

Concept for reducing CO₂ emissions in the area of mobility

(Amended version, March 2022)

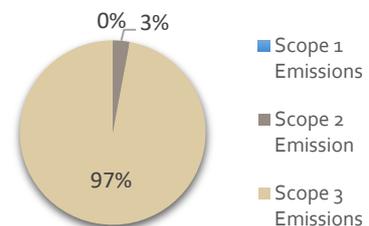
This concept summarises the considerations and proposals of the working group "Sustainable Campus" 2020 and the Sustainability Committee 2021 to reduce mobility-related CO₂ emissions and make mobility more sustainable at the Hertie School.

The Hertie School's Academic Senate recently included sustainability in the Code of Conduct as one of the school's core values. Adapting sustainability as a core value provides a general framework for individual and collective initiatives and justifies the coordination and bundling of all measures towards a broader sustainability strategy.

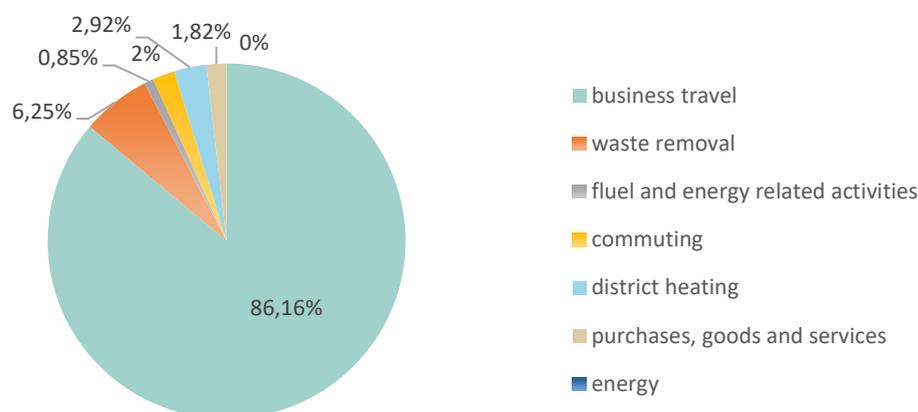
The following concept summarizes elements of several documents that have either been agreed upon, are being updated on a regular basis, or are currently being developed: the Sustainable Action Programme, the School's Guidelines for a Sustainable Campus and the future Carbon Neutrality Strategy. The concept will be submitted to the HSL for approval and will be communicated internally afterwards as a work assignment for the Sustainability Committee. Whether it should also be used for external communication must be discussed in a second step.

1. Introduction

A brief look at Hertie School's Carbon Footprint for 2019 clearly indicates the issues as well as the areas where action is needed most. Most of the Hertie School's CO₂ emissions, around 97%, are produced in scope 3.¹ Above 86% of these CO₂ emissions in scope 3 are linked to travel and mobility-related activities, in particular to flights.



The Hertie School seeks to reduce its CO₂ emissions through its Sustainable Action Programme. With reference to the CCF calculation, the area of mobility deserves special consideration.

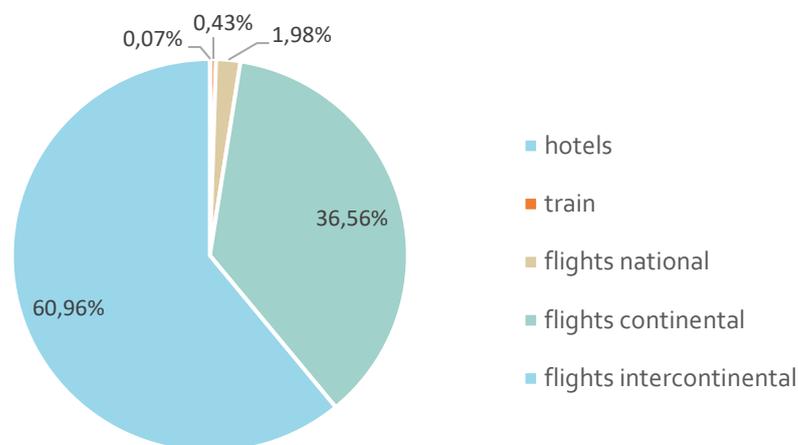


¹ Scope 1: direct emissions; scope 2: indirect emissions (electricity & heating); scope 3: other indirect emissions. Figures by ConClimate, Hertie School Carbon Footprint 2019, presentation, November 2020

2. Calculation base and availability of data

The CCF calculation includes all trips paid for by the Hertie School: Travel of professors and administration, travel of the participants in Executive Education programmes, travel of lecturers who do not live in Berlin, travel related to events at the Hertie School and the occasional travel of students, if they participate in Hertie School community activities (such as conferences or competitions). The calculation also includes (estimated) commuter movements (i.e. how staff and students get from home to the workplace / university).

At the same time, we are aware that the Hertie School, as an international university, indirectly causes even more mobility than can be measured for the calculation of the CCF: Hertie students come from more than 50 different countries around the world and travel between their home country and Berlin during their study time in Berlin. Many EMPA students travel to and from Berlin for their block seminars. Additional mobility is entailed when students participate in internships and exchanges abroad.



The school's carbon footprint is calculated according to the International Greenhouse Gas Protocol, with emission factors from scientific databases. The calculation does not attribute the latter data to the school's carbon footprint because these trips are not mandatory or directly caused by the Hertie School's business. These "additional" trips are, therefore, not included in the overall calculation. We are aware that the school's international character and activity generates, in a wider sense, additional travel activities.

3. General approach and objectives

For a school with a strong international profile and an international community of staff members and students, travel is an essential and necessary part of its activities. Travelling to research events enables the discussion and validation of research outcomes as well as a free exchange of ideas. It fosters cooperation, helps to build and maintain networks in an international community of researchers and students, and enables the school to profit from diverse and enriching perspectives. Mobility is an integral part of academic activities. Professional and educational experiences abroad are explicitly part of the goals of the programme that the Hertie School offers to its students.

Allowing for both - the role international travel plays for research activities, academic freedom, but also for our international community of staff and students - the Hertie School recognises its responsibility and the need to reduce CO₂ emissions.

The discussion on how to deal with possible travel restrictions and bans in the working group “sustainable campus”, in the Sustainability Committee, among faculty, students and staff members, was controversial.

However, most believe that the Hertie School cannot determine whether travel is avoidable or unavoidable for the individual members of the community. The reasons and the necessity of each trip as well as the means of travel are determined by too many individual factors. Each professor, student and administrative department is responsible for weighing and deciding for themselves whether a trip is necessary or if it can be avoided and how to travel.

The aim is not to reduce travelling activities or mobility per se. Nevertheless, the School seeks to reduce its travel related CO₂ emissions. The overall aim is, therefore, to decarbonise mobility, especially air traffic.

Decarbonizing the air traffic sector is clearly beyond the capacity of the Hertie School and will take time. The Hertie School, and in particular its Centre for Sustainability, contributes to developments in research and encourages related public policy engagement through teaching.

The Hertie School’s strategy for the interim encompasses a two-pronged approach:

(1) Reducing travel-related CO₂ emissions as much as possible, by facilitating behavioural change, by encouraging reducing travel to unavoidable trips, by creating strong incentives for reducing travel and for switching to environmentally-friendly modes of transport.

(2) Offsetting non-avoidable emissions; in accordance with the Hertie School’s emissions neutrality strategy [currently being developed]. Funds for offsetting emissions should be invested in high quality & reliable offsetting projects that are linked to the school’s values.

4. Approaches to reduce and compensate travel-related CO₂ emissions

4.1. Incentivise switching to environmentally friendly travel

When it comes to travelling abroad, in many cases flights cannot be avoided. The question here is whether travel is necessary and whether it can be replaced by meetings and exchanges in online formats. The experiences during the pandemic have greatly advanced the use of online formats in terms of quality, user-friendliness and efficiency. It can be assumed that professors and staff with family commitments in particular, for whom time management plays a major role, will continue to refrain from travelling in the future, unless it is absolutely necessary.

The consideration of switching to environmentally-friendly means of transport is, therefore, especially important for journeys within Berlin, within Germany or to nearby European countries.

The main obstacle to switching from air to rail travel is the time saved that flying brings compared to a train journey. However, if a flight brings no, or only a small, amount of time saved (if one includes travel to/from the airport/railway station), a flight should generally be avoided.

Other obstacles include budget constraints (as flights are much cheaper than train travel in some cases), as well as labour law treatment of travel times, that may exceed statutory working hours and may require additional overnight stays.

The school has already implemented some measures that promote environmentally-friendly travel solutions: Students receive a semester ticket with their enrolment and employees receive a local transport ticket for the Berlin public transport system as a benefit. In addition, the Hertie School offers its permanent employees the opportunity to participate in a bicycle leasing scheme with the support of the school.

After analysing existing barriers for switching to environmentally-friendly travel, and taking into account the needs of the different status groups and stakeholders within the School community, the School is committed to implementing a number of concrete measures to incentivise the use of environmentally-friendly modes of transport.

a) Set up and communicating guidelines for sustainable mobility

The already existing Guidelines for a Sustainable Campus are to be completed by a section on sustainable mobility. They should be formulated as follows²:

Avoid emission intensive transport modes: Prefer environmentally friendly transport modes, in particular public transport.

International travel: Weigh up whether a trip is really necessary or whether the planned meetings, lectures, interviews or exchanges can be replaced by online formats.

Non-avoidable travel: If a journey is necessary, compare the CO₂ emissions of your flight to other modes of travel/transport (UBA, atmosfair or ecopassenger). Also compare travel times by train and by air. If travelling by air saves little or no time, choose to travel by train. If a journey can be made in under 8 hours a day by train, train travel should generally be the first travel option, taking into account individual circumstances (such as time constraints or private responsibilities). Please confirm that you have checked climate-friendly alternatives in your travel request form and in your travel expense statement. Reasons for travelling by air must be stated.³

Please also note:

- That travel time on the train is considered as working time, to a certain extent, according to applicable regulations, which stipulate that the maximum work time per day is 10 hours;
- That the Hertie School covers the cost of a BahnCard, if the resulting savings amount to at least 150% of the purchase price of the BahnCard.
- For journeys by train of more than two hours travel time you may book a first-class ticket if you work on the train.⁴
- Please check the existing possibilities of using a night train; if you use a night train instead of a flight you may have the option of booking a single cabin.⁵
- While planning your trip, be aware that reimbursing costs for taxis and rental cars is restricted by the Hertie travel rules. Reasons for taxi use must be justified.

Offsetting of travel emissions: Emissions due to non-avoidable travel activities should be offset. From 2022 on, offsetting of travel related emission is recommended, but remains voluntary within a transitional test phase until a Hertie School climate neutrality strategy is adopted and takes effect (envisaged to include mandatory offsetting). Offsetting is carried out via the decentralised budgets of the units / faculty members.

For information on the calculation and process for the test period please refer to the information provided by the Sustainability Committee.

² The publication of the Guidelines requires a detailed review and, if necessary, amendment of existing travel regulations.

³ see provisions for taxi journeys, which currently already require justification

⁴ Please get prior approval before booking the first-class ticket from your direct report / cost unit manager.

⁵ Please get prior approval for booking the single cabin ticket from the Managing Director.

Commuting: Please use public transport and bikes for your commute between home and School.

Events/teaching planning: Please weigh the following options:

- Consider the option of virtual participation of non-Berlin/Brandenburg-based (guest) speakers during courses/events, especially for short meetings.
- Consider virtual interviews for research purposes.
- Inform and encourage external guests and speakers to favour public transport.
- Consider adapting teaching plans if instructors have to travel especially long-distance to Berlin to teach, by enabling compact courses/bloc seminars rather than weekly courses or using online or hybrid, blended course formats, as long as it has no influence on the teaching itself “

b) Assure internal communication

Since we do not want to and cannot rely on bans, communication plays a central role. Sustainable travel guidelines and information on exiting travel rules have to be communicated to staff members. Students and student-facing units should be provided with a specific travel guideline handout.

Sustainable travel should be addressed in the orientation week for students and also in the onboarding process for new employees. Information to raise awareness for sustainable travel should also be prepared specifically for social media channels: a meaningful graphic or a short video increases the sphere of influence. The sub-working group on communication is asked to make suggestions.

c) Provide high-quality online video conferencing equipment

In addition to existing equipment, further seminar and selected meeting rooms shall be equipped with efficient video conferencing systems to enable meetings and conferences and hybrid or online teaching in a high-quality format.

d) Explore and develop further incentives for commuting by public transport or bike

The school's management mandates the Sustainability Committee to consider the following measures:

- **Explore introducing a green mobility flat rate (with/without additional costs)**

The idea is for the Hertie School to offer its employees a lump sum as “green mobility flat rate” that can be used flexibly and individually by each employee according to their needs. This lump sum is to be employed toward green mobility options only. Such a flat rate would allow employees who, for example, do not get the BVG ticket because they bike to work exclusively to invest the amount saved in their bike/bike repairs or biking equipment as well as other green mobility options.

With such a system, Hertie would be among the pioneers: only just under five percent of companies in Germany already offer mobility budgets. Employees receive a fixed sum that they can use for sharing services, public transport, regional trains, etc.

A first option would be to explore whether such a flat rate could replace the existing Jobticket without additional costs for the school. Employees would have the choice between BVG ticket or green mobility flat rate.

Another option could be to offer a green mobility flat rate, in addition to the existing Jobticket.

For both options, tax and social security regulations need to be checked. A few service partners already exist (e.g. Jelbi4Business, Lofino).

Such a “flexible budget” may also include additional possible benefits or modules, as expenses for Web and telephone use at home, or remote working equipment.

- **Explore options for staff members, who are not eligible for bike leasing, to borrow business and cargo bikes or to use bike-sharing services**

Because of leasing conditions staff members on contracts shorter than 36 months cannot make use of the bike leasing options available at Hertie School. As an alternative Hertie School could offer staff on limited contracts bike rentals via Swapfiets or the option to use bike sharing services offered by NextBike. Both options are being explored. Inquiries for offers will be made. The alternative solution to Bike Leasing should not exceed the cost per employee of the existing contract with JobRad for permanent employees.

- **Explore offering bike-sharing services to students**

The Hertie School could offer bike sharing to students. This could incentivise them bike to the School. It would also help especially international students to settle in at the beginning of their time at Hertie when they are likely have not bought a bike yet.

Example:

NextBike offers special rates for universities (CampusBike). Students can open an account with their university email address; there are little administrative burden for the school. Use is free for the first 30 min. Bikes must be parked at the designated stations. Additional costs for longer rides (0.50 €/30min) or for parking outside the stations (0.50 €) must be covered by the students themselves.

Price of the CampusBike offer: 3 € / student / semester, i.e. for 600 students 3.600 € net /year. Employees can be included in the offer under certain conditions.

- **Additional bike parking spaces**

Follow up enquiries with the Mitte district office and the property management company to provide additional bike parking spaces in the streets near the school's premises and in the building's underground garage.

e) Optimisation of data collection on mobility

Travel activity data are available. However, the school aims to simplify data collection via its digital invoice run and collect data in a way that makes the carbon footprint more accurate (e.g. taking cities instead of regions as destinations of trips, considering modes of travel). The purpose is to be able to calculate the CO₂ emissions for each individual trip as accurately as possible, with regard to the planned introduction of a compensation system.

The Sustainability Committee should monitor & report on the carbon footprint related to mobility.

4.2. Offsetting of non-avoidable flight emissions

Introduce a voluntary offsetting process for travel activities starting in spring 2022 at a fixed internal price of 25 €/ton

Not all of the School's emission can be reduced or fully avoided by behavioural changes, especially not all emissions resulting from travel activities, but also emissions generated by commuting, heating, and waste management.

The school's rules of procedure for offsetting unavoidable GHG emissions is currently being developed. It is planned that the final rules for procedures are submitted to the HSL by spring 2022. The rules of procedures for offsetting unavoidable emissions within the school's climate neutrality strategy will contain the following elements:

- Establishing a permanent and mandatory offsetting process;
- Defining minimum quality standards for offsetting;
- A suggested scheme for increasing the quality of offsetting products over time;
- The principle of transparency on measured emissions, acknowledging the uncertainty that is involved in quantifying and monitoring its GHG emissions, and on risks and uncertainties associated with carbon offsetting projects ;
- A suggestion on how to finance offsetting;
- A procedure for the review process.

To reach the goal of climate neutrality it is indispensable to install a transparent and robust procedure for offsetting GHG emissions. The Committee suggests starting the offsetting process for travel activities only in spring 2022, on a voluntary and preliminary basis.

In this preliminary phase, offsetting should be financed by decentralized budgets. Moreover, a voluntary carbon price of 25 € is recommended in this phasing-in period. This price level orients itself at current prices for offsetting products of widely recognized offsetting providers, such as Atmosfair. However, given that quality standards for specific offsetting products are yet to be defined, the exact offsetting products that will be purchased with the revenue from the internal carbon price will be defined within the next months before spring 2022.

Our aim is to start with a voluntary price that is economically feasible in the first step and to use the following months to determine the price level of offsetting products that meet our quality standards and to determine the quantity of emissions for which Hertie is able to purchase offsets in the future. The quality of the offsetting products should increase gradually over time.

Cost examples (25 €/t CO₂):

- Flight Berlin - London - Berlin, Economy Class: 0,445 t CO₂ = **11,125 €** (Atmosfair: 11 €)
- Flight Berlin - New York - Berlin, Business Class: 5,944 t CO₂ = **148,60 €** (Atmosfair: 137 €)

After approval by the HSL, the Committee will work out a practical process on how to collect and spend voluntary offsets in cooperation with the Finance unit. The aim is to propose a simple, transparent system and to avoid bureaucracy as far as possible. The Committee will also suggest an appropriate way to communicate the introduction of the system to staff members.

5. Next steps

Based on an annual monitoring within the Carbon Footprint exercise, the school leadership will accompany the development and evaluate whether the adopted measures have corresponding effects on the reduction of travel-related emissions. The Sustainability Committee will be asked to develop and discuss additional measures and to submit new proposals to the school leadership.