Climate Resilient & Sustainable Operations Roadmap

Protecting humanitarian delivery in a changing climate

March 2026

INTERNATIONAL RESCUE COMMITTEE

Climate Action Accelerator

Why this roadmap, why now

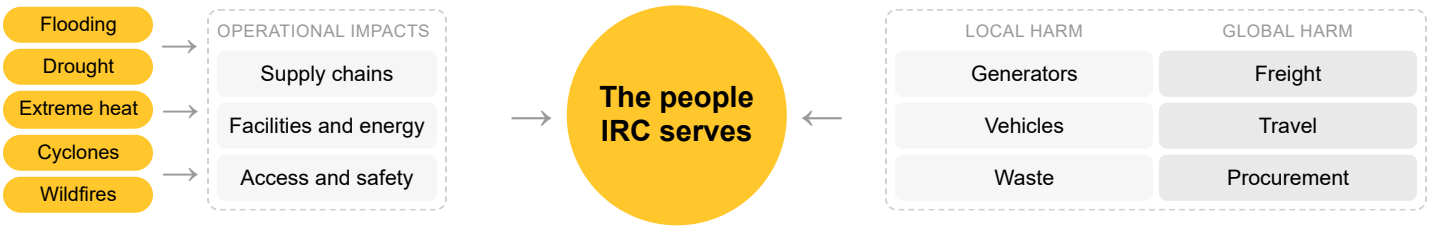
IRC exists to help people whose lives are shattered by conflict and crisis — including the climate crisis — to survive, recover, and gain control of their future. Weather-related disasters have caused 250 million internal displacements in the past decade.[1] Humanitarian needs are at record levels, and the climate is settling into a new normal that is hotter, more volatile, and less forgiving.

The systems that have powered humanitarian delivery for decades — diesel generators, single-use plastics, products flown across continents, high-polluting fleets — were built for urgency. They saved millions of lives. But they also carry environmental costs: polluted air at health facilities, contaminated water and soil, and cumulative emissions that contribute to the crisis driving displacement. The climate has changed. How humanitarian organizations deliver must now be as intentional as what they deliver.

> This roadmap is IRC's response. It is not a standalone initiative, but is an expression of how IRC intends to operate — how it buys, builds, moves, and powers its operations. It addresses both resilience and environmental responsibility together, because in the settings where IRC operates, they cannot be separated. The goal is a permanent shift, embedded into existing policies, contracts, and planning processes over time. It begins by asking two core questions.

Are we able to keep delivering programs as climate impacts worsen?

Are we making the climate and environmental crisis worse?



The operational systems that deliver programs for the people IRC serves — supply chains, energy, transport — are both the most exposed to climate disruption and the greatest source of IRC's environmental footprint. That convergence is an opportunity. When IRC strengthens these systems to keep delivering in a changing climate, it also reduces the environmental burden on the communities it serves. The solutions that protect delivery and the solutions that reduce harm are most often, the same. That is what organizes the roadmap that follows.

What this roadmap contains

20	68	50	30
solutions	actions	enablers	projects FY26–28

Across 8 domains: Procurement · Freight · Buildings & energy · Waste · Fleet · Travel · Climate risk-informed resilience · Cross-cutting coordination

This report highlights the priority solutions, the evidence that shaped them, and the direction of travel for each domain.

> *"The world is changing how we operate, whether we plan for it or not. This roadmap means we do. By integrating climate into our operations, we strengthen our programs, ensuring it is dependable and responsible for the people we serve."*
>
> — Sarah Penniman-Morin, Chief, Global Supply Chain and Executive Sponsor, Climate Roadmap

> *"Every day, IRC staff work tirelessly to deliver in difficult conditions, finding ingenious ways to adapt as climate pressures reshape their work. This roadmap builds on that experience, offering a shared direction that strengthens resilience, reduces our environmental impact, and keeps people at the center of everything we do."*
>
> — Anita Raman, Senior Sustainability Advisor and Climate Roadmap Lead

In this report

[1] UNHCR, 2024. Weather-related disasters have caused 250 million internal displacements in the past decade — around 70,000 every day (two displacements every three seconds).

How this roadmap was developed

Our approach

In collaboration with the Climate Action Accelerator, IRC followed several principles for this roadmap: that it would keep the mission and the people we serve at the center, serve as a north star guiding operational decisions over time, and be embedded across everything we do — in strategy, projects, policies, and planning cycles.

Mission and people-centered	A north star for operations	Embedded in everything we do
Every solution shaped around the people IRC serves	Guiding the direction of decisions over time	Embedded in strategy, projects, policies, and planning cycles

Governance

INTERNAL

Steering committee
Senior leaders across programs, operations, finance, legal, and global offices · Set scope, ambition, and priorities

Core decision-making group
Led roadmap design, evidence synthesis, and stakeholder alignment

Operations climate coordination group
Ensured cross-functional alignment across operational departments

400+ staff across all regions and departments
Surveys, thematic workshops, and cross-functional consultations

EXTERNAL

Climate Action Accelerator
An initiative dedicated to scaling up environmental and climate solutions within organizations to amplify climate action and reach a net-zero future in time. Partnered with IRC to build this roadmap

Six expert groups
Informed legal, engineering, and research dimensions of the roadmap

Development process

IRC partnered with the Climate Action Accelerator to develop this roadmap over 12 months. The Accelerator led the sustainability and emissions reduction strategy. IRC's own operational teams led the climate resilience work. Together, they reviewed the landscape, identified 30 solutions with 100+ actions and 50+ enablers, prioritized them against 8 lenses including impact and feasibility, and stress-tested them against workplans and cost analysis.

1. Foundation	2. Solutions	3. Prioritization	4. Stress-testing	5. Publication
Reviewed landscape, designed governance and methodology	Identified 30 solutions, 100+ actions, 50+ enablers	Scored against 8 lenses including impact and feasibility	Tested against workplans, costed, and reviewed	This roadmap, March 2026

PARALLEL TRACKS — INFORMING THIS ROADMAP

Emissions	Produced first estimate	Initiated data strengthening
Climate risk	Surveyed staff globally	Screened portfolio exposure

Guiding principles

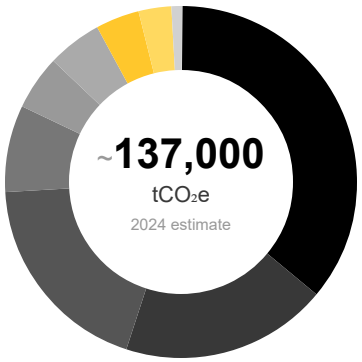
The following principles, developed by the Climate Action Accelerator, shape how IRC approaches emissions measurement, reduction, and the implementation of this roadmap.

Objectives grounded in science	Consistent with recognized standards	Real reductions, no offsets	Transparent about progress	Learning and improving together
IRC uses the IPCC's findings* and the Paris Agreement as reference points to guide the direction and ambition of its climate efforts - recognizing that every organization operating at scale has a role to play, while ensuring that humanitarian delivery is never compromised. IRC's efforts include working towards robust footprint measurement and meaningful reduction objectives as data quality matures.	IRC aligns its greenhouse gas accounting and reporting with globally recognized standards, including the GHG Protocol. Responsibility for emissions management extends across its operations and to relevant partners, suppliers, and funded entities.	IRC prioritizes direct emissions reductions and does not rely on offsetting to claim organizational carbon neutrality. Where relevant, it may consider supporting high-integrity climate and nature initiatives as a complementary contribution provided such support is not characterized as offsetting or used to claim carbon neutrality.	IRC is committed to measuring, monitoring, and sharing progress on emissions and environmental impact — including being open about data limitations and areas where more work is needed. IRC encourages similar transparency among implementing partners, suppliers, and collaborators.	IRC approaches this work with humility, recognizing there is a learning curve. It is committed to strengthening internal expertise, collaborating with partners, and sharing what it learns — contributing to collective climate knowledge across the humanitarian sector.

* The IPCC's Sixth Assessment Report indicates that global greenhouse gas emissions need to fall approximately 60% by 2035 relative to 2019 levels to limit warming to 1.5°C. As IRC initiates its journey to set its own target objectives, it uses this and other IPCC findings as reference points to guide the direction and ambition of its climate efforts.

Our emissions estimate in 2024

IRC's first organization-wide emissions estimate — a directional starting point, useful for identifying where emissions are concentrated and shaping priorities, not yet precise enough for category-level reduction targets.



Spend-based methodology · Humanitarian Carbon Calculator

INDIRECT — 88%

- **36%** Purchased services
  Construction, consulting, insurance, telecoms, other operational services
- **19%** Purchased goods
  Food, medical supplies, office, humanitarian goods
- **19%** Sub-awardees
  Partner organizations
- **5%** Professional travel
  Flights, ground transport, accommodation
- **5%** Capital goods
  IT, vehicles, equipment
- **3%** Freight
  Air, road, maritime shipping
- **1%** Electricity
  Often bundled within lease agreements
- **<1%** Waste

Indirect by emissions accounting, but with direct local impact on water and soil

DIRECT — 12%

- **8%** Vehicle fuel
  Fleet fuel
- **4%** Generator fuel
  On-site power generation

Most emissions are indirect, embedded in supply chains

IRC's climate impact is largely embedded in its supply chain and funding activities rather than in its direct operations. Purchased goods and services (55%) and partner subawards (19%) together represent nearly three-quarters of the footprint. Professional air travel and freight (8%) contribute to global climate impact and present clear opportunities for optimization. Purchased electricity accounts for approximately 1%, though this is likely understated as electricity costs are often bundled within lease agreements.

Direct emissions and waste have outsized local impact

Direct emissions from generator and vehicle fuel (12%) represent a smaller but strategically important share — these are the emissions IRC controls most directly, and they affect the air where clients* live and where programs are delivered. Waste, while less than 1% of total emissions, has an outsized local environmental impact on water and soil in communities where IRC maintains a long-term presence.

How this shapes the roadmap

The indirect footprint — dominated by supply-chain emissions — is where the largest reductions are possible, through procurement standards, supplier engagement, and freight optimization. The direct footprint is where IRC has the most control and where action most immediately benefits communities. Travel, freight, and energy are where operational changes can begin through policy and planning decisions.

FROM EMISSIONS TO STRATEGY

36% Purchased services	→	**Procurement**
19% Purchased goods	→	**Procurement**
8% Vehicle fuel	→	**Fleet**
5% Professional travel	→	**Travel**
4% Generator fuel · **1%** Electricity	→	**Buildings & energy**
<1% Waste	→	**Waste**
3% Freight	→	**Freight**

Sub-awardees (19%) represent partner organization emissions. They are included as a project within the cross-cutting solutions and will be developed further in the 10-year implementation plan.

About this estimate. This is IRC's first organization-wide assessment, produced using a spend-based methodology — financial expenditure data multiplied by sector-average emission factors — recognized by the GHG Protocol as appropriate for first-time organizational footprints. It identifies the shape of the footprint and its largest drivers but carries limitations in category-level precision, particularly across operations spanning more than 40 countries with different markets, energy systems, and supply chains. Together with the Climate Action Accelerator, IRC has defined a structured improvement pathway to strengthen the estimate — reducing uncertainty in the most material categories and stabilizing the methodology for consistent annual reporting. The detailed methodology, a more detailed emissions breakdown, and the improvement pathway are in accompanying supplementary materials, developed by the Climate Action Accelerator.

Goal: IRC intends to publish the 2024 operational baseline by the end of 2027, including methods, coverage, and limitations. The baseline will then be versioned with each methodological update. Category-level reduction objectives will be set once this work is complete and integrated into an updated version of this roadmap.

* IRC defines a "client" as a person or institution for whom it provides, or intends to provide assistance or services.

Our climate risks and opportunities

9 in 10
operations staff say climate change is affecting operations now

150
disruptions to operations and program delivery reported across all major regions

115
staff-reported adaptations already in place

360
sustainability practices reported as underway across global operations

CLIMATE HAZARDS AND HOW THEY TRANSLATE INTO OPERATIONAL DISRUPTION

Severity bar = proportion of 7 regions reporting severe disruption to operations and program delivery. Regional columns show where at least one staff respondent from the region rated the hazard as severe (✓) or high (–). All hazards are classified as acute physical risks under the TCFD framework. W.A = West Africa · E.A = East Africa · C.A = Central Asia · MENA = Middle East & North Africa · LAT = Latin America.

HAZARD	SEVERITY	REPORTED OPERATIONAL IMPACTS	W.A	ASIA	E.A	MENA	C.A	LAT	US
Flooding		Blocked access to sites and destroyed supply routes · Emergency procurement at inflated prices · Forced relocation of services due to facility damage · Staff evacuations and disrupted operations	✓	✓	✓	✓	✓		✓
Extreme heat		Facility closures and reduced staff capacity · Heat-sensitive inventory damage · Recurring power outages and increased cooling costs · Portable AC and client relocation costs	✓	✓	–	✓	✓		✓
Drought		Destabilized procurement markets driving up program supply costs · Water scarcity and dehydration risk · Food insecurity increasing client needs · Higher fuel needs and generator dependence from reduced hydropower	✓	–	✓	✓	–		✓
Cyclones / wind		Infrastructure and road damage cutting off access · Program infrastructure and equipment destroyed · Disrupted communications, servers, and blackouts · Transport and shipping delays		✓					✓
Wildfires		Air quality risks and office closures · Staff property losses from active wildfires · Surge demand during concurrent refugee arrivals · Program facility and infrastructure damage				–	–		✓

Independent screening of ~50 IRC operating countries corroborates the staff-reported patterns above. Physical exposure data (ThinkHazard) confirms flooding and extreme heat as high-risk across nearly every operating region. Drought, not covered by ThinkHazard, is validated through the INFORM Risk Index, which measures actual risk rather than exposure alone — East Africa, West Africa, and MENA show consistently elevated scores. The one divergence is wildfire: physical exposure is rated high across nearly all field regions, but staff do not report it as a severe operational disruptor. Regional averages can mask country-level hotspots (e.g. Yemen scores high on all flood types but MENA as a whole averages lower).

WHAT STAFF ARE ALREADY DOING

Sustainability % reflects 31 Crisis Response, Recovery, and Delivery (CRRD) country programs. Many practices serve both sustainability and resilience. Opportunities are classified based on the TCFD framework.

DOMAIN	SUSTAINABILITY PRACTICES REPORTED	RESILIENCE ADAPTATIONS IMPLEMENTED
Procurement & Freight — Opportunity: resource efficiency	**48%** right-size procurement **42%** air freight reduction **42%** locally manufactured goods	Bulk purchasing ahead of disruptions Pre-positioned supplies before flood season Local vendors added to pre-qualified lists
Buildings, Energy & Waste — Opportunity: energy source	**65%** at least one solar installation **32%** energy efficiency upgrades **32%** switching backup from fossil fuel	Hybrid solar guaranteeing energy during outages Solar-powered cold chain securing health supplies Construction completed before rainy season
Fleet & Travel — Opportunity: resource efficiency	**61%** fleet data collection **52%** carpooling **35%** flexible/hybrid work	Alternative routing when roads blocked Boat and porter services for submerged areas Hybrid work maintaining service continuity
Climate risk resilience — Opportunity: resilience	**32%** awareness raising on climate **32%** emissions tracking Going paperless	Forecasting platforms and alert systems used Digital record keeping preventing data loss Backup internet and roaming data for key staff

RAI US

Resettlement, Asylum, and Integration

First EV purchased
Sustainable supplier partnerships built
Green cleaning supplies adopted
Operations maintained via hybrid work during extreme events

IRC HQ

Sustainability and climate teams created
Climate governance and external partnerships built
This global roadmap developed

IRC UK

Net zero plan developed
Emissions and water usage tracked
Supplier carbon footprints requested
Zero-landfill recycling achieved

IRC Germany

Green team established
Train-first travel policy adopted
Switched to renewable energy supplier
Low-emissions browser adopted

Survey sample: The sustainability survey covered 31 Crisis Response, Recovery, and Delivery country programs, 6 HQ offices, and 5 RAI regions (79 respondents), documenting 361 (and counting) sustainability practices and 86% agreement that climate is affecting operations. The climate risk survey received responses from all major CRRD regions, 4 RAI locations, and IRC headquarters — 46 respondents across 13 country programs — identifying 147 disruption instances and 115 adaptations. Findings are directional and represent staff-reported experience. Risk and opportunity categories reference the TCFD framework.

HOW THESE FINDINGS SHAPED THE ROADMAP

Staff-reported disruptions showed where action is most needed. The scale of practices already underway gave us confidence in the solutions, and the resilience adaptations showed how to weave sustainability and resilience into every goal and action. Together, they are the foundation of the domain strategies that follow.

Domain strategies

The pages that follow present IRC's strategy across six operational domains and two cross-cutting foundations — shaped by where environmental impact is concentrated and where climate hazards are already disrupting operations.

HOW TO READ EACH DOMAIN PAGE

Solutions — The goal — what IRC continues to work toward → **Actions** — The direct impact — reducing emissions and building resilience → **Enablers** — What unlocks them — policies, tools, and systems → **Priority projects** — Enablers launching FY26–28

OPERATIONAL DOMAINS

Procurement 55% of footprint

5 projects p. 7

1. Increase procurement efficiency
2. Buy lower-impact products
3. Integrate climate criteria
4. Engage suppliers

Freight 3% of footprint

4 projects p. 8

5. Shift from air to maritime freight
6. Choose greener and more climate-resilient transport providers

Buildings & energy 5% of footprint

4 projects p. 9

7. Favor sustainable and resilient infrastructure
8. Reduce energy consumption of buildings
9. Decarbonize energy and ensure climate-resilient power

Waste <1% of footprint · direct local impact

10. Avoid, reduce, reuse, recycle and treat waste

Fleet 8% of footprint

5 projects p. 10

11. Buy climate-appropriate, least emissive vehicles
12. Reduce fuel consumption by optimizing and pooling movements

Travel 5% of footprint

13. Reduce professional travel, particularly by air
14. Reduce emissions from flying

CROSS-CUTTING FOUNDATIONS

Climate risk-informed resilience

5 projects p. 11

15. Strengthen staff safety and wellbeing
16. Integrate climate resilience into program design
17. Enhance anticipatory action and early warning
18. Integrate climate risk into strategy and financial planning
19. Strengthen climate risk tracking systems

Implementation infrastructure

7 projects p. 12

20. Coordinate climate action across IRC to deliver the roadmap

20 solutions **30 priority projects**

Procurement

55% of footprint

4 solutions · 11 actions · 8 enablers · **5 priority projects launching FY26–28**

SOLUTIONS

1. Increase procurement efficiency

Improve planning to limit purchases and reduce climate exposure

a. Reassess volume and frequency of purchases and renewals
b. Improve forecasting and stock monitoring

mitigation adaptation

2. Buy lower-impact products

Prioritize climate-appropriate specifications

a. Identify low-carbon, low-waste, climate-durable alternatives
b. Optimize packaging for extreme conditions and to reduce waste
c. Prioritize local and regional production

mitigation adaptation

3. Integrate climate criteria

Embed environmental and resilience standards per category of items

a. Integrate criteria for high-emission, climate-vulnerable products
b. Incorporate durability and end-of-life planning
c. Embed metrics into RFQs, RFPs, and vendor assessments

mitigation adaptation

4. Engage suppliers

Give preference to partners demonstrating use of low-carbon energy, decarbonization efforts and supply chain agility

a. Evaluate suppliers on environmental performance and agility
b. Incentivize suppliers measuring emissions
c. Consolidate purchases of climate-critical equipment

mitigation adaptation

ENABLERS TO UNLOCK IMPACT

Priority projects — FY26–28

1. **Procurement policy** — FY26+
   Integrate climate and resilience standards across policies, SOPs, and category guides as they come up for revision
2. **Eco-friendly specs** — FY26+
   Identify items and services with the greatest environmental impact and explore lower-impact alternatives
3. **Supplier accountability** — FY27+
   Standardize approach to assess suppliers on environmental and climate-resilience criteria during screening and post-delivery
4. **Price flexibility** — FY27+
   Explore a mechanism for environmentally preferable options within defined thresholds
5. **Sustainability weighting** — FY27+
   Systematically factor environmental and resilience considerations into IRC selection decisions alongside price

Medium-term enablers — FY28–FY30+

Digital planning tools — integrate emissions and climate-risk data into existing planning systems
Market intelligence — maintain localized data on greener alternatives for quick wins
Supplier diversification — expand vendor pools across climate-risk zones

Freight

3% of footprint

2 solutions · 7 actions · 6 enablers · **4 priority projects launching FY26–28**

SOLUTIONS

5. Shift from air to maritime freight

Reduce reliance on air shipments through better planning, pre-positioning, and regular sea schedules

a. Improve supply chain planning to avoid urgent air freight
b. Limit air to emergencies and blocked routes only
c. Set up regular sea shipments for high-volume items
d. Pre-position critical supplies in climate-safe locations
e. Improve order tracking and end-to-end lead times

mitigation adaptation

6. Choose greener and more climate-resilient transport providers

Select providers based on environmental performance, contingency capacity, and route resilience

a. Select providers that minimize distances and use climate-resilient routes
b. Incorporate environmental and resilience criteria including multimodal options, temperature control, and contingency routing

mitigation adaptation

ENABLERS TO UNLOCK IMPACT

Priority projects — FY26–28

1. **Freight inventory** — FY26+
   Establish a baseline of IRC's freight footprint by transport mode, destination, and shipment purpose to identify priority areas for optimization
2. **Low-carbon provider criteria** — FY26+
   Select global freight providers based on environmental performance, multimodal options, and contingency routing
3. **Last-mile tracking** — FY27+
   Launch last mile tracking tools to enhance forecasting, supply planning and replenishment, avoiding under and over supply
4. **Pre-positioning and safety stock** — FY27+
   Establish a mechanism to ensure RUF safety stock is in place, mitigating supply shocks and reducing the need for emergency air freight

Long-term enablers — FY30+

Freight policy — integrate sustainability SOPs including consolidated shipments, climate-informed pre-positioning, and frequent sea schedules
Freight management capacity — dedicated staffing and data governance for freight planning

Buildings, energy & waste

5% of footprint

4 solutions · 18 actions · 8 enablers · **4 priority projects launching FY26–28**

SOLUTIONS — BUILDINGS & ENERGY

7. Favor sustainable and resilient infrastructure

Consider extreme weather in site selection and apply resilient design standards

a. Use climate-hazard mapping in site selection
b. Apply sustainable design with backup power and water systems
c. Complete construction before extreme weather seasons
d. Utilize climate-friendly cooling and cold chain equipment

mitigation adaptation

8. Reduce energy consumption of buildings

Improve efficiency and enhance climate-resilience of facilities

a. Prioritize solutions with adaptation co-benefits for thermal efficiency
b. Utilize energy monitoring and automated systems
c. Improve temperature-regulated storage for climate-sensitive supplies
d. Enforce energy reduction measures following staff safety protocols

mitigation adaptation

9. Decarbonize energy and ensure climate-resilient power

Transition to renewable energy with backup for off-grid and disaster-prone sites

a. Switch to renewable energy providers
b. Develop partnerships for renewable energy production
c. Produce on-site renewable energy where contexts allow
d. Right-size generators and limit to backup
e. Develop battery storage and microgrids

mitigation adaptation

SOLUTION — WASTE

10. Avoid, reduce, reuse, recycle and treat waste

Minimize waste through efficient planning, ensure systems remain functional during climate disruptions

a. Implement waste management plans adapted to local context and climate-risk profile
b. Establish recycling and second-life channels through reverse logistics
c. Enhance protected waste-collection systems at distribution centers and offices
d. Ensure single-use plastic reduction, and phase-out beginning with headquarters
e. Establish hazardous waste protocols for medical, battery, electronic, and chemical waste

mitigation adaptation

ENABLERS TO UNLOCK IMPACT

Priority projects — FY26–28

1. **Real estate sourcing guide** — FY26+
   Integrate climate-resilience, hazard exposure, and total cost of occupancy into site selection and real estate sourcing decisions
2. **Waste management integration** — FY26+
   Integrate waste reduction and management standards across operational policies, SOPs, and site guidelines as they come up for revision
3. **AI-enabled climate risk portfolio screening** — FY26+
   AI-enabled screening of pharmaceutical warehouse and storage sites for climate hazard exposure
4. **HQ practices review** — FY27+
   Document existing sustainability practices at headquarters to inform guidance for other offices over time

Long-term enablers — FY30+

Site and energy standards* — develop minimum standards for site operations — covering energy efficiency, clean energy sourcing, comfort temperatures, and resilience measures — adaptable to local climate conditions and site types

Clean energy transition support* — equip country and RAI offices with guidance, procurement pathways, and a registry of financial mechanisms to understand energy use, transition to renewables, and invest in on-site production where feasible

Renewable energy access* — map providers per country and develop vendor database for solar procurement

Monitoring devices* — automated equipment for energy tracking and Scope 1 reporting

** Dedicated funding required*

Fleet & travel

13% of footprint

4 solutions · 11 actions · 8 enablers · **5 priority projects launching FY26–28**

SOLUTIONS — FLEET

11. Buy climate-appropriate, least emissive vehicles

Match vehicles to operational needs, prioritizing fuel efficiency and climate suitability

a. Right-size vehicles and prioritize fuel-efficient options including EVs
b. Purchase or lease electric vehicles where grid or solar charging allows
c. Adopt flexible last-mile options — boats, porters, electric motorcycles — for disrupted routes

mitigation adaptation

12. Reduce fuel consumption by optimizing and pooling movements

Rationalize travel while maintaining flexibility for emergency response

a. Reduce movements while maintaining evacuation capacity
b. Train staff on eco and safe driving in extreme weather
c. Default carpooling and collaborate joint travel with peer INGOs
d. Equip solar-powered auxiliary systems for refrigeration and cold chain

mitigation adaptation

SOLUTIONS — TRAVEL

13. Reduce professional travel, particularly by air

Switch to virtual-first defaults and optimize remaining travel

a. Switch to online meetings and events where possible
b. Reduce participants per trip and extend assignment times
c. Review meeting locations to minimize air travel and combine trips

mitigation adaptation

14. Reduce emissions from flying

Optimize travel plans and select lower-impact routes and carriers

a. Prioritize direct flights and airlines with fuel-efficient fleets and strong environmental record

mitigation

ENABLERS TO UNLOCK IMPACT

Priority projects — FY26–28

1. **Global fleet governance** — FY26+
   Integrate sustainability into RAI fleet management operating procedures, then build toward global policy integration over time
2. **Vehicle sourcing guide** — FY26+
   Integrate fuel-efficiency and climate-resilience criteria into fleet procurement through current RFP
3. **Eco-driving practices** — FY26+
   Reduce fuel consumption through optimized driving practices, leveraging peer-organization resources and existing country-level experience
4. **Peer collaboration** — FY26+
   Coordinate with peer organizations on vehicle sharing, fleet waste, and emergency logistics readiness
5. **Travel policy** — FY27+
   Update IRC's travel policy to integrate sustainability provisions — virtual-first defaults, lower-emission transport, direct flights — and pilot application

Medium-term enablers — FY28–FY30

Global fleet policy — establish requirements for fleet size optimization, climate-appropriate purchasing, and fuel reduction

Fleet management solution* — implement systems to track movement, fuel, cost, and maintenance across operations

Fleet inventory — understand fleet composition and utilization to identify renewal needs

** Dedicated funding required*

Climate risk-informed resilience

5 solutions · 15 actions · 9 enablers · **5 priority projects launching FY26–28** · Cross-cutting foundation for all other domains

SOLUTIONS

15. Strengthen staff safety and wellbeing

Protect staff through monitoring, decision support, resilient workplaces, and training

a. Integrate weather monitoring and real-time alerts for staff safety
b. Expand safety and security decision support for climate hazards
c. Enhance climate-resilient workplaces
d. Provide training, drills, and practical toolkits for hazard recognition

mitigation adaptation

16. Integrate climate resilience into program design

Embed climate risk into programming to support client safety and access

a. Embed climate risk assessment within programming design and management cycles
b. Conduct site and program continuity assessments
c. Develop global-minimum resilience standards for key hazards and site types

mitigation adaptation

17. Enhance anticipatory action and early warning

Build program continuity and client access through preparedness

a. Strengthen early warning methodology and integration into decisions
b. Strengthen programmatic response capacity
c. Embed learnings from climate events for future preparedness

adaptation

18. Integrate climate risk into strategy and financial planning

Embed climate risk into organizational decision-making and reporting

a. Integrate and quantify climate-related risks across global processes
b. Ensure preparedness for environmental, social, and governance (ESG) reporting and regulatory compliance

mitigation adaptation

19. Strengthen climate risk tracking systems

Build infrastructure for emissions and risk tracking

a. Develop annual emissions and risk tracking improvement process
b. Utilize geospatial risk mapping and location data integration
c. Integrate climate and environmental KPIs into performance management

mitigation adaptation

ENABLERS TO UNLOCK IMPACT

Priority projects — FY26–28

1. **Risk data system integration** — FY26+
   Pull all existing climate and environmental risks across different processes into one structured inventory, linking to enterprise risk management, financial planning, and performance tracking routines
2. **Risk and impact assessments** — FY26+
   Add climate-driven hazards as standard element of existing safety and security risk assessment and explore process and tools for site and location assessment at project and country level
3. **Financial planning** — FY26+
   Explore pathways to quantify, escalate, and mitigate climate risks with financial impacts
4. **Strategy and project management cycle integration** — FY26+
   Incorporate climate risk and anticipatory action within IRC's Strategy 100 Phase 2 strategic planning and preparedness and emergency response management
5. **Sub-award sustainability** — FY26+
   Scope the feasibility of integrating sustainability considerations into IRC's sub-award and partner engagement processes, coordinated with partnership efforts and subject to internal governance approval

Medium-term enablers — FY28–FY30

Climate risk mainstreaming — enhance Climate Community of Practice to expand staff's knowledge and practices on resilient operations and environmental safeguards pre and post-implementation

Climate risk dashboard — design and implement a climate risk dashboard to track, identify, and escalate risks with operational and financial implications

Early warning systems* — further location data tracking, continue to enhance alerts system to be utilized at enterprise level, build on innovative geospatial-based screening tools

ESG compliance* — screen emerging climate, environmental, and regulatory reporting requirements

** Dedicated funding required*

Implementation infrastructure

1 solution · 6 actions · 11 enablers · Implementation infrastructure for the roadmap

SOLUTION

20. Coordinate climate action across IRC to deliver the roadmap

Embed climate and environmental priorities into IRC's strategic direction, governance, and daily operations across all departments and regions

a. Embed climate priorities into strategic planning, country-level implementation, and departmental workplans
b. Sustain cross-departmental collaboration and track progress against FY checkpoints
c. Establish shared accountability through KPIs, dashboards, and annual environmental impact reporting
d. Strengthen emissions measurement building on the Accelerator's foundational work, toward an updated footprint in FY28
e. Build staff awareness and capacity across departments and regions
f. Contribute to sector-wide climate action and shared learning

mitigation adaptation

ENABLERS TO UNLOCK IMPACT

Priority projects — FY26–28

1. **10-year implementation plan** — FY26
   Continue development of the detailed operational plan across all domains
2. **Country-level integration** — FY26
   Incorporate roadmap into Strategic Action Implementation plans
3. **Policy integration** — FY26+
   Update IRC's policies to incorporate the roadmap's priorities across operations
4. **Cost savings tracking** — FY26
   Incorporate environmental performance metrics into existing cost savings reporting
5. **KPI integration** — FY27
   Agree on indicators and embed into existing dashboards and reporting
6. **Emissions improvement plan** — FY26+
   Build on the Accelerator's foundational work toward an updated footprint in FY28
7. **Sustainability tracking** — FY27
   Establish a process to track sustainability activity across country and RAI offices against the actions and solutions in this roadmap

Ongoing

Staff capacity and training — build awareness and practical capability through training and tools across all departments, including systematic training across procurement, fleet, buildings, and waste management standards
Sector collaboration — Humanitarian Leadership Group on Supply Chain (HLGSC), Fleet Forum, Climate Action Accelerator community of practice
Sustainability as shared cost — enable investments with longer paybacks to be treated as shared costs across programs

People make this roadmap a reality

Every solution in this roadmap is delivered by people. Sustained adoption depends on workforce planning, leadership alignment, capability building, and change management — across country and RAI offices, regional teams, and headquarters. This is the foundation.

IMPLEMENTATION PRINCIPLES

Developed by the Climate Action Accelerator — guiding how the roadmap will be delivered across IRC's operations.

Prioritize high-impact actions — Focus on measures that deliver the greatest carbon and environmental impact, particularly those that generate savings to help finance additional costs

Leverage procurement opportunities — Use contract renewals and tendering processes to integrate environmental criteria into purchasing decisions

Engage key suppliers — Concentrate efforts on suppliers representing the majority of procurement-related emissions, assess performance, and prioritize those demonstrating credible commitments

Ensure accountability and follow-up — Assign clear responsibility for each priority initiative, with regular progress reviews through dedicated governance

Collaboration and collective action — Build on partnerships, leveraging networks and technical collaboration for shared learning and scalable impact

Shared ownership and capacity building — Empower staff across all levels through training, tools, and clear guidance to foster a culture of sustainability

OPPORTUNITIES AND CHALLENGES

Opportunities

Reducing emissions strengthens organizational credibility as a responsible international actor, improves cost efficiency over time, and can positively impact staff wellbeing, motivation, and local environmental conditions while enhancing the quality and sustainability of services delivered to clients. It positions the organization as forward-looking and aligned with evolving donor and partner expectations, helping to inspire action across the value chain.

Challenges

Implementation may be constrained by funding structures, operational realities, competing priorities, and the availability of low-carbon solutions. Delivering on the roadmap requires sustained governance and leadership, cross-organizational engagement, and the flexibility to navigate structural and contextual challenges.

Measuring progress

IRC intends to track progress against the following indicators. They reflect the direction of travel — some will be refined as measurement systems and data collection capacity develop.

INDICATORS BY DOMAIN

Procurement 55% of footprint

Purchasing emissions	Carbon emissions from purchased goods and services
Green purchasing specifications	% of spend meeting climate & environmental criteria
Purchasing carbon intensity	Average emission factor of top items (tCO_2e per monetary unit)
Supplier energy mix	% of spend with top suppliers using low-carbon energy

Freight 3% of footprint

Freight by air	t.km of goods transported by air

Buildings, energy & waste 5% of footprint

Total fuel consumption	Total liters of fuel consumed for generators and heating
Electricity mix	kWh consumed
Energy mix	% of total energy consumption from low-carbon sources
Waste volume	Estimated total volume or weight
Single-use plastic	Estimated volume or weight

Fleet & travel 13% of footprint

Fleet fuel consumption	Liters of fuel consumed by vehicles
Total travel by air	km.passenger by air

CROSS-CUTTING

Climate risk resilience

Supply chain preparedness

Pre-positioned stock	Holdings value or count
Emergency stock availability	% availability against targets
Preparedness coverage gaps	Identified gaps across operations

Overall

Carbon emissions reduction*	% reduction of carbon emissions in given year vs. baseline
Carbon intensity	Carbon emissions relative to budget: tCO_2e/M USD
Roadmap adoption	% of country programs, RAI offices, and HQ offices actively implementing solutions and actions

* IRC intends to begin reporting against this indicator once the operational baseline is published.

Looking ahead

"There is a rapidly closing window of opportunity to secure a liveable and sustainable future for all. The choices and actions implemented in this decade will have impacts now and for thousands of years."[2] — IPCC AR6 Synthesis Report, 2023

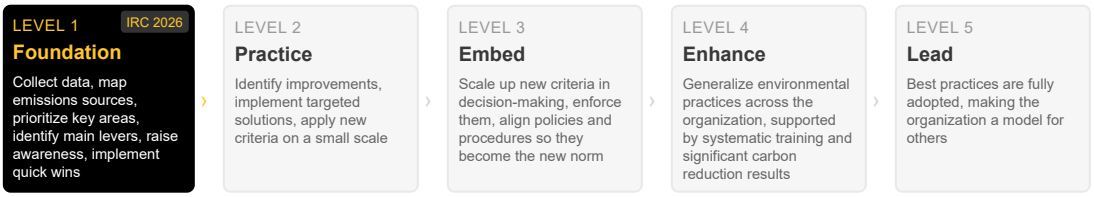
IRC is taking a clear step: embedding climate resilience and environmental responsibility into how it operates, not as a parallel initiative but as part of how it buys, builds, moves, and delivers. This roadmap sets the direction — 20 solutions, 30 projects, and a commitment to strengthen measurement as it goes. The data will sharpen. The approach will evolve. But the direction is clear.

The practical finding at the heart of this work is that sustainability, resilience, efficiency, and localization reinforce each other. Solar is not just cleaner — it provides backup power and reduces energy costs. Local procurement is not just greener — it maintains access when supply chains are disrupted and strengthens locally-led action. Pre-positioning is not just preparedness — it eliminates emergency air freight and improves the quality of assistance. These are not tradeoffs. They are co-benefits.

What this roadmap also revealed is that the solutions are largely known. What has been missing are the enablers — the policies, tools, procurement pathways, and governance needed to put them into practice. That is why the 30 priority projects matter. They are not the solutions themselves — they are what unlocks them. IRC believes this approach offers a model the sector can use, and is committed to sharing what it learns.

What comes next

This report presents the 20 solutions IRC has prioritized across its operations — the areas where action is most needed and most impactful. Many are already being adopted across IRC's 40+ countries of operation. The remaining solutions, actions, and enablers identified through the roadmap process are being explored and refined in a detailed implementation plan. IRC intends to publish the 2024 operational baseline by the end of 2027, including methods, coverage, and limitations. The baseline will then be versioned with each methodological update. Category-level reduction objectives will be set once this work is complete and integrated into an updated version of this roadmap.



Climate Action Accelerator maturity framework. IRC begins at Level 1 in 2026.

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[2] IPCC, 2023. Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change.

CO-BENEFITS OF THIS APPROACH

Quality of assistance
Sustainable solutions improve service reliability and access, particularly for vulnerable communities

Efficiency and cost savings
Climate-smart operations reduce energy, transport, and procurement costs, freeing up resources

Organizational resilience
Lower-carbon approaches strengthen operational continuity in fragile and climate-affected contexts

Locally-led action
Investing in local suppliers, renewable energy, and partner capacity supports locally led sustainability

Leadership and credibility
Climate responsibility reinforces IRC's role as a principled and forward-looking humanitarian actor

Funding opportunities
A clear climate strategy aligns with donor priorities and opens opportunities for collaboration

FRAMEWORK ALIGNMENT

Climate & Environment Charter
Paris Agreement
GHG Protocol
TCFD
Sendai Framework

SDG ALIGNMENT