



International  
Labour  
Organization

# ► ILO Environmental Sustainability Action Plans for 2018–21

Narrative Report





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## ► Foreword

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When the ILO was established in 1919, neither climate change nor environmental sustainability posed a threat to social justice. However, accelerating developments over the last several decades have led ILO constituents worldwide to the strong conviction that the Organization can only pursue its mandate for social justice effectively if it integrates environmental sustainability into the Decent Work Agenda. Such action would also contribute to the realization of the relevant goals of the 2030 Agenda for Sustainable Development.

Consequently, in my Report to the 102nd Session (2013) of the International Labour Conference, I wrote “The prevention and mitigation of climate change, more than any other single element, will distinguish the ILO’s future responsibilities and activities from those of the past”. And the Green Centenary Initiative which I proposed on that occasion outlined my vision of how to give practical application to the decent work dimension of the transition to a low-carbon, sustainable development path. As one of seven ILO Centenary Initiatives, the Green Initiative was designed to scale up the ILO’s knowledge and capacity, policy advice and engagement at the global level to play a key role in the transition toward greener economies and a sustainable future, as well as to actively green its own operations at headquarters and in the regions.

Since then, the ILO has reached significant milestones and is moving forward with speed. Through the Governing Body, our tripartite constituents have reshaped ILO strategic frameworks to integrate a stronger environmental dimension.

The ILO’s Strategic Plan for 2018–21 incorporated a *just transition to environmental sustainability* as a fourth cross-cutting policy driver, in addition to gender equality and non-discrimination, international labour standards, and tripartism. In accordance with the Strategic Plan, the 2018–19 Programme and Budget (P&B) linked progress towards achieving a just transition to environmental sustainability across ILO outcome areas. The *ILO’s programme implementation report for 2018–19* shows encouraging results and valuable insights into how it could do more and better.

The Programme and Budget for 2020–21 introduced a new policy outcome – Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all. It contains a dedicated P&B output on a just transition to environmental sustainability.

At the Office-wide level, I introduced an Environmental Sustainability Policy in January 2016, which established an ILO policy relating to the protection of the environment and the promotion of environmental sustainability throughout the ILO, applicable to all ILO programmes, projects and operations at headquarters and in the regions.

The ILO Environmental Management System (EMS) and Environmental Sustainability Committee (ESC) enable a more systematic, coordinated and integrated approach to achieving the objectives of the Environmental Sustainability Policy. Through the Office-wide ESC, which is chaired by the Deputy Director-General for Management and Reform, an ILO Environmental Sustainability Action Plan is formulated each biennium to record the objectives and priorities within ILO programmes, projects, and operations and establish targets, outcomes, and indicators for the biennium.

The Action Plans have demonstrated ambition, commitment, and far-reaching achievements across the Office in integrating environmental sustainability in ILO policy outcomes, Decent Work Country Programmes, and development cooperation projects. Similarly, important progress has been achieved in the greening of ILO operations and facilities, with reductions in water use and waste generation, and significant gains in energy efficiency.

These are positive and encouraging steps. However, more needs to be done to ensure that in the pursuit of decent work and social justice, environmental sustainability and climate change, as defining challenges of our time, are fully embedded in our action and services provided to ILO constituents.

The ILO Centenary Declaration for the Future of Work, adopted at the centenary conference in 2019, recognizes clearly and unequivocally that environmental and climate change are among the key forces transforming the world of work. Through the Declaration, the ILO stands ready to pursue its mandate while ensuring “a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions”.

The COVID-19 pandemic has made it evident that a healthy life and workplace, productive economies and decent work, all depend on a healthy environment. The crisis provides a reminder of the price paid if we do not invest enough resources in ensuring the maintenance of that healthy environment.

In taking forward this commitment, I am pleased to convey to all ILO staff, constituents and partners the new ILO Environmental Sustainability Action Plan. It will be essential for us all to implement it fully so that through our action in the world of work we help to make a difference in tackling the multiple environmental challenges that our world faces today.

**Guy Ryder**  
Director-General

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## ▶ Acronyms

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ACT/EMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
BRP	Building Renovation Project
CEB	Chief Executives Board
CABINET	Director-General's Office
CCPD	Cross-cutting policy driver
CO	Country office
CPO	Country programme outcome
ENT/COOP	Cooperatives Unit
DC	development cooperation
DCOMM	Department for Communication and Public Information
DDG/FOP	Deputy Director-General for Field Operations and Partnerships
DDG/P	Deputy Director-General for Policy
DDG/MR	Deputy Director-General for Management and Reform
DEVINVEST	Development and Investment Branch
DWCP	Decent Work Country Programmes
EIIP	Employment Intensive Infrastructure Programme
EMG	UN Environmental Management Group
EMS	Environmental Management System
EMP/INVEST	Employment Investment Unit
EMPLAB	Employment and Labour Market Policies Branch
EMPLOYMENT	Employment Policy Department
ENT/SME	Small and Medium Enterprises Unit
ENTERPRISES	Enterprises Development
ESC	Environmental Sustainability Committee
ESS	environmental and social safeguards
EVAL	Evaluation Office
FACILITIES	Facilities Management Unit
FSC	Forest Stewardship Council
GED	Gender, Equality and Diversity Branch
GHG	greenhouse gases
GOVERNANCE	Governance and Tripartism Department
HRD	Human Resources Development
INFOTEC	Information and Technology Management
INFOTEC/TMS	Technology Management Services Branch
ILC	International Labour Conference
ILO	International Labour Organization
INTSERV	Internal Services and Administration
INWORK	Inclusive Labour Markets, Labour Relations and Working Conditions Branch
IOM	International Organization for Migration

ITC-ILO	International Training Centre of the ILO
LABADMIN/OSH	Labour Administration, Labour Inspection and Occupational Safety and Health Branch
MIGRANT	Labour Migration Branch
MULTILATERALS	Multilateral Cooperation Department
NDCs	Nationally Determined Contributions
NORMES	International Labour Standards Department
OHCHR	Office of the United Nations High Commissioner for Human Rights
P&B	Programme and Budget
PAGE	Partnerships for Action on Green Economy
PARDEV	Partnerships and Field Support Department
PROCUREMENT	Procurement Bureau
PRODOC	Printing and Distribution Branch
PRODOC/REPRO	Reproduction Bureau
PROGRAM	Strategic Programming and Management Department
RELMEETINGS	Official Meetings, Documentation and Relations Department
RESEARCH	Research Department
RO-Africa	ILO Regional Office for Africa
RO-Europe	ILO Regional Office for Europe
ROAP	ILO Regional Office for the Arab States
ROAS	ILO Regional Office for Asia and the Pacific
ROLAC	ILO Regional Office for Latin America and the Caribbean
SECTOR	Sectoral Policies Department
SECTOR/E2M	Extractives, Energy and Manufacturing Unit
SECTOR/FACT	Forestry, Agriculture, Construction and Tourism Unit
SECTOR/MARITRANS	Transport and Maritime Sectors Unit
SECTOR/SERVICES	Private and Public Services Sectors Unit
SKILLS	Skills and Employability Branch
SOCPRO	Social Protection Department
SUN	Sustainable UN
SUPPORT/MAIL UNIT	Support and Mail Services Unit
UNDAF	United Nations Development Assistance Framework
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCAP EMS	UNESCAP Environmental Management Team
UNFCCC	United Nations Framework Convention on Climate Change
WORKQUALITY	Conditions of Work and Equality Department
YEP	Youth Employment Programme



Bangkok city gardener at work in the Rama IX Park, the largest park in the city, Thailand.  
(© ILO/Falise T., November 2007)

## ► I. Introduction

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Over the last two decades, environmental challenges have led ILO constituents worldwide to the conviction that the ILO can only pursue its mandate for social justice effectively if it integrates environmental sustainability into the Decent Work Agenda. The ILO anticipates that, while there will be job losses, the implementation of policies to promote greener products, services, and infrastructure will directly translate into an increased demand for labour across multiple sectors, and technological innovation will generate entirely new types of jobs. Despite pending challenges, constituents are united in their support for aligning the Decent Work Agenda with the fight against climate change and promoting a just transition to environmental sustainability that advances both decent work opportunities for all and the protection of the planet.

### Environment and the Decent Work Agenda

At the 102<sup>nd</sup> International Labour Conference (ILC) in June 2013, for the first time in the ILO's history, government, worker, and employer delegates agreed on a common vision and guiding principles for achieving a just transition to environmentally sustainable economies and societies. Conclusions were discussed based on the report *Sustainable Development, decent work and green jobs*,<sup>1</sup> which outlined the threats of environmental challenges on the world of work, as well as the opportunities that greater environmental sustainability presents in driving investment, economic growth, and job creation, determining that environmental and social development can no longer be treated as separate dimensions of development. A Tripartite Committee presented the *Resolution concerning sustainable development, decent work and green jobs adopted conclusions*, and the conclusions were adopted by the Conference, marking the permanent integration of environmental issues in the Decent Work Agenda.

At the 106<sup>th</sup> ILC in June 2017, the Director-General shared his report *Work in a Changing Climate: the Green Initiative*,<sup>2</sup> which emphasized the imperative of decent work and environmental sustainability working hand in hand. As one of seven ILO Centenary Initiatives, the Green Initiative became a means to scale up the ILO's knowledge and capacity to manage a just transition toward greener economies and a sustainable future, as well as to actively green its own operations at headquarters and in the field, building on the ILO Environmental Sustainability Policy and Management System.

At the 108<sup>th</sup> ILC in June 2019, the *ILO Centenary Declaration on the Future of Work*<sup>3</sup> was adopted. The Declaration outlines the major challenges and opportunities for the future of work and recognizes climate and environmental changes as key drivers of transformation in the world of work.

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1 ILO: Sustainable Development, decent work and green jobs, report at the International Labour Conference, 102<sup>nd</sup> Session, Geneva, 2013, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_207370.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_207370.pdf).

2 ILO: Working in a changing climate: the Green Initiative, Report of the Director-General, International Labour Conference, 106<sup>th</sup> Session, Geneva, 2017, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_554315.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_554315.pdf).

3 ILO: ILO Centenary Declaration for the Future of Work, adopted by the International Labour Conference, 108<sup>th</sup> Session, Geneva, 2019, <https://www.ilo.org/global/about-the-ilo/mission-and-objectives/centenary-declaration/lang--en/>.

## Links to SDGs and 2030 Agenda

The 2030 Agenda sets a plan of action that marries people, planet and prosperity and represents a shared global vision of sustainable development for all. The inclusion of Goal 8 – “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” – in the Sustainable Development Goals, acknowledges the critical role that the promotion of decent work plays in the path to sustainable development, while at the same time framing a reality in which environmental sustainability is a crucial factor in advancing the Decent Work agenda. Goal 12 – “Ensure sustainable consumption and production patterns” – and Goal 13 – “Take urgent action to combat climate change and its impact” – among others, are also critical for the ILO and the future of work. Climate change adaptation and mitigation measures will have far-reaching implications for social and economic development, production and consumption patterns, as well as employment, productivity and incomes. Therefore, the mainstreaming of environmental sustainability across the work of the ILO is well in line with the SDGs and 2030 Agenda.

## Climate Agenda and the Paris Agreement

The Paris Agreement<sup>4</sup> on climate change was adopted in December 2015 at the 21<sup>st</sup> Conference of the Parties to the UNFCCC (referred to as COP21) with explicit reference to “the imperatives of a just transition of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities,” while also acknowledging a need to “respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity” when taking action to address climate change issues. As the first universal, legally binding global climate deal, this firmly rooted the world of work and human rights within the international climate agenda.

The ILO, through its tripartite constituents and through the International Labour Office, played an active role in the process of negotiations and adoption of the Paris Agreement, and the integration of decent work and just transition dimensions in the Agreement. At COP21 in Paris, for the first time, a Director-General of the ILO led the Office’s delegation to COP, engaging with ILO constituents at crucial moments in the shaping of the Agreement. In addition to representatives of governments, workers’ and employers’ organizations had hundreds of representatives in attendance at COP21, which all together greatly contributed to the outcomes of the conference.

In September 2019, the UN Secretary-General António Guterres announced a Climate Action for Jobs Initiative at the Climate Action Summit and named the ILO to lead its implementation. The initiative offers a roadmap to accelerate climate action, while keeping jobs and human well-being as a critical component of transitioning to a carbon-neutral and climate-resilient economy.<sup>5</sup>

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4 UNFCCC: Adoption of the Paris Agreement, December 2015, <https://unfccc.int/resource/docs/2015/cop21/eng/l09r01.pdf>.

5 ILO: Climate Action for Jobs, 2019, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/documents/genericdocument/wcms\\_732092.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/genericdocument/wcms_732092.pdf).

## UN carbon neutrality commitments

In 2007, the Chief Executives Board for Coordination (CEB) approved the United Nations Climate Neutral Strategy that committed the UN system to measure, reduce and offset greenhouse gas (GHG) emissions from facilities, operations and travel. In 2015, UN organizations committed to becoming climate neutral by 2020, using the *UN Roadmap towards Climate Neutrality by 2020*<sup>6</sup> and in 2019, the CEB endorsed the *Strategy for Sustainability Management in the United Nations System (2020–2030)*<sup>7</sup> to intensify efforts to combat climate change through internal sustainability strategies.

In alignment with these commitments, in 2008 the ILO began calculating the annual GHG emissions of its headquarters and 48 field offices. It did so in partnership with the Sustainable UN (SUN) Secretariat of the UN Environment. These emission figures, along with other environmental indicators, are included in the UN *Greening the Blue report*<sup>8</sup> and website, as well as on the *Greening the ILO* web page.<sup>9</sup> Emissions reductions in ILO operations were incorporated into the ILO Environmental Sustainability Policy and Environmental Management System, adopted in 2016.

While the ILO has not yet offset its emissions, the Governing Body session, which was planned for March 2020 but canceled due to COVID-19, would have discussed ILO climate neutrality as it relates to its compliance with the UN Climate Neutrality Strategy.

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6 United Nations: UN Roadmap towards Climate Neutrality by 2020, April 2015, <https://www.unsystem.org/content/action-system-wide-road-map-un-climate-neutrality-2020>.

7 UN: Chief Executives Board for Coordination, Strategy for Sustainability Management in the UN System 2020–2030, CEB/2019/3/Add.2 (2019), [https://unemg.org/wp-content/uploads/2019/09/INF\\_3\\_Strategy-for-Sustainability-Management-in-the-UN-System.pdf](https://unemg.org/wp-content/uploads/2019/09/INF_3_Strategy-for-Sustainability-Management-in-the-UN-System.pdf).

8 United Nations: Greening the Blue Report 2019, 2019, <https://www.greeningthebluereport2019.org/>.

9 ILO: “Greening the ILO” web page (available for ILO staff on the intranet), <https://www.ilo.org/public/english/support/facilities/about/greening.htm>.



La Kumba Indigenous Association in Colombia, which cultivates strawberries using agroecological methods, participated in SCORE (©ILO SCORE, 2016)

## ► II. ILO Environmental Sustainability Policy and Management System

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### Environmental Sustainability Policy

In January 2016, the Director-General of the ILO introduced the Environmental Sustainability Policy relating to the protection of the environment and the promotion of environmental sustainability throughout the ILO, applicable to all ILO programmes, projects and operations at headquarters and in all external offices.

The policy directs the Office to pursue its mandate in an environmentally sustainable manner, to reduce and mitigate any negative impacts on the environment, and to improve the ILO's environmental performance towards the goal of achieving climate neutrality. In practice, the Office is to achieve this through progressively mainstreaming environmental sustainability in its results-based management frameworks, policies and programmes, Decent Work Country Programmes and projects, as well as its operations.

### Operationalizing the ILO's Environmental Sustainability Policy

In response to the Director-General's announcement of the Environmental Sustainability Policy, an ensuing directive was issued to introduce an Environmental Management System (EMS) and an Environmental Sustainability Committee (ESC) to enable a more systematic, coordinated and integrated approach to achieving the objectives of the Environmental Sustainability Policy.

### Environmental Management System

The EMS was established to support a more coordinated, effective and efficient approach to enhancing environmental sustainability throughout the ILO and aligns with the biennial programme and budget cycle of the ILO. This allows the Office to progressively mainstream environmental considerations and the goals of the Environmental Sustainability Policy into existing and future results-based management frameworks. Notably, within the 2018–21 period, environmental sustainability transitioned from being a cross-cutting policy driver in the 2018–19 P&B to a designated output in the 2020–21 P&B, and the EMS reflected this change accordingly.

The EMS cycle consists of four phases – planning, implementation, monitoring, and reporting and evaluation – which have been successfully enacted. An action plan is developed to record objectives and priorities within ILO programmes, projects, and operations, and to establish targets, outcomes, and indicators for each biennium. The Green Jobs Unit (previously the Facilities Management Unit (FACILITIES) of the Department of Internal Services and Administration (INTSERV)) is responsible for compiling an annual summary of progress made against agreed targets on the basis of inputs from all concerned organizational units. The ESC then conducts a review of the progress made against agreed targets and identified new opportunities for the next cycle.

## Environmental Sustainability Committee

The ESC was set up to facilitate, support and oversee the implementation of the Environmental Sustainability Policy of the ILO, the EMS and the biennial action plan. After reviewing the EMS, it submits recommendations to the Director-General on matters relating to the environmental sustainability of ILO operations, programmes and projects. The ESC is chaired by the Deputy Director-General for Management and Reform and is composed of representatives from the three portfolios.

Departments and units represented in the ESC include Governance and Tripartism Department (GOVERNANCE), Social Protection Department (SOCPRO), Conditions of Work and Equality (WORKQUALITY), Sectoral Policies Department (SECTOR), Employment Policy Department (EMPLOYMENT), Research (RESEARCH), Enterprises Development (ENTERPRISES), the DDG for Policy (DDG/P), the DDG for Field Operations and Partnerships (DDG/FOP), Partnerships and Field Support (PARDEV), Multilateral cooperation (MULTILATERALS), the Regional Office for Africa (RO-Africa), the Regional Office for the Arab States (RO-AS), the Regional Office for Latin America and the Caribbean (RO-LAC), the Regional Office for Asia and the Pacific (RO-AP), the Regional Office for Europe (RO-Europe), Facilities and Internal services (at ITC-ILO), Green Jobs – Sustainable Development Programme (at ITC-ILO), Strategic Programming and Management (PROGRAM), Human Resources Development (HRD), Official Meetings, Documentation and Relations (RELMEETINGS), the Procurement Bureau (PROCUREMENT), Communication and Public Information (DCOMM), Information and Technology Management (INFOTEC), Building Renovation Project (BRP), Internal Services and Administration (INTSERV), Evaluation Office (EVAL), Director-General's Office (CABINET), the Staff Union, Bureau for Workers' Activities (ACTRAV), and Bureau for Employers' Activities (ACTEMP).

## Environmental Sustainability Action Plan

As stated above, the purpose of the Environmental Sustainability Action Plan is to record the objectives and priorities within ILO programmes, projects, and operations and establish targets, outcomes, and indicators for the biennium. For the 2018–19 biennium, the action plan section on programmes and projects was organized to capture progress towards environmental sustainability through the implementation of the CCPD across outcomes. For the 2020–21 biennium, this section of the action plan was organized to capture progress towards relevant outputs, particularly the newly introduced Output 3.3 “Increased capacity of member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies”, in line with the 2020–21 P&B.



The GTZ (German Government International Technical Agency) is an international cooperation enterprise for sustainable development. Aleppo, Syrian Arab Republic. (© ILO/Lord R.)

### ► III. Audience and beneficiaries

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The direct beneficiaries and audience of the Action Plans for 2018–21 are ILO staff and management in headquarters and field offices and may be relevant and of interest to other UN staff, development partners, members of academia, and civil society. The ultimate beneficiaries of the action plan are the tripartite constituents of ILO member States: governments, and workers' and employers' organizations.



E-waste recycling station in Argentina. The ILO has been conducting research on employment and decent jobs in the Argentinian e-waste value chain. (© Daniele Epifanio)

## ► IV. Mainstreaming environmental sustainability in results-based management frameworks, policies and programmes, Decent Work Country Programmes and projects

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### Strategic Planning and Programming Frameworks

#### ILO Strategic Plan for 2018–21

The Action Plan is aligned with the ILO's Strategic Plan for 2018–21,<sup>10</sup> which incorporated a *just transition to environmental sustainability* as a fourth cross-cutting policy driver (CCPD), in addition to the previously existing CCPDs: gender equality and non-discrimination, international labour standards, and tripartism. The introduction of the new CCPD was justified by a consensus on the urgent need to set the world of work on a just transition trajectory, which was reaffirmed by the Paris Climate Change Agreement.

#### Programme and Budget

In accordance with the Strategic Plan, the 2018–19 Programme and Budget (P&B) links progress towards achieving a just transition to environmental sustainability across ILO outcome areas using the CCPD. Results were captured in the 2018–19 action plan and published in the *ILO programme implementation 2018–19* report.<sup>11</sup>

The 2020–21 P&B framework was adapted to reflect the ILO Centenary Declaration, which included introducing a new policy outcome – Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all – and a dedicated output on environmental sustainability – Output 3.3: Increased capacity of member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies. This is the first dedicated outcome on environmental sustainability. The 2020–21 action plan was adapted to reflect progress towards outputs, specifically, Output 3.3.

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<sup>10</sup> ILO: The ILO's Strategic Plan for 2018–21, Governing Body, 328th Session, Geneva, Oct. 2016, GB.328/PFA/1, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_531677.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_531677.pdf).

<sup>11</sup> ILO: ILO programme implementation 2018–19 Decent work results, 338th Session, Geneva, Feb. 2020, GB.338/PFA/1, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_736811.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_736811.pdf).

## Development cooperation programmes and projects

The ILO develops tools and guidance for policy development and project implementation to support contextual analysis, intervention design, and safeguard and accountability mechanisms in programming.

## Guidelines for a just transition towards environmentally sustainable economies and societies for all

The ILO's Guidelines for a just transition towards environmentally sustainable economies and societies for all<sup>12</sup> were adopted in 2015 and serve as both a policy framework and a practical tool to help countries at all levels of development manage the transition to low-carbon economies, as well as achieve their Nationally Determined Contributions (NDC) and advance the 2030 Sustainable Development Goals. The guidelines reflect the recommendations of a Tripartite Meeting of Experts on Sustainable Development, Decent Work and Green Jobs, following the 102<sup>nd</sup> ILC in 2013.

The policy framework provides non-binding practical orientation to governments and social partners with some specific options on how to formulate, implement and monitor the policy framework, in accordance with national circumstances and priorities. They serve as the primary policy instrument concerning a just transition within the ILO.

## UN model approach to environmental and social standards in UN programming

Environmental and social safeguards or performance standards are increasingly regarded as an important tool for development actors to ensure that their interventions do not result in inadvertent harm to people and the environment. They are valuable instruments to manage risks and systematically assure a do-no-harm approach. They can also provide a solid basis for maximizing co-benefits of interventions and to promote the internalization of the sustainable development agenda in organizations' ways of working.

These considerations led to the decision by the Environmental Sustainability Committee (ESC) to formulate environmental and social safeguards for the ILO in December 2016. A dedicated Task Team under the lead of DDG/P was established, which, following a series of consultations, and on the basis of the analysis of other UN agencies' safeguards, designed an approach to the development of safeguards.

The work of the Task Team resulted an Office Directive introducing the Environmental and Social Sustainability Framework (ESSF) with its objectives and principles, referencing key existing ILO documents, processes and systems. A second aspect of the work consisted in defining requirements, specific standards, responsibilities, and a progressive revision of relevant documents, processes and systems as needed.

In the meantime, the senior officials of the UN Environment Management Group (EMG) mandated the drafting of a model approach to environmental and social standards for UN programming<sup>13</sup> (hereafter referred to informally as the Model Approach) which would serve as a model framework of reference for UN agencies. The Model Approach is a consolidated effort to develop a common approach for addressing environmental and social standards in programming across UN entities. It draws on *A Framework for Advancing Environmental and Social Sustainability in the United Nations System*,<sup>14</sup> which the EMG prepared

12 ILO: Guidelines for a just transition towards environmentally sustainable economies and societies for all, 2015, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/documents/publication/wcms\\_432859.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/publication/wcms_432859.pdf).

13 UN Environment Management Group (EMG): Moving towards a Common Approach to Environmental and Social Standards for UN Programming, July 2019, [https://unemg.org/wp-content/uploads/2019/07/FINAL\\_Model\\_Approach\\_ES-Standards-1.pdf](https://unemg.org/wp-content/uploads/2019/07/FINAL_Model_Approach_ES-Standards-1.pdf).

14 United Nations: A Framework for Advancing Environmental and Social Sustainability in the United Nations System, 2012, <https://unemg.org/images/emgdocs/publications/sustainabilityfinalweb-.pdf>.

in 2012 to explore options for environmental and social safeguards and which was tested by seven UN entities.

In the development of the Model Approach, the ILO worked with the EMG to develop objectives and benchmark standards under Thematic Area 7: Labour and Working Conditions, based primarily on ILO conventions and the ILO Declaration on Fundamental Principles and Rights at Work. The inclusion of decent work in the Model Approach prominently positions the work of the ILO in environmental and social programming across the UN.

Following the adoption of the UN Model Approach, the ILO has re-established a Task Team responsible for the development of the ILO ESSF, under the lead of DDG/MR with representation taking into account needed roles and knowledge. The Task Team will leverage an internal Expert Reference Group from across the Office, which will contribute specific technical skills and expertise.

## Mainstreaming across policy outcomes

In the 2018–19 biennium, environmental sustainability was mainstreamed across policy outcomes, including those relating to Employment, Social Protection, Sustainable Enterprises, Rural Economy, Transition to the Formal Economy, Labour Inspection, Labour Migration Policy, Research and Statistics. Associated departments established unique targets, with activities covering guidance materials, research, policy briefs, codes of conduct, project design, case studies, capacity development, tripartite events, and more.

### ► Box 1 - Examples of mainstreaming across policy outcome portfolios

- *World Employment and Social Outlook (WESO) 2018: Greening with jobs*<sup>1</sup> published
- Public employment programme guidelines updated to incorporate environmental dimensions
- *Skills for a greener future: A global view*,<sup>2</sup> country reports and policy briefs on skills for green jobs produced and disseminated
- ITC-ILO courses revised to have dedicated sessions on environmental sustainability (see Box 2)
- Research on the links between informality and environmental challenges
- Policy guidance notes on greening the rural economy and green jobs
- Climate change and greener economy opportunities reflected in the revised code of practice on safety and health in shipbuilding and ship repair
- (Sub)regional plan of action on measures needed to make the shipbreaking industry safer and more environmentally sustainable adopted at tripartite workshops
- Global dialogue forums relating to environmental issues in specific sectors held with tripartite constituents
- Research in the IGAD region on the interaction between climate change variables, labour markets and migration.
- Case studies on indigenous knowledge for climate action
- Partnership for Action on Green Economy (PAGE) operational in 20 countries

1 ILO: *World Employment and Social Outlook (WESO) 2018: Greening with jobs*, 2018, [https://www.ilo.org/global/publications/books/WCMS\\_628654/lang--en/index.htm](https://www.ilo.org/global/publications/books/WCMS_628654/lang--en/index.htm).

2 ILO: *Skills for a greener future: A global view*, Dec. 2019, [https://www.ilo.org/skills/projects/WCMS\\_706922/lang--en/index.htm](https://www.ilo.org/skills/projects/WCMS_706922/lang--en/index.htm).

► **Box 2 - Examples of capacity building activities across policy outcomes**

**International Training Centre of the ILO (ITC-ILO) Global Courses<sup>1</sup>**

- PAGE Global Academy on the Green Economy
- Academy on Youth Employment with an elective course on Green Jobs for Youth
- Promoting a just transition to low carbon and climate-resilient development, organized in collaboration with the Secretariat of the UNFCCC
- Academy on Skills Development “Policies and practices to face the Future of Work”
- Academy on Employment
- Promoting green jobs and business opportunities in the waste sector
- Energy transition: perspectives and opportunities for the world of work
- Summer School on the Future of Work, with elective on Green jobs for a just transition to low-carbon economies and societies
- Rural Development Academy: the future of work in rural economies, with morning plenary discussion on just transitions in rural economies
- Green jobs for sustainable development: concepts and practices (bilingual, English and Spanish)
- Managing a just transition to environmentally sustainable economies and societies: low-carbon and climate-resilient development
- Fostering green business growth online learning package on policy strategies and tools for promoting green businesses
- Greening with jobs learning forum with sectoral tracks on green jobs in renewable energy, waste, construction and the rural economy

**ITC tailor-made training courses**

- Environmental Leadership Programme for the Green Development of the “Belt and Road Initiative”, co-hosted with UN Environment
- Green Public Employment Programmes and the Future of Work, as part of an MoU with the University of Cape Town
- “Green PEP Course”, as part of ITC Learning Forum with the University of Cape Town
- National Academy on Green Economy in South Africa
- Mainstreaming Decent Work in the SDGs in the Arab Region
- Preparatory Workshop on Implementation of the ASEAN Declaration on Promoting Green Jobs for Equity and Inclusive Growth of ASEAN Community
- Advisory service for Swedish Employment Agency Capacity Building Programme – one-day training programme on green jobs and just transition (April and October)
- Achieving Green Jobs for Inclusive Green Economy and Quality Industrial Development in Jiangsu
- Sustainable buildings, climate resilient infrastructure and building back better
- Greening with Jobs: Shaping ILO Action on Environmental Sustainability
- Academia sobre o emprego jovem, with a training track on green jobs for youth
- Estrategias locales para el desarrollo de empresas y negocios verdes
- Futuro dos empregos para jovens na economia verde
- Promoting a just transition to environmental sustainability: free online e-learning package for ILO staff (available in English, French and Spanish)
- Indicators for green economy policymaking: introductory course and advanced course (developed in collaboration with UN Environment under PAGE)

<sup>1</sup> More information is available on the ITC-ILO website at <https://www.itcilo.org/courses>.

## Just transition to environmental sustainability CCPD results

In the 2018–19 implementation report, results were limited but encouraging given the novelty of the CCPD in the ILO results-based framework. According to the report, 7 per cent of results made a significant contribution to or were directly targeted at the advancement of the CCPD, and 32 per cent made a limited contribution. The most significant progress was recorded under outcomes related to sustainable enterprises, more and better jobs, and the rural economy, due to the fact that climate change was particularly relevant to these policy areas.

## Mainstream environmental sustainability in Country Programmes

### Decent Work Programmes and CPOs

Just transition to environmental sustainability was incorporated into Decent Work Country Programmes (DWCP), as well as other national frameworks and country development cooperation (DC) projects as both an opportunity and a risk factor for achieving decent work. Action plan indicators included the share of DWCPs and CPOs with references to a just transition to environmental sustainability, the number of country UNDAFs that incorporate environmental sustainability, the number of countries with national employment plans that reference environmental sustainability, as well as the number of country reports, project proposals, DC projects, labour federation strategic plans, and tenders that incorporate environmental sustainability.

### UN Development Assistance Framework (UNDAF)

The ILO contributes to the development of United Nations Development Assistance Frameworks (UNDAF), which provide high level strategic views of UN contribution to the 2030 Agenda and support programme development in countries. The ILO supports the work planning process, particularly in relation to the results area on inclusive growth and decent work. The Office developed guidance materials to identify entry points for green jobs in the UNDAF preparation process, for which environmental sustainability is one of five programming principles.<sup>15</sup>

#### ► Box 3- Examples of mainstreaming across country programmes

- Decent Work Country Programmes (DWCP) and CPOs include references to a just transition to environmental sustainability (PROGRAM)
- Technical support provided on implementation of Just Transition Guidelines and green jobs promotion, and strategies are applied in selected countries (Green Jobs Unit, Field Offices)
- New development cooperation (DC) project proposals feature green jobs (multiple)
- Environmental sustainability mainstreamed into the formulation of DC projects (multiple)
- Labour Federations supported to incorporate environmental sustainability into their strategic plans (ILO Pretoria).

<sup>15</sup> ILO: Integrating Green Jobs in the United Nations Joint Programmes: A Guidance Note, 2011, [https://www.ilo.org/global/topics/green-jobs/publications/WCMS\\_160855/lang--en/index.htm](https://www.ilo.org/global/topics/green-jobs/publications/WCMS_160855/lang--en/index.htm).



Youth employment, agriculture - Portrait of Wided Bougrine, young hydraulics engineer who got her first professional experience thanks to an IL Tunisia.  
(© ILO/Crozet M., 25 February 2016)

## ► V. Greening ILO operations

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The ILO Environmental Sustainability Policy commits the Office to enhancing environmental sustainability of its operations (see Box 4). Accordingly, the Environmental Sustainability Action Plan includes targets and indicators to measure progress towards greening ILO operations.

### Measure, reduce, and report greenhouse gas (GHG) emissions, waste and water

In collaboration with Sustainable UN (UN Environment), the ILO assesses its environmental performance and calculates its operational footprint using new UN Environmental Inventory software. Data is collected on GHG emissions by facilities and from travel, as well as water consumption and waste production. Results are published in the annual *Greening the Blue* report, compiled by Sustainable UN, and made publicly available through the Greening the Blue web page.<sup>16</sup>

### Increase energy efficiency by operating and maintaining energy-efficient buildings and equipment

Environmental sustainability was incorporated into the renovation and management of the ILO HQ office building. Energy efficiency measures included a complete re-insulation of the façade to meet standards and the installation of LED lighting and high-performance energy recovery air-handling units. Annual energy consumption for 2019 fell by 11 percent from 2015. A water management system was also installed to reduce water waste. Results were monitored and recorded in the *ILO programme implementation report for 2018–19*.<sup>17</sup>

In addition to HQ, field offices also made specific targets to improve the energy efficiency of offices. The Brasilia office is currently under renovation, and its new design incorporates façade insulation, LED lighting, and energy-efficient cooling. Other regional and country offices set targets related to upgrading equipment and cooling systems, installing LED and sensor lighting, and purchasing insulated windows.

### Perpetuate sustainable publication production processes and promote responsible paper use

The ILO is committed to sourcing paper from responsible suppliers as well as reducing its overall use. All paper used for ILO publications, including at external printshops, is certified by the Forest Stewardship Council (FSC). To reduce paper consumption, the Office implemented a staff awareness-raising campaign to encourage staff at HQ and in the field to use more environmentally sustainable printing practices.

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<sup>16</sup> United Nations: *Greening the Blue: International Labour Organization*, [https://www.ilo.org/global/topics/green-jobs/publications/WCMS\\_160855/lang-en/index.htm](https://www.ilo.org/global/topics/green-jobs/publications/WCMS_160855/lang-en/index.htm).

<sup>17</sup> Op. cit.

## Further promote environmentally sustainable travel practices

In accordance with the ILO Travel Policy, the Office is developing tools to monitor air travel and the associated GHG emissions to encourage staff to adopt more environmentally sustainable travel practices and use videoconferencing technology in lieu of travel when possible. Eco-mobility is promoted at HQ through the installation of electric plugs for electric cars. In the field, several initiatives have been employed to reduce travel related emissions, including procuring electric vehicles, adopting new technology to better facilitate videoconferencing, providing bicycle parking facilities, and general awareness raising in regional and country offices.

## Promote environmentally sustainable meetings

The Office seeks to promote environmentally sustainable meetings through the provision of electronic documents for official meetings and a limitation on the length of any printed materials. By the end of the first half of 2019, the Office electronically published nearly 80 per cent of all official documents. The Office publishes 100 per cent of Governing Body pre-session post-session documents in electronic formats only, as well as 100 per cent of Conference post-session documents. Results were monitored and recorded in the *ILO programme implementation report for 2018-19 (indicator B.2)*.<sup>18</sup>

## Improve waste management practices, including by reducing, reusing and recycling waste

In the P&B for 2018-19, the Office improved waste management practices in 100 per cent of ILO-owned offices, which were required to develop and implement individual action plans. Practices included the implementation of recycling systems, plastic use reduction, and the provision of battery drops. Results were monitored and recorded in the *ILO programme implementation report for 2018-19 (indicator C.5)*.<sup>19</sup>

## Scale up sustainable procurement

The *Guide to Sustainable Procurement* is an internal resource for ILO staff to adopt procurement practices that support the protection of the environment, social progress and economic development. A dedicated chapter on environmentally responsible procurement outlines how environmental objectives can be integrated into the planning, requirement definition, and other phases of the procurement process. This document, in addition to *Buying for the Better World: A Guide on Sustainable Procurement in the UN System*, produced by UN Environment, UNOPS, and ITC-ILO, are used to regularly debrief staff. Accordingly, sustainability criteria have been integrated into public tenders by the FACILITIES department of the ILO.

Additionally, the ILO sits on the Sustainable Procurement Working Group of the HLCM Procurement Network. The group developed a set of indicators for systematic monitoring, measurement, and reporting on sustainable procurement across the UN and a methodology for sustainable tenders. This stresses the importance that the ILO and the rest of the UN place on environmental sustainability to suppliers.

<sup>18</sup> Op. cit.

<sup>19</sup> Op. cit.



**Self Help Group.** A group of tsunami affected housewives formed a self help group that specializes in making paper products. They began at a small level and today they have orders from well-know hospitals to provide them with paper bags and eco-friendly products. Kollam. India. (© ILO/ Kutty V., 2008)

#### ► **Box 4 - Operational commitments in the Environmental Sustainability Policy**

- ▶ The Office's efforts to enhance the environmental sustainability of its operations will include:
- ▶ continuing to measure, reduce and report on greenhouse gas emissions;
- ▶ increasing energy efficiency by operating and maintaining energy-efficient buildings and equipment;
- ▶ reducing water consumption;
- ▶ increasing resource-use efficiency in internal services and operations;
- ▶ perpetuating sustainable publication production processes and promote responsible paper use;
- ▶ further promoting environmentally sustainable travel practices;
- ▶ promoting environmentally sustainable meetings;
- ▶ improving waste management practices, including by reducing, reusing and recycling waste;
- ▶ scaling up sustainable procurement; and
- ▶ maintaining environmentally sustainable land management and biodiversity around ILO-owned premises.

## ► VI. Awareness raising, staff engagement and capacity building

The EMS aims to ensure that staff and their representatives are consulted, empowered and actively encouraged to mainstream the just transition to environmental sustainability and make contributions in all matters relating to the greening of the ILO.

### Internal and external communication

An internal platform was established on the ILO's Sharepoint in 2018 to serve as an internal repository of resources relating to the mainstreaming of a just transition to environmental sustainability across the work of the ILO, including guidance materials, project document examples, training and communication products, and knowledge materials.

Inside newsletters are disseminated to ILO staff at HQ and regional and country offices. Various themes relating to environmental sustainability are circulated through Inside newsletter articles, including upcoming events, training opportunities, and updates on the greening of ILO operations.

#### ► Box 5 - Examples of Inside newsletter communication

- On Greening the ILO: <https://intranet.ilo.org/global/inside/Pages/greening-the-ilo.aspx>
- On recycling facilities in the HQ renovated offices: <https://intranet.ilo.org/global/inside/Pages/Life-in-the-new-offices.aspx>
- On new recycling and waste management at HQ: <https://intranet.ilo.org/global/inside/Pages/A-greener-ILO-starts-with-you!.aspx>
- On World Environment Day: <https://intranet.ilo.org/global/inside/Pages/WED.aspx>
- On Green Week 2019 and active support for campaign materials and exhibition: <https://intranet.ilo.org/en-us/inside/Pages/greenweek.aspx>
- On introduction of reusable mugs and lunchboxes at HQ: [https://intranet.ilo.org/en-us/inside/Pages/mugs\\_reusable.aspx](https://intranet.ilo.org/en-us/inside/Pages/mugs_reusable.aspx)
- On ILO staff and interns' cleanup at HQ: <https://intranet.ilo.org/en-us/inside/Pages/Staff-and-interns-for-greener-world.aspx>

The ILO 100 website<sup>20</sup> was set up in 2018 as a part of a communication strategy to promote content related to ILO 100 and the Centenary Initiatives. Content on environmental sustainability relevant to green jobs and the Green Initiative was integrated into ILO 100 communication channels to both internal and external audiences. External communications on the topic are also published on the ILO website and social media channels.

<sup>20</sup> ILO: ILO Centenary: 1919–2019, website, <https://www.ilo.org/100/en/>.

## Staff engagement

Awareness-raising campaigns were launched to encourage actions to green ILO offices. For example, guidelines were prepared in CO-Pretoria to raise staff awareness on environmental sustainability, and ROAP and ROLAC established a working group on Greening the ILO to propose actions for greening the office. At HQ, the ILO Green Week celebrated the centenary of the ILO and the World Environment Day with exhibitions, dialogues with practitioners, innovators, and strategic partners and a presentation of programmes and initiatives of the ILO in the field of environmental sustainability.

## Staff capacity building

In an effort to enhance the capacity of ILO staff to mainstream environmental sustainability into the work of the ILO, training courses were developed to support ILO directors, project managers, specialists, and other staff working at HQ and in field offices. In 2018 and 2019, in collaboration with ITC-ILO, the ILO implemented an executive workshop on Shaping ILO Action on Environmental Sustainability including through the greening of programmes, projects and operations and the promotion of strategic partnerships. Twenty ILO senior officials at the D1 and D2 level attended the executive workshop. Staff capacity building measures also include the Green Jobs Certificate Programme, which combines a 'concepts and practices' foundational course combined with an additional ITC course relating to Just Transition and Green Jobs themes. In addition to the courses listed in Box 6 below, all courses provided by ITC-ILO on environmental themes, such as those listed in section IV, are open to staff.

### ► Box 6 - Examples of staff training courses on mainstreaming environmental sustainability

- *Green Jobs Certificate Programme*
- *Mainstreaming environmental sustainability across the ILO's work: Executive course*
- *Promoting a just transition to environmental sustainability e-learning module*



**Construction, green jobs** - Architect Mutinta Sichali, studying the plans to the house that won her the competition for designing affordable eco-friendly houses to be used as a model for the Zambia Green Jobs Programme led by the ILO, Lusaka, Zambia.  
(© ILO/Crozet M. 2015-11-13)

## ► VII. Performance Indicators

In accordance with the ILO EMS, the below table reflects the targets and indicators used in the 2018–19 Action Plan to monitor progress towards the ILO’s environmental mainstreaming objectives. Targets and indicators are self-reported by ILO units and field offices. Where targets were not able to be fully met in the 2018–19 Action Plan, most carried over to 2020–21. In these cases, the target will indicate “on course”.

Due to the restructuring of the P&B to include environmental sustainability as a distinct output as opposed to a CCPD, while the overall environmental sustainability goals remain the same, the format of the action plan for 2020–21 is slightly different than for 2018–19, and therefore not comparable within the same table. The Action Plan for 2020–21 is currently under implementation and can be accessed through the following link : [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/documents/publication/wcms\\_753577.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/publication/wcms_753577.pdf).

► Table 1: 2018–2019 Action Plan Indicators and Targets as implemented

Environmental Sustainability Policy Goal			
1. Maintaining an Environmental Management System (EMS)			
Outcome	Indicators	Targets	Custodians
1.1 EMS implemented	Action Plan and periodical meetings	Action Plan adopted and monitored and four periodical meetings carried out: <b>100%</b>	DDG MR / GREEN JOBS/ FACILITIES/PROGRAM
Environmental Sustainability Policy Goal			
2. Mainstreaming environmental sustainability in Strategic Planning and Programming Frameworks			
Outcome	Indicators	Targets	Custodians
2.1. Environmental sustainability reflected in strategic planning and programming frameworks	Just transition to environmental sustainability included in the P&B 2020–21 results framework	i) A just transition to environmental sustainability is included in the outcome strategies: <b>100%</b> ii) References to environmental sustainability in 10% of the performance indicators: <b>100%</b>	PROGRAM
	The Programme Implementation Report 2018–2019 presents information on just transitions to environmental sustainability as a cross-cutting policy driver (CCPD)	i) The Programme Implementation Report includes a specific section on just transition on environmental sustainability: <b>100%</b> ii) Information presented in Decent Work Results Dashboard for 100% of the country-level results with significant or targeted contributions to environmental sustainability: <b>100%</b>	PROGRAM
	Repository of resources on Sharepoint is activated	Repository of resources is activated by October 2018: <b>100%</b>	Green Jobs

Environmental Sustainability Policy Goal			
2. Mainstreaming environmental sustainability in Strategic Planning and Programming Frameworks			
Outcome	Indicators	Targets	Custodians
<b>2.2 Environmental and social sustainability reflected in Development Cooperation (DC) programmes and projects.</b>	ILO Social and Environmental Safeguards document drafted and internal consultations undertaken.	By March 2019, the ILO's environmental and social safeguards (ESS) draft for ESC review: <b>20% (on course)</b>	ESC Safeguards Task Team
	DC tools and/or guidelines on environmental & social assessment and safeguards developed and disseminated.	“How to” guide draft version by March 2018 revised/re-drafted based on pilot application of ILO's ESS, by June 2020; Screening checklist developed and disseminated by December 2020: <b>15% (on course)</b> By Aug 2020, ESS integrated in the appraisal tools (e.g. checklist, PRODOC template, etc.) By March 2021, 10 proposals conducting a pilot testing of the screening process to mainstream and apply ILO's ESS: <b>0% (on course)</b>	PARDEV, Green Jobs
	2 webinars conducted on mainstreaming environmental sustainability in DC projects	By 10 December 2018 (1 <sup>st</sup> webinar) and by 06 May 2019 (2 <sup>nd</sup> webinar), at least 40 ILO staff have participated in 2 staff development activities (webinars) jointly carried out with ITC/ ILO and GREEN JOBS network: <b>100%</b>	PARDEV, ITC/ILO, Green Jobs (and its network).
	(Next) update of the DC Manual published and widely disseminated, including guidance and/or mainstreaming of ESS.	By December 2020, update of the DC manual integrates ESS guidelines, links, rules and procedures: <b>0% (on course)</b>	PARDEV
	1 repository of good practices in an online platform (e.g. DC learning journeys platform)	By Dec 2020, repository of good practices available online and populated with at least 5 examples of good practices: <b>0% (on course)</b>	PARDEV
	At least 3 concept notes & intervention models are developed in selected sectors and themes (e.g. waste management, migration and green jobs)	By December 2018, 1 concept note and intervention model is developed; By December 2019 at least 2 concept notes and intervention models are developed: <b>100%</b>	Green Jobs and Green Jobs field specialists
	At least 3 global/regional project proposals are developed	By December 2018, one global/regional project proposal is developed; By December 2019 a second global/regional project proposal is developed: <b>100%</b>	Green Jobs and Green Jobs field specialists

Environmental Sustainability Policy Goal			
3. Mainstream environmental sustainability in relevant Policy Outcomes			
Outcome	Indicators	Targets	Custodians
<b>3.1 Environmental sustainability considerations reflected in the promotion of more and better jobs for inclusive growth and improved youth employment prospects</b>	Employment diagnostic framework duly reflects environmental sustainability	Employment diagnostic framework duly reflects environmental sustainability for at least 3 countries: <b>20% (delayed)</b>	EMPLOYMENT (CEPOL)
	Environmental sustainability mainstreamed in new guides	1 good practice report covering 5 case studies on green works and climate change adaptation and 1 project concept note: <b>80% (on course)</b>	EMPLOYMENT (EMP/INVEST)
	Number of country reports, policy briefs, studies and conferences on Skills for Green Jobs	3 country reports and policy briefs completed and disseminated (Indonesia, South Africa, Brazil): <b>100%</b> 1 global study and conference: <b>100%</b>	SKILLS
	ITC manual on Green Jobs for workers organization updated and adapted to the Egyptian context	ITC manual updated: <b>on course</b>	CO-Cairo
	A paper on green jobs for youth under the thematic priority 4 of the Global Initiative	Paper disseminated: <b>100%</b>	YEP, Green Jobs
	Online youth employment toolbox, which includes green jobs for youth	Online tool launched: <b>100%</b>	
	ITC global courses and events with dedicated sessions on environmental sustainability	All courses and events: <b>100%</b>	EMPLAB, DEVINVEST, SKILLS
	18th Regional Seminar for Labour-based Practitioners includes discussion on environmental conservation and climate change	18th Regional Seminar for Labour-based Practitioners includes discussion on environmental conservation and climate change: <b>100%</b>	EMPINVEST
	Youth Employment Forum includes Green Jobs for Youth	Youth Employment Forum includes Green Jobs for Youth: <b>100%</b>	EMPLAB
<b>3.2 Environmental sustainability considerations reflected in social protection programmes</b>	Number of policy or working papers published on social protection in the fight against climate change and ensuring a just transition	1 policy or working paper: <b>70% (on course)</b>	SOCPRO
	Number of climate-sensitive social protection project proposals prepared for submission via partners to the Green Climate Fund (GCF)	At least 1 proposal: <b>100%</b>	SOCPRO
	Number of ILO staff made aware of social protection policy relevance regarding climate change, on-going programme activities, and additional funding opportunities (e.g. GCF)	15 field specialists: <b>100%</b>	SOCPRO
	Number of trade unionists made aware of social protection policy relevance regarding climate change, on-going ILO programme activities, and additional intervention funding opportunities (e.g. GCF)	100 trade unionists: <b>100%</b>	SOCPRO
	Number of delegations/negotiators aware of social protection policy relevance regarding climate change, ongoing ILO programme activities, and additional intervention funding opportunities (e.g. GCF)	50 delegations/negotiators: <b>100%</b>	SOCPRO
	Number of events at which ILO policy positions are disseminated and discussed	1 event: <b>100%</b>	SOCPRO
	Portion of renewed NDCs with employment and social considerations made with respect to anticipated climate mitigation commitments (2020)	20% of NDCs outline employment and social welfare considerations with respect to anticipated climate mitigation commitments (2020): <b>100%</b>	SOCPRO GREENJOBS, DEVINVEST, GED, MIGRANT

Environmental Sustainability Policy Goal			
3. Mainstream environmental sustainability in relevant Policy Outcomes			
Outcome	Indicators	Targets	Custodians
<b>3.3 Environmental sustainability considerations reflected in the promotion of sustainable enterprises</b>	Case study on banks' implementation of Social and Environmental Management Systems (SEMS) in financial institutions	1 working paper: <b>20% (delayed)</b>	ENTERPRISES/ Social Finance ILO Offices in Africa
	SEMS self-assessment tool for financial institutions developed and tested for development financial institutions (DFI)	Tool finalized and used by at least 5 DFIs: <b>50% (on course)</b>	ENTERPRISES/ Social Finance ILO Offices in Africa and Asia
	Publication on access to finance and Green Jobs	1 brief: <b>50% (on course)</b>	ENTERPRISES/ Social Finance Green Jobs
	Publication on Environmental and Social Management Systems in Development Finance Institutions	1 working paper: <b>50% (on course)</b>	ENTERPRISES/ Social Finance
	Number of project partners supported to improve social and environmental risk management in companies and financial institutions active in the agricultural value chain in Africa (through GLO/1208/AAT)	10 project partners with improved management of social and environmental risks: <b>50% (on course)</b>	ENTERPRISES/ Social Finance ILO Offices in Africa
	Farmers and businesses enrolled in climate insurance projects in the Caribbean	Not specified: <b>on course</b>	ENTERPRISES/ Social Finance ILO Office for the Caribbean
	Farmers enrolled, sessions conducted with state and central governments in a project to support expansion of government's Crop Insurance scheme in India	Not specified: <b>on course</b>	ENTERPRISES/Social Finance ILO Office India
	Number of project partner staff (Common Fund for Commodities) trained to upgrade its Social and Environmental Management System	Not specified: <b>on course</b>	ENTERPRISES/Social Finance
	Knowledge product developed on the viability of waste picker cooperatives and published; Country-tailored tools published; Concept note for full-fledged action developed	Country case study on the viability of waste picker cooperatives conducted in Senegal Follow-up validation workshop conducted with key stakeholders Orientation tool Think.Coop piloted with waste pickers around Dakar Project concept note <b>20% (on course)</b>	ENTERPRISES Green Jobs, COOP, ILO Dakar
	Project concept note for full-fledged action on application on cooperatives tools in waste management sector and issue brief	Project concept note Issue brief <b>30% (on course)</b>	ENTERPRISES / Green Jobs, COOP
	Approach developed to integrate environmental considerations in value chain intervention/leverage VCD for supporting a just transition	1 note prepared: <b>100%</b>	ENTERPRISES / Green Jobs, SME
	Training courses on just transition to environmental sustainability, green jobs and related topics designed, promoted and realized	1 National Academy on Green Economy (South Africa) and 1 global course on just transition in 2018: <b>100%</b> 1 global course on just transition in 2019: <b>100%</b> Just transition prominently mainstreamed in other Green Jobs activities: <b>100%</b>	ITC-ILO ILO Green Jobs Programme, ILO Pretoria
	Policy Brief for the ASEAN Dialogue on Green Jobs and Just Transition discussed at the inter-Ministerial High-Level Dialogue in 2019	Technical and training material prepared for ASEAN Dialogue: <b>100%</b>	ITCILO
	Technical brief produced and disseminated on green jobs and just transition challenges and opportunities in LAC region	Technical brief published and disseminated: <b>100%</b>	ROLAC
Working paper assessing areas for action to create green jobs in urban areas in line with the 2030 Agenda published	Publication: <b>replaced with a paper on climate change adaptation for the Argentinian G-20 presidency: 100%</b>	ILO RESEARCH, Green Jobs specialist, Regional offices	

Environmental Sustainability Policy Goal			
3. Mainstream environmental sustainability in relevant Policy Outcomes			
Outcome	Indicators	Targets	Custodians
<b>3.4 Environmental sustainability considerations featured in decent work in the rural economy</b>	Environmental sustainability discussed at the Sectoral Meeting on promoting decent work and safety and health in forestry	Meeting report: <b>100%</b>	SECTOR/FACT Green Jobs Unit
	Green Jobs in Forestry (UNECE/FAO/ILO) publications reflect Decent Work aspects	At least one Team of Specialists (ToS) publication: <b>100%</b>	SECTOR/FACT Green Jobs Unit
	Environmental sustainability reflected in country-level policies, strategies, and projects under the respective target CPOs and projects linked to the rural economy	100% of policies, programmes and capacity building events implemented during the biennium included environmental sustainability as a cornerstone: <b>80% (on course)</b>	SECTOR/FACT Country offices
	Environmental sustainability considerations reflected in the Study on the Future of Work in the agro food sector economy as a contribution to the 2019 ILC discussion of future of work	1 study: <b>delayed</b>	SECTOR/FACT
	Revised policy guidance note on greening the rural economy and green jobs published	1 revised policy guidance: <b>100%</b>	SECTOR/FACT LAC Green jobs field specialist & other relevant specialists
	Training courses for rural economy designed, promoted and realized with environmental sustainability taken into consideration	1 rural academy Training session on sustainable tourism <b>100%</b>	SECTOR/FACT, ITC
	Training courses for regional tripartite meetings designed, promoted and realized with environmental sustainability taken into consideration	3 regional tripartite capacity building workshops: <b>100%</b>	SECTOR/FACT SECTOR, RO-Bangkok, CO/DWT-Port of Spain, CO/DWT-Pretoria
	Regional tripartite meetings with which environmental sustainability is considered throughout sessions	1 regional tripartite capacity building workshop: <b>100%</b>	SECTOR/FACT SECTOR, RO-CO-Dar es Salaam
	The Code of Practice on Safety and Health in Shipbuilding and Ship Repair adopted by the tripartite Meeting of Experts and submitted to the Governing Body for authorizing its dissemination among member States.	The Code of Practice on Safety and Health in Shipbuilding and Ship Repair adopted: <b>100%</b>	SECTOR/Extractives, Energy and Manufacturing Unit (E2M) NORMES, LABADMIN/OSH, ACTRAV, ACT/EMP and the Regional Offices
	Sectoral tool targeting the road transport sector, incorporating environmental sustainability into road safety guidelines	Sectoral tool published: <b>100%</b>	SECTOR/MARITRANS LABADMINOSH/ACTRAV, ACTEMP
	Environmental sustainability addressed at the Greater Mekong Sub-regional Meeting on Road Freight Transport Safety	Sub-regional meeting organized and supporting documentation prepared: <b>100%</b>	SECTOR/MARITRANS DWT-Bangkok, ACTRAV, ACT/EMP
	The Code of practice on safety and health in ports adopted by the Governing Body is further promoted	Code of practice promoted in events and assistance provided to constituents for implementation <b>100%</b>	SECTOR/MARITRANS LABADMIN/OSH
	Background paper on how to make the shipbreaking industry safer and more environmentally sustainable published	Background paper: <b>100%</b> Regional and national meetings: <b>100%</b>	SECTOR/Extractives, Energy and Manufacturing Unit (E2M)
	Regional and national meetings organized in Alang and Bhavnagar, Gujarat, India Regional and national plans of action adopted	Regional and national plans of action: <b>100%</b>	NORMES, LABADMIN/OSH, ACTRAV, ACT/EMP, Regional Office for Asia and the Pacific, DWT/CO Bangkok, Delhi, Regional Office for Europe, CO-Ankara
	Training workshops and knowledge sharing events organized on the environment, decent work and the rural economy Participants trained	Events held: <b>100%</b> 50 participants: <b>100%</b>	SECTOR, ITC Turin CO Harare, other field offices, relevant field specialists
<b>3.5 Considerations on the just transition to environmental sustainability reflected in the understanding and promotion of the transition to the formal economy</b>	Background note on the links between informality and environmental challenges is made available	Background note: <b>95% (on course)</b>	ENTERPRISES/ SME & Green Jobs
	Staff webinar on formalization and environmental sustainability conducted	1 staff webinar is conducted: <b>on course</b>	Green jobs in collaboration with other relevant units and specialists
	Intervention model on formalization in the informal sector developed	Materials developed and session conducted: <b>100%</b>	ITC, INWORK, Green Jobs, COOP, SECTOR
	Intervention model on promoting formalization developed as part of broader intervention model in the waste management sector	Note outlining the intervention model drafted: <b>100%</b>	Green Jobs, COOP, SECTOR and other relevant departments

Environmental Sustainability Policy Goal			
3. Mainstream environmental sustainability in relevant Policy Outcomes			
Outcome	Indicators	Targets	Custodians
<b>3.6. Environmental sustainability dimensions taken into consideration in promoting workplace compliance through labour inspection</b>	Global Dialogue Forum (GDF) held on challenges for decent and productive work arising from digitalization in the chemical and pharmaceutical industries held in Geneva	GDF: <b>100%</b> Points of Consensus adopted and submitted: <b>100%</b>	SECTOR/Extractives, Energy and Manufacturing Unit (E2M) NORMES, LABADMIN/ OSH, SKILLS, ENTERPRISES, ACTRAV and ACT/EMP
	Points of Consensus adopted and submitted to the Governing Body		
	Global Dialogue Forum held on Decent Work in the Management of Electrical and Electronic Waste (e-waste)	GDF: <b>100%</b> Points of Consensus adopted and submitted: <b>100%</b>	SECTOR/Extractives, Energy and Manufacturing Unit (E2M) NORMES, LABADMIN/OSH, ENTERPRISES (Green Jobs), EMPLOYMENT, ACTRAV and ACT/EMP, CO-Buenos Aires, DWT/CO-New Delhi, CO-Abuja
	Points of Consensus adopted and submitted to the Governing Body		
	Project on the transition to formality of informal e-waste workers in e-waste value chains	Project implemented and studies conducted in Peru and Argentina <b>50% (on course)</b>	ILO Office for the Andean countries (DWT/CO-Lima) and CO-Buenos Aires. Technical backstopping unit: SECTOR RO-Lima, DWT/CO-Lima, CO-Buenos Aires, EMPLOYMENT, ENTERPRISES (Green Jobs), GOVERNANCE (LABADMIN/ OSH)
	Tripartite meeting as a follow-up to recommendations adopted at the Global Dialogue on e-waste	Tripartite meeting organized in India <b>50% (on course)</b>	SECTOR/E2M
	An illustrated manual produced that aims to assist e-waste workers in improving their safety, health and productivity	Manual: <b>100%</b>	SECTOR/E2M
	Working paper "From Waste to Jobs: Decent work challenges and opportunities in the management of e-waste in Nigeria" produced	Working paper published: <b>100%</b>	SECTOR/E2M SECTOR and CO-Abuja
	Inter-agency meetings and events held to promote decent work in e-waste, mining and textiles, clothing, leather and footwear	Participation in meetings and events: <b>100%</b>	SECTOR/E2M
	Working paper produced on the future of work in the textiles, clothing, leather and footwear sector	Working paper: <b>100%</b>	SECTOR/Extractives, Energy and Manufacturing Unit (E2M)
	A working paper: Shopping, sustainability, and the future of work	Working paper: <b>100%</b>	SECTOR/SERVICES
	The WASH@work handbook updated to include environmental aspects of water and waste management	Handbook: <b>100%</b>	SECTOR/SERVICES
	Working paper produced on the future of work in the health services sector	Working paper: <b>100%</b>	SECTOR/SERVICES
	Working paper on automation of public transport (metro services)	Working paper: <b>absorbed or replaced with the urban transport meeting report</b>	SECTOR/MARITRANS
	Working paper on the future of work in the taxi sector	Working paper: <b>absorbed or replaced with the urban transport meeting report</b>	SECTOR/MARITRANS
Research paper on the future of work of the automotive sector in the context of a growing electric vehicles' production scenario Assessment of potential need for a just transition of the automotive value chain.	Research report Number of dialogues <b>delayed</b>	CO-Mexico	
Technical brief published on decent work creation and potential in the renewable energy field in Latin America	Technical brief <b>delayed</b>	RO-LAC	

Environmental Sustainability Policy Goal			
3. Mainstream environmental sustainability in relevant Policy Outcomes			
Outcome	Indicators	Targets	Custodians
<b>3.7. Environmental sustainability dimensions taken into consideration in promoting fair and effective labour migration policies</b>	Intervention model developed on Addressing the Migration, Environment and Jobs Nexus	1 intervention model available and used for resource mobilization: <b>100%</b>	MIGRANT and Green Jobs
	Work plan for programme on enhancing protection and empowerment of migrants and communities affected by climate change and disasters in the Pacific region implemented	Project work plan implemented: <b>100%</b>	RO-Asia Pacific and CO Suva joint program with IOM, OHCHR and ESCAP
	Project concept note developed with UNCCD	Concept note: <b>100%</b>	Green Jobs and MIGRANT
	Research report for the IGAD region prepared and disseminated at the Regional Consultative Process (RCP)	1 research report: <b>on course</b>	MIGRANT with CO-Addis
	Research project developed between MIGRANT and RESEARCH on the livelihood dimension of migration and climate change/ environmental issues	1 combined research project: <b>on course</b>	MIGRANT, GREEN JOBS and RESEARCH
	Contributions provided to the development of the TFD work plan and concept note	Contributions provided: <b>100%</b>	MIGRANT
	Relevance of ILO mandate and ILO standards reflected in Task Force for Displacement (TFD) work plan outputs, in particular mapping reports and analysis on of relevance policies and institutional frameworks at national level and within the UN system, and comments provided on summaries.	Work plan outputs: <b>100%</b>	MIGRANT
	TFD stakeholder meeting on integrated approach Meeting report reflects inputs, materials and recommendations submitted for integrated approaches to avert, minimize and address displacement related to the adverse impacts of climate change"	Meeting: <b>100%</b> Meeting report: <b>100%</b>	MIGRANT
	Internal TFD meeting Timeline agreed for drafting and providing inputs to indicative recommendations to be submitted to the Executive Committee	Meeting: <b>100%</b> Meeting report: <b>100%</b>	MIGRANT
Internal TFD meeting in Bonn, 13-14 September 2018 Recommendations to ExCom that reflect ILO mandate and ILS relevant to labour migration and climate change finalized	Meeting: <b>100%</b> Recommendations: <b>100%</b>	MIGRANT	
<b>3.8. Just transition to environmental sustainability addressed in ILO research, knowledge, labour statistics and capacity development, indigenous peoples and gender</b>	Knowledge products about threats faced by indigenous and tribal peoples in the world of work from climate change, and their role in climate action by ensuring a just transition produced	3 publications released: <b>100%</b>	GED
	Concept note prepared and circulated to governments on indigenous and tribal peoples in the world of work, climate change and just transition	1 concept note: <b>100%</b>	GED
	Knowledge product about gender dimension of climate change in the world of work and the role of just transition published	1 brief released: <b>delayed</b>	GED
	Translation into Spanish of the knowledge product about gender dimension of climate change in the world of work and the role of just transition and inclusion of Latin American examples	Knowledge product translated and with LA examples: <b>delayed</b>	RO-LAC
	Publications prepared on • employment impact of advancing sustainability in the fisheries and the transport sectors • a new instrument for green jobs • skills development for green jobs	3 publications: <b>80% (on course)</b>	Research department in collaboration with Green Jobs and Skills

Environmental Sustainability Policy Goal			
4. Mainstream environmental sustainability in Decent Work Country Programmes (DWCPs)			
Outcome	Indicators	Targets	Custodians
<b>4.1 Just transition to environmental sustainability incorporated into DWCPs, other national programming frameworks and country DC projects as an opportunity and risk factor for achieving Decent Work</b>	Share of DWCPs developed in 2018-19 that include references to a just transition to environmental sustainability	40% or DWCPs: <b>100%</b>	PROGRAM
	Number of country programme outcomes (CPOs) with references to a just transition to environmental sustainability	At least 2 countries in each region systematically make references to the just transition to environmental sustainability in the formulation / revision of CPOs: <b>100%</b>	RO-Asia Pacific, CO-Pretoria, relevant country offices
	Number of CPOs per region included in a spot-check to analyze contribution to JTES	At least 20 CPOs per region are included in the spot-check: <b>100%</b>	Green Jobs Unit and field specialists
	Support provided to the formulation /revision of CPOs with 2A and 2B on the just transition CCPD	Feedback is shared with regional and country offices: <b>100%</b>	
	Guidance on integrating a just transition towards environmental sustainability is compiled and integrated into the DWCP guide OR as a separate guidance note	Guidance is drafted: <b>100%</b>	Green jobs & PROGRAM
	Number of UNDAFs that incorporate elements of environmental sustainability	4 countries have completed Common Country Analyses (CCA) and incorporated environmental sustainability into UNDAF: <b>on course</b>	ILO Pretoria
	Number of countries in which environmental sustainability is reflected as a CCPD in National Employment Policies (NEP)	3 countries: <b>on course</b>	CO-Pretoria
	Number of countries in which country studies are undertaken that identify green employment opportunities	3 countries: <b>on course</b>	
	Number of countries that receive technical support on the implementation of the Just Transition Guidelines and green jobs promotion	4 countries (Ghana, Tanzania, Senegal and at least 1 LAC country): <b>70% (on course)</b>	Green Jobs Unit & Green Jobs field Specialists, Field Offices
	Project proposals submitted that feature 'green jobs'	5 new project proposals: <b>100%</b>	Concerned country offices; field specialists; Green Jobs unit & relevant departments
	Number of DC projects that reflect a JTES as a CCPD	4 DC projects in the Africa Region: <b>on course</b>	CO-Pretoria
	Number of countries for which labour federations develop strategic plans that incorporate environmental sustainability	4 countries: <b>35% (on course)</b>	CO-Pretoria
	Number of EIIP project proposals with environmental safeguard submitted	2 new EIIP projects (Jordan and Lebanon): <b>on course</b>	RO-Arab States (RPU and DWT)
Number of training workshops organized for constituents and local private sector contractors on safety and environmental safeguards	20 training workshops: <b>on course</b>		
Number of tenders submitted with commitments to environmental safeguards	20 tender documents with environmental safeguards: <b>on course</b>		

Environmental Sustainability Policy Goal			
5. Continue to measure, reduce and report on greenhouse gas (GHG) emissions, waste and water			
Outcome	Indicators	Targets	Custodians
5.1. ILO GHG emissions, waste and water for 2017 and 2018 are measured and reported to the ESC and to the United Nations (UN)	Full implementation of the new software in coordination with SUN	The ILO Inventories are completed for 2017 and 2018 using the new software: <b>100%</b>	FACILITIES
	Agenda and Minutes of the ESC indicate that the ILO Inventory Reports have been presented and reviewed by the Committee	2 Inventory Reports produced and reviewed by the ESC by the end of 2019: <b>100%</b>	FACILITIES
	UN report <i>Moving Towards a Climate Neutral UN</i> contains up-to-date ILO data	<i>Moving Towards a Climate Neutral UN</i> reports for 2017 and 2018 published with up-to-date ILO data: <b>100%</b>	FACILITIES
Environmental Sustainability Policy Goal			
6. Increase energy efficiency by operating and maintaining energy-efficient buildings and equipment (as well as water use considerations; increasing resource-use efficiency in internal services and operations; and maintaining environmentally sustainable land management and biodiversity around ILO-owned premises)			
Outcome	Indicators	Targets	Custodians
6.1. Environmental sustainability incorporated into building renovation plans to improve environmental performance of ILO-owned premises	Final renovation plan for the Brasília buildings contains specific measures to allow efficient use of resources, and waste management that can be measured and monitored	Renovation plan with specific measures to enable efficient use of resources approved and implemented: <b>100%</b>	CO-Brasília / RO-LAC
	Implementation of environmental sustainability measures (building insulation, lighting, window partitions, air handling units, carpets, water taps) in the final third of the HQ building renovation reported to ESC	Initiatives implemented and reported to ESC: <b>100%</b>	BRP, FACILITIES
	Energy performance of new MEP system of the renovated building verified and results reported to ESC	Results reported: <b>40% (on course)</b>	BRP, FACILITIES
	Implementation of corrective actions if energy performance is not achieved	Implementation of corrective measures: <b>30% (on course)</b>	BRP, FACILITIES
	HQ site restoration plan reviewed to identify additional measures of improving environmental sustainability performance; feasibility and potential implementation of measures to be reported to ESC	3 recommendations identified and implemented by the end of 2019: <b>100%</b>	BRP, FACILITIES
	Preliminary feasibility study for additional environmental sustainability measures into renovation of HQ conducted	Feasibility study conducted by 2019: <b>30% (on course)</b>	BRP, FACILITIES
6.2. Environmental sustainability incorporated into maintenance plans to improve environmental performance of ILO HQ	Overall reduction in water, heating, cooling and electrical energy consumption	16% decrease in annual energy consumption by end 2019 (2015 baseline): <b>70%</b> (11% decrease achieved) 100% of renovated premises are equipped with water management technologies: <b>100%</b>	FACILITIES, BRP
	Subscription to Ambition Negawatt, training of ILO staff and initial implementation of energy-efficient measures in collaboration with SIG as host country's energy provider	Subscription to Ambition Negawatt, training of ILO staff and initial implementation of energy-efficient measures in collaboration with SIG: <b>100%</b>	FACILITIES
6.3. Reduced power and cooling consumption through consolidation of IT hardware in the ILO datacentre	Consumption (KW) of power	25% reduction of power consumption for delivering equivalent services for servers: <b>100%</b> 60% reduction for high density tape library - delivery of equivalent services: <b>100%</b> 25% reduction of power consumption for consolidated network switches: <b>100%</b>	INFOTEC/TMS

**Environmental Sustainability Policy Goal****6. Increase energy efficiency by operating and maintaining energy-efficient buildings and equipment**

(as well as water use considerations; increasing resource-use efficiency in internal services and operations; and maintaining environmentally sustainable land management and biodiversity around ILO-owned premises)

Outcome	Indicators	Targets	Custodians
<b>6.4. Energy efficiency of ILO external offices increased</b>	Energy monitor purchased	Energy monitor purchased: <b>on course</b>	CO-Harare
	a) Decentralization of light switches for all offices;	Air conditioning units replaced;	CO-Harare
	b) installation of LED lights	LED lights installed	
	c) installation of auto light switches in public areas;	Auto light switches installed	
	d) Switching off of electronic equipment when not in use and shredding of paper to be done at most twice a week.	Electronic equipment regularly turned off	<b>on course</b>
	e) Replacement of old electricity measuring equipment		
	Energy consumed per staff member	Reduction in energy consumed per staff member after installation of energy-saving window insulation, air conditioning, and lighting: <b>on course</b>	CO-Cairo
Office energy use	20% reduction of electricity bill after installation of sensor lights: <b>on course</b>	CO-Abidjan	
Criteria on energy efficiency in formal bidding for photocopier machine leases	Energy efficiency incorporated into formal bidding on lease of photocopier machines: <b>100%</b>	RO-Asia Pacific, RO-Arab States	
Carbon footprint	50% reduced carbon footprint through improved IT equipment: <b>100%</b>	RO-Asia Pacific IT, INFOTEC	
Number of measures taken to reduce water and electricity usage;	TBD: <b>on course</b>	RO-Arab States	
% increase in use of video conferencing (VC) facilities (webinars, Skype for business) to connect field staff	20% increase in use of VC: <b>on course</b>		
Solar panels; energy use	Electricity used from the public network reduced: <b>on course</b>	CO-Santiago	
<b>6.5 Efficient management of water resources increased in external offices</b>	Water meter installation	Water use monitored: <b>on course</b>	CO-Harare
	Water consumption	Reduce water bill by 20%: <b>on course</b>	
	Water consumption	Water consumption reduced after replacement of irrigation system: <b>on course</b>	CO-Cairo

Environmental Sustainability Policy Goal			
7. Perpetuate sustainable publication production processes and promote responsible paper use			
Outcome	Indicators	Targets	Custodians
7.1 All paper used for printing purposes by the ILO HQ is sourced from forests managed in an environmentally sustainable and socially responsible manner	PRODOC/REPRO and external suppliers are successfully audited by an independent accredited inspection company on sourcing its paper products in an environmentally sustainable manner	FSC Certification for the ILO HQ: <b>20% (on course)</b>	PRODOC/REPRO
	Staff awareness campaign introduced to reduce the quantity of paper purchased	Staff awareness campaign introduced by 2019: <b>on course</b>	PRODOC
7.3. Use of paper reduced in external offices	Updated Intranet pages contain information about environmentally friendly publication practices and tips	Intranet updated: <b>20% (on course)</b>	PRODOC
	Number of requests from external offices concerning technical advice on environmentally friendly printing and publications received and addressed	100% of requests addressed: <b>100%</b>	PRODOC
	Budget for office stationery, mainly paper	Reduced budget: <b>on course</b>	CO-Harare
	Weight of the recycled papers and weight of paper purchased	100% of paper waste recycled: <b>on course</b>	CO-Cairo
	Number of shared printers installed	Shared printers installed in office: <b>80%</b>	CO-Abidjan
	% decrease in paper use	Paper costs reduced by 20%: <b>on course</b>	CO-Abidjan
	% decrease in paper use	50% decrease in paper use: <b>on course</b>	RO-Asia Pacific
Environmental Sustainability Policy Goal			
8. Further promote environmentally sustainable travel practices			
Outcome	Indicators	Targets	Custodians
8.1. GHG emissions from air travel, official vehicles and commuting reduced at ILO HQ	Installation of electric plugs	Electric plugs are installed at the HQ: <b>100%</b>	FACILITIES
	New features on GHG reporting introduced in IRIS travel module	IRIS travel module updated: <b>80% (on course)</b>	SUPPORT/MAIL UNIT
8.2. GHG emissions from air travel, official vehicles and commuting reduced in external offices	Reduction in fuel expenditures resulting from use of more fuel-efficient cars	Reduction in fuel bills: <b>on course</b>	CO-Harare
	Procurement criteria for hybrid or electric vehicles replacement	Electric or hybrid reenergized stations and maintenance widely available: <b>on course</b>	RO-Asia Pacific, PROCUREMENT
	Travel reports contain detailed information on travel class to calculate GHG emissions	Travel reports for GHG inventory reports are made available: <b>on course</b>	RO-Asia Pacific, RO-Arab States
	Statistics on use of video conference in meeting rooms and on number of Skype for Business (one-to-one) video conferencing sessions	Video conference use in meeting rooms increased by 5%. Statistics show staff use of the new Skype for Business tool: <b>on course</b>	RO-Asia Pacific IT
	Existence of bicycle parking facilities	Free bicycle parking facilities are installed: <b>on course</b>	RO-Asia Pacific
	Number of offices with videoconference equipment in meeting rooms	Six offices are further equipped with video conference tools: <b>100%</b>	RO-Africa

Environmental Sustainability Policy Goal			
9. Promote environmentally sustainable meetings			
Outcome	Indicators	Targets	Custodians
<b>9.1. (Indicator B.2 from 2018-19 P&amp;B) Timely provision of concise official documents in electronic form for all official meetings (enforcement of paper-smart model).</b>	Percentage of official correspondence sent electronically	25% of pre-session official documents published only electronically. 50% of in-session official documents published only electronically. All post-session official documents published only electronically. 85% of official communications sent exclusively in electronic format. <b>80% (on course)</b>	
Environmental Sustainability Policy Goal			
10. Improve waste management practices, including by reducing, reusing and recycling waste			
Outcome	Indicators	Targets	Custodians
<b>10.1. Waste management practices improved in external offices</b>	Assessment reports documenting current waste management practices	Waste management assessment reports produced and approved for all ILO-owned Offices: <b>100%</b>	Field Offices, FACILITIES
	Progress report and inputs for the Programme and Budget Implementation Report reflect progress against approved waste management action plans	Waste management action plans for all ILO-owned external offices approved by Regional Offices and in implementation by the end of 2019: <b>100%</b>	Regional Offices, FACILITIES
	Colour-coded waste bins procured	Bins purchased, increased waste separation: <b>on course</b>	ILO Harare
	Battery drop container purchased	Increased separation of batteries: <b>on course</b>	ILO Cairo
	Number of joint initiatives to reduce plastic waste, such as by using glass bottles	Plastic waste reduction: <b>on course</b>	ILO Cairo
	Assessment reports documenting current waste management practices	Waste data available for the tenant agencies: <b>100%</b>	ROAP
	UN staff reduce plastic containers usage for meals and take-away meals including drinks.	The campaign implemented successfully 100% in the premises: <b>100%</b>	ROAP, UNESCAP EMS
<b>10.2. Waste management practices improved at ILO HQ</b>	Waste statistics provided by the waste collector as part of the centralized waste management strategy	Waste statistics indicate an increase in recycling and decrease in mixed waste sent to the landfill: <b>100%</b>	FACILITIES

Environmental Sustainability Policy Goal			
11. Scale up sustainable procurement			
Outcome	Indicators	Targets	Custodians
<b>11.1. Sustainable procurement practices further implemented across the ILO</b>	Number of visiting procurement staff receiving sustainable procurement briefing	All procurement staff from external offices visiting HQ are briefed about sustainable procurement: <b>100%</b>	PROCUREMENT
	Environmental sustainability included in FACILITIES procurement cleaning services tender and contract	Environmental sustainability criteria reflected in the contract: <b>100%</b>	FACILITIES
<b>11.2. ILO engaged in UN efforts to promote sustainable procurement</b>	Participation of ILO in the working group activities are reflected in meeting minutes and documentation produced	ILO attends all the meetings of the working group, responds to the survey and participate in the pilot phase of the Sustainable Procurement Working Group: <b>100%</b>	PROCUREMENT
Environmental Sustainability Policy Goal			
12. Ensure that staff and their representatives are consulted, empowered and actively encouraged to mainstream the just transition to environmental sustainability and make contributions in all matters relating to the greening of the ILO			
Outcome	Indicators	Targets	Custodians
<b>12.1. Staff awareness increased</b>	Number of articles on ES produced for <i>Inside</i>	Three articles over the biennium: <b>100%</b>	DCOMM
	Number of events promoted with the ESC Messages on green ILO included in ILO100 internal communications	Each internal event and information campaign organized during the biennium is promoted: <b>100%</b>	
<b>12.2. Staff engaged</b>	Number of managers nominated under the new "Green Champion" theme	Next award exercise: <b>5% (on course)</b>	HRD
<b>12.3. Staff awareness increased and staff engaged in external offices</b>	Campaigns and communication in external offices	ILO external offices in all the regions: <b>100%</b>	ROAP, ILO Cairo, Harare, Pretoria, Addis Ababa, Algiers, ROAS
<b>12.4. Enhanced capacity of ILO staff to address environmental sustainability in programmes and projects and operations</b>	Number of learning and training activities carried out related to mainstreaming environmental sustainability competencies	2 training courses: <b>100%</b>	HRD, Green Jobs
	Number of learning and training activities related to SDGs carried out	1 training course: <b>100%</b>	MULTILATERALS
	Number of staff trained for "Green Jobs Certificate"	Based on demand: <b>100%</b>	HRD
	Online materials available for ILO staff through HRD share-point Languages: English, French, Spanish	ILO Staff (technical staff, project managers, specialists, CTAs...) took the self-guided distance learning course (based on demand): <b>100%</b>	ITC, Green Jobs
	2 executive courses implemented	10 ILO officials who serve in management and leadership roles in headquarters at the D1, D2 and DDG level attended the events (based on demand): <b>100%</b>	ITC, Green Jobs
Video on Learning Management System for new officials and new interns published	1 video: <b>replaced by an e-learning course</b>	HRD, Green Jobs, FACILITIES, DCOMM	

Complementi  
nutrizionali,  
creme di bellezza  
alla pappa reale,  
polline,  
pappa reale  
francese e fresca,  
miele biologico

# Pappa Reale e Propolis

Un arma nel  
vostro corpo contro:  
infezioni, stress,  
virus e inquinamento



Vendor of organic products in a market. Port of Genoa. Italy.  
(© ILO/Crozet M., September 2008)

## ► Appendices

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### Appendix I.

#### Excerpts: ILO Strategic Plan for 2018–21<sup>21</sup>

The following excerpts are relevant to the ILO's acknowledgement of the need to respond to climate change and environmental threats, the adoption of environmental sustainability as a cross-cutting policy driver, and the recognition of the *Green Initiative as a response to the call for a just transition to an environmentally sustainable world of work*:

► 14. The persistence of crisis conditions in labour markets interacting with deep and rapid processes of change at work has generated policy challenges which are on a scale and of a complexity without precedent in the nearly 100 years of the ILO's existence. Identifying and understanding the megatrends that drive that change – in particular, globalization, technological change, demography, climate change and environmental threats – and designing policies to address their effects on the world of work is central to the ILO's mission for social justice and pursuit of decent work for all.

...

► 41. The need to respond to climate change and related environmental issues, the scale and complexity of new patterns of labour migration and mobility, and the challenges arising from new methods of global production and work organization, are notable examples of the evolving policy agenda.

► 42. To support the policy outcomes, it is essential for the ILO to maintain a limited number of cross-cutting issues which should be a permanent part of all of its areas of work by virtue of their constitutional or otherwise strategic value.

► 43. Gender equality and non-discrimination, international labour standards, and tripartism and social dialogue have previously been identified as necessary cross-cutting policy issues and will continue to be during the period of the Strategic Plan.

► 44. It is proposed that to these should be added the issue of environmental sustainability. The consensus that now prevails on the urgent need to set the world of work on a just transition to a sustainable development trajectory, reaffirmed through the Paris Climate Change Agreement, provides the need and the justification for the addition of environmental sustainability as a fourth cross-cutting issue.

...

► 51. The Future of Work Initiative stands as the centrepiece of the centenary activities. It will enable the ILO to sustain its capacity to pursue its social justice mandate in conditions of transformational change in the world of work. It will be supported by the ILO's research, statistical and analytical activities and tackle key policy issues as identified in the four centenary conversations which provide structure for the national "future of work" dialogues under way in over 130 member States. This Initiative influences the work of, and is informed by, the other six Centenary Initiatives. For example, analytical work on demographics, migration and technological change will inform policy work steered by the Women at Work, Green, and Enterprises Initiatives, while work under the End to Poverty Initiative, including the application of tools and the design of interventions at the country level, will feed into the Future of Work Initiative.

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21 ILO: *The ILO's Strategic Plan for 2018–21* (GB.328/PFA/1), Geneva, 7 Oct. 2016.

...

► 53. The Green Initiative is the vehicle for the ILO to respond to the imperative of managing a just transition to an environmentally sustainable world of work. It has the strategic role of building environmental sustainability into all aspects of ILO work. The fact that this imperative has been universally acknowledged in a relatively short space of time means that the ILO will need to build up its own capacities and those of its constituents in areas in which they may not have had significant knowledge or awareness in even the relatively recent past.

## Appendix II.

### Excerpts: the ILO Centenary Declaration for the Future of Work<sup>22</sup>

I

The Conference declares that:

► In discharging its constitutional mandate, taking into account the profound transformations in the world of work, and further developing its human-centred approach to the future of work, the ILO must direct its efforts to:

...

► (i) ensuring a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions;

...

► D. The ILO must carry forward into its second century with unrelenting vigour its constitutional mandate for social justice by further developing its human-centred approach to the future of work, which puts workers' rights and the needs, aspirations and rights of all people at the heart of economic, social and environmental policies.

...

IV

► F. On the basis of its constitutional mandate, the ILO must take an important role in the multilateral system, by reinforcing its cooperation and developing institutional arrangements with other organizations to promote policy coherence in pursuit of its human-centred approach to the future of work, recognizing the strong, complex and crucial links between social, trade, financial, economic and environmental policies.

<sup>22</sup> ILO, *Centenary Declaration for the Future of Work*, Geneva, 21 Jun. 2019, [https://www.ilo.org/wcmsp5/groups/public/@ed\\_norm/@relconf/documents/meetingdocument/wcms\\_711674.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_711674.pdf).



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