

Conservation

**Sustainability** Climate Change

# One in Five Challenge **Annual Report** 2009/10

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### WWF's One in Five Challenge: inspiring positive change

WWF-UK works constructively with progressive businesses to find sustainable solutions. And we campaign for positive changes that will ensure a future where people and nature thrive. Aviation is one of the fastest-growing sources of CO2 emissions which contribute to climate change, so finding ways to reduce these emissions is an important priority.

We launched our One in Five Challenge in June 2009. It's already achieved impressive results. Six members of the Challenge have attained the One in Five Challenge Award, by cutting 20% or more of their business flights. And they've done this while remaining competitive. One in Five members report significant economic, environmental and social benefits by reducing their flying.

How have they done this? By requesting staff to justify the need to travel and to consider alternatives as part of their travel policy. Also, by embracing virtual meetings and taking advantage of the latest conferencing technologies, and choosing lower-carbon forms of travel such as the train when face-to-face meetings are unavoidable.

I'd like to congratulate all those organisations taking part in the Challenge, particularly those that have already met the targets: BT, BSkyB, Capgemini, the Scottish Environment Protection Agency (SEPA) and Vodafone. I'm delighted that many organisations are retaining their One in Five membership and are setting themselves further reduction targets, proving that they're serious about changing their behaviour. I'm also pleased to say that we ourselves have achieved the One in Five Challenge Award: we've cut more than 20% of our flights in a single year.

We'll present the findings of this report to the government to demonstrate that it's possible to reduce the amount organisations fly. If carbon reduction targets are to be met, it's vital to formulate a future aviation policy that emulates and encourages the behaviour change demonstrated in this report.

David Nussbaum, chief executive, WWF-UK

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### **Executive summary**

Twelve companies and organisations have joined our One in Five Challenge since we launched it in July 2009. As members of the Challenge Community, Arkadin, BSkyB, BT, Capgemini, Marks & Spencer, Microsoft, Premiere Global Services, Scottish Environment Protection Agency (SEPA), Scottish Government, Skanska, Vodafone UK, and WWF-UK have committed to cut 20% of their business flights within five years and achieve a reduction in emissions of CO<sub>2</sub>.

This is our first One in Five Challenge annual report. It provides information on:

- The Challenge member's Baseline Year flight data; how the members are planning to achieve flights reductions; and the business benefits they expect to realise.
- The year-on-year performance of organisations that have had their Baseline Year and Year 2 annual survey audited and approved by JMP Consultants Ltd<sup>1</sup>

#### AHIEVEMENTS OF THE CHALLENGERS

In the Baseline Year (the starting point for the One in Five Challenge which can be backdated by up to 3 years), the 12 members of the Challenge, which represents over 200,000 employees, spent £55 million on business flights and took 223,000 flights — causing  $CO_2$  emissions of 90,000 tonnes.

The members expected to achieve a number of benefits from participating in the Challenge. The most common of these were "reduced travel expenditure", "better work-life balance for employees" and "reduction of the organisation's carbon footprint".

### YEAR-ON-YEAR PERFORMANCE

Six organisations submitted their Baseline and Year 2 annual surveys. These six:

- Spent £34 million on flights in their baseline year. In their first year of submitting flight data, they reduced expenditure by £6 million a decrease of 18%.
- Reported a total of 171,000 flights in the baseline year. Year 2 data shows a *cut in flights of 33,000 (19%) to 138,000 flights.*
- Flew 216 million km in the baseline year. In Year 2 they had *reduced the distance* flown by 21 million km (10%) to 195 million km.
- Reported emissions of 55,000 tonnes of CO<sub>2</sub> in the baseline year. In the Year 2 they had *reduced emissions by 6,000 tonnes (11%) to 49,000 tonnes.*

As well as realising these business benefits, members have also achieved some unexpected benefits. These included "increased collaboration", "faster decision making" and "improved reputation" of their company or organisation.

<sup>&</sup>lt;sup>1</sup> As the One in Five Challenge allows backdating of entry by up to three years, some members have submitted several years worth of data in the first year that WWF-UK have been running the scheme. However, this annual report only looks at a subset of all data received, ie the percentage cut in flights achieved in Year 2 compared with the Baseline Year.

### Introduction

### WWF's One in Five Challenge

The One in Five Challenge is our guided programme and award scheme which suggests practical ways for companies and organisations to reduce the number of business flights they take, and lower-carbon ways of staying connected.

Members commit to cut 20% of their business flights within five years. They must also achieve a reduction in their carbon emissions from flying. Companies and organisations that successfully meet the Challenge receive a specially-designed Panda logo and WWF-UK's public recognition.

### **Annual report**

This is our first One in Five Challenge Annual Report. It's divided into two main sections:

- Section 1 provides an overview of the members of the One in Five Challenge. It includes the number of employees participating in the Challenge, and information on flight expenditure, numbers of flights, distance flown and emissions<sup>2</sup>. It also explores the flight reduction measures that members were planning to introduce and the expected business benefits of reducing numbers of flights.
- Section 2 reviews the performance of the six members that have had their baseline survey (Year 1) and Year 2 annual surveys audited and approved by JMP Consultants Ltd. The section presents a review of members' business flight data and provides an overview of the measures that they've adopted in order to reduce flights – and the business benefits that they've realised as a result.

To preserve the data anonymity for the One in Five Challenge members, all information has been reported in aggregate rather than by organisation.

<sup>2</sup> Challenge Control Metric

Challengers have calculated emissions from flights using a number of different methodologies. To measure performance on a like-for-like basis we have applied a control metric.

The control metric is based on the Department of Environment Food and Rural Affairs (Defra)'s 'Guidelines to Defra's Greenhouse Gas Conversion Factors', Annexes updated in June 2008. For further information, please visit www.defra.gov.uk/environment/business/reporting/older-ghg-conversion-factors.htm

The control metric has been applied to flight distance information supplied by Challengers and uses average UK domestic, shorthaul and long-haul emissions factors. It includes an additional kilometre uplift of 9% to account for non-direct flight routes and delays or circling during landing, and a multiplier of 1.9 to account for the non-CO<sub>2</sub> global warming effects of aviation emissions.

### **Section 1: The Challenge Members**

This section presents a summary of the baseline year surveys for the members of the One in Five Challenge.

### **Employees participating in the Challenge**

More than 200,000 employees from 12 companies and organisations are participating in the One in Five Challenge. This is equivalent to the population of Aberdeen participating in the Challenge.<sup>3</sup>

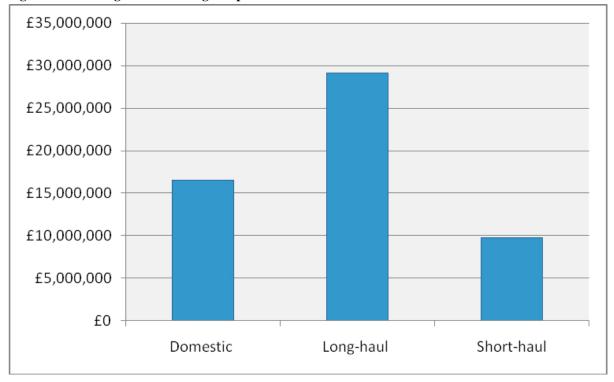
### **Flight Information**

The members provided information on flight numbers, expenditure, distance travelled and carbon emissions. This was broken down by the type of flight (i.e. whether the flight was domestic, short-haul or long-haul<sup>4</sup>).

The Challenge members spent £55 million on business flights in the baseline year. As shown in Figure 1.1, this may be split into the following costs by flight type:

- £16.5 million on domestic flights.
- £29 million on long-haul flights.
- £9.5 million on short-haul flights.

Figure 1.1 Challenge members' flight expenditure



<sup>3</sup> Aberdeen City Council, Population Report, Aberdeen City and Shire (2008).

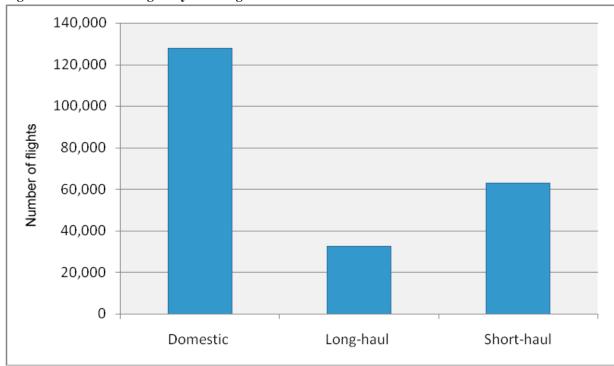
<sup>4</sup> Domestic flights are between UK airports, short-haul international flights are typically to Europe (up to 3,700km distance), and long-haul international flights are typically to non-European destinations (or all other international flights over 3,700km distance). Guidelines to Defra/DECC's Greenhouse Gas Conversion Factors for Company Reporting (2008).

Participants reported a total of 223,000 flights in the baseline year. As shown in Figure 1.2, this may be split into the following number of flights by flight type.

In the baseline year, the Challenge members reported a total of:

- 128,000 domestic flights.
- 32,000 long-haul flights.
- 63,000 short-haul flights.

Figure 1.2 Number of flights by Challenge members



Members reported a total flying distance of 364 million km in the baseline year. As Figure 1.3 shows, this may be split into the following distances by flight type:

- 60 million km on domestic flights.
- 233 million km on long-haul flights.
- 71 million km on short-haul flights.

250
200
200
150
50
Domestic Long-haul Short-haul

Figure 1.3 Flight distance by Challenge members (million km)

The members reported 90,000 tonnes of  $CO_2$  emissions in the baseline year. As Figure 1.4 shows, this may be split into the following figures by flight type:

- 22,000 tonnes for domestic flights.
- 53,500 tonnes for long-haul flights.
- 14,500 tonnes for short-haul flights.

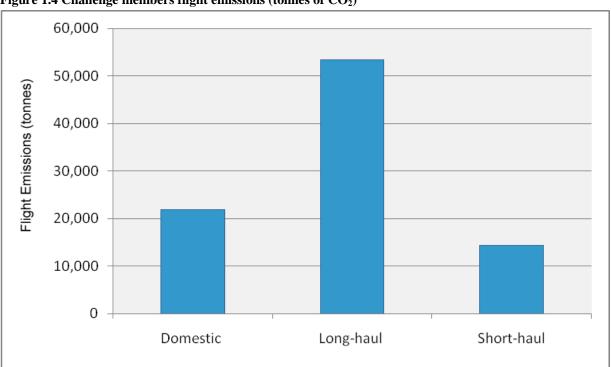


Figure 1.4 Challenge members flight emissions (tonnes of  $\text{CO}_2$ )

### Strategy and benefits of the One in Five Challenge

This section describes the measures identified by the Challenge members and the benefits they expect to realise from flying less on business.

#### ACHIEVING THE CHALLENGE

Challengers expected to implement a number of measures in the first year of the Challenge to reduce their business flights. Figure 1.5 shows the common measures the Challenge members planned to take to reduce their dependence on business flights.

The most common measures include "questioning the need for travel" and "raising awareness of carbon emissions from flights". Other common measures include "setting targets" and "increasing the use of videoconferencing".

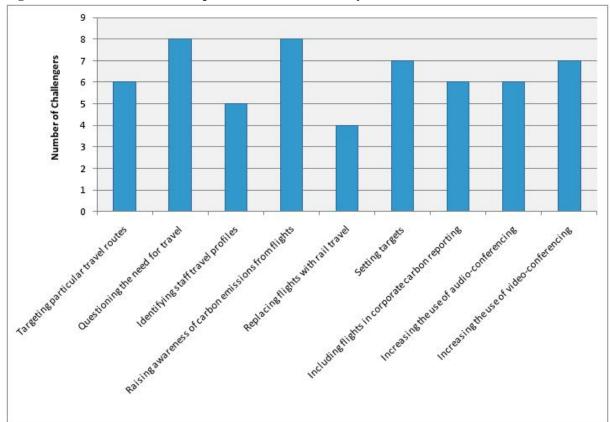


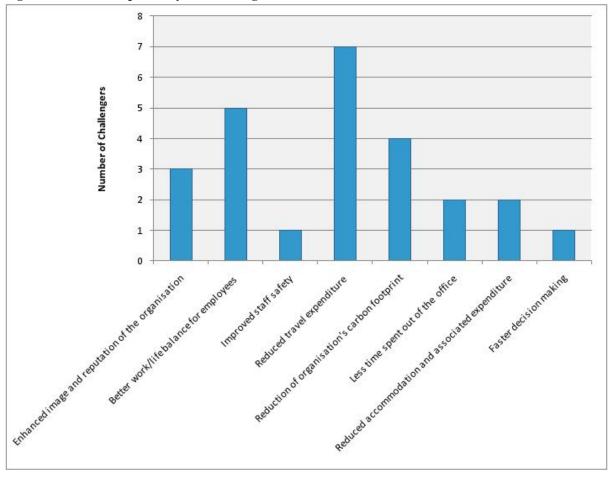
Figure 1.5 Measures the members planned to take in the first year of the scheme

### BENEFITS OF THE CHALLENGE

We asked the Challenge members to explain what business benefits they expected to realise from reducing their business flights. Figure 1.6 shows their responses.

The most common expected benefits included "reduced travel expenditure", "better work-life balance for employees" and "reduction of [their] organisation's carbon footprint".

Figure 1.6 Benefits expected by the Challenge Members



### **Section 2: Performance review**

As of December 2010, six members have had their baseline survey and Year 2 annual survey audited and approved by JMP Consultants Ltd. This section provides an overview of the collective performance of these six organisations.

### **Employees participating in the Challenge**

The six organisations employed 125,000 people in the Baseline year (Year 1). Figure 2.1 shows that the number of staff participating in the Challenge among these six members has decreased slightly (by 5%) between the baseline year and Year 2 due to staff changes.

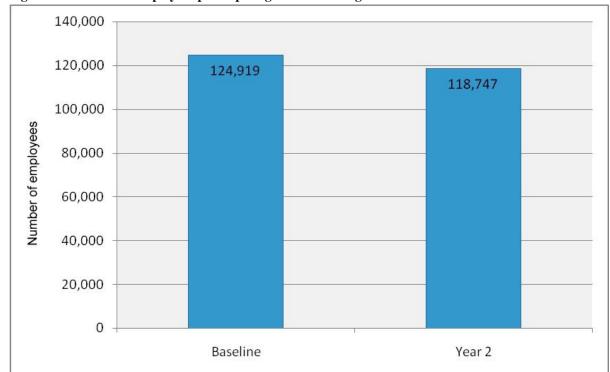


Figure 2.1 Number of employees participating in the Challenge

### Flight information

### FLIGHT EXPENDITURE

The six organisations spent £34 million on flights in their baseline year. After a year of participating in the Challenge they'd reduced expenditure by £6 million — a cut of 18%. This is shown in Figure 2.2.

£40,000,000 £35,000,000 £30,000,000 £25,000,000 £15,000,000 £5,000,000 £5,000,000 £80,000,000 £10,000,000

Figure 2.2 Flight expenditure of six members in the baseline and second year

Table 2.1 and Figure 2.3 show how the organisations' expenditure on flights fell between the baseline year and Year 2, by flight type.

Table 2.1 Flight expenditure by flight type

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	Baseline Year	Year 2	Percentage change
Domestic	£13,225,471	£11,479,971	- 13%
Long-haul	£14,439,571	£11,508,786	- 20%
Short-haul	£6,402,780	£4,993,906	- 22%
Total	£34,067,822	£27,982,663	- 18%

f16,000,000 f12,000,000 f10,000,000 f8,000,000 f2,000,000 f0

Domestic Long-haul Short-haul

Figure 2.3 Flight expenditure among members by flight type

#### NUMBER OF FLIGHTS

The six organisations reported a total of 171,000 flights in the baseline year. Year 2 data shows a decrease in flights of 33,000 (19%) to 138,000 flights. This is shown in Figure 2.4 below.

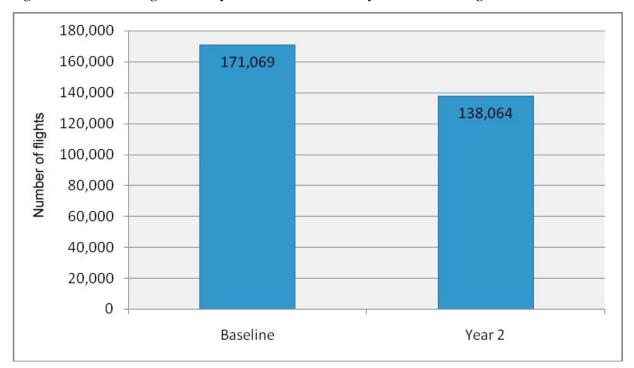


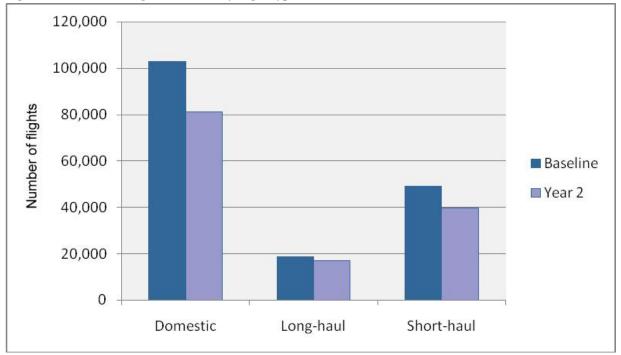
Figure 2.4 Number of flights taken by six members in the first year of the Challenge

Table 2.2 and Figure 2.5 show how the six organisations reduced the number of flights they took, between the baseline year and Year 2, by flight type.

Table 2.2 Number of flights by flight type

	Baseline Year	Year 2	Percentage change
Domestic	102,957	81,371	- 21%
Long-haul	18,816	16,960	- 10%
Short-haul	49,296	39,733	- 19%
Total	171,069	138,064	- 19%

Figure 2.5 Members' flights numbers by flight type



### FLIGHT DISTANCE

The six organisations flew 216 million km in the baseline year. In Year 2 they'd reduced this distance by 21 million km to 195 million km. This is shown in Figure 2.6 below.

The reduction is equivalent to 1,219 one-way flights from London to Sydney.

Figure 2.6 Distance flown by six members in the baseline year and Year 2 (million km)

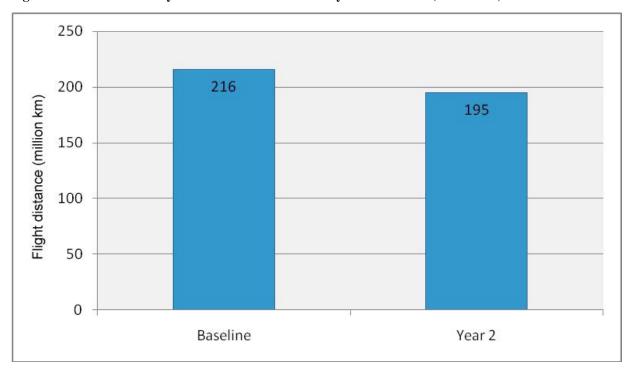


Table 2.3 and Figure 2.7 provide a breakdown of the reductions the members made in flight distances between the baseline and Year 2, by flight type.

Table 2.3 Flight distance by flight type (km)

	Baseline Year	Year 2	Percentage change
Domestic	49,291,217	38,356,702	- 22%
Long-haul	124,154,596	123,210,954	- 1%
Short-haul	42,529,538	33,677,052	- 21%
Total	215,975,351	195,244,708	- 10%

Figure 2.7 Flight distance by flight type (million km)

### FLIGHT EMISSIONS

The six organisations reported a cut in emissions from flying of 6,000 tonnes of CO2 between the baseline year and Year 2. That's an 11% reduction – from 55,000 tonnes to 49,000 tonnes.

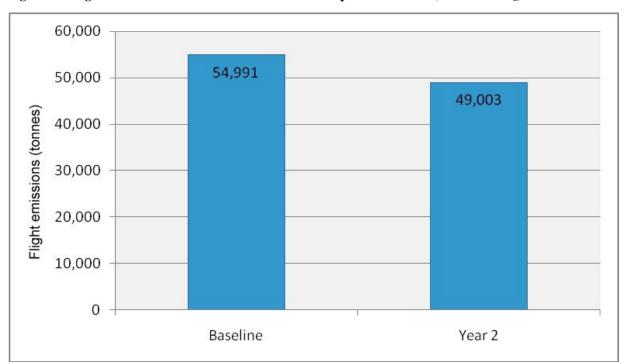


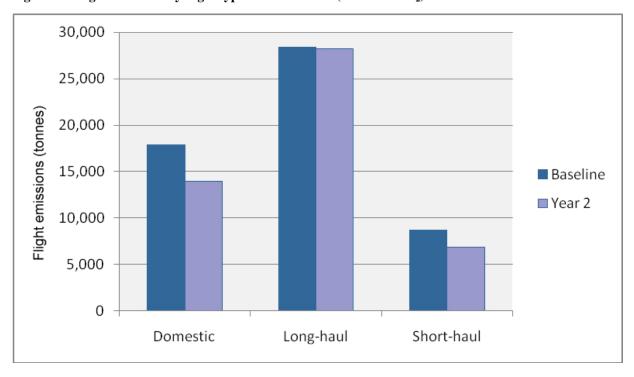
Figure 2.8 Flight emissions of six members in baseline compared to Year 2 (tonnes of CO<sub>2</sub>)

Table 2.4 and Figure 2.9 provide a breakdown of the cuts in flight emissions achieved by the six organisations between the baseline year and Year 2, by flight type.

Table 2.4 Flight emissions by flight type (tonnes of CO<sub>2</sub>)

	Baseline Year	Year 2	Percentage change
Domestic	17,895	13,925	- 22%
Long-haul	28,438	28,222	- 1%
Short-haul	8,658	6,856	- 21%
Total	54,991	49,003	- 11%

Figure 2.9 Flight emissions by flight type of six members (tonnes of CO<sub>2</sub>)



### **SUMMARY**

The six organisations saved £6 million in avoided flights in the first year of the Challenge. They cut their number of flights by 19%, with the greatest reduction being on domestic flight routes. They reduced the total distance flown by 21 million km (10%), and their carbon emissions from flying by 6,000 tonnes (11%).

### The strategy and achievements of the challenge members

We asked the six organisations to provide information on the measures they'd introduce to reduce their use of business flights. This section describes these measures, and the benefits that the six have experienced from flying less on business.

#### ACHIEVING THE CHALLENGE

The six organisations planned a number of different approaches to reduce their dependence on business flying. Figure 2.10 shows the measures that they expected to implement a 'great deal' in order to meet their flight reduction targets in the baseline year and Year 2.

The chart shows that the most common measures reported in the baseline were "questioning the need for travel" and "raising awareness of emissions from flights". Other common measures included "targeting particular travel routes", "setting targets" and "increasing the use of videoconferencing".

In Year 2, the chart shows the most common measures to be "setting targets" and "including flights in corporate carbon reporting". In addition, "questioning the need for travel" and "raising awareness of carbon emissions from flights" remained common measures despite fewer companies expecting to implement them.

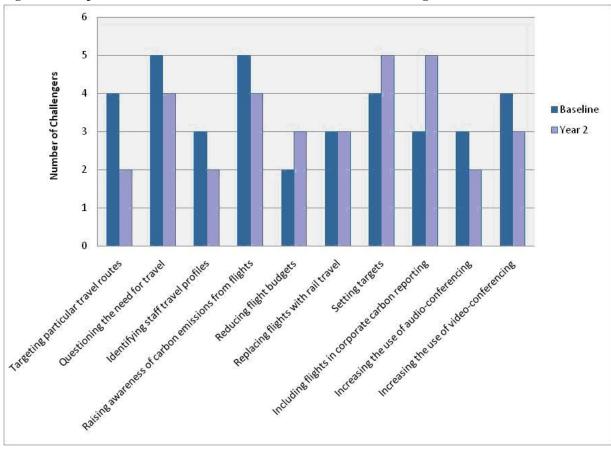


Figure 2.10 Expected versus actual measures taken to achieve the Challenge

### BENEFITS OF THE CHALLENGE

The six Challenge members were asked in the baseline year to explain which business benefits they were expecting from flying less.

The most common expected benefit was "reduced travel expenditure". Other common expected benefits included "better work-life balance for employees" and "reduction of the organisation's carbon footprint". Figure 2.11 shows the companies' responses.

Some of the less common expected benefits included "improved staff safety", "enhanced image and reputation", "less time spent out of the office" and "reduced accommodation expenditure". Organisations didn't expect to benefit from "increased collaboration with colleagues, clients and suppliers", "faster decision making" or "productivity gains".

In Year 2, we asked them if these benefits had been realised. As predicted, the most common benefit experienced was "reduced travel expenditure" and the realised benefits mirrored the benefits that they'd expected. More companies however, benefited from "enhanced image and reputation" than they'd initially predicted.

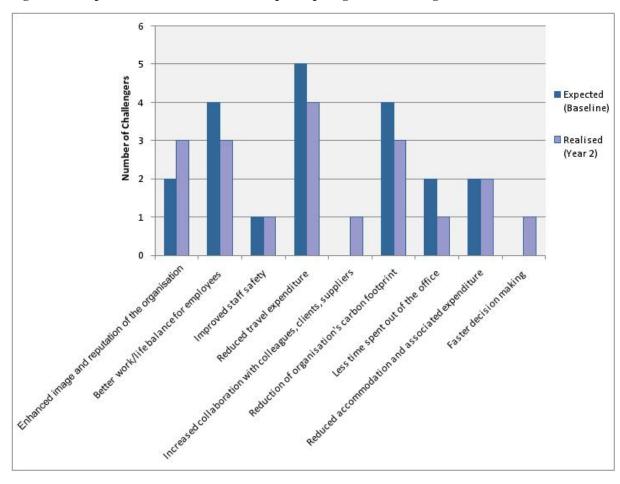


Figure 2.11 Expected versus actual benefits of participating in the Challenge

### SEPA – meeting the One in Five Challenge

SEPA has successfully cut 48% of its business flights as part of WWF's One in Five Challenge.

### IN JUST THREE YEARS, SEPA HAS:

- Cut business flights from 2,121 to 1,101, a reduction of 1,020 flights
- Slashed distances flown by 550,000 km
- Reduced CO2 emissions by more than 90 tonnes in avoided flights
- Saved over £100,000 in travel costs

### Methods used to achieve the One in Five Challenge

SEPA implemented a range of actions to reduce the number of flights taken and maintain its challenge targets between Financial Year 2006/07 and Financial Year 2009/10. In just three years of the challenge, SEPA achieved significant flight reductions of 48% from the baseline year. This was credited to target setting, including flights in corporate carbon reporting, targeting particular travel routes and replacing flights with alternatives such as rail travel and the use of audio and videoconferencing.

The key benefits of improving conferencing facilities reported by SEPA have been: a 50% reduction in travel expenditure; reduced accommodation costs; decreased CO2 emissions; less time out of the office; and improved safety and work-life balance for employees.

SEPA has also seen advantages in relation to its image and reputation, and through increased collaboration with colleagues, clients and suppliers.

### Maintaining flight reductions through employee engagement

SEPA recognises the value of employee involvement in reducing carbon emissions from travel. It is therefore embedding a culture of questioning the need to travel by providing a Travel Decision Tree, which helps identify travel solutions for employees' business needs. SEPA's achievements are being maintained in part through the development of a strategy to support more flexible and remote working — equipping employees with alternatives to travel, such as videoconferencing, in all offices.

"Many meetings are now done either by video or by telephone conference, which saves time, money and inconvenience. Time spent travelling is time away from the office, so initiatives aimed at minimising the disruption to my working week are invaluable, personally and professionally."

Dr. Clare Scanlan, Senior Marine Ecologist

### **About SEPA**

SEPA is Scotland's environment watchdog, charged with protecting the environment and human health. On a day to day basis this means regulating activities that can cause pollution, and monitoring the quality of Scotland's air, land and water.

SEPA occupies a unique position in respect of care for the environment and is committed to integrating high standards of environmental responsibility into all of its operations. WWF's One in Five Challenge provided an opportunity to target crucial areas where the whole organisation could make a difference.

"By ensuring all SEPA offices have videoconferencing facilities we have reduced our dependence on travelling between offices, saving time, money and resources and improving efficiency. It is essential that SEPA continues to find new and innovative ways to harness technology and find low-carbon travel and communication solutions."

Campbell Gemmell, SEPA chief executive

### **Vodafone – meeting the One in Five Challenge**

Vodafone UK has successfully cut 26.1% of its business flights by utilising its own technology as part of WWF's One in Five Challenge.

#### IN A SINGLE YEAR, VODAFONE UK HAS:

- Cut business flights by 3,749 down to 10,630
- Slashed distances flown by 2.46 million kilometres
- Reduced CO2 emissions by more than 617 tonnes
- Reduced travel costs by nearly a third.

### Cutting business flights by 26.1% in a single year

Vodafone encourages employees to work flexibly, and provides them with the most up-to-date communications technology to help them do so. Employees can communicate with each other through voice, video, instant messaging or web collaboration software by simply clicking their colleague's name on their PC. Vodafone has also invested £600,000 in videoconferencing facilities, to reduce the need for employees to travel to meetings. In the first five months of 2010, they spent 3,600 hours in videoconference and travelled 320,000 fewer kilometres on business.

### New ways of working reduce the need to travel

Vodafone UK reduced both the number of business flights and the need to travel by utilising communication technology and integrating new ways of working. The increased use of audio and videoconferencing, office communicator and online collaboration services were key to Vodafone's success in achieving the Challenge. Employees were encouraged to use virtual conferencing and communication technologies rather than meeting face to face.

The key benefits of reduced travel have been a reduction in Vodafone's travel expenditure by nearly a third, a decrease in CO2 emissions, an increase in productivity and efficiency, instant communications, and improved employee work-life balance. As Vodafone UK has demonstrated, organisations embracing these technologies through unified communications solutions can achieve real environmental and business benefits.

### **Engaging employees in sustainable business**

Vodafone integrated the goals of the Challenge into its work, addressing both the number of flights and the need to travel. Flight reduction targets were set in line with cost reduction initiatives, which maximised the financial benefits of flying less. Employees were encouraged to question the need for travel through rigorous travel sign-off procedures, and to consider low-carbon alternatives.

"We've made some improvements to how we work at Vodafone which mean I can use video conferencing, instant messenger, online collaboration software and telephone conferencing to communicate with my colleagues in a more efficient and flexible way. So now I don't have to take time to travel, and can arrange collaborative responses and actions much quicker. I'm getting more done, working better with people across the organisation, and have dramatically reduced the miles I fly and drive."

Tim Harding, Outsource Relationship Manager, Vodafone UK

### **About Vodafone**

Vodafone is one of the world's leading mobile communications companies, with an award-winning network. Vodafone's key responsibility is making sure customers can rely on a first-class mobile communications network across the UK, but it also does its bit to protect the environment. That means working hard to cut the carbon footprint of its network, stores and offices, and introducing products and services that help customers to become greener too. To find out more about what Vodafone is doing, visit its Responsibility Store at <a href="https://www.vodafone.co.uk/responsibility">www.vodafone.co.uk/responsibility</a>

### BT - meeting the One in Five Challenge

### Cutting business flights by 20% in a single year

BT was the first company to successfully cut 20% of its business flights as part of WWF's One in Five Challenge.

#### IN A SINGLE YEAR, BT HAS:

- Cut their business flights from 85,130 to 65,510, a reduction of nearly 20,000 flights
- Slashed distances flown by 12 million km
- Reduced their CO2 emissions by more than 1,700 tonnes in avoided flights

### Using conferencing services to reduce the need to travel

Not only has BT reduced its business flying, it has also reduced the need to travel. Increasingly for BT, conferencing services are the preferred way to manage day-to-day meetings. Employees are encouraged to use voice, video and web conferencing rather than meeting face to face.

The key benefits of reduced travel have been a reduction in BT's travel expenditure, reduced CO2 emissions as well as increased productivity and improved work-life balance for employees.

BT Conferencing Services has helped BT introduce flexible working conditions across its workforce and revolutionised the way that employees work. Home and remote working is now standard business practice for many BT employees.

Out of its 100,000 plus global workforce BT has 14,500 permanent home workers and a further 64,000 employees are equipped for home working.

### **Engaging employees**

BT encourages its employees to use low-carbon travel, and to use BT's conferencing facilities wherever possible to avoid travel altogether. All business flights are booked via one travel management company and all air travel is pre-authorised.

In addition, BT is piloting tools to raise awareness of the cost and carbon implications associated with business travel which will enable employees to make more informed choices about their modes of travel.

### **About BT**

BT is one of the world's leading providers of communications solutions and services. It operates in 170 countries. BT's target is to reduce its group worldwide CO2 emissions by 80% – from 1997 levels – by 2020. To find out more about BT's corporate responsibility and sustainability activities go to: bt.com/betterworld

### **Summary**

The sheer variety of One in Five Challenge members, ranging from large UK companies, across a mix of sectors, to devolved government and agencies, shows that there's a widespread interest in rethinking the need to travel. This Annual Report demonstrates that the Challenge members are not just motivated by saving money from fewer flights: they also want a better work-life balance for their employees and a reduction in their carbon footprint. In addition to achieving these aims, members have found that their image and reputation have benefited by joining the Challenge.

Members are taking a range of actions to achieve the Challenge, from questioning the need to travel and raising awareness of emissions from flying, to setting flight reduction targets and making greater use of video and audio conferencing. They're also using carbon reporting far more than expected to help them achieve the Challenge.

Challenge members are progressive organisations that are leading by example and showing best practice in being able to achieve significant reductions in flight numbers. To do this, they've needed to challenge the assumption that meetings must be face-to-face, hold more virtual meetings, and choose rail over air where possible for unavoidable travel.

Above all, WWF's One in Challenge is helping members to discover that flying less is good for business. Through the One in Five Challenge, members have also been able to reduce their carbon footprint and find other, lower-carbon ways of staying connected. This has helped our members to collaborate better, with faster decision making being possible thanks to more virtual meetings.

For each of the five years we're running the Challenge, we'll be issuing an Annual Report to record the achievements of Challenge members in cutting their flights, including case studies. The One in Five Challenge continues to be open to new members. For further information about joining the Challenge, please contact oneinfive@wwf.org.uk

## One in Five Challenge in numbers

## 200,000 PEOPLE

Twelve organisations, employing over 200,000 people, have joined WWF-UK's One in Five Challenge since its launch in July 2009

### +£6 MILLION

In twelve months, six challengers reduced their travel expenditure by 18%, a saving of £6 million



-33,000 FLIGHTS

In twelve months, six challengers decreased the number of flights taken by 19%, a saving of 33,000 flights

In twelve months, six challengers had reduced emissions by 11%, a saving of 6,000 tonnes



#### Why we are here

To stop the degradation of the planet's natural environment and

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