



CHANGING GEAR:
TAKING BUSINESS TRAVEL INTO THE 21ST CENTURY

This paper and the associated research were made possible by The Rail Partnership. We are a committed coalition of organisations acting to support a shift towards sustainable business travel that meets the demands and expectations of the 21st Century. With this common goal a fund was created and a working group formed, giving Global Action Plan access to the UK-wide data and networks needed for this crucial chapter in our *Smarter Ways of Working* campaign.



 If you would like support shifting your travel footprint or have stories and insights to share, we would love to hear from you.

SHELLEY MCIVOR
shelley.mcivor@globalactionplan.org.uk
@SheliMac

020 7420 4434
07966 829 379

9 – 13 Kean Street, London WC2B 4AY
www.globalactionplan.org.uk

CONTENTS

INTRODUCTION:

- The problem of business travel..... 4
- The road to nowhere..... 6
- Calculating a new route..... 6
- Fast track to success..... 6

SEVEN STEPS TO SUSTAINABLE BUSINESS TRAVEL..... 8

CASE STUDIES..... 20

INTRODUCTION: THE PROBLEM OF BUSINESS TRAVEL

Despite huge advancements in sustainability practices and communications technologies over the past 30 years, UK organisations have made little or no progress on the business travel agenda.

We still default to face-to-face meetings and reward 'high fliers' with air miles, company cars and fuel cards. The more important you are, the further we fly you. We drive to work every day because "that's just what we do", and while travel unquestionably has a necessary role to play in delivering business growth, the context has changed significantly, in a way that can no longer be ignored.

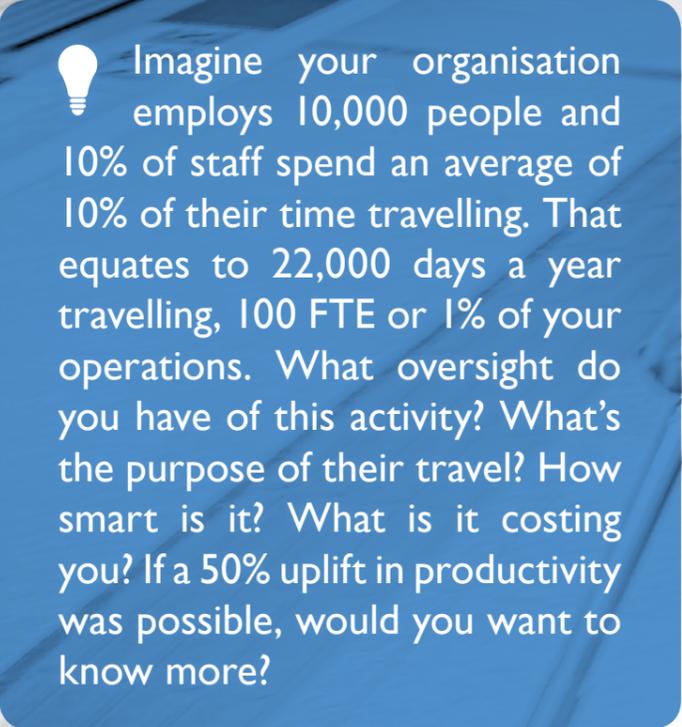
Today we are all aware that travel has a hugely damaging impact on our environment, air quality, congestion within our local communities, on employee stress and work-life balance, and an ever-increasing cost on the bottom line. We are even facing reporting and regulatory pressure, yet still progress is limited. So we asked "why?"

Clearly, business travel continues to exist because it serves a purpose. In today's global and complex organisations, it plays an essential role in relationship development, team cohesion and knowledge building. However, technology, context and expectations have transformed over the past three decades, while travel behaviours have remained stagnant. Naturally there are times when meeting in person saves a thousand emails but there are also many instances when the eight hour flight simply wasn't worth it, the face-to-face meeting would have been quicker and more productive online, and too much of our working week is spent in the car, rather than doing our job. Unless we investigate our travel behaviours and understand how they can best serve our 21st Century organisation, we cannot claim to be operating smartly or effectively.

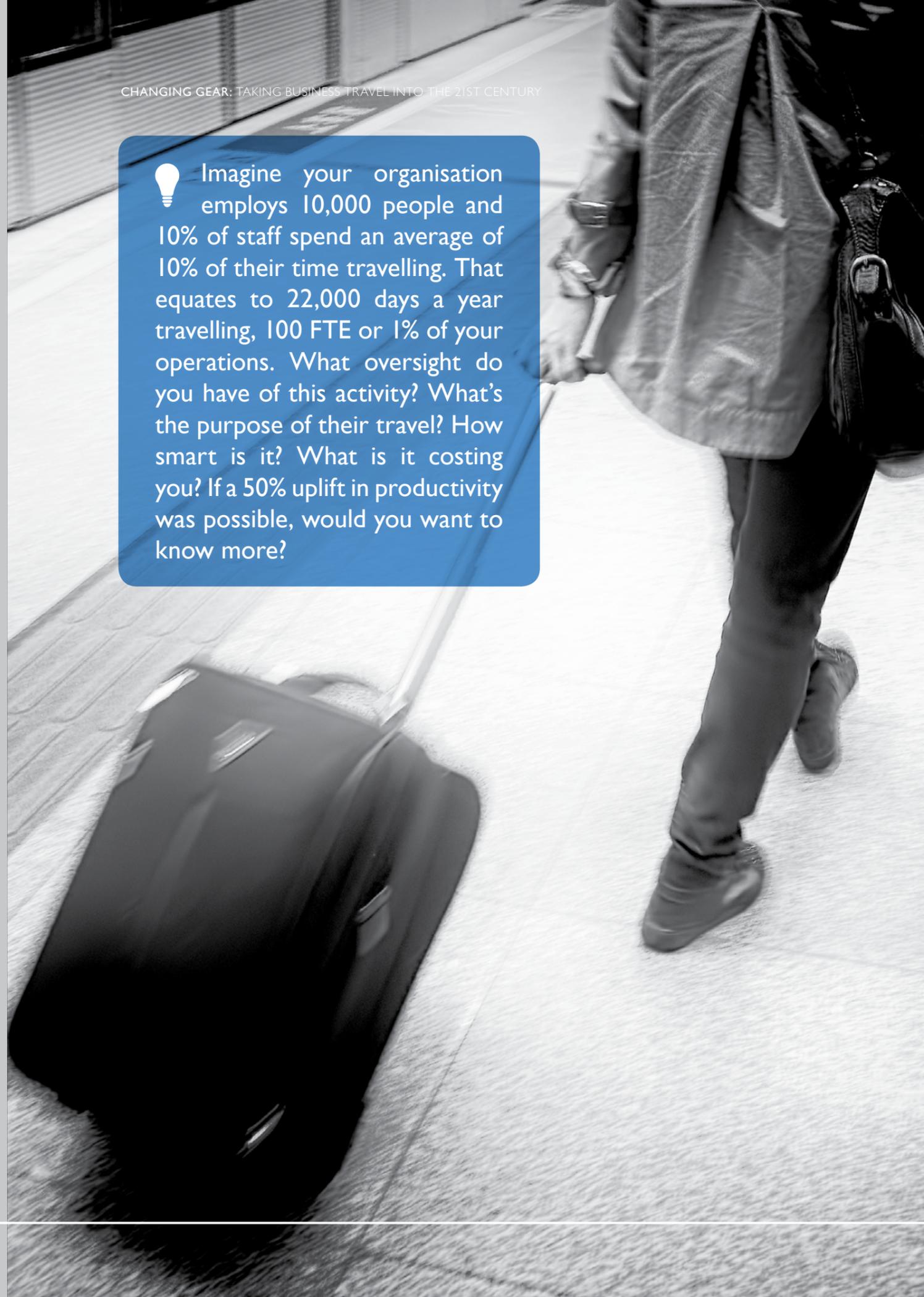


Throughout our research we found attitudes towards business travel to be simplistic, regarding it as either a good or bad activity. Those in the 'good' camp will avoid the issue altogether, and those in the 'bad' favour banning travel for as long as is permissible to do so. These approaches can work in the short term but ultimately result in little substantive change, and leave both business and employees feeling the tension of an unsolved problem. This is where we stepped in.

We started by reframing the question. Instead of "how can we stop business travel?" we ask "why do we travel, where does it add value, and how can we reduce its negative impact?" This opens up a whole new opportunity for organisations to innovate and think smarter. This paper outlines how to approach the question differently and how to implement your answer in an achievable, sustainable way that adds value to your business.



💡 Imagine your organisation employs 10,000 people and 10% of staff spend an average of 10% of their time travelling. That equates to 22,000 days a year travelling, 100 FTE or 1% of your operations. What oversight do you have of this activity? What's the purpose of their travel? How smart is it? What is it costing you? If a 50% uplift in productivity was possible, would you want to know more?



THE ROAD TO NOWHERE

Our 2012 Business in Motion report revealed the similar challenges facing those organisations leading the way in reducing their travel footprint. The report exposed how travel is often engrained in company culture and perceived as a badge of seniority. However, we also discovered that employee attitudes are changing and there is an expectation for companies to adhere to bold statements to cut carbon emissions in all activities (not just the convenient ones) and especially an activity as visible as travel. While targets for business travel sit on nearly every company sustainability plan, they are least likely to be achieved. We know that implementing these changes requires a complex cultural and operational shift, and not everyone welcomes this agenda. **However, we cannot ignore the clear fact that current travel practices are no longer relevant for any business in the 21st Century.**

Our research revealed the issue of business travel to be a complex and 'knotty' problem for current individual stakeholders to unravel. It requires observation of the wider picture before acting. Focusing on the wrong piece of the knot or pulling too hard will just make the issue harder to work with. We found organisations that ignored the intricate relationship of senior sponsorship, employee attitudes, data capture and business objectives failed to implement sustainable, lasting changes. **Companies may understand the value and importance of changing travel behaviours but the complexity of the knot can lead to inaction or ineffectiveness.**

CALCULATING A NEW ROUTE

By working in-depth with six leading companies, we found there is significant and valuable opportunity in rethinking business travel, that is unseen by most organisations and business leaders. The impact of travel on a business is far greater than a singular entry of cost, and understanding this is the first step to knowing where to start and how to define your goals. We've summarised this in an alternative business case framework and included insight to help steer employees away from ineffective behaviours, like banning travel, and instead guide them towards sustainable behaviours that identify viable alternatives. This approach leads to deeper engagement and understanding from staff, and therefore more lasting results. **The purpose of this paper is to provide simple tools to help you unravel the problem of business travel in your organisation, create a workable roadmap and achieve sustainable change in realistic steps.**

FAST TRACK TO SUCCESS

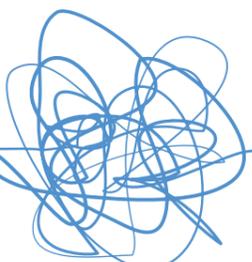
Every organisation is unique and no one-size-fits-all solution can be applied. You need to delve deeper into the barriers blocking change, and embrace the emotion and complications attached, to then lay them out honestly as a solid foundation from which to begin making real and sustainable progress.

We gained invaluable insight from the companies we worked with and identified a seven step process for practicing effective, sustainable business travel that all organisations could successfully follow. We know it's not possible to tackle the issue with one great leap but breaking it down into manageable steps takes you further, and faster.

Travel is a leadership opportunity, and now is the time to bring a mature discussion to the table, in every organisation. We are calling on 21st Century business leaders to rethink the value of travel to their organisation, employees and communities — to lead from the front and inspire others to follow.

THINK AGAIN

- 💡 The more valuable your time, the less productively you travel. Senior employees are more likely to fly and drive in the UK instead of travelling by train or using video-conferencing.
- 💡 Travel is a high risk, high impact, high cost activity that, through lack of centralised data and analysis, most companies know little about.
- 💡 Young talent increasingly cites work-life balance and sustainability as major considerations for employer choice, yet we still reward 'high fliers' with company cars, personal car parking spaces and air miles.
- 💡 Business travel impacts every employee in the organisation, yet many travel policies don't have a named owner.
- 💡 Business travel is managed and measured from a risk and cost perspective but we justify it by the value we think it creates.



7 STEPS TO SUSTAINABLE BUSINESS TRAVEL

We've learnt the hard way that pulling at the wrong thread in the knot simply tightens it, and makes the job feel impossible. Through our early work, and our behaviour change experience more generally, we see seven key steps emerging for organisations wishing to reduce their travel footprint in a sustainable, positive way. That means good for your employees, your bottom line, and the environment.

1. UNDERSTAND THE WHOLE PICTURE

Our research frequently revealed travel data to be of poor quality, and the purpose of its collection often unclear. Data largely contributes to departmental cost codes, and travel managers focus on the single KPI of reducing cost per journey. However, to understand the true value of each journey, what you measure becomes very different.

Below we have mapped the criteria by which most companies measure and value business travel, against what our work has shown to be the full impact of travel on an organisation, its employees, environment and community. Simply viewing business travel within this wider context fundamentally changes how you approach it.

Current measurements of travel:

- Cost of ticket
- Total travel and subsistence spend

Additional measurements to value travel:

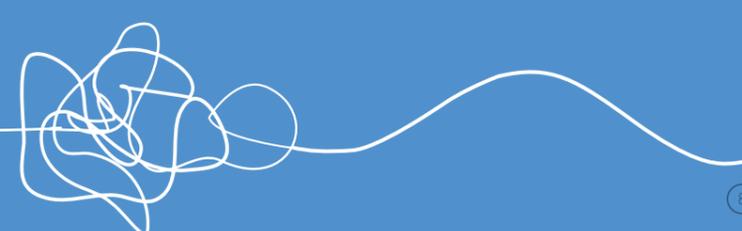
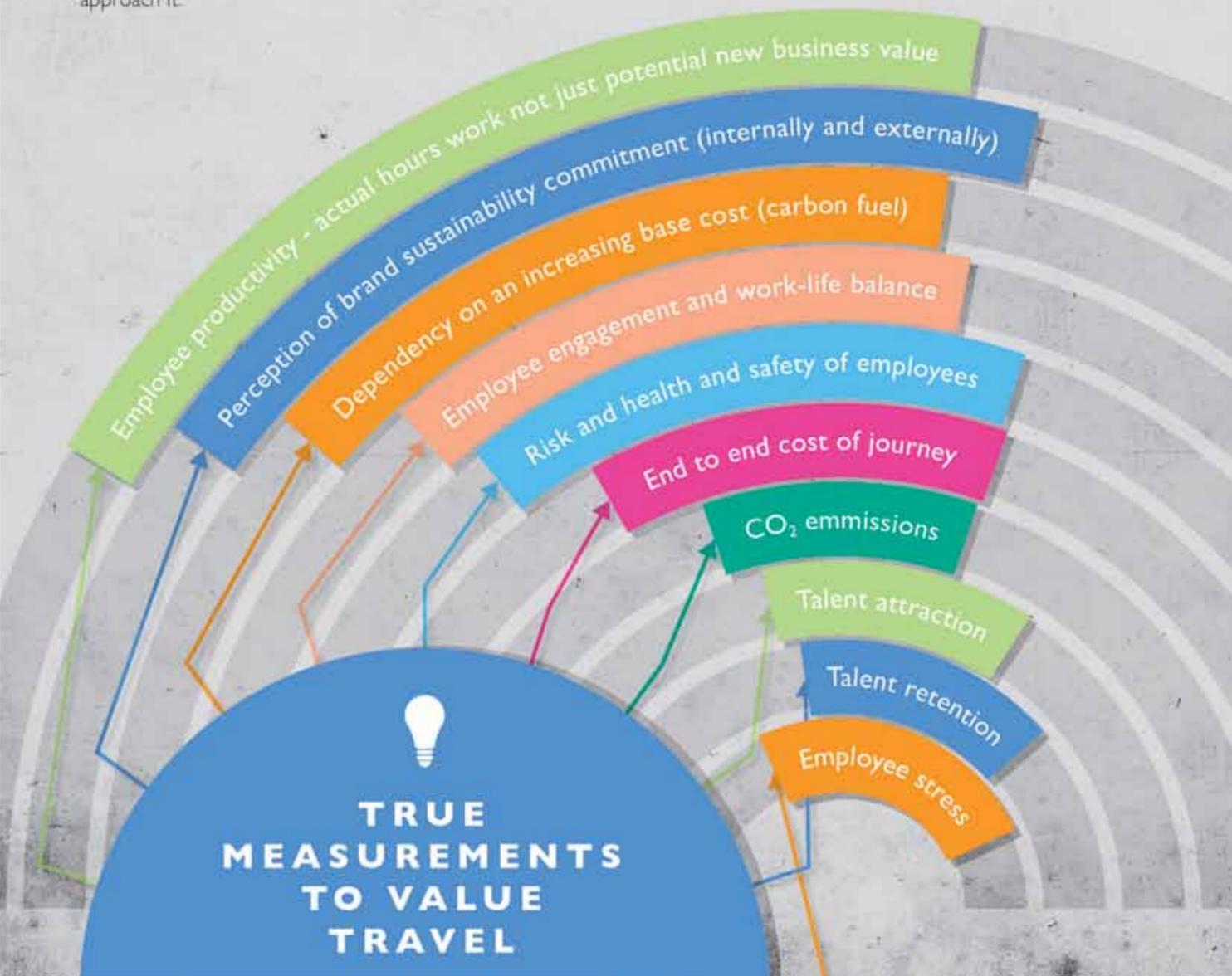
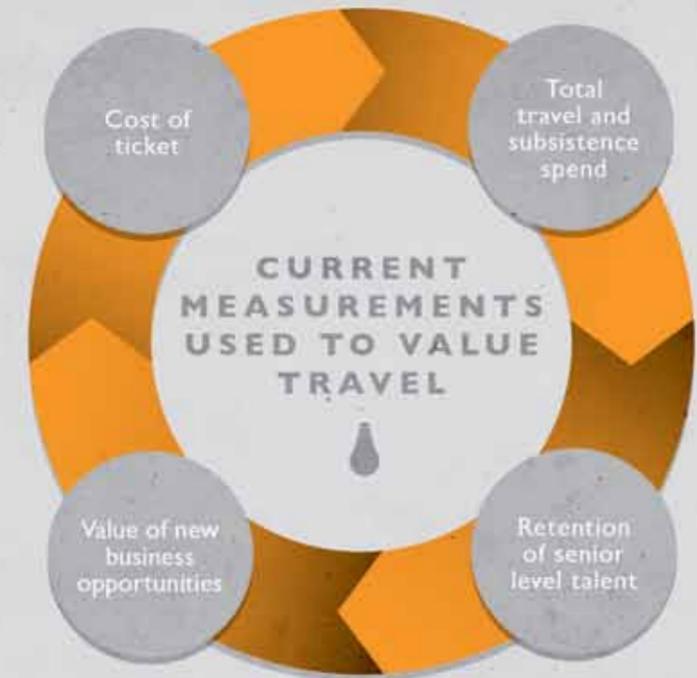
- End to end cost of journey
- Employee productivity - actual hours worked
- Employee stress
- Talent attraction
- Talent retention
- Risk, and health and safety of employees
- CO₂ emissions
- Local community relationships, e.g. traffic congestion, local air quality, parking
- Dependency on an increasing base cost (carbon fuel)
- Perception of brand (internally and externally)
- Value of new business opportunities
- Reward to senior level talent, e.g. flight upgrades

MEASURING THE VALUE OF BUSINESS TRAVEL

A fundamental learning from our research and work on business travel, is both the general poor quality of the data available, and what this data is actually measuring. We think the two are interconnected. Once you are clear what you want to measure and why, the data becomes more purposeful, and the processes to capture it are redesigned accordingly.

What you want to measure depends on the role you see business travel playing within your organization, it's costs and the value you expect it to create.

To the right, we've mapped how most organisations measure and view travel, versus what our work and research have told us to be the full impact of business travel on a business, it's employees, environment and community. Simply viewing business travel within this wider context fundamentally changes how you approach it.



“To make more sustainable travel choices, I need to be provided with the information – what are the more sustainable options?”

INTERNATIONAL BANK

- Embed carbon metrics within the reports you receive from travel suppliers.
- Use dropdown menus to facilitate good quality reasoning for traveler journeys rather than a non-descript 'meeting'.

Use short surveys and interviews to measure not only where employees travel and journey cost, but why your staff travel and make the choices they do. Request the data you need to facilitate purposeful analysis and decision-making:

- Work with your suppliers, accounts team, travel management and data management companies to ensure all data capture fields are consistent.

2. DIG DEEPER

- Assess your data against the wider aims of your organisation, e.g. your commercial strategy, sustainability strategy and cultural values.
- Assess current travel behaviours against your travel policy. Are employees aware there is a travel policy? Do they comply with it? What behaviours does it drive?
- Identify viable alternatives for all your main travel routes and choices. What drives or motivates these? What alternatives have employees considered or tried? What are the barriers to using these?

10 QUESTIONS TO ASK YOUR TRAVELERS

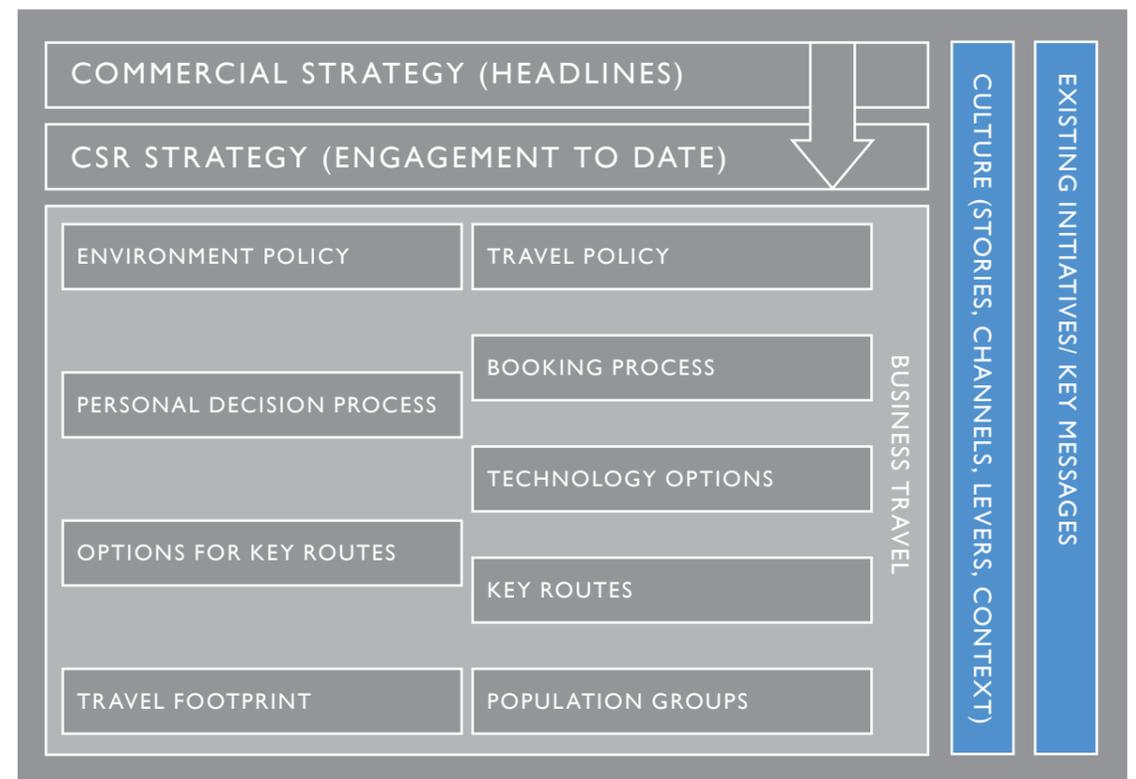
1. Are you mainly internally or externally facing? – Externally facing roles often have less budgetary constraints but more client-driven demands.
2. What's the main way you get to work? – A marker for habitual business travel behaviours such as car travel, those with company cars are much more likely to drive even when unnecessary.
3. What is your preferred method of transport and why? – Active travel such as walking may be cited. Beginning to understand the emotive factors behind the high or low carbon behaviours is important.
4. When deciding on how you travel for work, what is the first factor you consider? – Understanding how they frame business travel can help identify key messages to use in future.
5. How much do the following factors influence your travel choice? (V important – Not a priority) – Consistent measurement across the travelling population, important when people come to it from different perspectives and helps reframe travel in terms of their priorities, conscious or otherwise.
6. Are there any of the above factors that you think should have more of an influence than they currently do? – Helping draw out why, when the company is overtly 'green', carbon emissions are the lowest priority.
7. Do you have access to videoconferencing and do you feel confident using it? – Typically a range

of video conferencing options, it is important to differentiate between the different types when questioning.

8. Do your meeting recipients/clients have access to videoconferencing and are you able to use it? – One of the biggest barriers to VC is the lack of compatibility, it is important to understand how this maps across their stakeholders and whether these issues can be unlocked.
 9. Are there any tools or techniques you use to help you make decisions around travel? – When and how it is considered can help indicate when decisions can be modified, touch points and sharing best practice can be used in communications campaigns.
 10. If you were offered a travel option that allowed you to be more productive during the journey, would you take it? Even if it took a little more time? – Drilling into the 'yes but' can provide guidance on the thresholds people are willing to go up to but no further without compromising their work.
- II. What communications around smarter travel do you think would resonate most with you and your team? – With so many communication channels to choose from it's important to prioritise those which will not only reach your intended targets but engage them.



TRAVEL REVIEW RAW DATA



“I wouldn’t know what to do when I got to London. I would just get a taxi so I don’t have to think about how to get there – I’ve never taken the underground before, I wouldn’t know what to do.”

**PA AT
INTERNATIONAL
BANK**

INSIGHT

💡 Finding ways to support our customers helps set us apart from our competitors. We sometimes invite clients to our offices so they can use our VC and see the benefit of it. Often clients demand someone face to face, but we’ve been able to send one person and have the other dial in, so we don’t all need to travel. International Insurance company risk and cost perspective but we justify it by the value we think it creates.

3. BUILD YOUR BUSINESS CASE

- Produce some top line statements (wherever possible) on the impact of your current travel behaviours, e.g. the number of staff hours spent travelling, number of UK flights, CO2 impact, number of unproductive hours spent travelling, cost savings made if alternatives such as video conferencing facilities were fully utilised or expanded.
- Identify specific behaviours to target and audiences within each of these to engage. Build a high-level roadmap detailing the changes you could make throughout the year. State how these will add up to meet your targets and a healthy business case.

London to Glasgow			
Mode of Transport			
End to end journey time (blue), modal journey time (orange)			
Connectivity of journey end to end			
Cost of journey end to end	£248	£151	£130
CO ₂ emissions of journey end to end	 125 kgCO ₂ e	 129 kgCO ₂ e	 32 kgCO ₂ e

Figures allow for one person travelling, and includes door to door journey times including transfers where applicable.

INSIGHT

💡 Focusing on the main route, Edinburgh-London, 10 travellers could save 20 days travelling time, 27 tonnes of CO₂e and £27k each year by replacing 1 trip a month with VC.

4. FIND A SENIOR SPONSOR

- You'll need sponsorship from someone who can trump the personal investment most managers have in the status quo.
- Ideally your sponsor will be an innovator, someone who will personally champion these changes and can do so visibly, e.g. always being seen to use the video conferencing facility. This is more important than which department they oversee.
- With the support of your sponsor, gain wider support from around the business that can help provide the data you need to complete your business case, remove the infrastructural barriers to change, and champion the programme.

INSIGHT

💡 The majority of people interviewed perceived the quickest option as the most productive, UK flights as quicker than rail, and driving as a productive and safe mode of travel. Our work shows these assumptions to be false but without understanding these myths and identifying viable alternative options that are quicker, safer and more productive, initiatives are unlikely to work.

5. DESIGN AND IMPLEMENT

- Wherever possible, design your programme to clearly align with or support other initiatives that are important in the business, like cost cutting, leadership values and new commercial strategies. This creates natural buy-in.
- Be clear what you want people to do differently, what they will start doing and what they will stop doing. Ensure both of these are possible and within your audience's control to action. This could mean resolving barriers, such as permission from managers and how bookings are made.
- You may start by changing traveler routes and behaviour but also consider changes around process and infrastructure, e.g. providing shower facilities for cyclists and shuttle buses from the train station.
- Focus on the travel behaviours that are easiest to change first (especially if they are high impact) and then build on this commitment by engaging travelers in the more challenging behavioural shifts.
- Build a measurement framework to capture the wider benefits of the changes you're making. This may involve surveys and extrapolations, as the data is often not available in the form you need it. Peer to peer support is the most powerful enabler for behaviour change. Before launching the programme, consider engaging and educating champions in each department.

INSIGHT

💡 Without senior buy-in or a travel policy it is harder, but not impossible, to change travel behaviours. Using a health and wellbeing campaign to promote active travel helped pave the way for further campaigns around business travel within a Bank.

6. COMMUNICATE AND CELEBRATE

- People love to be linked to successful initiatives, so share and celebrate the story as it grows, to inspire further commitment to change.
- Design your programme so you can view and share results regularly, e.g. weekly or monthly
- Reward early adopters and positive behaviours, e.g. reserved parking spaces for lift sharers. Let them know the difference they have made and ensure feedback loops are visible to the people or channels they care about, such as their manager.
- Use examples of people who are already successfully travelling in a different way, to establish a new norm. Don't underestimate the value of pictures, quotes and personal stories.
- Broadcast your communications around times when employees are making decisions to travel.

INSIGHT

💡 77% of employees we interviewed expressed a desire to be informed of the CO₂ impacts of their various modes of travel, so they could choose better alternatives in the future.

7. REVIEW AND REVISIT

- Speak to the travelers who have made changes. What benefits and cost differences are they noticing? Are there advantages they or you were not expecting? These are especially valuable.

“Our head office is in a remote location and a 15 minute drive from the nearest station. Rather than each person commuting from London and jumping in a taxi, they taxi-share while we’re organising our new shuttle bus service. They say it’s more sociable and it ensures no one is left standing without a taxi at the station.”

INTERNATIONAL RETAILER

- Present the business, travelers and stakeholders with their current footprint and ask them what else they think could be changed. You’ll be amazed at the response.
- Regularly review new data against your programme to see what is working and what isn’t. Are there still barriers? What else could you do? Where do you need more support?

INSIGHT

💡 More than 1,000 pedometers were shared with employees to encourage them to take 10,000 steps a day. Culturally competitive, teams naturally compared and contrasted their behaviours with a number of employees getting off a few stops early on their daily commute and walking more on the weekends.

INTERNATIONAL BANK

INSIGHT

💡 If 50% of travel could be cut by half through clients utilizing teleconferencing and video conferencing, not only would there be reduced travel time and financial expenditure, we could be more productive and have a better work life balance.

MULTINATIONAL IT CONSULTANCY

INSIGHT

💡 Before in the UK I thought visibility was very important but now I’m Global I understand it is not realistic to visit every site and I can influence others to do the job. VCs are effective in helping me do that.

INTERNATIONAL RETAILER

7 STEPS TO EFFECTIVE, SUSTAINABLE BUSINESS TRAVEL

01 | Baseline the bigger picture

- Measure not only where you travel and how much it costs you, but why your staff travel and make the choices they do through short surveys and interviews. Request the data quality you need to make the right decisions.
- Work with your suppliers, accounts team, travel management and data management companies to ensure all data capture fields are consistent.
- Embed carbon metrics within the reports you receive from your travel suppliers.
- Use dropdown menus to facilitate good quality reasoning for journeys rather than a non-descript "meeting".

02 Dig Deeper

- Assess your data against the wider aims of your organization- your commercial strategy, sustainability strategy, and cultural values.
- Assess current behaviours against your travel policy- do they know about it? Is it? Identify viable alternatives for all of your main travel routes and choices. What drives or motivates these? What alternatives have they considered or tried? What is the barrier to using these?

03 Build your business case

- Produce some top line statements on the impact your current travel behaviours are having for example- number of staff hours spent travelling, number of UK flights, CO2 impact, number of unproductive hours spent travelling, cost saving likely if video conferencing facilities were fully utilized or expanded.
- Identify specific behaviours to target, and specific audiences. Group these into doable chunks- it's always easier to build on small early successes, and often requires less budget and buy in.
- Using our business case framework, estimate a realistic impact of a shift in these behaviors.

04 Rise above it

- In order to run the course of this change, you need sponsorship from someone who can trump the personal investment most managers have to the status quo.
- Ideally your sponsor will be someone who will personally champion these changes, and can do so visibly (for example, always being seen to use the video conferencing facility. This is more important than which department they oversee).
- First and foremost, you are asking for a pilot- the chance to prove that a different approach to travel has a strong business case behind it, and if done right, is a positive and welcome experience for all.
- Beyond this, have a high level roadmap, a series of changes you could make through the year, and how these will add up to meet your targets and a healthy business case.

05 Plan big- in bitesize chunks

- Some of the changes you make in the beginning will be around traveler routes and behavior, some of them might be around process, for example encouraging everyone to book through a centralized booking system, so you can access better data in the future.
- Wherever possible, design your programme to obviously align with or support other initiatives that are important in the business, for example cost cutting programmes, leadership values, new commercial strategies. Your buy in will therefore be there naturally.
- Build a measurement framework that captures the wider benefits of the change you are making, as you are going along. This may involve surveys and extrapolations, as the data is often not available in the form you need it.
- Design in regular (monthly or weekly) measures that enable you to capture your early successes, celebrate them, and therefore inspire further commitment to the change.
- Peer to peer support is the most powerful enabler to behavior change. Consider engaging and educating likely champions in each department (PAs are excellent for this) who can support others to make the change.
- The Body Shop have identified in-house video conferencing "gurus" who can support successful meetings.

06 Success wins friends

- People love to be linked to something that is working. Let them know it's working.
- You've asked people to support something or change their behaviours, reward your early adopters by celebrating them, and letting them know the difference they have made. The more these feedback loops can be visible and from people/ channels they already care about, eg their boss, the better.
- Leading your communications campaign with examples of people who are already successfully traveling in a different way is powerful.
- Don't underestimate the value of pictures, quotes and personal stories.

07 Check in

- Speak to the travelers who have made the changes. What benefits and costs are they noticing? Especially valuable are those they or you were not expecting.
- Present the business, travelers and stakeholders with their current footprint and ask them what else they believe could be changed. You'll be amazed at the response.

APPENDICES : CASE STUDIES

INTERNATIONAL BANK

FRESH GROUND

This 2,000-strong FSTE 250 parent company was divided between three businesses with contrasting cultures and a number of London and regional offices within the UK. A strong sustainability ethos within an award-winning organisation, the uncertainty around travel targets meant these were absent from the sustainability strategy.

Despite successes in other areas travel was deemed too hot to handle; opposed to the commercial strategy and a highly emotive issue amongst a face-to-face culture which could not be lead from the top. Instead a health and wellbeing campaign was harnessed to promote active travel in a bid to pave the way for further campaigns around business travel.

CONTEXT OF BUSINESS TRAVEL

Carbon / Travel commitments	No existing commitments.
Data	Inconsistent data capture, of which there was poor data quality.
Travel policy	No existing policy. Senior sign off required for all flights.
Centralised booking	Used a travel management company for some flights, rail and hotels.

TRAVEL FOOTPRINT



RECOMMENDATIONS

Behaviour change	Potential Impact
Replacing one leg of the Scotland-London journey by taxi and flight with train and tube	Turning 50% of a journey into a rail experience would save more than £25k and 19 tonnes CO ₂ e each year
Replacing 1 in 10 flights with UK-VC	Saving more than £5k, 10 tonnes CO ₂ e and 32 days from travelling a year
Fuel efficient driving on all business car trips	Saving more than £19k and 30 tonnes CO ₂ e by achieving 15% increase in driving efficiency over a year
Car sharing 1 in 5 commuter journeys at non-London UK sites	Lift sharing almost halves the CO ₂ e and saves as much as £24k, each driver saving £300 each year

WHY DO PEOPLE TRAVEL?

The strong face to face culture to provide excellent service drove frequent business travel. Whilst 100% of those frequent travelers interviewed felt confident using the Video Conferencing facilities available, the diversity of the three businesses meant not all sites interfaced with each other. The current high-end video conference offering was suite-based rather than desk-based, limited by oversubscription. In some areas travel was required to clients in remote locations, necessitating frequent car use.

Flights are chosen with regards to schedule and nearest airports – nothing else. Carbon footprint doesn't come into the process at all.

FEAR FACTOR

Listening to bookers and travelers from regional offices highlighted the 'Fear factor' of travelling to the London HQ via public transport. This resulted in behaviours such as taking a 40 mile taxi into the city, despite excellent wifi-enabled, quick and easy public transport links.

I wouldn't know what to do when I got to London. I would just get a taxi so I don't have to think about how to get there – I've never taken the underground before, I wouldn't know what to do.

INFORMED CHOICES

Fifty percent suggested they would like to consider carbon emissions when booking and a number did not feel confident they knew the current travel policy. A desire for more information from all interviewees highlights the mis-alignment of travel compared to the established 'green' culture elsewhere in the business.

To make more sustainable travel choices, I need to be provided with the information – what are the more sustainable options?

REPLACING TRAVEL WITH TECHNOLOGY

The established use of Video Conferencing internationally has begun to cascade to the regional offices. Celebrating best practice can help establish new social norms, for example 22% of the Video Conferencing within one regional office was direct to London, replacing 15 train journeys, helping drive productivity and reduce costs. Examples such as these are important to build confidence and empower employees in an organisation with a range of IT abilities.

ACTION PLAN

- Celebrate video conferencing and existing travel successes to reinforce behaviours and share best practice. By targeting frequent travelers the communications can be tailored to maximize their engagement. In this case focusing on efficiency, productivity and simplicity are most likely to resonate with the frequent travelers.
- Develop a sustainable transport guide between offices to facilitate smarter travel choices by unlocking the information barrier to more sustainable travel behaviours.
- Celebrate fuel efficient driving through a roadshow event to help employees save fuel and money on business and at home.
- Implement consistent reporting criteria across the different travel modes, finance team and travel management company not only reduces the business risk of not understanding where people are, it helps build the business case for any innovations.
- Implement and enforce a travel policy which requires the use of the centralized booking system.
- Promote a modal shift from planes to trains within the UK, particularly as the majority of office locations are central city-based and lend themselves to rail travel.

MULTINATIONAL IT SERVICES CONSULTANCY

A diverse business portfolio, focusing on the provision of IT services, consulting and business solutions within the UK there are over 7,000 employees working with over 900 international clients. The company has an ambition to become the best in its field by demonstrating it is walking the talk on sustainability, whilst maintaining a competitive edge in the delivery of client services and creating a better work place environment.

CONTEXT OF BUSINESS TRAVEL

Carbon / Travel commitments	2020 carbon reduction commitments which do not include a reduction of business travel, focusing instead on energy, water, waste and the supply chain.
Data	Good data capture which included measuring Video Conferencing time, date, duration and start and end points.
Travel policy	Business Travel policy within the broader expenses policy. Public transport is recommended over long car journeys (100 miles or more); however rail journeys should always be standard class for all employees.
Centralised booking	Only flights were booked centrally using a Travel Management Company.

TRAVEL FOOTPRINT

The top routes for flights and train journeys:

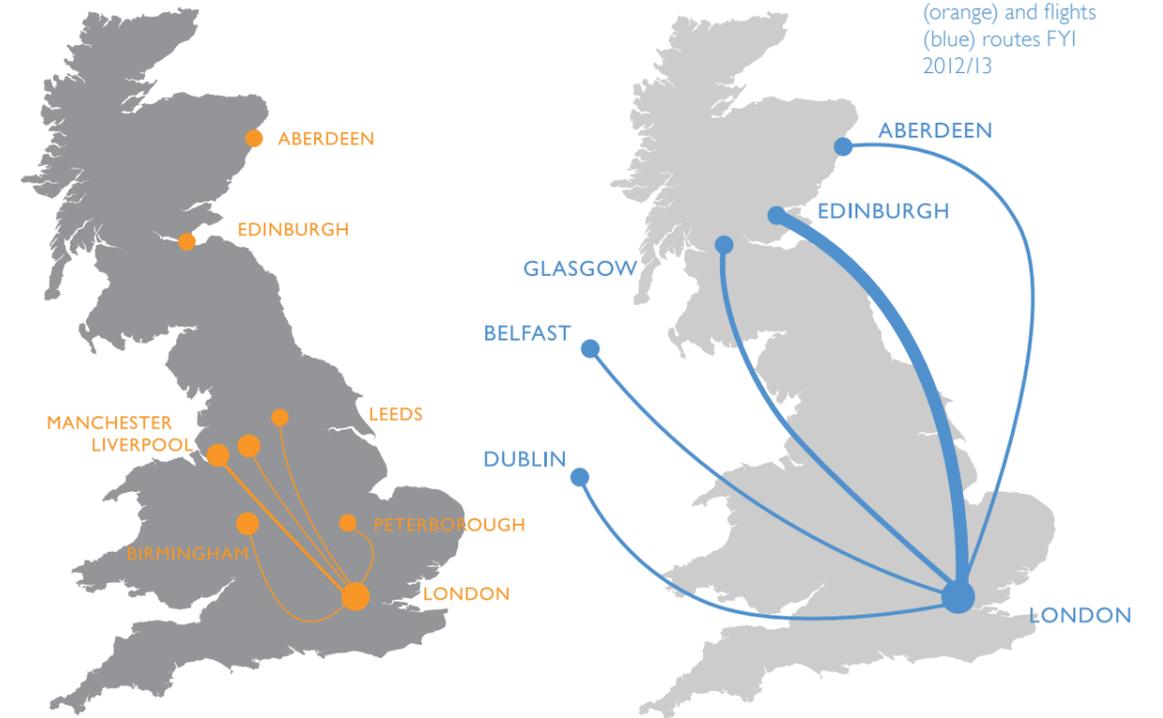


Figure 2
Most frequent rail (orange) and flights (blue) routes FYI 2012/13

WHO TRAVELS?

From conversations with the frequent travellers it became clear that as a consultancy company the demand from clients for visibility at their sites is crucial to the business, and therefore travel culture.

“We need to be with customers, that is what is important.”

VALUING PRODUCTIVITY

Of those interviewed, two thirds mentioned the importance of personal productivity when choosing travel methods. However when explored, this meant arriving at their destination quickly to allow them to be more productive at their client site rather than during the journey or through the day end to end. There was also a commonly voiced perception that the internet connection on trains was insufficient for the productivity required.

“Using the internet on trains is ‘unworkable’ and a ‘waste a time’. Travel by plane is more comfortable and quicker.”

CULTURE OF VIDEO/TELECONFERENCING

As an IT consultancy, advanced telecommunications, online meetings, desktop sharing, web and video conferencing are part of the organisation. There was 100% awareness of video and teleconferencing across those interviewed with the majority feeling confident with its use. Video conferencing equipment comes ‘as standard’ within all main organisational offices and an overarching ‘conference call culture’ exists within the organisation.

“If clients were to get into the 21st century i.e. teleconferencing then I could cut my travel in half - it’s frustrating.”

ALIGNING VALUES

There is a real commercial opportunity for the company to empower its employees to provide an improved and more advanced IT consultancy service by promoting videoconferencing to their clients. Delivering a VC week across client sites alongside a company-wide videoconferencing drive would help matching their corporate and clients' values, whilst saving money and thus enabling a better and more competitive service.

Full staff engagement would require a leadership from the UK lead, capitalising on the company's highly valued top down culture. A VC guru service would provide technical support to staff and clients to ensure great first experiences. Utilising organisational social media channels to share good video conferencing stories would help to highlight innovative ways of how VC brings better client service, encouraging new social norms.

CREATING SPACE TO CHALLENGE

In a KPI orientate culture like a consultancy there is an opportunity to drive performance through travel targets. Furthermore, by harnessing the creativity and culture of the company the barrier of connectivity on trains could be bridged. Focusing on utilising current IT services to provide 4G roaming on trains, thus providing a prompt for modal shift for frequent flyers.

“The way to encourage more sustainable travel would be to publish a KPI that set a target and standard for achieving more sustainable travel.”

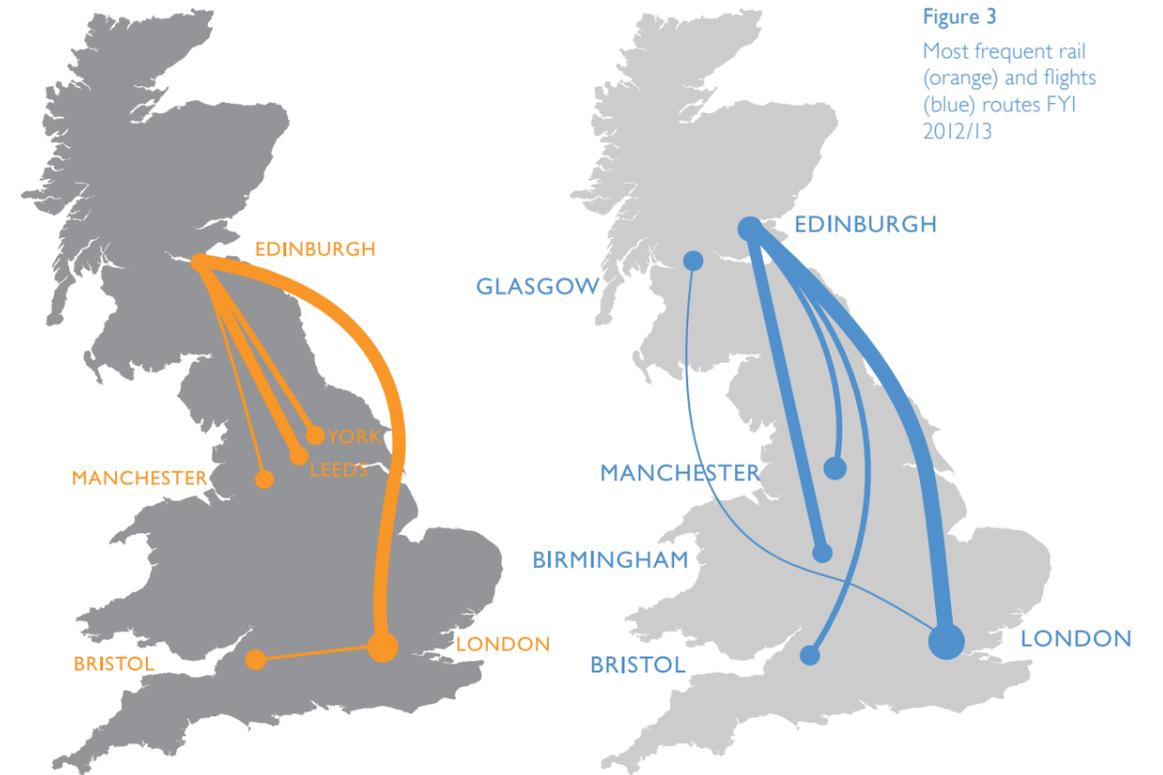
INTERNATIONAL INSURANCE COMPANY

This expanding Scottish-based Insurance firm services London and international locations. A sound sustainability strategy is in place with good environmental targets and performance, but the team struggles with meeting their business travel targets due to as international business growth.

CONTEXT OF BUSINESS TRAVEL

Carbon / Travel commitments	Strong annual carbon footprint reduction commitments, including that produced from domestic and international flights.
Data	Good data capture for flights, rail and taxis. Detail missing from car and video conferencing usage e.g. start and end points, numbers on the call.
Travel policy	100% awareness of the comprehensive travel policy which enables employees to travel 1st class by rail when the journey exceeds 4 hours.
Centralised booking	Use a travel management company for flights, rail, taxis and hotels.

TRAVEL FOOTPRINT



In terms of impact, it was quickly apparent that the route to focus on was London-Edinburgh. The Edinburgh-London flight journey was 3 times the carbon footprint of rail yet there were nearly 20 times the number of flights than trains, which works out at almost 2 flights per employee per annum.

TRAVEL CULTURE – WHO TRAVELS?

Listening to frequent travellers helped unpick the habits behind the Edinburgh-London journey. All participants felt they travelled “because they had to”, and, whilst some can plan meetings to minimise travel, many with sales roles feel their travel is dictated by external clients. We drilled down into these norms to find that some teams used a lot more VC than others, suggesting team culture dictates travel as well as perceived client need.

My schedule isn't driven by me but by my clients. It's their money, they want us there.

HOW DO PEOPLE DECIDE HOW TO TRAVEL?

Although half the participants preferred train travel in principle, most chose to fly to London rather than take a more sustainable alternative such as rail or VC. This was mainly to arrive into London before 9am and not return home late in the evening.

If I get the train back from London I don't get home till 10:30. I always go for the first flight to London as there's less chance of disruption and I am in London before 9am.

WHAT'S MOST IMPORTANT?

All participants rated productivity on their journey as important, although this meant being face-to-face with the client and the shortest journey time, irrespective of how effectively they could work on the journey. It was measured as productivity between the hours of 9 and 5, not productivity from the start to the end of the day.

MEETING WITHOUT TRAVELING

The organisation has invested heavily in video conferencing (VC) facilities across its sites, although uptake has been patchy due to perceptions around availability and the face-to-face culture. However, some teams have embraced VC and look for opportunities to innovate.

Finding ways to support our customers helps set us apart from our competitors. We sometimes invite clients to our offices so they can use our VC and see the benefit of it. Often clients demand someone face to face, but we've been able to send one person and have the other dial in, so we don't all need to travel.

What is clear is that there is no need for a travel ban when you can provide better service delivery and higher client satisfaction through the support of technology.

RECOMMENDATIONS

Recommended behaviour changes build on existing good practice within the company, whilst using pioneers to challenge accepted norms and share their experiences around the need to travel and the method of travel. Importantly they give employees flexibility to choose which options are right for them, rather than imposing limits.

Behaviour change	Potential impact
Increase agile working with two days working from home per month	100 employees would save 5.8 tonnes CO ₂ per year if traveling by car
Replace 1 Edinburgh-London trip per month with VC	10 travellers save 20 days traveling time, 27 tonnes CO ₂ and £27k per year
Complete 1 leg of an Edinburgh-London trip by rail	For virtually the same cost 10 travellers would save 9.5 tonnes of CO ₂ per year
Replace Edinburgh-Manchester flights for train	Five travellers would save a combined 5.4 tonnes of CO ₂ and £6k a year
Increase walking between Edinburgh offices as a health initiative	A 2% saving on the Edinburgh taxi bill would equate to £1.5k a year

UK-wide recommendations were also made, for example to promote VC successes and best practice by those who are leading the way and take this opportunity to invite clients to use VC facilities. These behavioural and strategic changes will allow the company to respond to the need to connect with clients and colleagues across the globe, whilst reducing their environmental impact and improving colleagues work life balance.

INTERNATIONAL RETAILER

LOCATION, LOCATION, LOCATION

This values-led International retailer based outside of London supports approximately 3,000 UK employees and hundreds of stores worldwide. Differentiated, rewarded and well regarded by its ethical stance, the organisation was aware of a lack of visibility and possible a value-action gap between the company green ethos and daily travel choices.

CONTEXT OF BUSINESS TRAVEL

Carbon / Travel commitments	Strong 2020 carbon reduction commitments which include product transportation carbon reduction but no business travel commitments.
Data	Comprehensive policy in place, including 1st class domestic rail over 75 miles. The 21day advanced booking and hiring low carbon cars above a certain mileage were not adhered to.
Travel policy	100% awareness of the comprehensive travel policy which enables employees to travel 1st class by rail when the journey exceeds 4 hours.
Centralised booking	Recently moved to a new online travel management booking company.

TRAVEL FOOTPRINT



Figure 4
Most frequent rail (orange) and flights (blue) routes FYI 2012/13

Over 50% of annual travel spend was rail travel, representing 52% of business travel journeys. However the lion's share of the emissions resulted from domestic air travel, flying predominantly from Manchester elsewhere in the UK. A large number of car journeys were clustered to and from the non-London headquarters to the airport, London and a factory site. Very high taxi spend was driven by the non-London HQ to local transport hubs.

RECOMMENDATIONS

Behaviour change	Potential impact
Replace 50% Manchester-London flights for train	Thirty three trains replacing flights would save £4k, over 5 days productive time and 1.5 tonnes CO ₂ a year
Replace 1 Guernsey-Jersey trip per month with VC	Video conferencing once a month would save 3 days traveling time, 2.3 tonnes CO ₂ and £2k per year
Replace 1 in 5 UK flights with desk-based VC and instant messaging	Either changing travel mode to train or not flying at all could save 8-12 days travel time and associated costs a year
Chose public transport or walking and cycling for 1 in 5 taxi journeys to promote health and wellbeing	Using public transport from the offices to main travel hubs would save £16k and as much as 1.7 tonnes of CO ₂ a year

TRAVEL CULTURE – WHO TRAVELS?

The retail team owned the largest footprint, not only taking the most domestic flights but travelling by car and never by public transport. High staff turnover meant continually going to new unknown locations. The largely female team focused rightly on 'safety first' but mitigated this risk through high-carbon planes, cars and taxis to reach each outlet, despite the majority being in Town Centre's.

For women the most important consideration is safety over cost. Car is the most convenient and where I feel safest.

A split headquarters, the non-London office was located a significant distance to UK-networked public transport (rail). Habitually everyone working out of this office was tied to their cars or a taxi from the station on a daily basis. Employees tended to replicate their commuting behaviours when it came to business travel, focusing on cost as a major driver. The perceived ban on 1st class travel meant they were unlikely to get a seat on some of the routes so went with the most comfortable option. The presence of company cars meant for many they felt that using their company car either negated other options or was the best travel choice, even when commuting to the office.

Adherence to cost – my company car takes a lot of it away in advance

Recognizing that there was room for improvement interviewees expressed a desire for more information to be able to make better informed choices, including fuel efficient driving. This would build on the already present preference for active travel. In addition by changing to a green transport supplier would align

better with the brand and reduce the carbon footprint. Facilitating cheaper and easier access to travel hubs via company shuttles or local buses could drive greater uptake of public transport over cars for whole business journeys.

I'm aware of carbon for flights but not actively aware for other methods as budget is key measure. If I knew on a scale of 1-10 comparison, Drive vs Train, I could make an informed decision - it would be useful to know the difference.

It would be useful to have fuel efficiency training and have some tips. I would like to know whether the travel choices do make a significant difference or not.

WHAT SUCCESSES CAN THEY BUILD ON?

Already high rail use across the UK, this organisation can explicitly tell the story of the rail travel social norm, encouraging non-rail users to normalize their travel behaviours. This could be enhanced by an automatic upgrade to 1st class for journeys over 2 hours.

International Video Conferencing was perceived as highly effective by those that utilized it, enabling them to influence others to have presence and engagement on the ground on their behalf. Good IT support for each HD VC meeting meant staff were confident replacing international travel with virtual meetings, a behaviour that could be replicated within the UK.

Before in the UK I thought visibility was very important but now I'm Global I understand it is not realistic to visit every site and I can influence others to do the job. VCs are effective in helping me do that.

I would like to value work-life balance more – it's not worth killing yourself.

INTERNATIONAL BROADCASTER

AWAITING PUBLISHING APPROVAL AT TIME OF THIS PRINT -

please search for later versions via our website

