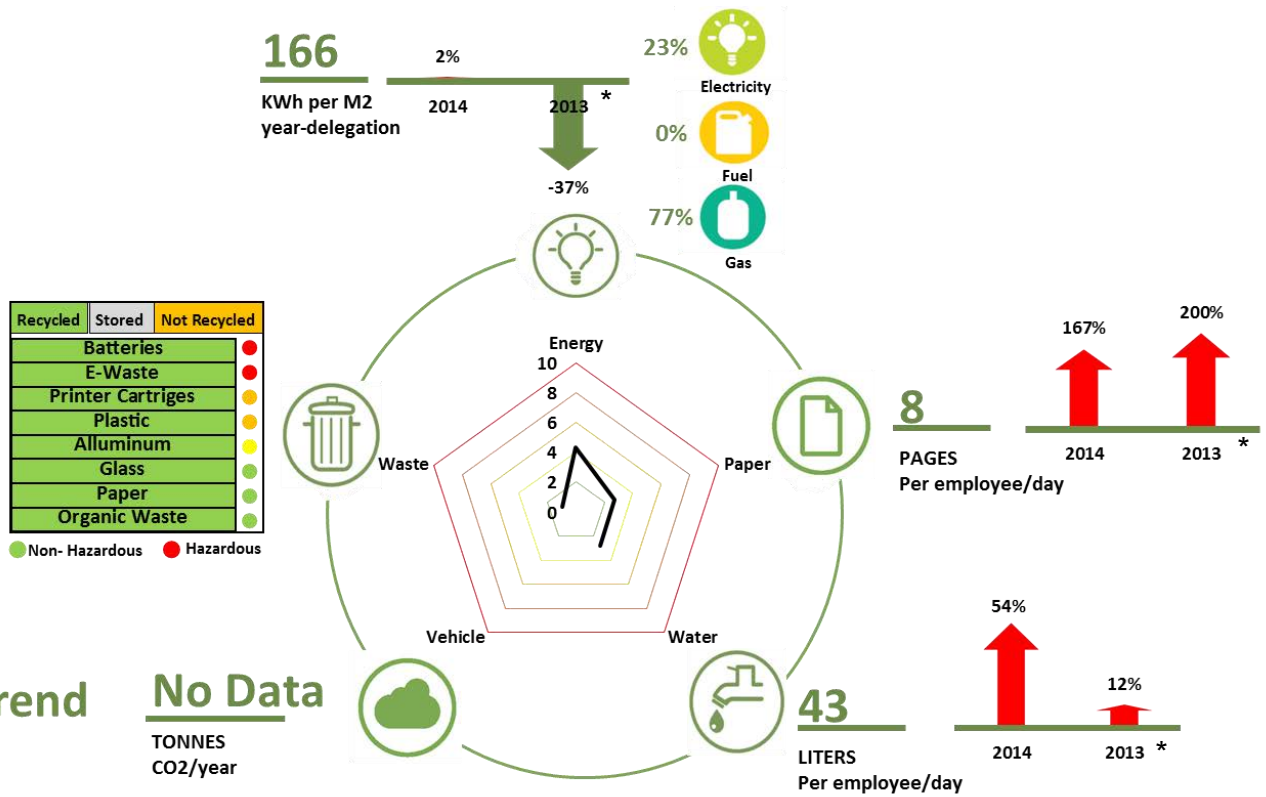
> DELEGATION

> CONTEXTUALISATION OF IMPACTS

The per-unit impact of electricity production on the environment is **32% higher** in this country than in Switzerland.

The per-unit impact of water consumption on available water resources is **230% higher** in this country than in Switzerland.

ENVIRONMENTAL FOOTPRINT



* The reference year for calculating the trends is 2012.

ANNEXES

PARIS

OVERVIEW

20
ICRC STAFF
In the country

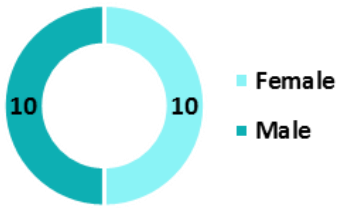
41
AVERAGE AGE
Of ICRC Staff

4
NATIONALITIES
represented

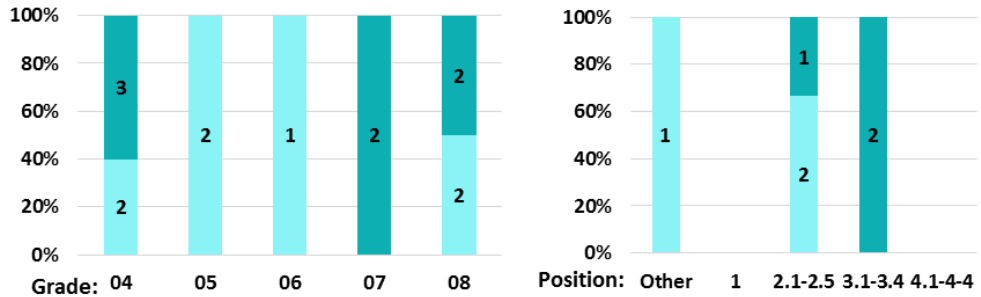
7.6
AVERAGE YEARS
working with ICRC

SOCIAL INDICATORS

> OVERALL GENDER BREAKDOWN

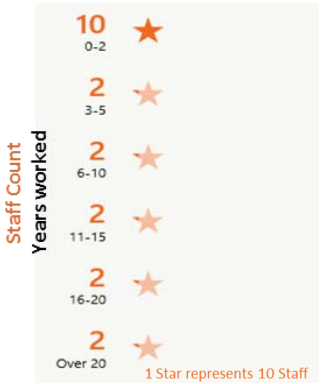


> GENDER BREAKDOWN BY MANAGERIAL POSITION

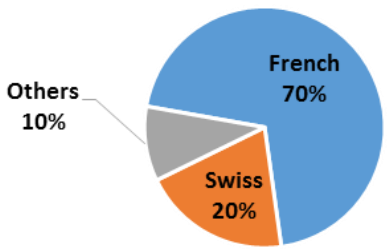


> AGE

> STAFF SENIORITY



> MOST REPRESENTED NATIONALITIES



OVERVIEW

0.27%
PERCENT
of Total ICRC Budget

ECONOMIC INDICATORS

> DELEGATION BUDGET IN MILLIONS OF SWISS FRANCS

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Paul Osamo for the section on waste management.