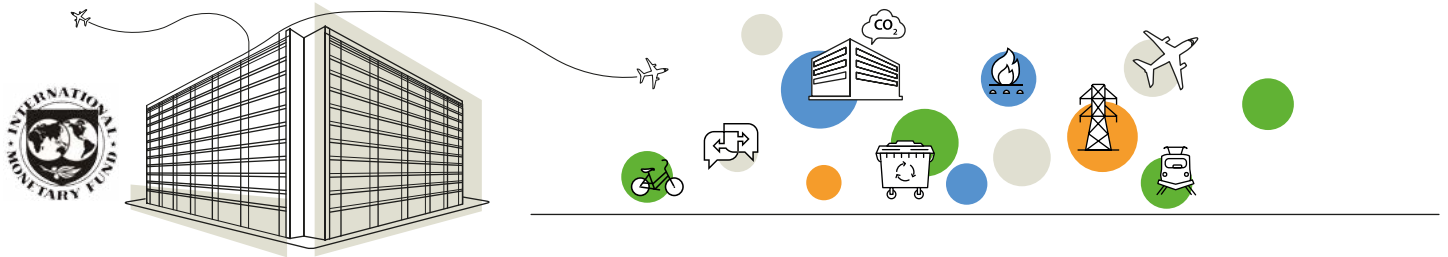


# IMF Corporate Environmental Management

## - A Summary -

This summary outlines key findings and recommendations of the Peer Review conducted by the United Nations Environment Management Group of the International Monetary Fund's corporate environmental management. The purpose of this summary is to convey lessons learned in the Peer Review process and to highlight possible areas of focus and collaboration among UN and related agencies in the area of corporate environmental management.

For more detailed information about the Peer Review process and reports please contact the EMG Secretariat at [EMG@un.org](mailto:EMG@un.org)



## The Peer Review Process

The Peer Review Process was initiated in 2012 by the United Nations Environment Management Group (EMG). The Project aims to review the environmental sustainability profile and performance of UN and related agencies. Peer reviewing refers to one or more agencies reviewing the environmental performance of fellow agencies' facilities and internal operations.

The Peer Review is undertaken by Peer Review Teams comprising technical experts, UN and representatives of UN entities, international organizations and local government authorities, with support and coordination provided by the EMG Secretariat. The Peer Review Team analyses data and information provided by the reviewed agency based on site visits to the reviewed facility(ies). Achievements, challenges, good practices and lessons learned in approaches to corporate environmental management are then identified and compiled into a Peer Review Report, along with proposed recommendations. These recommendations focus on how the environmental performance of the reviewed entity could be improved, whilst enhancing their resource efficiency, and economic and social sustainability.

## Facilities Management

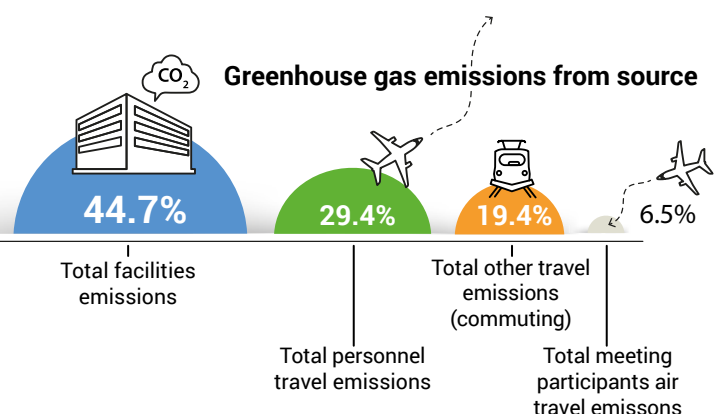
The International Monetary Fund (IMF) employs approximately 2,600 staff from 147 countries and its headquarters in Washington D.C. USA. The headquarters consist of two buildings, Headquarters 1 (HQ1) and Headquarters 2 (HQ2). IMF also owns and operates the Concordia, a 121-room, extended-stay lodging facility, located close to the Headquarters. All three buildings are LEED Certified. HQ1 occupancy currently stands at around 1,800 staff and vendors, however the building is currently undergoing a major renovation, which is due for completion in 2020 temporarily reducing its capacity. Similarly, the occupancy of HQ2 stands at around 1,800 staff and vendors. HQ1 was LEED Gold certified in 2009. HQ2 was LEED Platinum re-certified for existing buildings in 2014, and is one of the first existing buildings to achieve this level of re-certification in Washington D.C. The Concordia is used

by the IMF's teaching institute as well as the IMF and World Bank Group staff and visitors. It has a gross floor area of approximately 96,000 ft<sup>2</sup> (8,919m<sup>2</sup>) with 121 guest suites over 10 stories. The Concordia was originally built in 1966 but it underwent major renovation in 2013 as a result of which it attained LEED Gold certification for Building Design & Construction.

## A Peer Review of IMF

The Peer Review of IMF was carried out in 2015 with the participation of UN Environment, UNICEF, ICAO, the World Bank and the EMG Secretariat. The review covered the three IMF-owned buildings (HQ1, HQ2 and the Concordia) and the following topics:

1. Greenhouse gas (GHG) emissions from facilities.
2. Greenhouse gas (GHG) emissions related to air travel, organization-wide.
3. Waste management at facilities.
4. Communication and outreach.

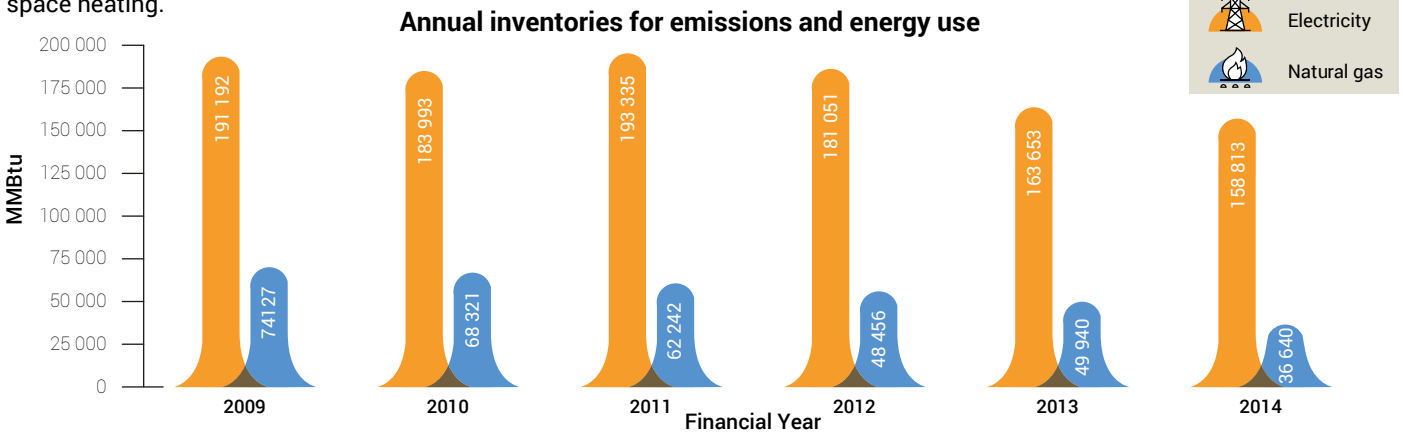


# Greenhouse Gas Emissions From Facilities



## Status

The accounting is carried out through an external agency using recognized greenhouse gas (GHG) protocols, such as World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) GHG Protocol Accounting, the Intergovernmental Panel on Climate Change (IPCC) Direct Global Warming Potentials and the US Environmental Protection Agency (EPA). Below indicates the breakdown of IMF emissions from source. IMF has been accounting and reporting its annual GHG emissions since 2009. Figures from a GHG inventory for the financial year 2015, indicate that emissions from both headquarter buildings and the Concordia account for 28% of the overall GHG emissions. 90% of GHG emissions from IMF facilities are grid electricity-based, used for lighting and elevators, and the HVAC systems which offers heat, ventilation and air conditioning. The majority of the remaining 10% of emissions are associated with natural gas combustion for domestic hot water and space heating.



## Challenges

### Above UN-average per capita GHG emissions:

IMF per capita GHG emissions are 25% higher than the UN average; whilst, at the same time emissions per floor area are 29% lower than the UN average. A possible reason for these results is the significant number of visitors attending conferences, meetings and training at IMF's facilities and/or the generous size of IMF's facilities in terms of area per occupant. – and the fact this is not accounted for in emissions calculations.

### Reporting GHG emissions:

IMF faces a challenge in reporting GHG emissions from its country offices due to their limited resources and collocation with other organisations.

### Electricity consumption responsible for over 90% of facilities' GHG emissions:

At the IMF HQ2 building, as much as 32% of annual energy is used during off-peak times of the day, which is caused by lights and equipment being left switched on during cleaning hours at night. Moreover, despite having considerable glazed areas and large atriums, both headquarter locations rely heavily on artificial lighting to provide sufficient lighting levels, predominately due to deep floor plans and high ceiling heights. The high reliance on grid electricity is a concern, taking into consideration that a large percentage of grid electricity is generated using fossil fuels at low efficiency.

## Achievements

### Building certification:

IMF facilities in Washington D.C. are at the forefront of environmental and emission reduction management when compared to similar building types across the U.S. as well as within the UN system. HQ1, HQ2 and The Concordia buildings are certified LEED and hold Energy Star certificates.

### Continual improvement:

In addition to the awareness raising and marketing value of the building certification, IMF has also effectively utilized these certification tools to drive change in defining policies and achieving continual improvement in its environmental management. Annual inventories seen in the figure below, demonstrate a steady decrease in emissions and energy use by facilities. IMF has invested in energy saving solutions leading to a continuous decrease in facilities' energy use since 2011.

## Recommendations

### Greenhouse gas inventory:

IMF may wish to investigate reasons for above average per-capita facilities' GHG emissions, by analyzing visitor attendance records and calculating average daily visits.

### Off-peak energy use:

- IMF may wish to carry out close monitoring of off-peak and intermediate peak energy use patterns, particularly for the HQ2 site
- Raise awareness of staff with regards to switching-off of lights and equipment and monitor the effectiveness of such efforts
- Investigate whether any other non-essential plant or equipment is being unnecessarily left on at night, or during weekends and holidays

### Lighting:

IMF may wish to consider the feasibility of lighting power density reduction at HQ2 and upgrade its existing lighting controls to include daylight and presence sensors.

### Space heating:

IMF may wish to consider the feasibility of a more efficient space heating system at HQ2 in order to reduce fossil fuel emissions associated with grid electricity use.

### Advocacy:

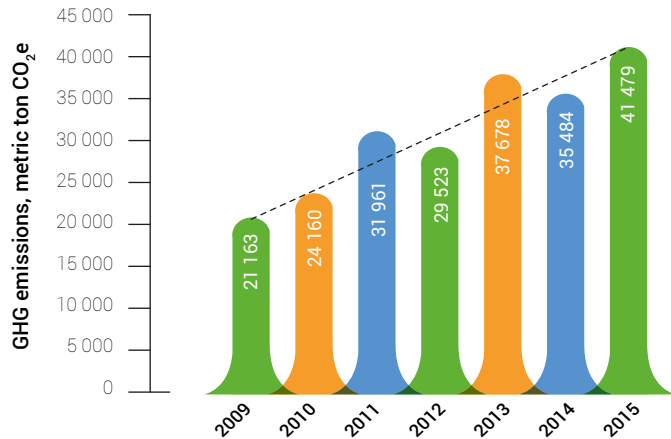
IMF may wish to continue advocating the financial and environmental benefits of investment in cutting-edge green building solutions beyond the realm of Corporate Services & Facilities Department in order to ensure future investment in such technologies.

# Greenhouse Gas Emissions From Air Travel



## Status

Staff missions that require air travel are an essential component of the activities of any international organisation to fulfill their mandates. However, as seen in the figure below, since 2009 there has been a steady increase in air travel-related GHG emissions from personnel travel at IMF. GHG emissions from personnel travel are among the largest proportion of GHG emissions and in 2014 they represented 44.4% of overall IMF emissions.



## Achievements

### General reduction in the carbon footprint:

There has been a reduction in carbon footprint associated with dignitary travels for the Annual and Spring Ministerial meetings. IMF has also been successful in improving communication and awareness with employees, resulting in 10% emissions reduction in employee commuting in 2014 – compared to 2013.

### Widespread teleconferencing facilities:

All HQ1 and HQ2 conference rooms have teleconferencing facilities, and are well equipped with the latest technologies. The promotion and extensive use of these facilities may help IMF to use alternative options to business travel.

### Reduction in business travel emissions:

A 6% decrease in GHG emissions associated with business travel which constitutes the bulk of travel related emissions. Other emissions reduction initiatives included lowering shipments by air transport.

# Waste Management at Facilities



## Status

Total waste generated has increased at IMF by almost 12% from 877 tons in 2014 to 982 tons in 2015. However, on a positive note, the composted share of waste has increased from 37% to 41%, whilst the landfilled share has decreased from 34% to 30%. Recycled waste remains the same, at 30% of all waste. Waste management is taken care of by SODEXO, IMF's facilities management contractor.

## Challenges

### Monitoring policy:

As air travel emissions are among the largest of the emissions sources for IMF and the UN system as a whole, there should be a more comprehensive system and policy to monitor and reduce them, which is currently lacking.

## Recommendations

### ICAO Calculator:

IMF may wish to use the ICAO air travel carbon emissions calculator, which can guarantee improved accuracy and periodically updated databases. The Calculator acts as a common and internationally approved methodology to estimate carbon emissions from air travel.

### Policy and procedures, and raising awareness:

IMF may wish to improve its travel policy in order to take into account the environmental, economic and social considerations, including health and safety; whilst, specific IMF departments' travel budgets or GHG emissions could be capped. In addition, awareness or training campaigns can explain how staff could help reduce their travels and the overall climate footprint of the organization.

### Travel class and frequency:

IMF may wish to make decisions based on clear guidelines from the organization in order to identify if particular travel type and frequency are necessary or can be avoided. For example, traveling in economy reduces the carbon footprint.

### Reduce meeting quota and encouraging video and teleconferencing:

IMF may wish to establish a method of approval for additional staff participation in meetings which could be subject to approval by the head of the organization. At the same time, video and teleconferencing could be encouraged.

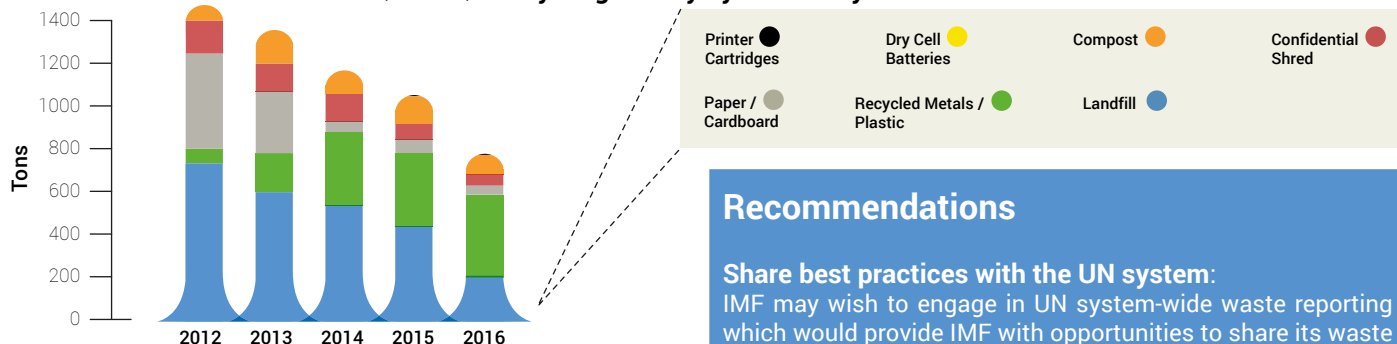
### Combine mission travels:

IMF may wish to bundle its staff missions. However, this may require staff to stay at the destination for a longer period of time. Alternatively, IMF could adopt a policy encouraging staff from regional offices to attend meetings on behalf of the long-haul traveler.

## Achievements

IMF has successfully developed its solid waste management policy, which has been implemented since 2009. The waste management policy establishes waste reduction, reuse and recycling goals and identifies the main types of waste generated at IMF's Washington facilities. In order to function effectively, the policy requires that continuous monitoring, data recording and reporting on waste generation is undertaken. Proper waste sorting is also required to allow for accurate data reporting of waste types and weight.

## HQ1 + HQ2 Recycling history by financial year



## Recommendations

### Share best practices with the UN system:

IMF may wish to engage in UN system-wide waste reporting which would provide IMF with opportunities to share its waste management practices and take a proactive leadership role.

### Improve waste management at the Concordia:

IMF may wish to focus more efforts towards ensuring visitors are aware of existing welcome videos and brochures which could provide information on waste management processes.

### Improve promotion of the 3Rs (Reduce, Reuse, Recycle):

IMF may wish to develop further and give additional visibility to the waste campaigns already in place, and convey the "less is more" message across the organisation.

### Improve visibility of waste reduction campaigns:

IMF may wish to give further visibility to the organisation's environmental and waste reduction initiatives, especially in areas which gather most staff and visitors.

## Challenges

### Waste communication:

IMF faces communication challenges concerning the updating and detailing of recycling bin labels to guide staff when disposing of their waste. This could be useful by reducing the waste sorting control efforts and avoiding at source-contamination.

### Handling, recycling and disposal process:

IMF faces the challenge of selecting the most suitable and innovative waste collectors and ensuring that the waste handling/recycling/disposal process is fully compliant with IMF's standards and expectations. Although the recycling chain is already well established, on-site visits of the recyclers' facilities could help select.

## Communication and Outreach

## Status

IMF has used a variety of methods to communicate the value of sustainability efforts to its occupants. Active engagement includes outreach events such as office equipment swaps, Earth Day celebrations, Bike to Work Day celebrations and directing staff to greener office supplies. Passive engagements have included bicycle rental programs, information on the Clean the World Program and obvious placement of the LEED certification plaque. One of the goals of the IMF sustainability program is to encourage more sustainable behaviour among staff for them to have a positive effect on the environmental impact of IMF facilities.

## Achievements

### Waste signage and Lucid building dashboards:

Consistent waste signage can be found throughout the campus, with identical colors, labels and pictures in offices, conference rooms and cafeterias, facilitating waste diversion. In addition, using real-time data from the Lucid system dashboards, staff are encouraged to turn off lights, to unplug chargers, and to cut down on printing and other systems use. Communication is facilitated through the dashboards, where complicated measures such as carbon dioxide are translated into easier measures such as dollars and gallons of gasoline.

### Incentives for cycling:

IMF has developed incentives for sustainable behaviour at its Washington facilities, for example through a campaign allowing flexibility for cyclists. Those who bike to the office 10 times receive one day free car parking. This has helped increase the number of cyclists, with some 400 cyclists now biking to work all year round.

## Challenges

### Communication with staff:

While there are a number of good programs, getting the information out of staff has been constrained. Resourcing the IMF sustainability program for frequent communication has been a challenge.

### Promoting staff-led sustainability efforts:

There are numerous sustainability efforts in place, but little to no communication about those efforts. For example, there is a bike rental program in place at the Concordia, however, information to visitors about where to rent the bikes is unavailable.

### Internal and external engagement:

IMF may wish to engage both internal and external stakeholders in its sustainability efforts in a more active way, adding to the passive engagement efforts.

### Resourcing the sustainability program:

IMF may wish to fully resource the sustainability program which would be a way to further strengthen its communication on sustainability. This is especially important, as there are currently no staff in charge of communicating IMF's sustainability efforts.

### Demonstrating to clients:

IMF may wish to consider actively demonstrating its commitment to sustainability which could show clients that the organisation is practicing what it preaches, as it takes a leadership position.