



One in Five Challenge

Annual Report

2011/12



WWF is at the heart of global efforts to address the world's most important environmental challenges. We work with communities, businesses and governments to help people and nature thrive. Together, we're safeguarding the natural world, tackling climate change and enabling people to use only their fair share of natural resources.

The One in Five Challenge is WWF's guided programme and award scheme to help business and government to cut 20% of their flights within five years. It was launched in 2009 and WWF hands over management of the One in Five Challenge to Global Action Plan in 2014.

Aircraft emissions are the fastest growing source of CO₂, which, together with the non-CO₂ impacts of these emissions at high altitude, currently represent 13% of UK climate damage. If aviation continues to grow as it has in the past while other sectors reduce their emissions by 80% as mandated in the Climate Change Act, aircraft emissions could represent 50% or more of UK emissions by 2050. WWF is encouraging business to cut unnecessary flights whenever possible, in favour of rail and conferencing technologies. By doing so, companies will save significant money and carbon which is a win: win for business and the planet.

Find out more at wwf.org.uk/oneinfive



*WWF-UK would like to thank the Ashden Trust
for their generous support for this report*

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The One in Five Challenge - continuing to help organisations realise the benefits of flying less

Will Day, sustainability adviser to PricewaterhouseCoopers and a WWF ambassador, is fond of saying that the companies which deserve to succeed, prosper and profit are the ones that recognise that sustainability, in all its forms, simply makes good business sense.

Reducing business flying in favour of lower-carbon alternatives is a good case in point, as our latest One in Five Challenge results show. Three-year members have, on average, cut their flights by 38% and flight expenditure by 42%, saving over £2 million and 3,000 tonnes of CO₂ in the process.

When WWF-UK first launched the One in Five Challenge in July 2009, we had no idea just how quickly organisations would not only achieve a 20% cut in flights but exceed it! This suggests that there's a lot of 'low-hanging fruit' in terms of unnecessary flying that organisations can replace by travelling less or using rail or conferencing technology.

Our figures this year also show that, after the first easy cuts are made, it becomes progressively more difficult to keep reducing flights. Even so, our Challengers have succeeded in cutting their flights every single year. We're grateful to them for continuing the Challenge, even when the going got tough. And for renewing their membership once they've met the Challenge, in order to keep reducing their flying even further. This shows a real dedication and commitment that we've found inspiring.

We're especially happy to announce that two very different organisations, Microsoft UK and the Scottish Government, have achieved the One in Five Challenge this year. Since joining the Challenge, both Microsoft UK and the Scottish Government have cut their flights by 28%. Following Scotland's good example, we'd like to see the UK government take up the One in Five Challenge as well!

In December 2013, we used the latest results from the One in Five Challenge in an infographic, which featured widely in the press, to question the business case for airport expansion. At a time when the UK is examining its future airport capacity requirements, we believe that these should be based on 21st century business practices which show an increasing use of alternatives to flying, to stay connected in an increasingly carbon-constrained world. It comes back to reduced flying simply making good business sense. Not only does flying less help companies to save money and carbon, it also results in faster decision making, improved collaboration and productivity and better work/life balance for staff.

Finally, we'd like to share with you the news that we're handing over the One in Five Challenge to Global Action Plan (GAP) to manage in subsequent years. GAP, which is the UK's leading environmental charity specialising in behaviour change, is ideally placed to make the most of the Challenge as part of its efforts to help companies change their business travel behaviour. The handover of the One in Five Challenge to GAP will ensure that it continues to run, and be introduced to new organisations, in the years ahead.

We're delighted by all that the One in Five Challenge has achieved so far. We're sure that it will continue to thrive under GAP's excellent management. We are also deeply grateful to the Ashden Trust for helping to fund the One in Five Challenge for the last three years.



David Nussbaum, chief executive, WWF-UK

Executive Summary

WWF-UK's One in Five Challenge was launched in July 2009 to encourage companies to commit to cutting 20% of their business flights within five years and achieve a reduction in emissions. Since the launch of the Challenge, the following 12 companies and organisations have been active members of the Challenge: Balfour Beatty; BSkyB, BT, Capgemini, LloydsTSB, Marks & Spencer, Microsoft UK, the Scottish Environment Protection Agency (SEPA), the Scottish Government, Skanska, Vodafone UK, and WWF-UK.

This is our third One in Five Challenge annual report prepared by the auditors JMP Consultants Ltd. It provides information on:

- members' baseline year flight data; how the members plan to achieve flights reductions; and the business benefits they expect to realise.
- year-on-year performance of organisations that have had their baseline year (year 1) and year 2 annual survey audited and approved by JMP Consultants Ltd.
- year-on-year performance of organisations that have had their baseline year through to year 3 annual survey audited and approved by JMP Consultants Ltd.
- year-on-year performance of organisations that have had their baseline year through to year 4 annual survey audited and approved by JMP Consultants Ltd.

ACHIEVEMENTS OF THE CHALLENGERS

Baseline (Year 1)

In the baseline year (the starting point for the One in Five Challenge, which can be backdated by up to three years), the 12 members of the Challenge, representing over 335,000 employees, spent £98 million on business flights and took 521,000 flights with emissions of 152,000 tonnes of CO₂.

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

Year 2 Performance Review

Ten organisations have now submitted their baseline and year 2 annual surveys. These 10:

- Spent £85 million on flights in their baseline year. In their first year of submitting flight data, these 10 Challengers **reduced expenditure by £14 million, a decrease of 16%**. That's an average of £1.4 million saved for each Challenger.
- Reported a total of 482,000 flights in the baseline year. Year 2 data shows a **decrease in flights of 102,000 (21%)** to 380,000 flights, an average decrease of 10,200 flights for each Challenger.
- Flew 492 million km in the baseline year. In year 2 they had **reduced the distance flown by 40 million km (8%)** to 452 million km. On average that is a reduction of 4 million km per Challenger.

- Reported emissions of 134,000 tonnes in the baseline year. In year 2 they **had reduced emissions by 13,000 tonnes (10%)** to 120,000 tonnes, an average decrease of 1,300 tonnes for each Challenger.

Members had predicted that by participating in the Challenge they would “reduce expenditure on travel”, “improve work-life balance for employees” and “reduce emissions”. As well as realising these business benefits, Challengers have also benefitted from some unexpected benefits including “increased collaboration” and “faster decision making”.

Year 3 Performance Review

Seven organisations submitted their baseline, year 2 and year 3 annual surveys. These seven:

- Spent £44 million on flights in their baseline year. After two years of the Challenge, these seven Challengers **reduced expenditure by £15 million, a decrease of 35%**. That’s an average of £2.1 million saved for each Challenger.
- Reported a total of 172,000 flights in the baseline year. In year 3 they had **decreased flights by 62,000 (36%)** to 110,000 flights, an average decrease of 8,900 flights for each Challenger.
- Flew 286 million km in the baseline year. In year 3 they had **reduced the distance flown by 82 million km (29%)** to 204 million km. On average that is a reduction of 11.8 million km per Challenger.
- Reported emissions of 71,000 tonnes in the baseline year. After two years they **had reduced emissions by 21,000 tonnes (29%)** to 50,000 tonnes, an average decrease of 3,000 tonnes for each Challenger.

Compared to year 3 results published in the 2nd Annual Report, average percentage flight reduction, cost and carbon savings per Challenger have gone down slightly because of lower average reductions achieved by the two additional Challengers we have included in the figures this year. However, reductions remain at very impressive levels.

Challengers had predicted that by participating in the Challenge they would “reduce expenditure on travel” and “reduce emissions”. By year 3 of the Challenge, the seven organisations generally realised the benefits they expected to from participation including unexpected benefits of “productivity gains”, “faster decision making”, and “less time spent out of the office”.

Year 4 Performance Review

Six organisations submitted their baseline, year 2, year 3 and year 4 annual surveys. These six:

- Spent £30 million on flights in their baseline year. After three years of the Challenge, these six Challengers **reduced expenditure by £13 million, a decrease of 42%**. That’s an average of £2.1 million saved for each Challenger.
- Reported a total of 152,000 flights in the baseline year. In year 4 they had **decreased flights by 59,000 (38%)** to 94,000 flights, an average decrease of 9,800 flights for each Challenger.

- Flew 192 million km in the baseline year. In year 4 they had **reduced the distance flown by 63 million km (33%)** to 129 million km. On average that is a reduction of 10.4 million km per Challenger.
- Reported emissions of 50,000 tonnes in the baseline year. Since the baseline year they **had reduced emissions by 17,000 tonnes (34%)** to 33,000 tonnes, an average decrease of 2,800 tonnes for each Challenger.

In absolute numbers, reductions have not been so significant between years 3 and 4 and increases in flight distances and emissions have occurred in year 4 compared to year 3. This is due to increases in total distance flown by four of six participants.

Challengers had predicted that by participating in the Challenge they would “reduce expenditure on travel”, “improve work-life balance for employees” and “reduce emissions”. In year 4 of the Challenge, the six organisations implemented these and a diverse range of other measures to help achieve the Challenge, indicating that the organisations found different measures work most effectively for their circumstances. Measures implemented included increasing the use of remote conferencing, questioning the need to travel, replacing flights with rail travel and various management mechanisms to encourage staff to use these alternatives.

Cumulatively, over the three year period reported in the 3rd Annual Report¹, the results show that WWF’s One in Five Challenge has so far helped companies to:

- cut 141,349 flights
- save £25.7 million in avoided flights
- fly 113 million fewer kilometres
- reduce their emissions by 31,616 tonnes of CO₂.

The One in Five Challenge has therefore helped companies to make significant inroads into cutting their costs and carbon from business travel. These results also show that businesses are achieving substantial commercial and environmental benefits from participating in the Challenge and succeeding at changing business travel behaviour, in favour of lower carbon alternatives to flying.

¹ A few Challengers have submitted additional years of data showing further flight reductions, to be reported in future annual reports. When this additional data is included, the One in Five Challenge has, cumulatively, helped organisations to cut 161,000 flights, saving £29 million and over 37,000 tonnes of CO₂ since its launch in 2009.

Introduction

THE ONE IN FIVE CHALLENGE

The One in Five Challenge is WWF-UK's guided programme and award scheme which suggests practical ways that companies and organisations can 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 third One in Five Challenge Annual Report. It is divided into three main sections:

- **Section 1** provides an update of the members of the One in Five Challenge. It includes the number of employees participating in the Challenge, and information on flight expenditure, number of flights, distance flown and emissions². It also explores the flight reduction measures that Challengers were planning to introduce and the expected business benefits of reducing numbers of flights.
- **Section 2** reviews the performance of the 10 Challengers that have had their baseline survey and year 2 annual surveys audited and approved by JMP Consultants Ltd. The section presents a review of member's business flight data and provides an overview of the measures that they've adopted in order to reduce flights and the business benefits that have been realised as a result.
- **Section 3** reviews the performance of the seven Challengers that have had their baseline survey and year 2 and year 3 annual surveys audited and approved by JMP Consultants Ltd.
- **Section 4** reviews the performance of the six Challengers that have had their baseline survey and year 2, year 3 and year 4 annual surveys audited and approved by JMP Consultants Ltd.

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

² 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) '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, short-haul and long-haul emissions factors. It includes an additional kilometre uplift of 9% to account for non-direct flights routes and delays or circling during landing, and a multiplier of 1.9 to account for the non-CO₂ 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

There are over 335,000 employees from 12 companies and organisations who have submitted baseline and annual surveys to the One in Five Challenge.

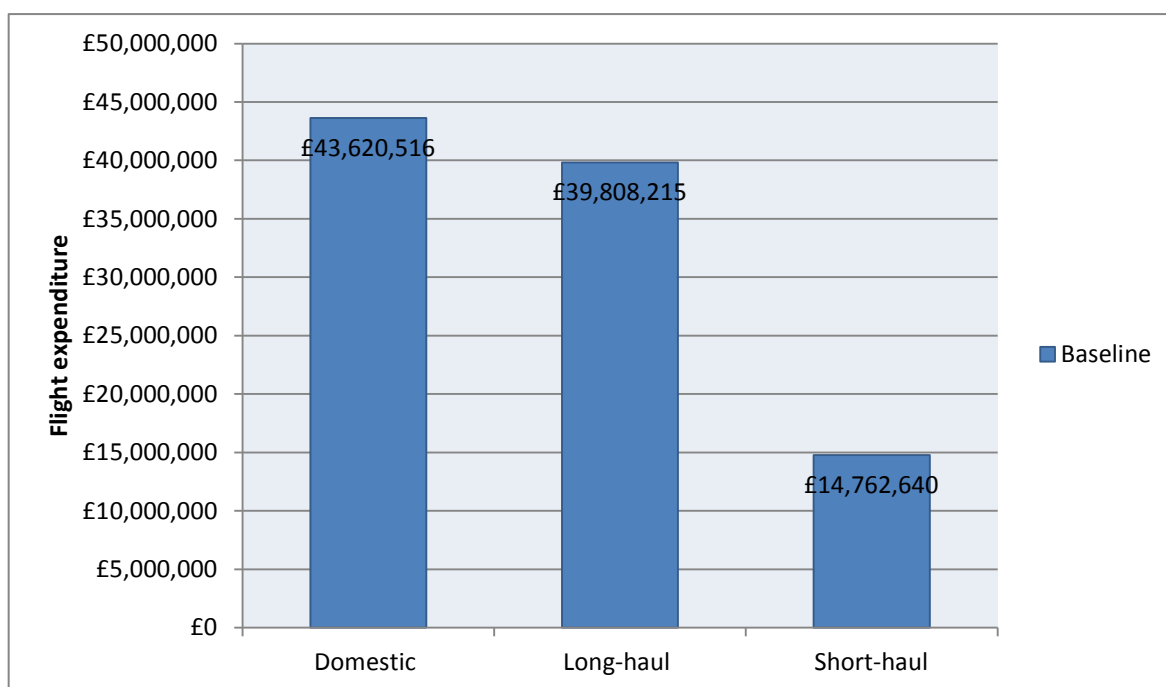
FLIGHT INFORMATION

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 and long-haul³).

The Challenge members spent £98 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:

- £43.6 million on domestic flights.
- £39.8 million on long-haul flights.
- £14.8 million on short-haul flights.

Figure 1.1 Challenge members' flight expenditure



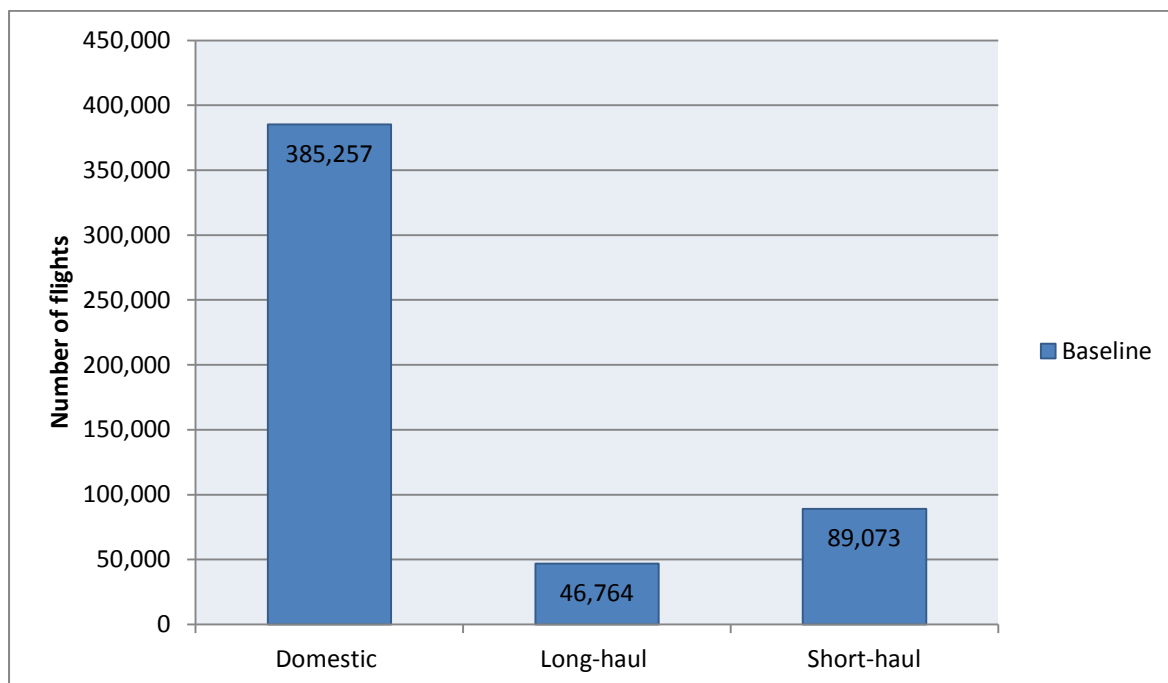
³ Domestic flights are between UK airports, short-haul international flights are typically to Europe (up to 3,700km distance), and long-haul international flights are typically to non-European destinations (or all other international flights over 3,700km distance). Guidelines to Defra/DECC's Greenhouse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

- Participants reported a total of 521,000 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:

- 385,000 domestic flights.
- 47,000 long-haul flights.
- 89,000 short-haul flights.

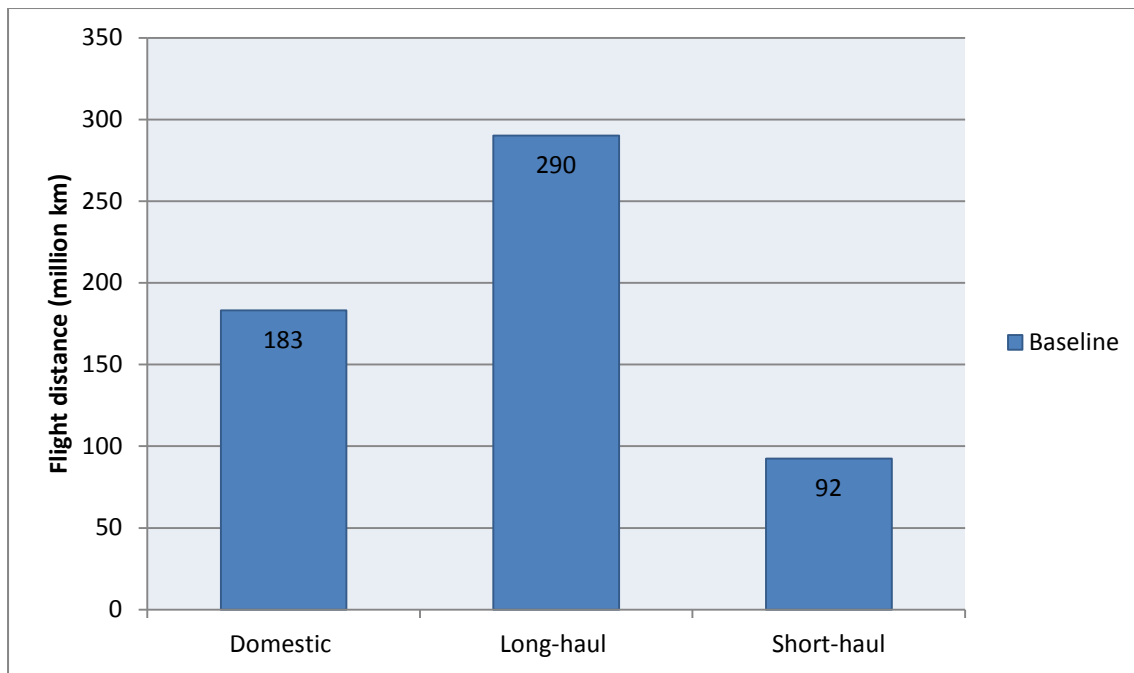
Figure 1.2 Number of flights by Challenge members



Members reported a total flying distance of 566 million km in the baseline year. Figure 1.3 shows this may be split into the following distances by flight type:

- 183 million km on domestic flights.
- 290 million km on long-haul flights.
- 92 million km on short-haul flights.

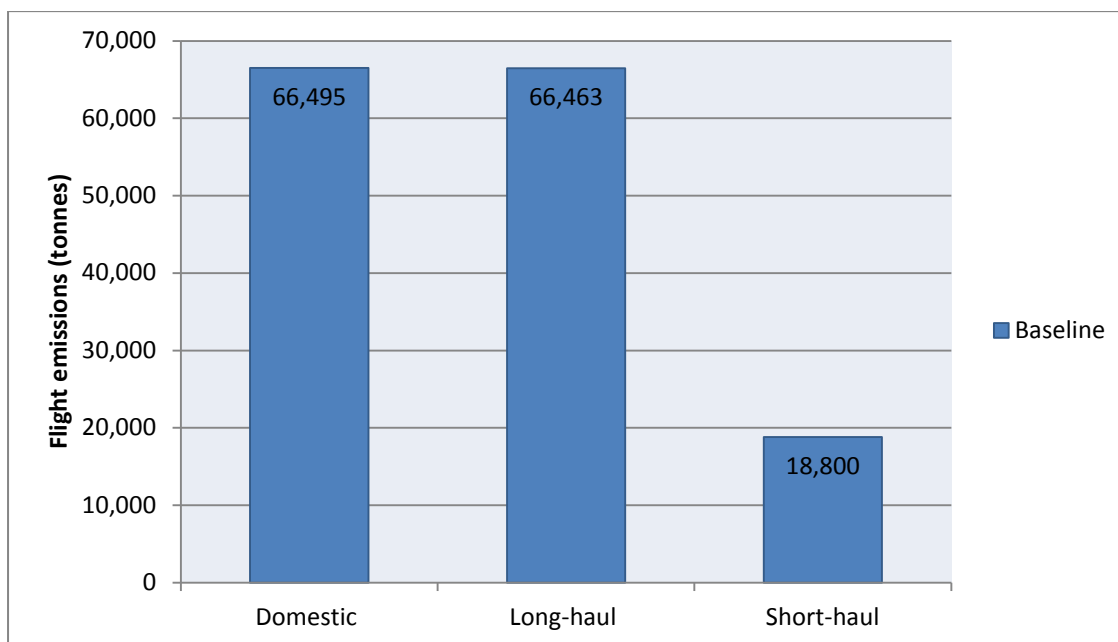
Figure 1.3 Flight distance by Challenge members (million km)



Based on the Challenger Control Metric, the members generated 152,000 tonnes of CO₂ in the baseline year. Figure 1.4 shows, this may be split into the following figures by flight type:

- 66,000 tonnes for domestic flights.
- 66,000 tonnes for long-haul flights.
- 19,000 tonnes for short-haul flights.

Figure 1.4 Challenge members flight emissions by Challenge Control Metric (tonnes)



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.

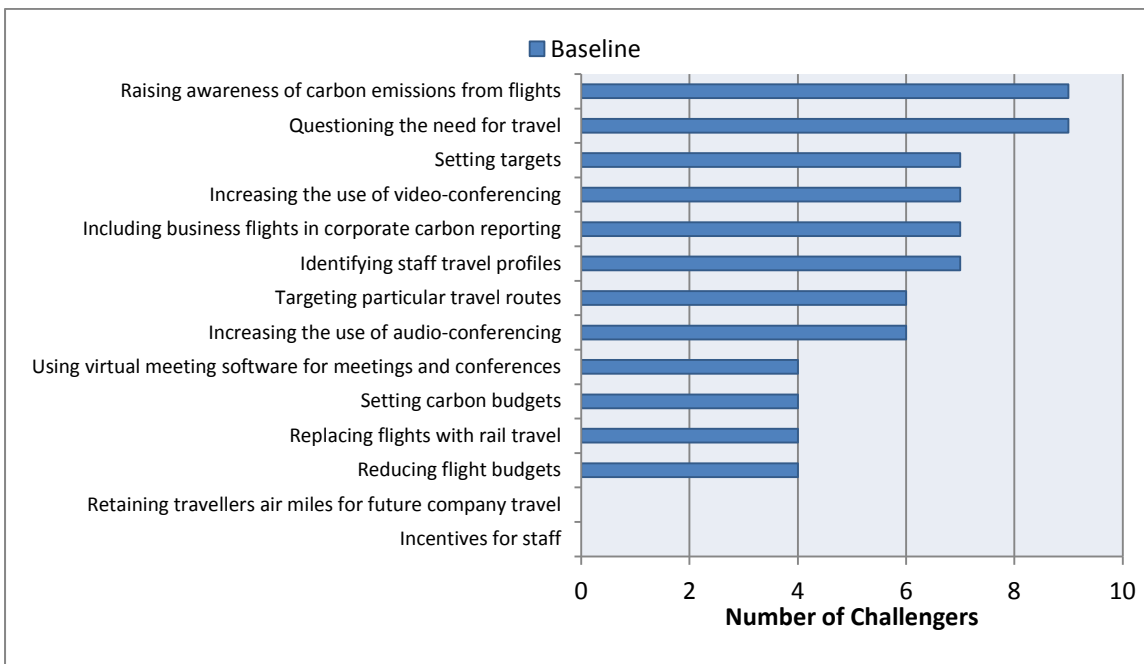
Achieving the Challenge

Challenge members expected to implement a number of measures to reduce their business flights. Figure 1.5 shows the measures that the Challenge members considered would help “a great deal” in reducing their dependence on business flights. These are the measures that the members planned to implement first.

The most common measures were: “raising awareness of carbon emissions from flights” and “questioning the need to travel”. Other common measures included “setting targets”, increasing the use of video-conferencing”, “including business flights in corporate carbon reporting” and “identifying staff travel profiles”.

No organisations considered “incentives for staff” or “retaining traveller’s air miles for future company travel” as a priority measure.

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

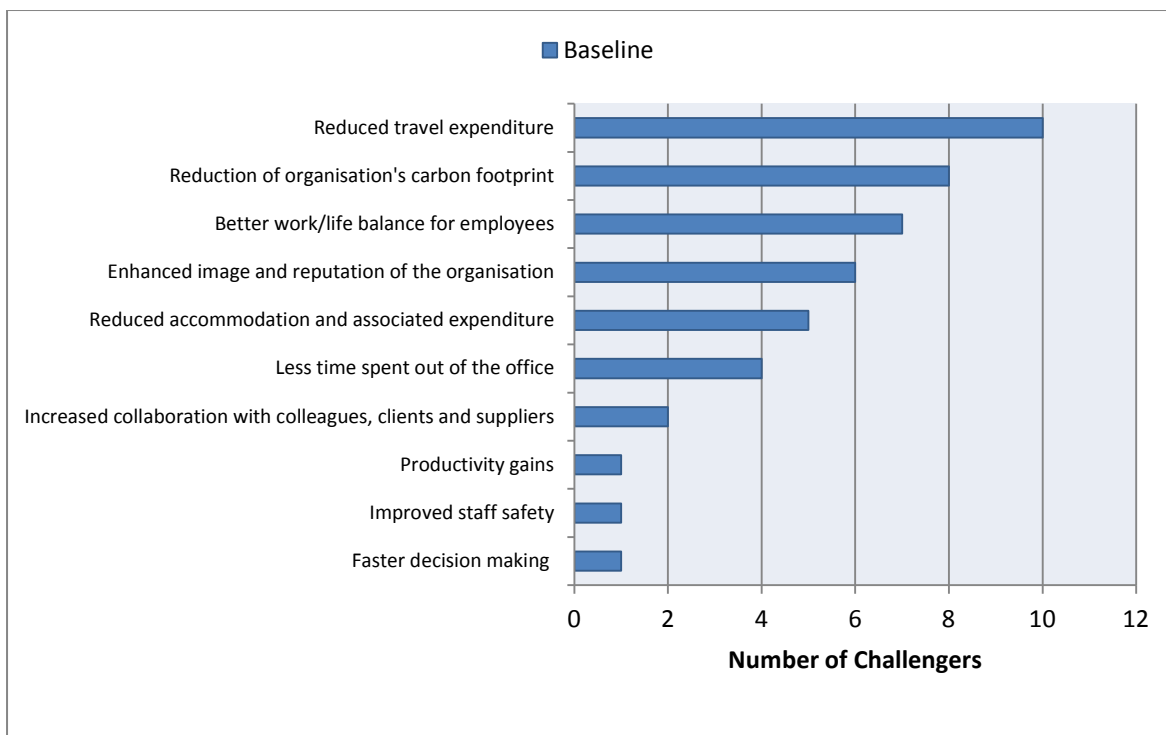


Benefits of the Challenge

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”, “reduction of [their] organisation’s carbon footprint”. A “better work-life balance for employees” and “enhanced image and reputation of the organisation” were also considered important.

Figure 1.6 Benefits expected by the Challenge members



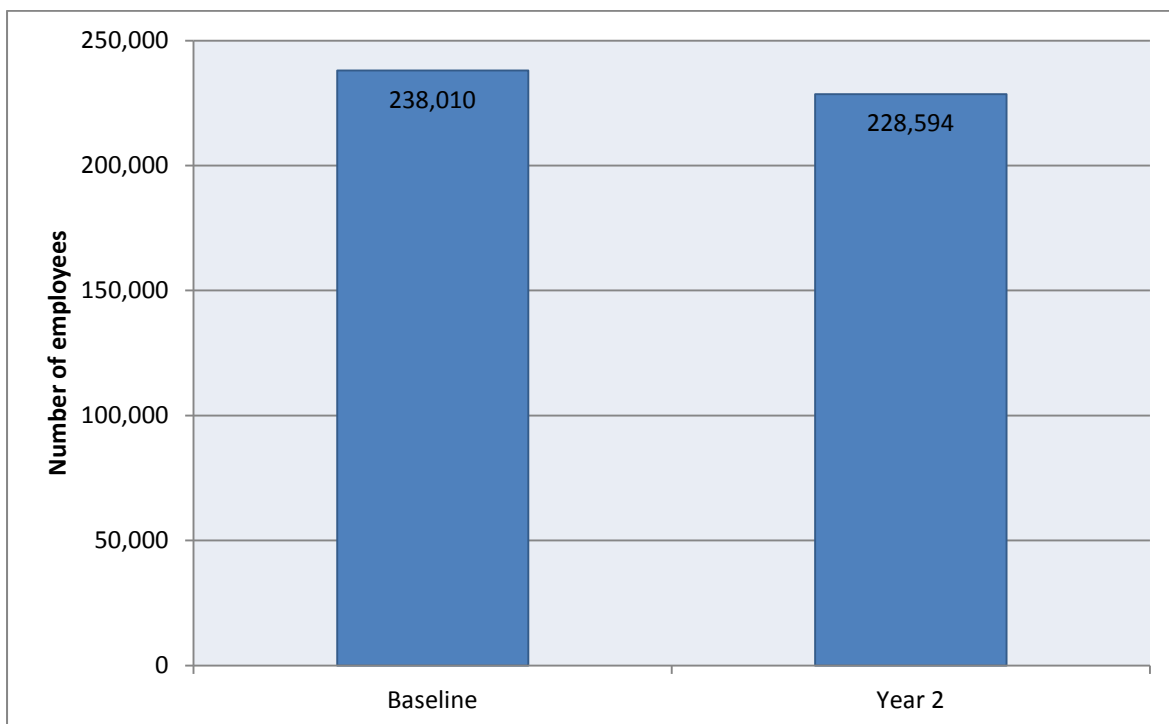
Section 2: Year 2 Performance review

As of November 2013, 10 members have had their baseline and year 2 annual survey audited and approved by JMP Consultants Ltd. This section provides an overview of the collective performance of these 10 organisations.

EMPLOYEES PARTICIPATING IN THE CHALLENGE

The 10 organisations employed 238,000 people in the baseline year. Figure 2.1 below shows the number of staff participating in the Challenge among these 10 members has decreased slightly (by 4%) between the baseline and year 2 due to staff changes.

Figure 2.1 Number of employees participating in the Challenge



FLIGHT INFORMATION

Flight expenditure

The 10 organisations spent £85 million on flights in their baseline year. After a year of participating in the Challenge they had reduced expenditure by £14 million, a cut of 16%. This is shown in Figure 2.2.

Figure 2.2 Flight expenditure of 10 members in the baseline and year 2

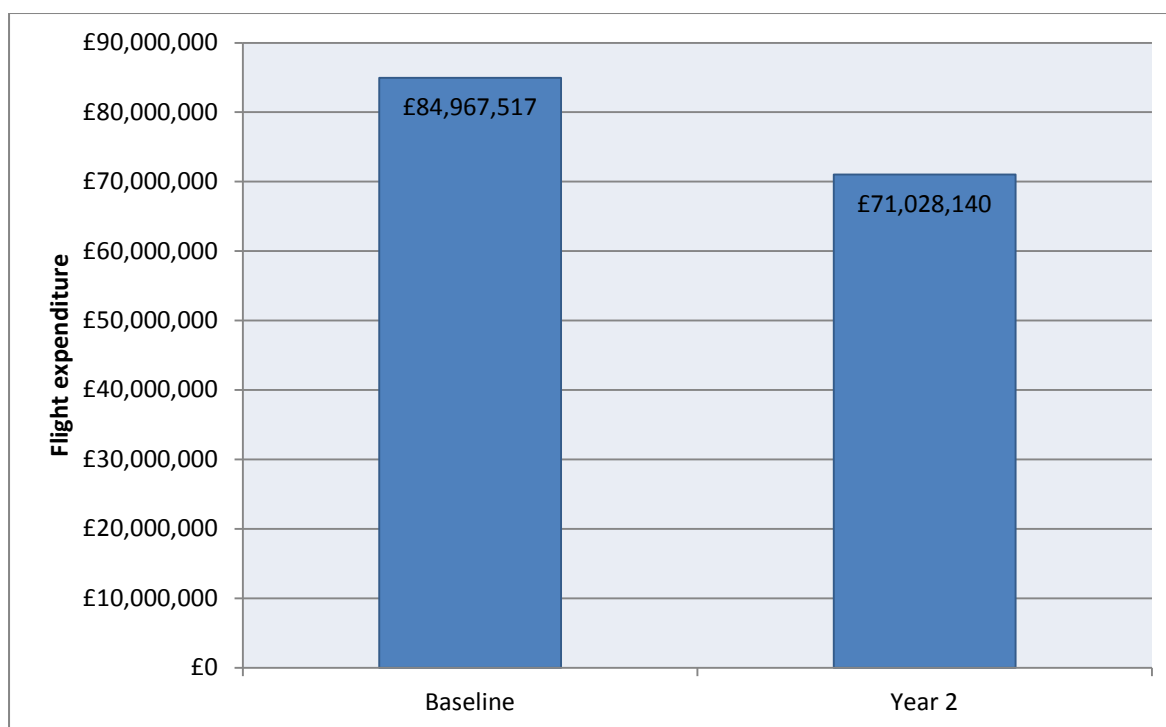
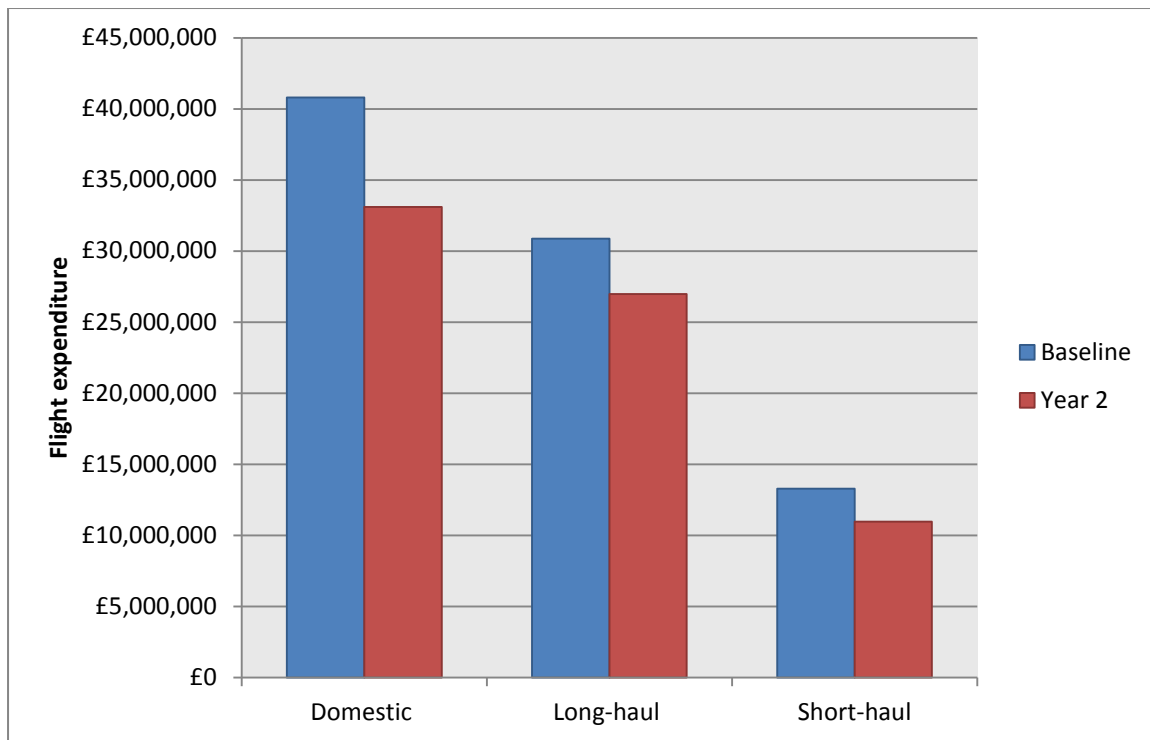


Table 2.1 and Figure 2.3 shows how the organisations' expenditure on flights fell between the baseline year and year 2, by flight type. Domestic flights made up the largest part of expenditure, and spending on these flights fell the most (by 19%).

Table 2.1 Flight expenditure by flight type

	Baseline year	Year 2	Percentage change
Domestic	£40,804,372	£33,092,641	-19%
Long-haul	£30,882,394	£26,967,718	-13%
Short-haul	£13,280,751	£10,967,781	-17%
Total	£84,967,517	£71,028,140	-16%

Figure 2.3 Flight expenditure among members by flight type



Number of flights

The 10 organisations reported a total of 482,000 flights in the baseline year. Year 2 data shows a decrease in flights of 102,000 (21%) to 380,000 flights. This is shown in Figure 2.4 below.

Figure 2.4 Flights taken by 10 members in the baseline year and year 2

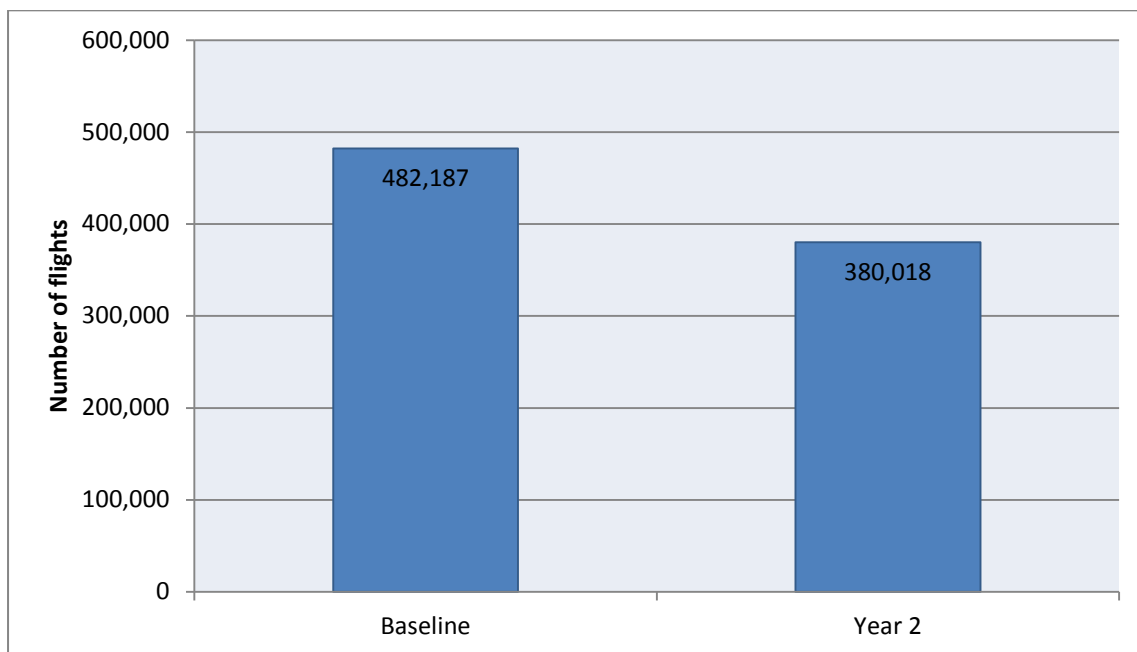
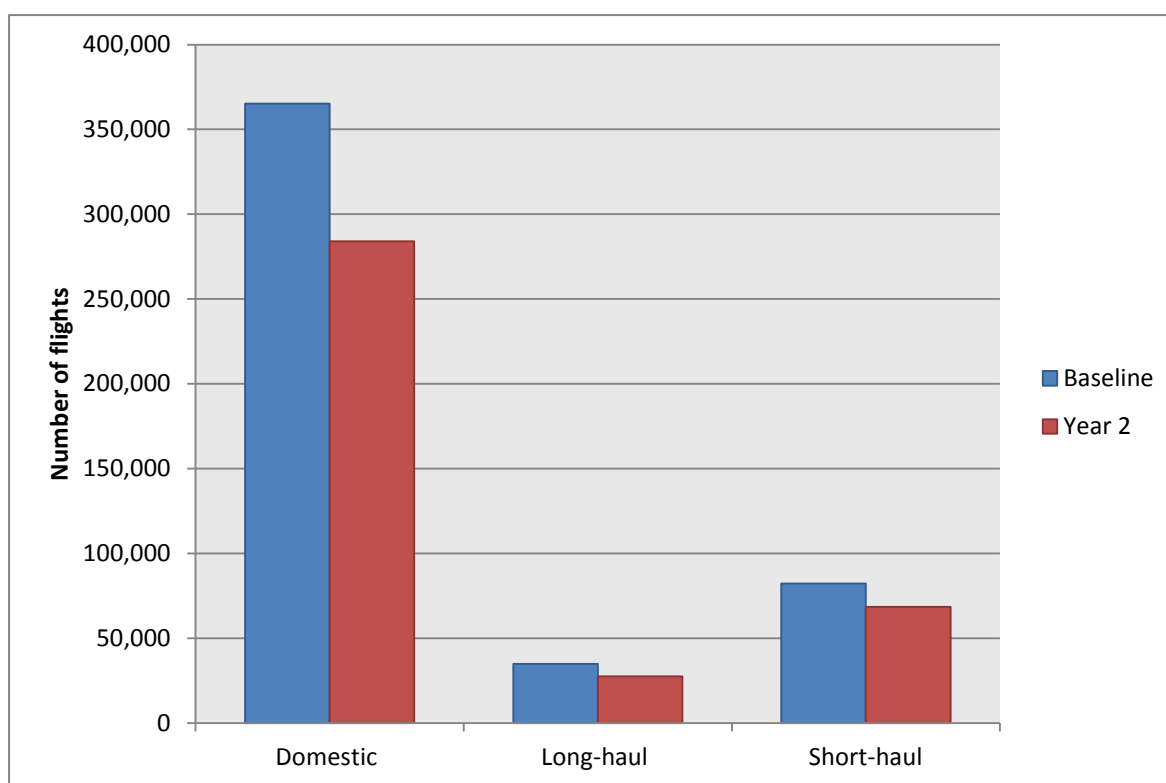


Table 2.2 and Figure 2.5 show how the 10 organisations reduced the number of flights they took, between the baseline and year 2, by flight type. Members took more domestic flights than any other type of flight, and have cut these more in terms of numbers. However, they have cut long-haul flights by a higher percentage. In total, the 10 members cut their flights by more than the 20% needed to achieve the Challenge in a single year.

Table 2.2 Number of flights by flight type

	Baseline year	Year 2	Percentage change
Domestic	365,100	283,951	-22%
Long-haul	34,784	27,527	-21%
Short-haul	82,303	68,540	-17%
Total	482,187	380,018	-21%

Figure 2.5 Members' flight numbers by flight type



Flight distance

The 10 organisations flew 492 million km in the baseline year. In year 2 they had reduced this distance by 40 million km to 452 million km. This is shown in Figure 2.6 below.

Figure 2.6 Distance flown by 10 members in the baseline year and year 2 (million km)

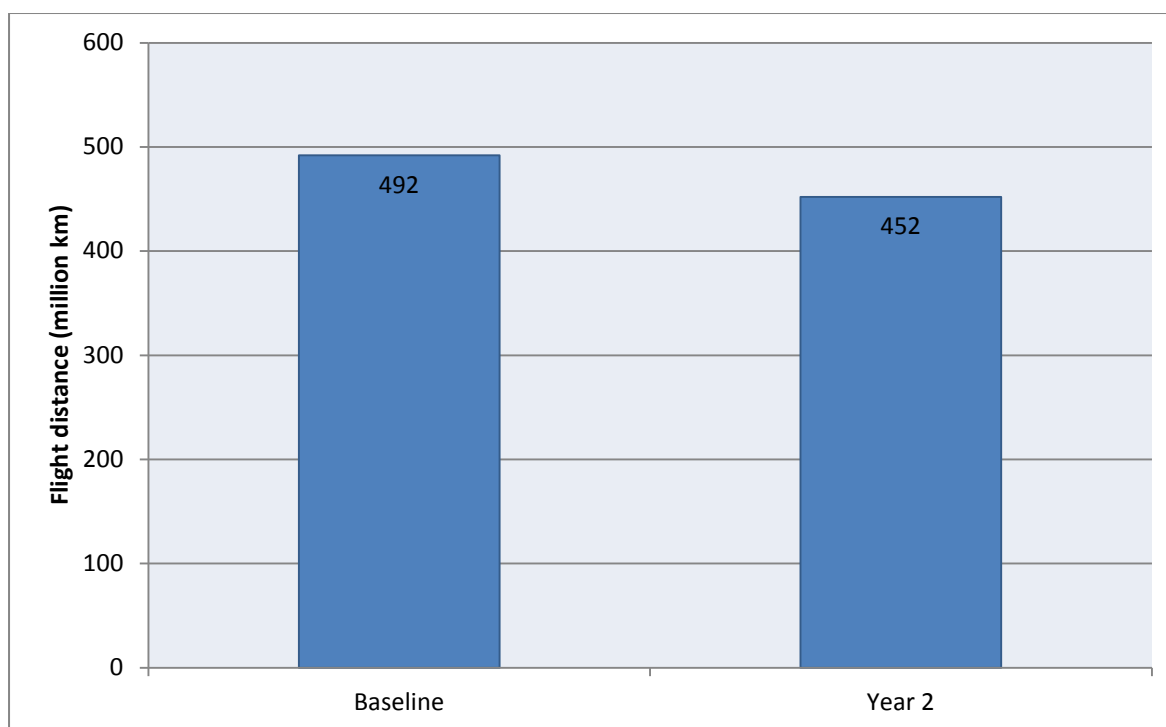
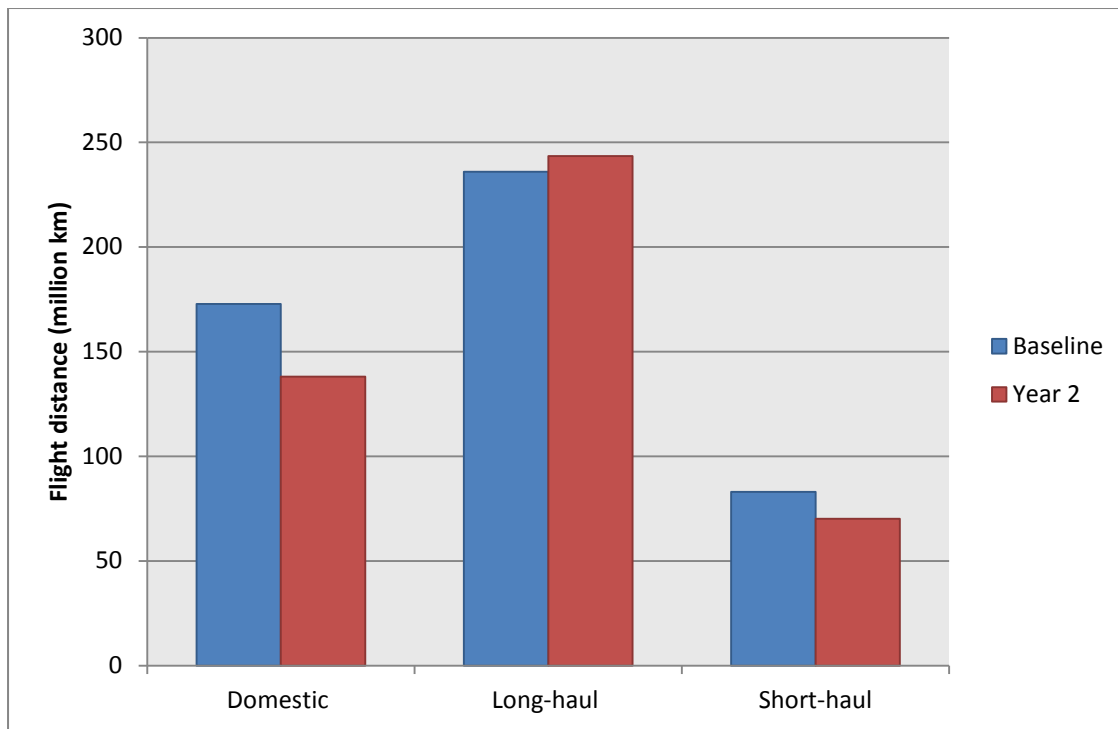


Table 2.3 and Figure 2.7 provide a breakdown of the reductions the members made in flight distances between the baseline and year 2, by flight type. They show that members have reduced domestic and short-haul distances, while long-haul distances increased slightly.

Table 2.3 Flight distance by flight type (km)

	Baseline year	Year 2	Percentage change
Domestic	172,879,720	138,153,002	-20%
Long-haul	236,011,885	243,524,726	+3%
Short-haul	82,990,755	70,195,801	-15%
Total	491,882,360	451,873,529	-8%

Figure 2.7 Flight distance by flight type (million km)



Flight emissions

The 10 organisations reported a cut in emissions from flying of 13,492 tonnes of CO₂ between the baseline and year 2. That's a 10% reduction – from 133,718 tonnes to 120,226 tonnes.

Figure 2.8 Flight emissions of 10 members in baseline compared to year 2 (tonnes of CO₂)

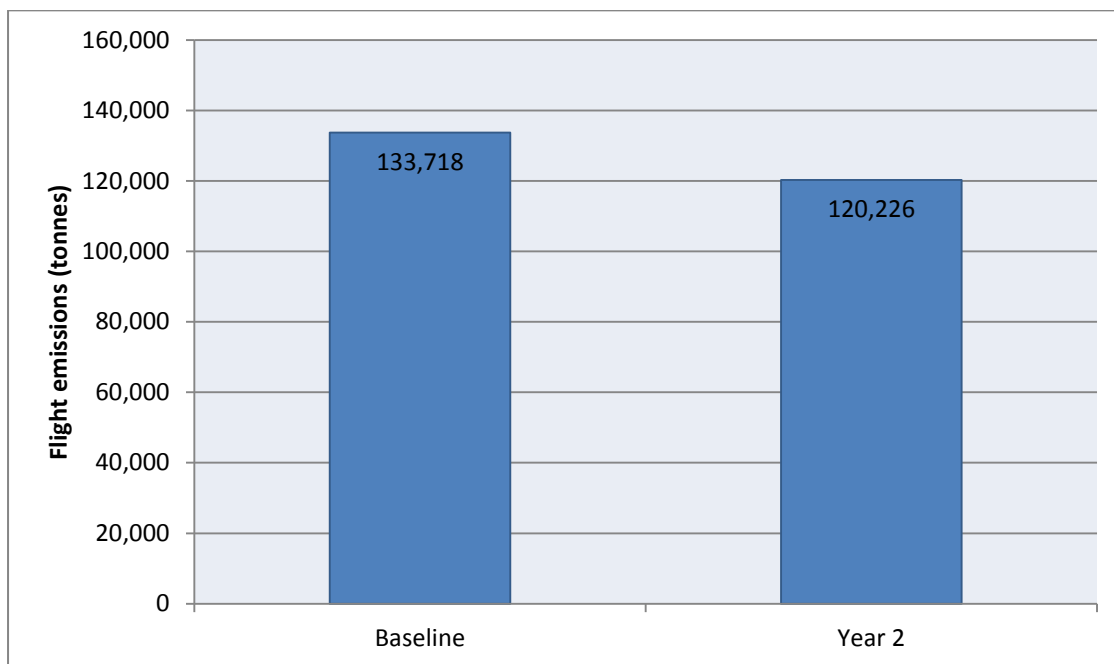
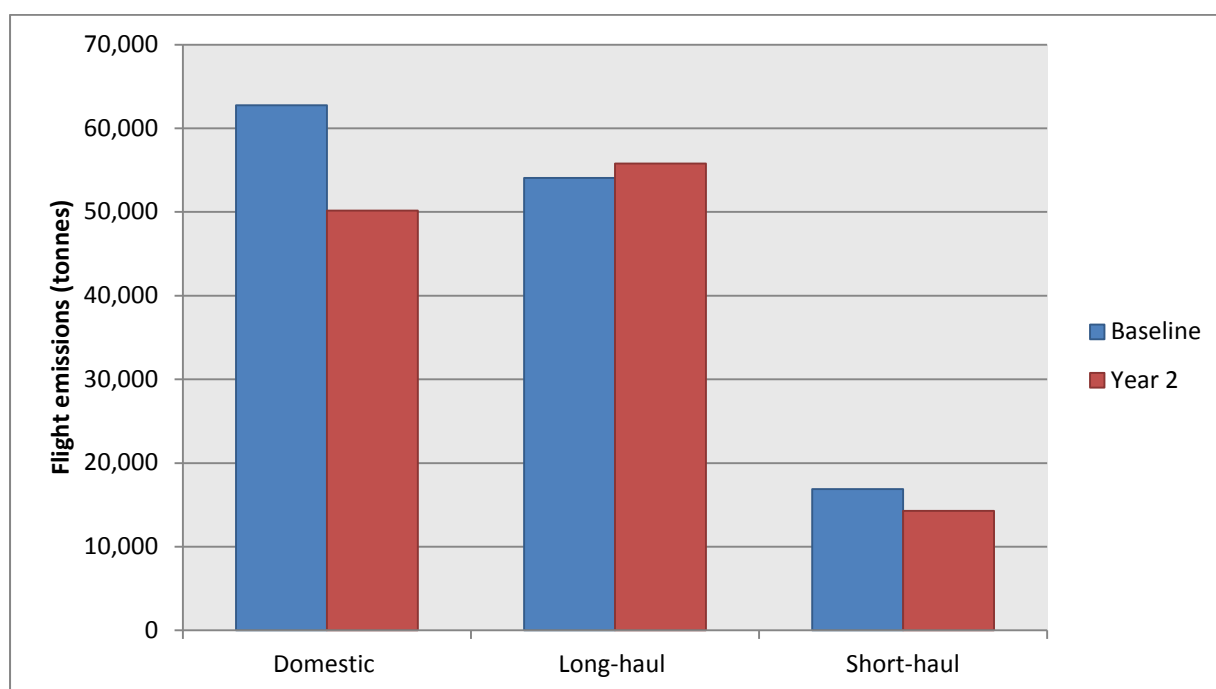


Table 2.4 and Figure 2.9 provide a breakdown of the cuts in flights emissions achieved by the 10 organisations between the baseline and year 2, by flight type. Both domestic and short-haul emissions were substantially reduced, whereas long-haul emissions increased slightly.

Table 2.4 Flight emissions by flight type (tonnes of CO₂)

	Baseline year	Year 2	Percentage change
Domestic	62,763	50,156	-20%
Long-haul	54,059	55,780	+3%
Short-haul	16,895	14,290	-15%
Total	133,718	120,226	-10%

Figure 2.9 Flight emissions by flight type of 10 members (tonnes of CO₂)



Summary

The 10 organisations saved £14 million in avoided flights in the first year of the Challenge. They cut their number of flights by 21%, with the greatest reduction being on domestic flight routes. They reduced the total distance flown by 40 million km (8%), and their carbon emissions from flying by 13,000 tonnes (10%).⁴

⁴ The reductions reported here are slightly lower than the reductions reported in the second annual report, as one participant experienced an increase in flight numbers in Year 2 to reflect an initial increase in staff numbers.

THE STRATEGY AND ACHIEVEMENTS OF THE CHALLENGE MEMBERS

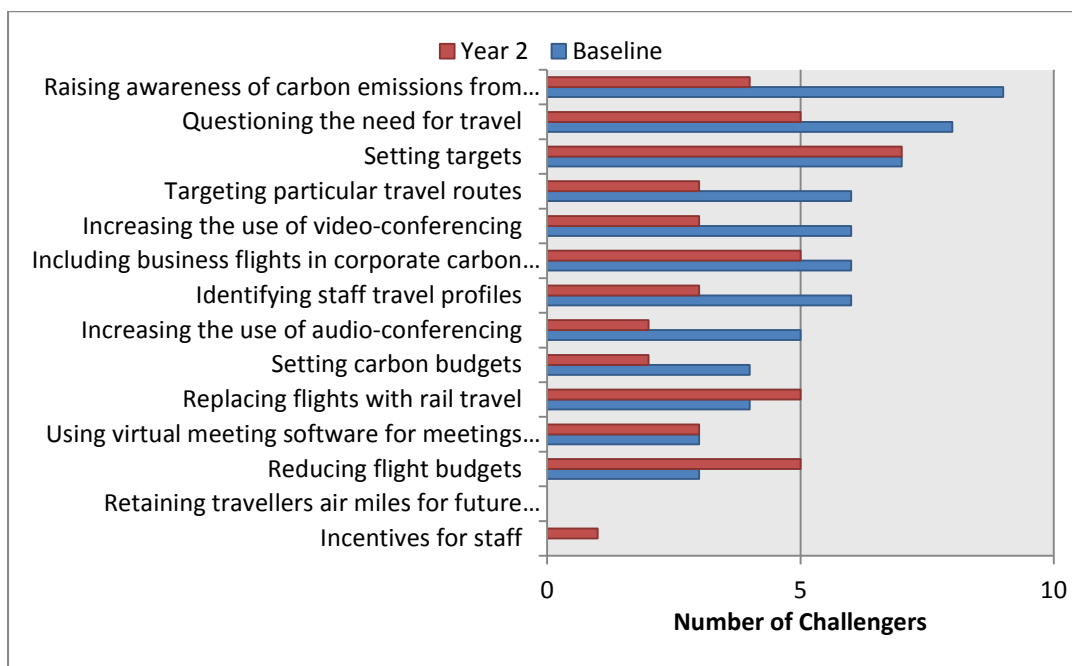
We asked the 10 organisations to provide information on the measures they’d introduced to reduce their use of business flights. This section describes these measures, and the benefit that the 10 have experienced from flying less on business.

Meeting the Challenge

The 10 Challengers planned to take a number of approaches to reducing 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. The chart shows the most common measures reported in the baseline were “raising awareness of carbon emissions” and “questioning the need for travel”.

In Year 2, the chart shows the most common measures actually taken were “setting targets”, “questioning the need for travel”, “including flights in corporate carbon reporting” and “reducing flight budgets”. Companies have done far less to raise awareness of carbon emissions from flights than they expected to. They have also used reductions in flight budgets and replaced flights with rail travel more than they expected to in order to meet the Challenge.

Figure 2.10 Expected versus actual measures taken to achieve the Challenge



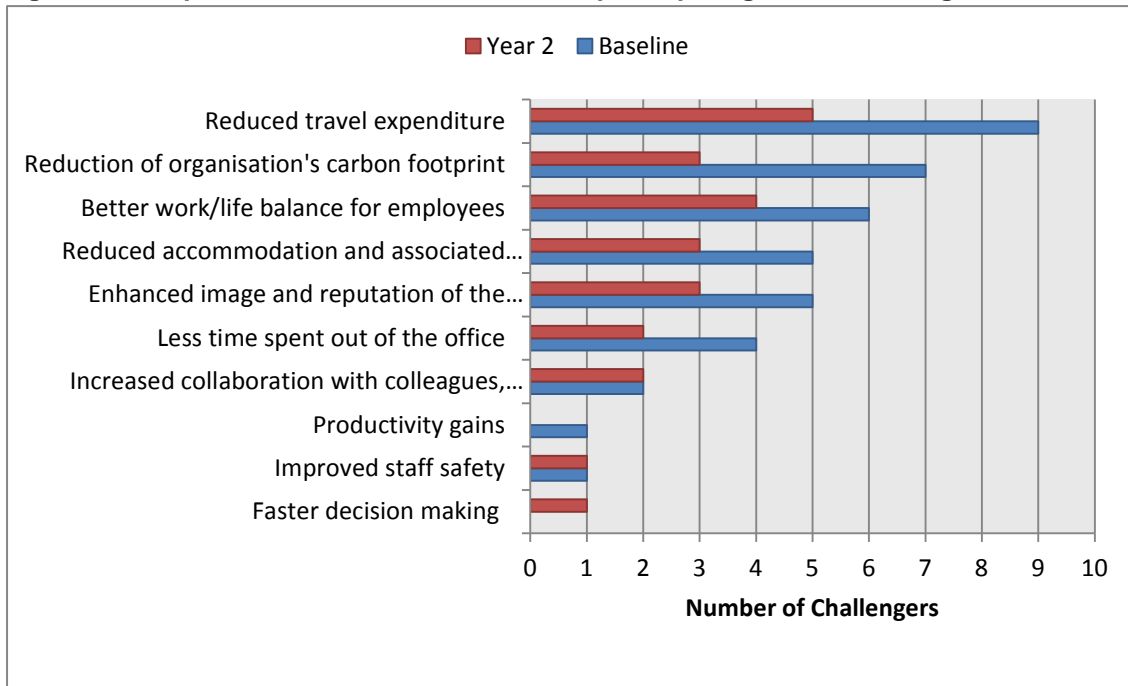
Benefits of the Challenge

The 10 Challengers were asked in the baseline to explain what business benefits they were expecting from flying less.

The most common expected benefit was “reduced travel expenditure”. Other common expected benefits included “reduction of the organisation’s carbon footprint”, “better work-life balance for employees”, “Reduced accommodation and associated expenditure” and “enhanced image and reputation of the organisation”.

In year 2 challengers were asked if these benefits had been realised. Figure 2.11 shows the Challenger’s responses. As predicted, the most common benefit experienced remained “reduced travel expenditure” and the realised benefits generally mirrored the benefits that Challengers expected. One Challenger realised the benefit of “faster decision making” which had not been predicted in the baseline. Productivity gains were predicted by one challenger, but not reported in year 2.

Figure 2.11 Expected versus actual benefits of participating in the Challenge



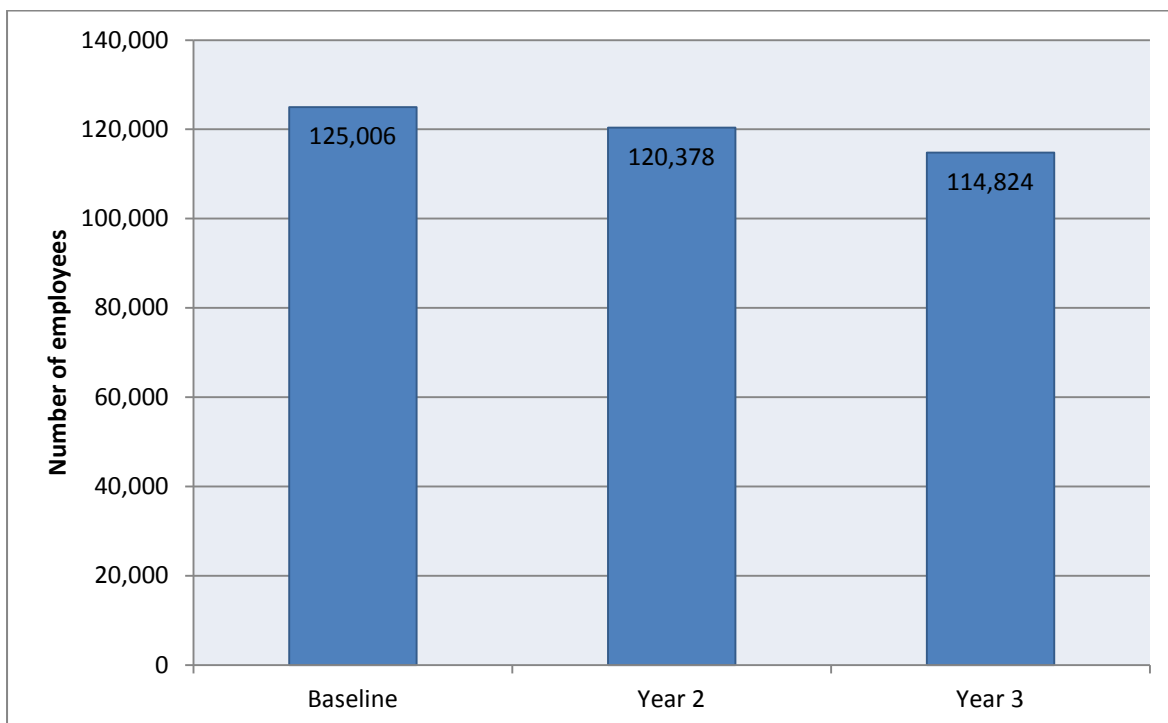
Section 3: Year 3 Performance review

As of November 2013, seven members have had their baseline, year 2 and year 3 annual surveys audited and approved by JMP Consultants Ltd. This section provides an overview of the collective performance of these seven organisations. (This compares to only five members who submitted sufficient audited data to be included in year 3 reporting in the 2nd Annual Report, published by WWF in 2012.)

EMPLOYEES PARTICIPATING IN THE CHALLENGE

The seven organisations employed 125,000 people in the baseline year. Figure 3.1 below shows the number of staff participating in the Challenge among these seven members has decreased by 8% between the baseline and year 3 due to staff changes.

Figure 3.1 Number of employees participating in the Challenge



FLIGHT INFORMATION

Flight expenditure

The seven organisations spent £44 million on flights in their baseline year. After two years of participating in the Challenge they had reduced expenditure by £15 million, a cut of 35%. This is shown in Figure 3.2.

Figure 3.2 Flight expenditure of seven members between the baseline year and year 3

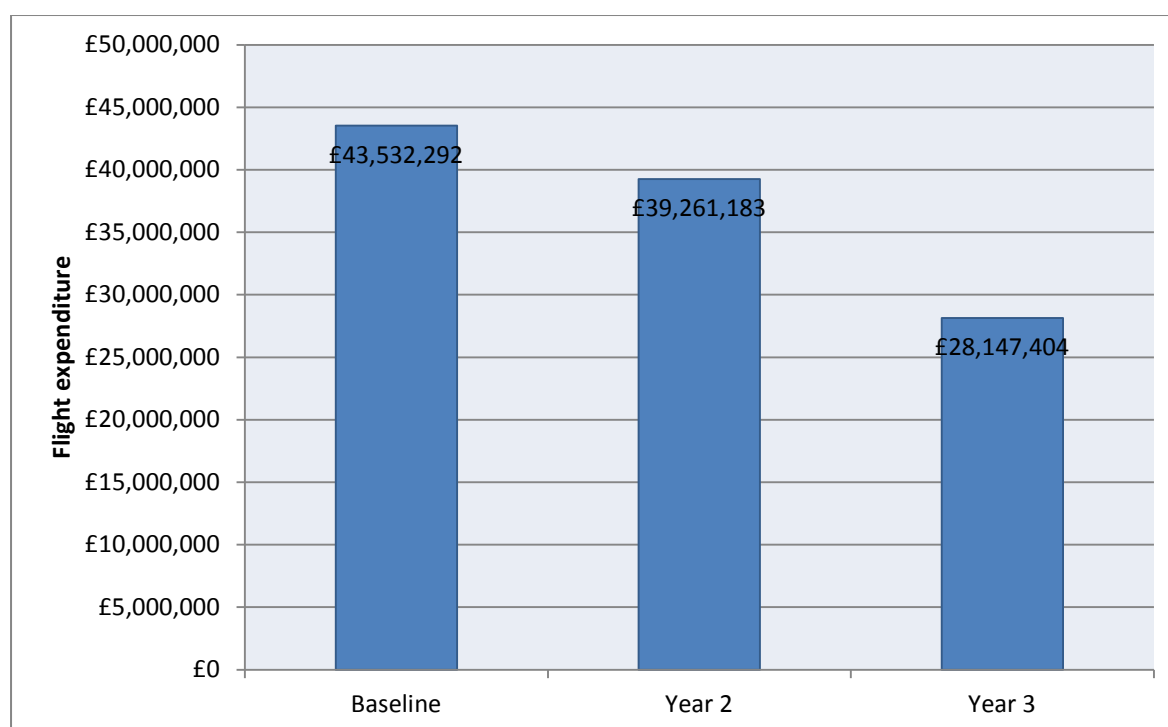
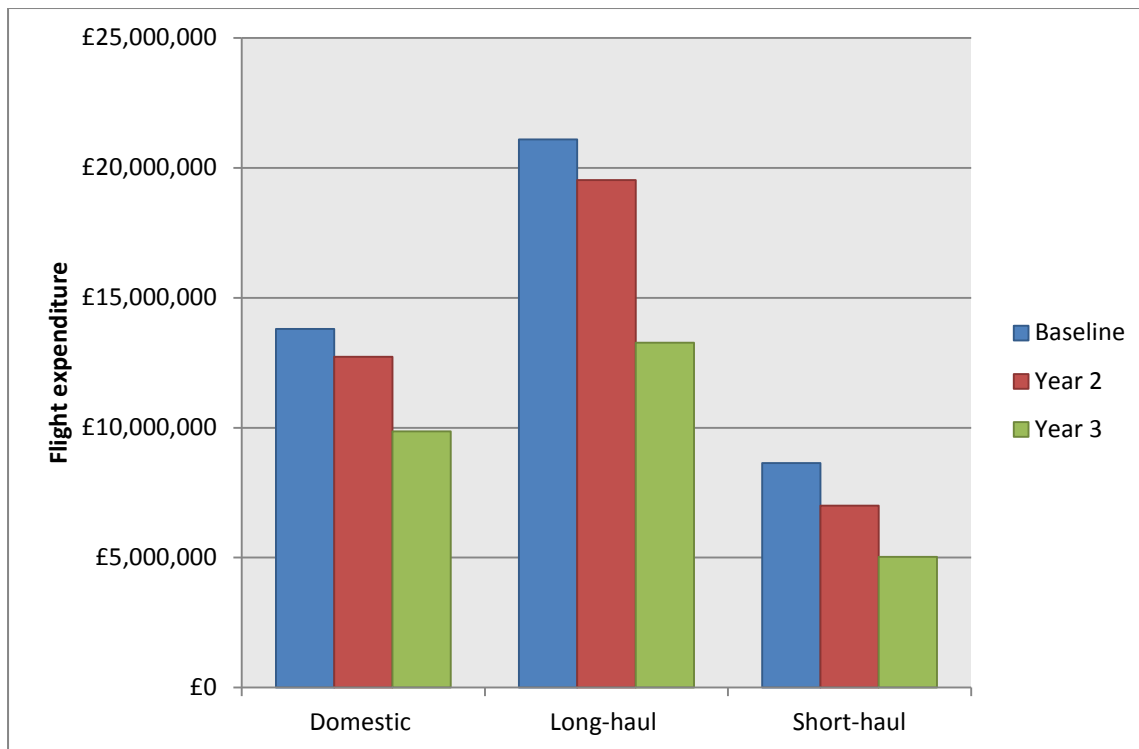


Table 3.1 and Figure 3.3 show how the organisations' expenditure on flights fell between the baseline year and year 3, by flight type. Expenditure on long-haul flights has fallen the most in absolute terms, but short-haul expenditure has fallen more in percentage terms.

Table 3.1 Flight expenditure by flight type

	Baseline year	Year 2	Year 3	Percentage change
Domestic	£13,796,293	£12,730,372	£9,853,405	- 29%
Long-haul	£21,091,683	£19,531,613	£13,265,399	- 37%
Short-haul	£8,644,316	£6,999,198	£5,028,600	- 42%
Total	£43,532,292	£39,261,183	£28,147,404	- 35%

Figure 3.3 Flight expenditure among members by flight type



Number of flights

The seven organisations reported a total of 172,000 flights in the baseline year. Year 3 data shows a decrease in flights of 62,000 (36%) to 110,000 flights. This is shown in Figure 3.4 below.

Figure 3.4 Flights taken by seven members between the baseline year and year 3

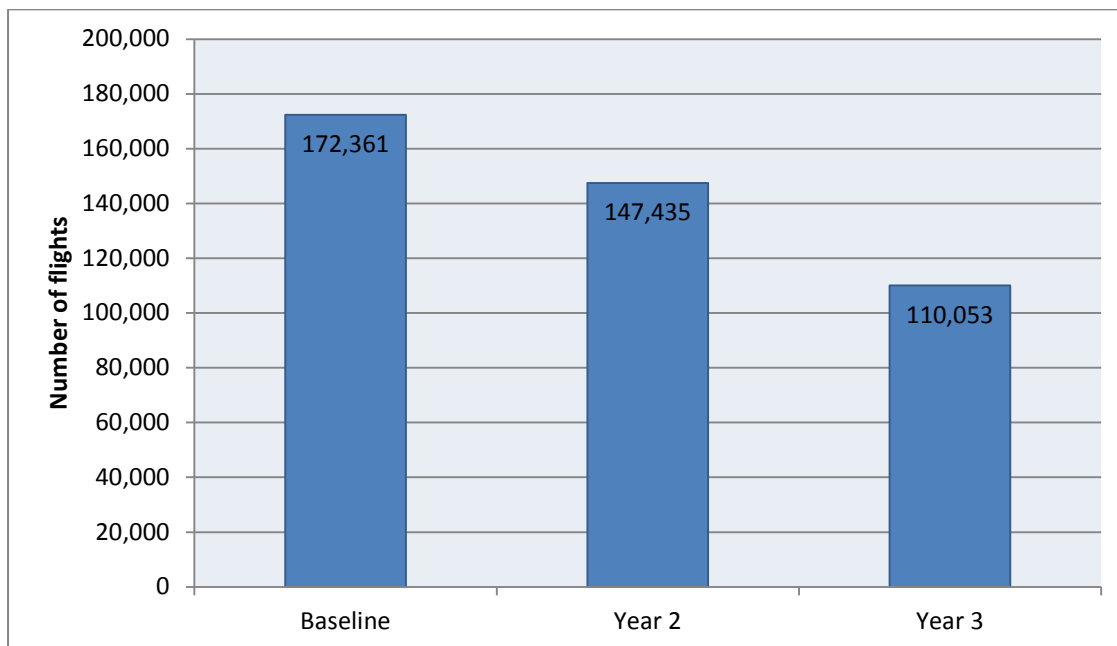
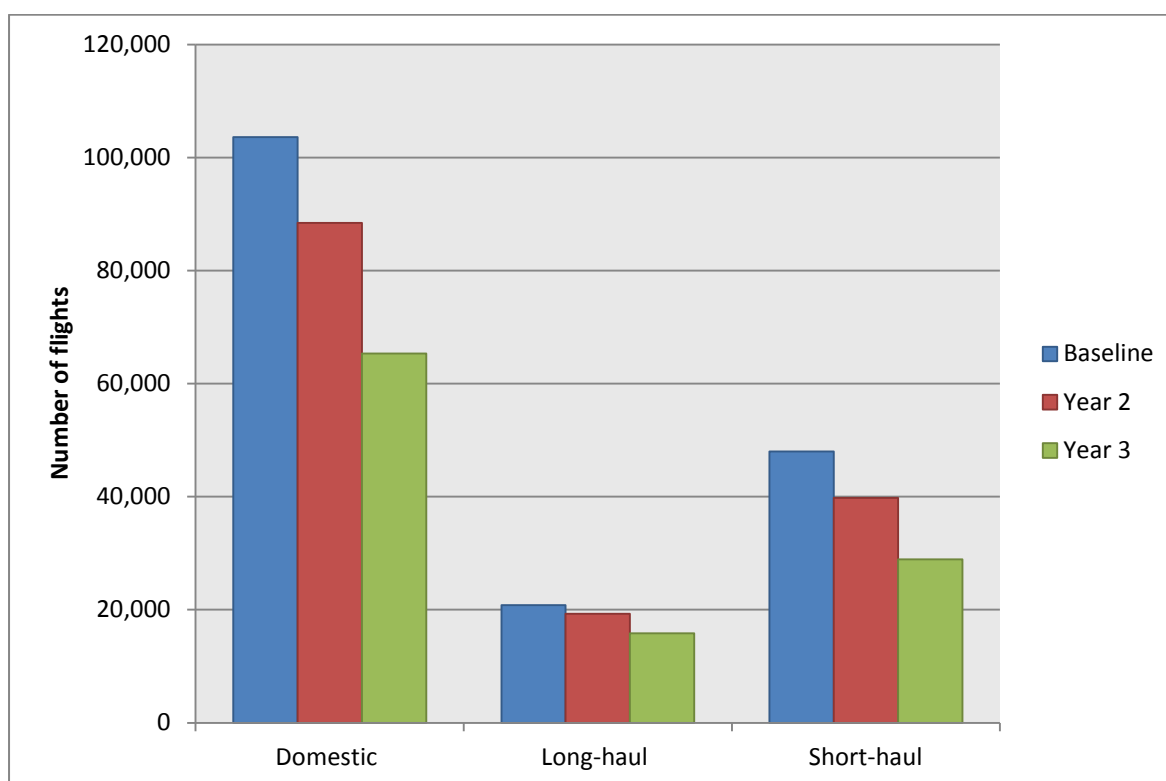


Table 3.2 and Figure 3.5 show how the seven organisations reduced the number of flights they took, between the baseline and year 3, by flight type. In absolute terms, members are still significantly cutting the number of domestic flights more than any other type, but second-year results also show significant reductions in both short and long-haul flights in percentage terms.

Table 3.2 Number of flights by flight type

	Baseline year	Year 2	Year 3	Percentage change
Domestic	103,582	88,409	65,354	-37%
Long-haul	20,793	19,262	15,810	-24%
Short-haul	47,986	39,764	28,889	-40%
Total	172,361	147,435	110,053	-36%

Figure 3.5 Members' flight numbers by flight type



Flight distance

The seven organisations flew 286 million km in the baseline year. In year 3 they had reduced this distance by 82 million km to 204 million km. This is shown in Figure 3.6 below.

Figure 3.6 Distance flown by seven members between the baseline year and year 3 (million km)

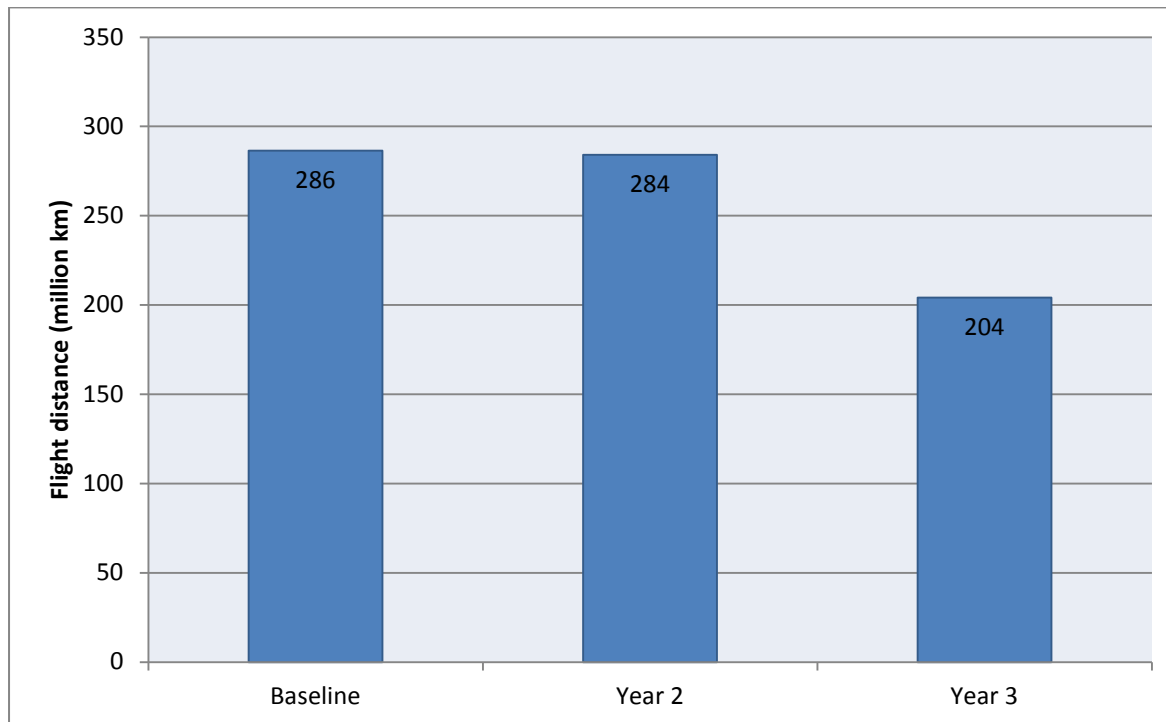
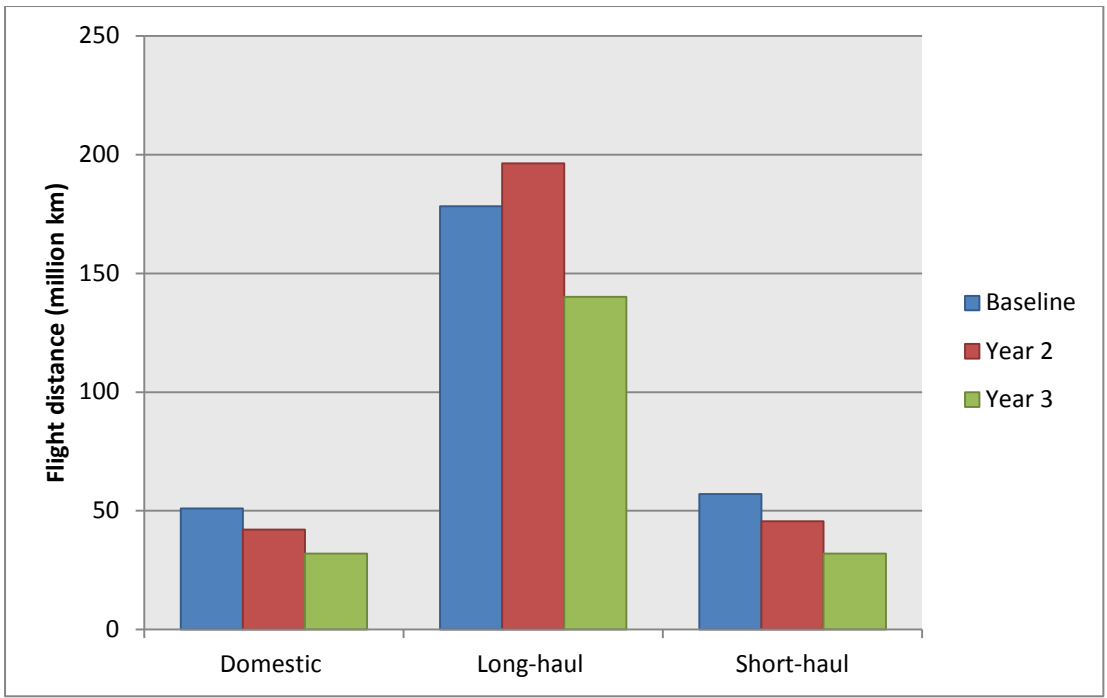


Table 3.3 and Figure 3.7 provide a breakdown of the reductions the members made in flight distances between the baseline and year 3, by flight type. Members have been able to reduce the distance flown from long-haul flights the most, though there is a higher percentage change for short-haul and domestic flights.

Table 3.3 Flight distance by flight type (km)

	Baseline year	Year 2	Year 3	Percentage change
Domestic	51,062,190	42,147,634	31,976,745	-37%
Long-haul	178,288,801	196,297,948	140,158,866	-21%
Short-haul	57,108,375	45,621,534	32,060,321	-44%
Total	286,459,366	284,067,116	204,195,932	-29%

Figure 3.7 Flight distance by flight type (million km)



Flight emissions

The seven organisations cut emissions from flying by 21,000 tonnes of CO₂ between the baseline and year 3, based on the Challenge Control Metric. That’s a 29% reduction – from 71,000 tonnes to 50,000 tonnes.

Figure 3.8 Flight emissions of seven members from baseline to year 3 (tonnes of CO₂)

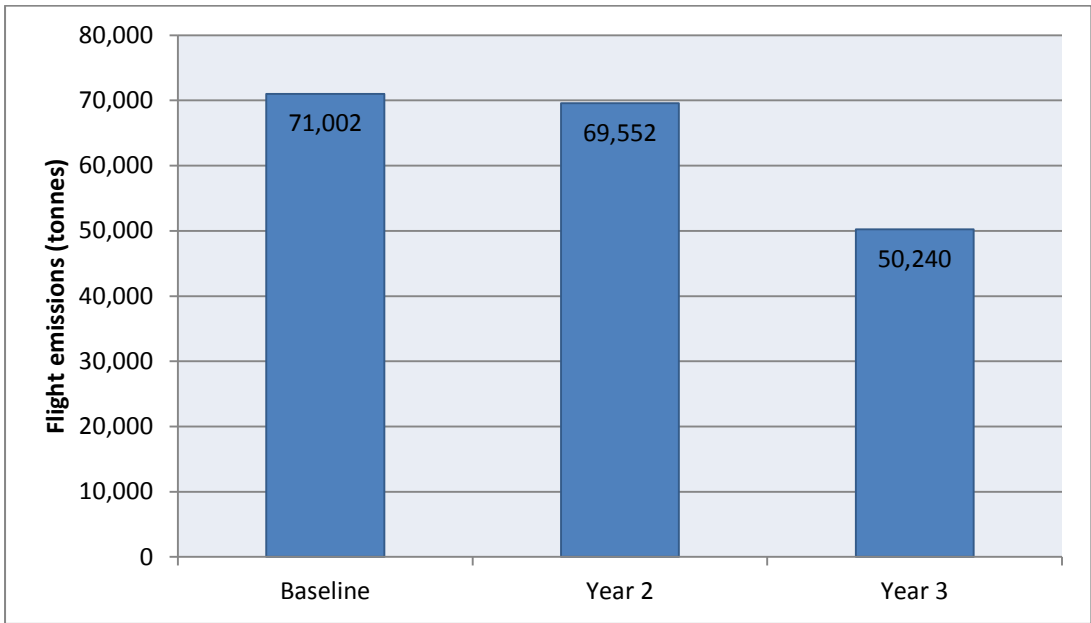
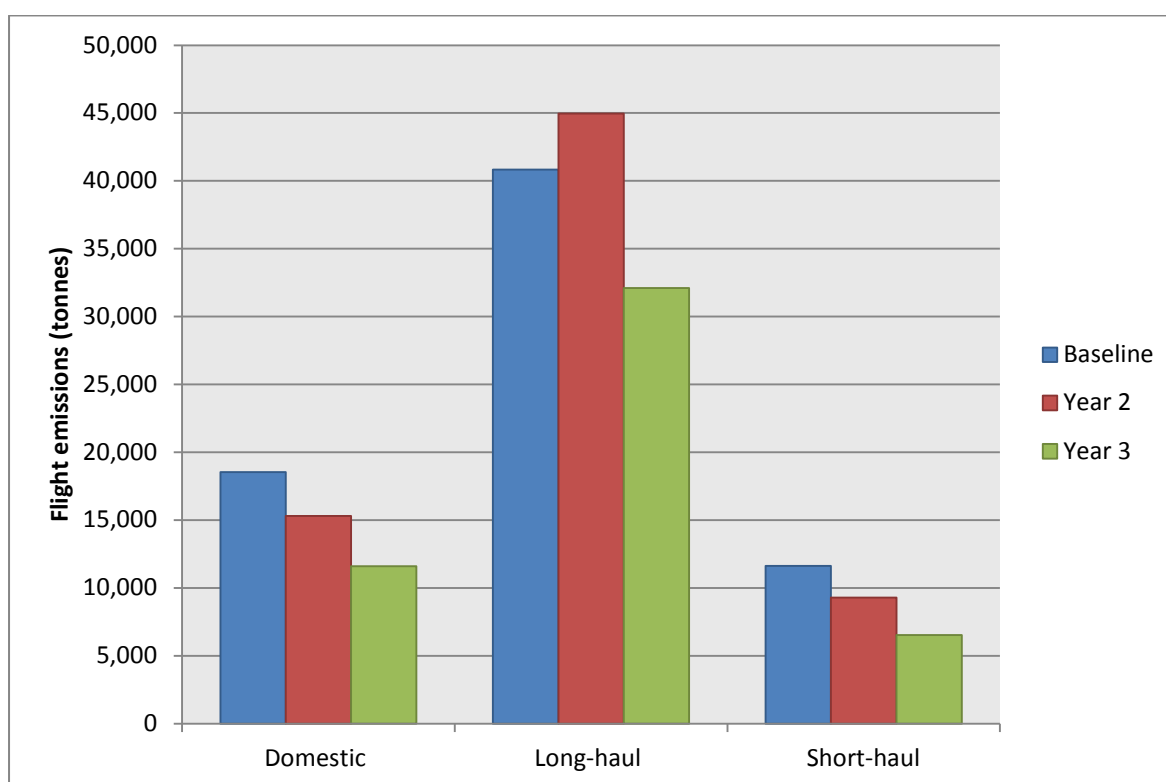


Table 3.4 and Figure 3.9 provide a breakdown of the cuts in flights emissions achieved by the seven organisations between the baseline and year 3, by flight type. Members have saved more carbon from avoided long-haul flights than other types, even though short-haul flights show the highest percentage reduction.

Table 3.4 Flight emissions by flight type (tonnes of CO₂)

	Baseline year	Year 2	Year 3	Percentage change
Domestic	18,538	15,302	11,609	-37%
Long-haul	40,838	44,963	32,104	-21%
Short-haul	11,626	9,288	6,527	-44%
Total	71,002	69,552	50,240	-29%

Figure 3.9 Flight emissions by flight type of seven members (tonnes of CO₂)



Summary

The seven organisations saved £15 million in avoided flights in year 3 of the Challenge. They cut their number of flights by 36%, with the greatest reduction in absolute terms being on domestic flight routes. They reduced the total distance flown by 82 million km (29%), and their carbon emissions from flying by 21,000 tonnes (29%).

CHALLENGER STRATEGY AND ACHIEVEMENTS

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

Achieving the Challenge

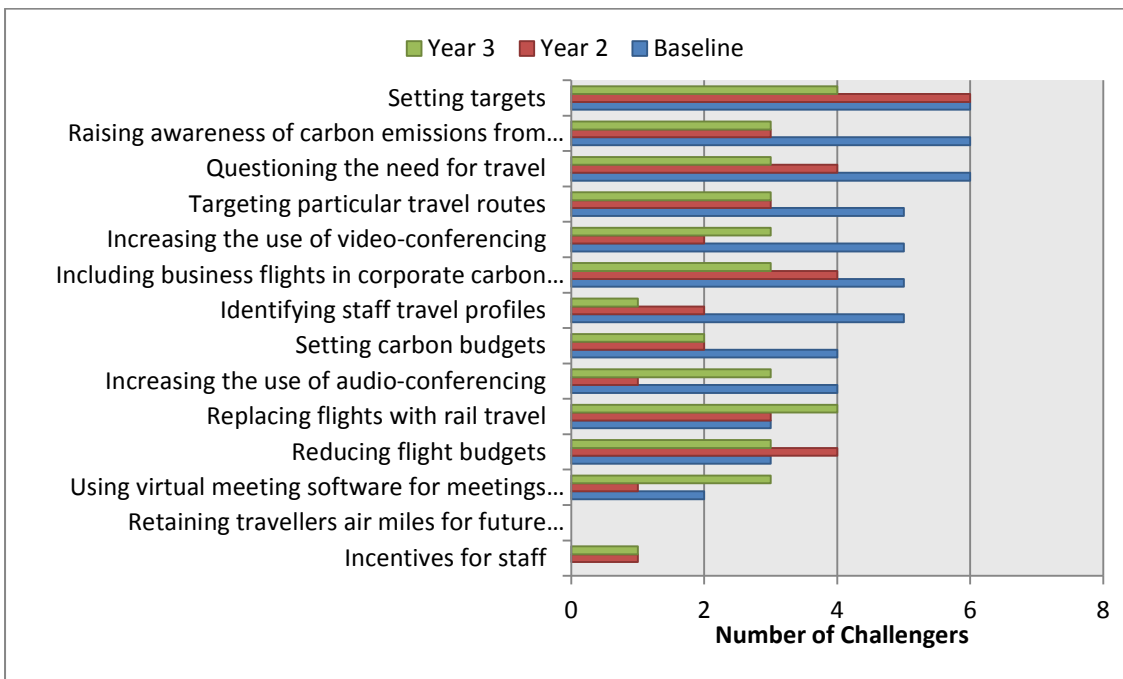
The seven Challengers planned to take a number of different approaches to reducing their dependence on business flying. Figure 3.10 shows the measures that they expected to implement a 'great deal' in order to meet their flight reduction targets each year.

The chart shows that the most common measures expected to be implemented (as reported in the baseline) were "setting targets", "raising awareness of emissions from flights", and "questioning the need for travel".

In year 2, the chart shows the most common measures actually used to be "setting targets", "questioning the need for travel", "including business flights in corporate carbon reporting", and "reducing flight budgets".

In year 3, measures were more evenly spread with the most common measures taken being "setting targets" and "replacing flights with rail travel". "Setting carbon budgets" and "identifying staff travel profiles" were used by far fewer participants in year 3 than in the baseline year. More Challengers than originally expected have replaced flights with rail travel and increased their use of virtual meeting software to hold more virtual meetings in year 3. The use of audio and video conferencing has also increased between year 2 and year 3.

Figure 3.10 Expected versus actual measures taken to achieve the Challenge



Benefits of the Challenge

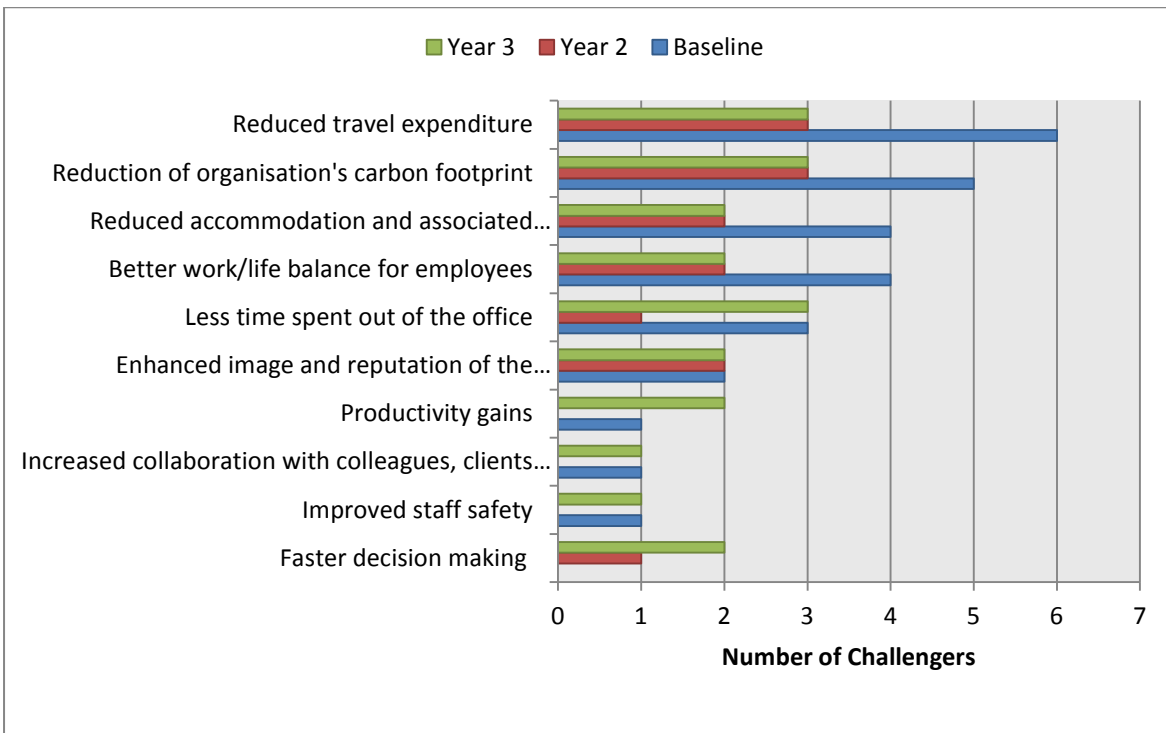
The seven Challengers were asked in the baseline to explain what business benefits they were expecting from flying less.

The most common expected benefit was “reduced travel expenditure” and “reduction of the organisation’s carbon footprint”. Other common expected benefits included “reduced accommodation and associated expenditure” and a “better work-life balance”. Figure 3.11 shows the Challenger’s responses.

In year 2 Challengers were asked if these benefits had been realised. The most common benefits experienced were “reduced travel expenditure” and “reduction of the organisation’s carbon footprint”. “Reduced accommodation and associated expenditure”, “better work-life balance for employees” and “enhanced image and reputation of the organisation” were also noted by several participants. More Challengers, however, benefited from “faster decision making” than they had initially predicted.

In year 3 Challengers were again asked what benefits had been realised. “Reduced travel expenditure”, “reduction of the organisation’s carbon footprint” and “less time spent out of the office” were seen as the greatest benefits in year 3. One further participant reported “faster decision making” as a benefit compared to year 2.

Figure 3.11 Expected versus actual benefits of participating in the Challenge



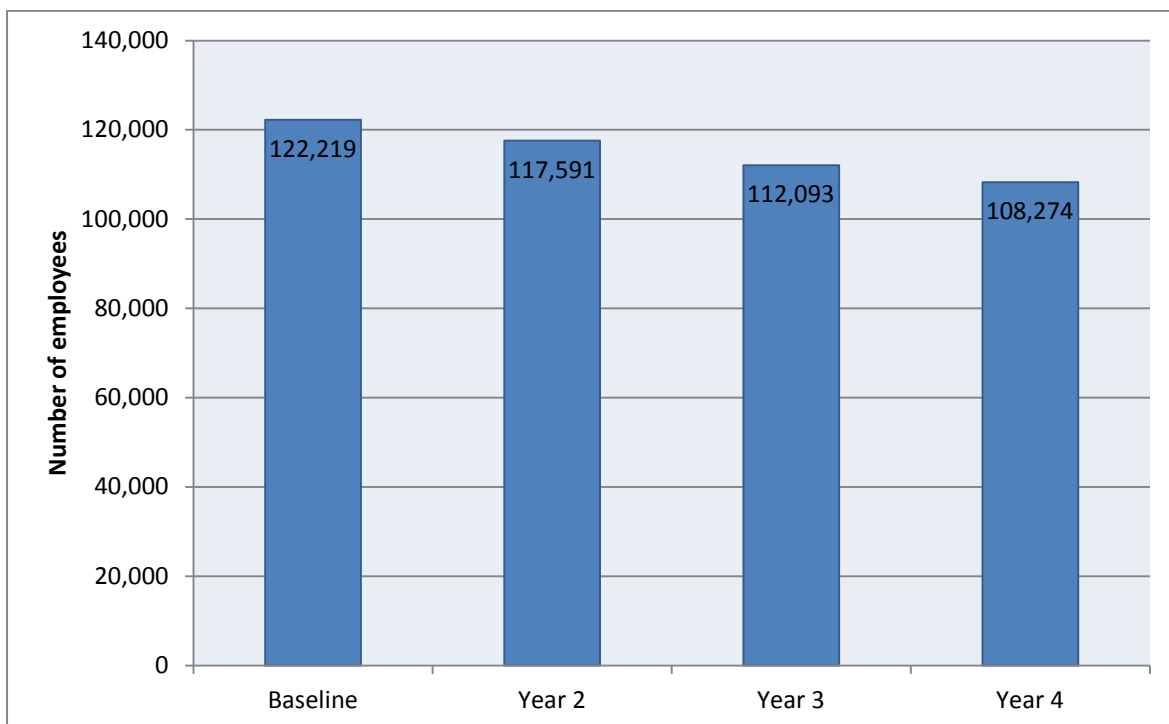
Section 4: Year 4 Performance review

As of November 2013, six members have had their baseline, year 2, year 3 and year 4 annual surveys 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 122,000 people in the baseline year. Figure 4.1 below shows the number of staff participating in the Challenge amongst these six members has decreased by 11% between the baseline and year 4 due to staff changes.

Figure 4.1 Number of employees participating in the Challenge



FLIGHT INFORMATION

Flight expenditure

The six organisations spent £30 million on flights in their baseline year. After three years of participating in the Challenge they had reduced expenditure by £13 million, a cut of 42%. This is shown in Figure 4.2.

Figure 4.2 Flight expenditure of six members between the baseline year and year 4

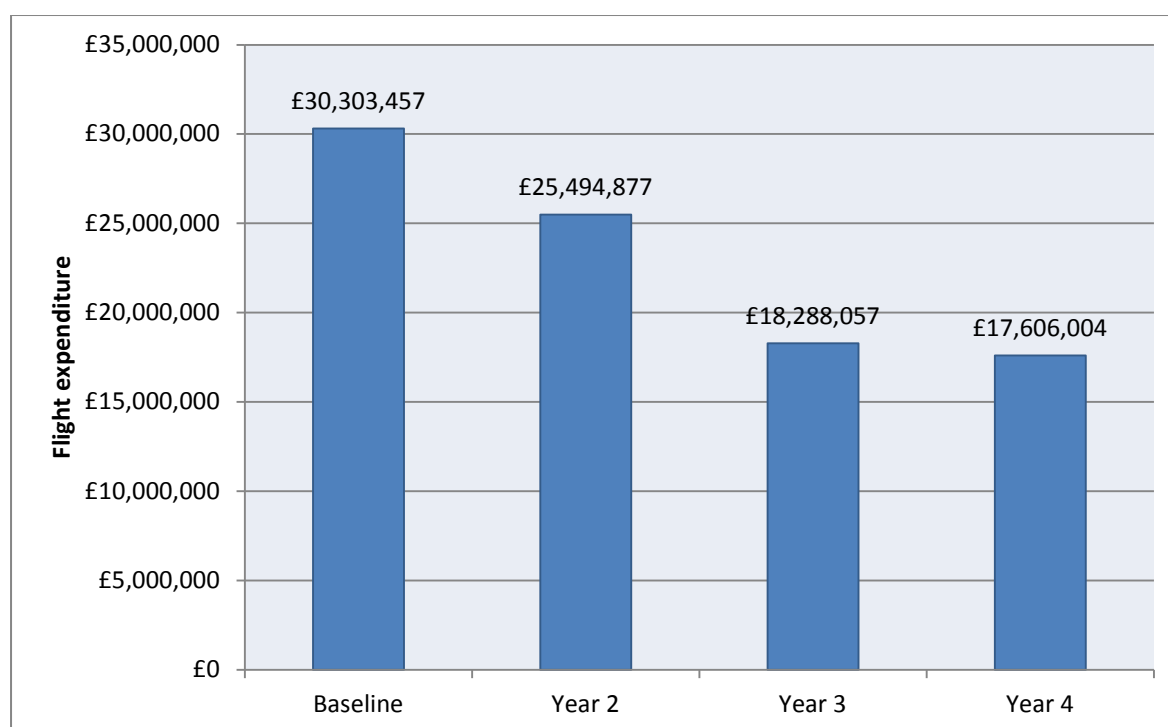
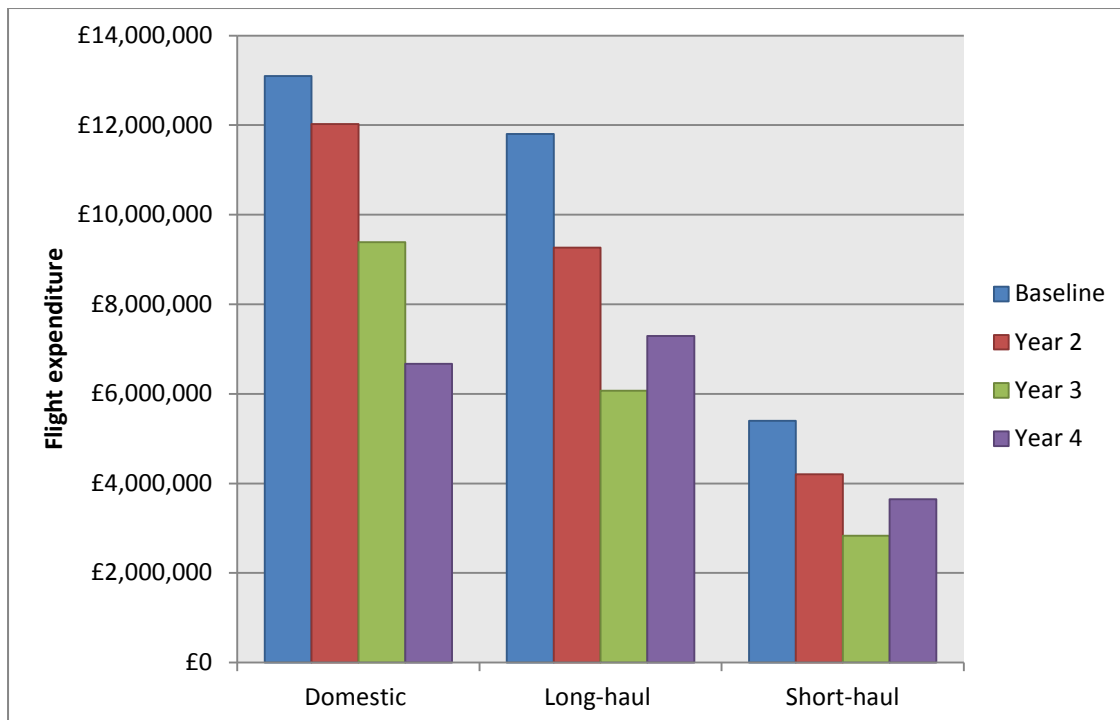


Table 4.1 and Figure 4.3 show how the organisations' expenditure on flights fell between the baseline year and year 4, by flight type. The data shows that in Year 4 there has been a continuing reduction in expenditure on domestic flights but increased expenditure on short and long-haul flights compared to Year 3. This has resulted in an overall reduction in expenditure in year 4 compared to year 3 and a significant (42%) reduction in expenditure on flights when compared to the baseline.

Table 4.1 Flight expenditure by flight type

	Baseline year	Year 2	Year 3	Year 4	Percentage change
Domestic	£13,099,572	£12,023,393	£9,388,056	£6,667,685	-49%
Long-haul	£11,803,533	£9,268,381	£6,070,444	£7,294,291	-38%
Short-haul	£5,400,352	£4,203,103	£2,829,557	£3,644,028	-33%
Total	£30,303,457	£25,494,877	£18,288,057	£17,606,004	-42%

Figure 4.3 Flight expenditure among members by flight type



Number of flights

The six organisations reported a total of 152,000 flights in the baseline year. Year 4 data shows a decrease in flights of 59,000 (38%) to 94,000 flights, compared to the baseline. A total of 1,800 fewer flights (-2%) were undertaken in year 4 than in year 3. This is shown in Figure 4.4 below.

Figure 4.4 Flights taken by six members between the baseline year and year 4.

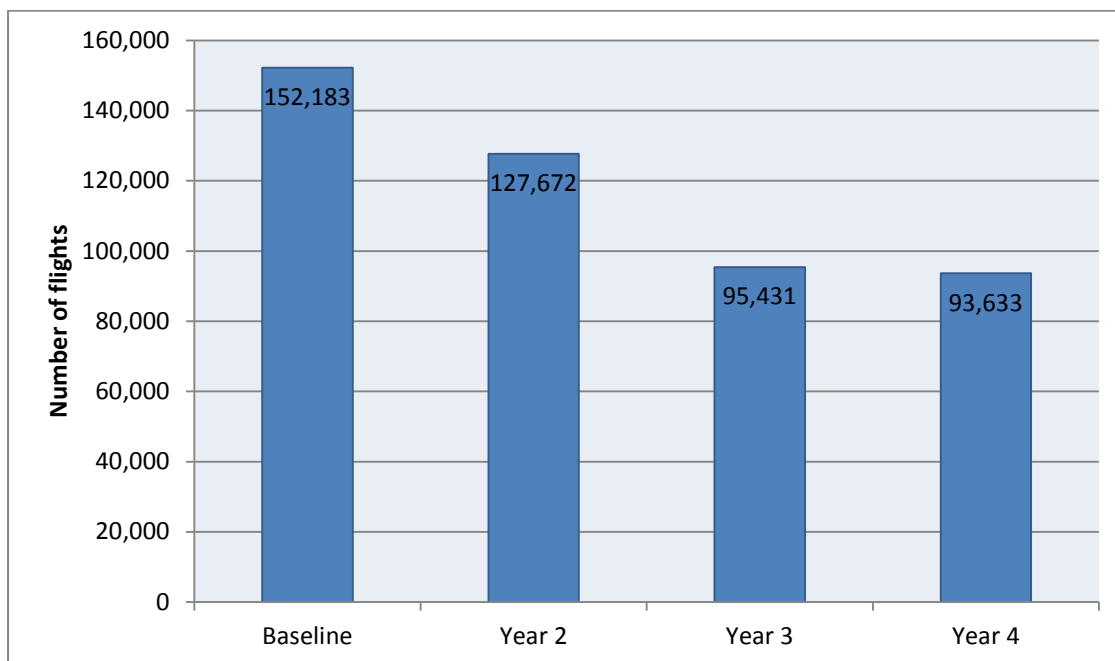
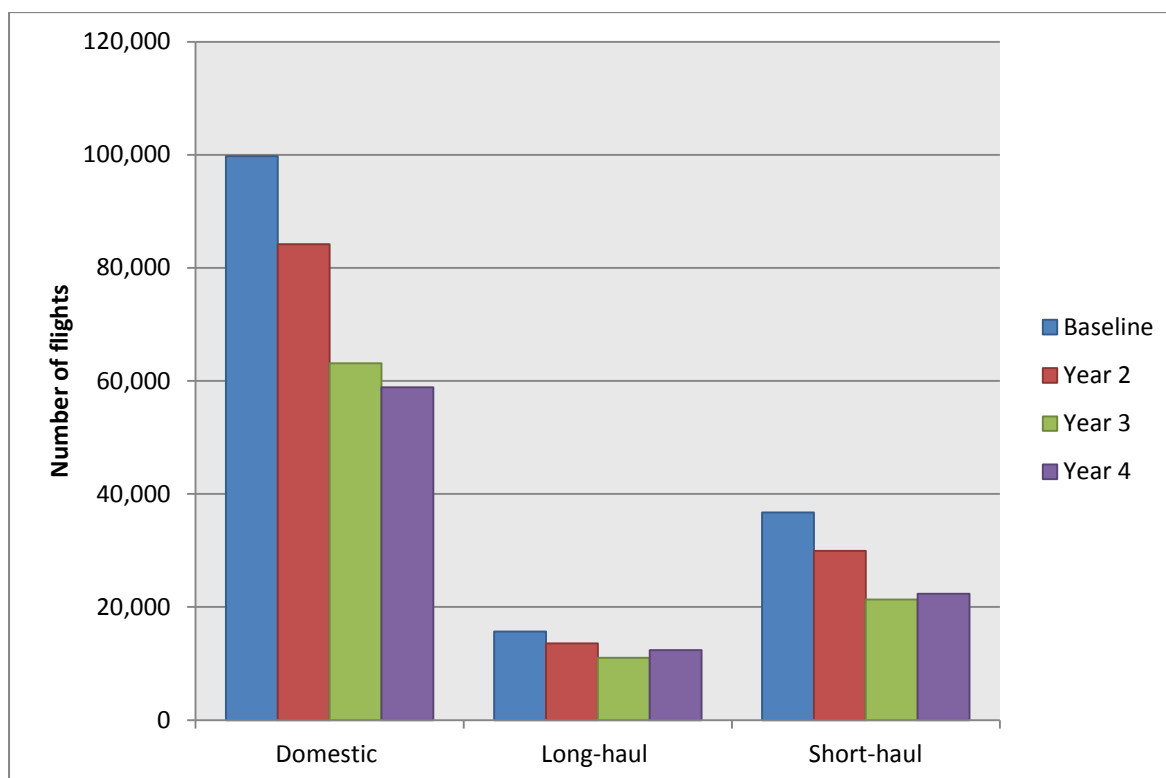


Table 4.2 and Figure 4.5 show how the six organisations reduced the number of flights they took, between the baseline and year 4, by flight type. Cutting domestic flights continues to be the favoured way of reducing air travel among Challenge members.

Table 4.2 Number of flights by flight type

	Baseline Year	Year 2	Year 3	Year 4	Percentage Change
Domestic	99,764	84,170	63,121	58,899	-41%
Long-haul	15,675	13,559	10,995	12,372	-21%
Short-haul	36,744	29,943	21,315	22,362	-39%
Total	152,183	127,672	95,431	93,633	-38%

Figure 4.5 Members' flight numbers by flight type



Flight distance

The six organisations flew 192 million km in the baseline year. In year 4 they had reduced this distance by 63 million km to 129 million km compared to the baseline. The distance flown increased by 6 million km (5%) between year 3 and year 4. This is shown in Figure 4.6 below.

Figure 4.6 Distance flown by six members between baseline year and year 4 (million km)

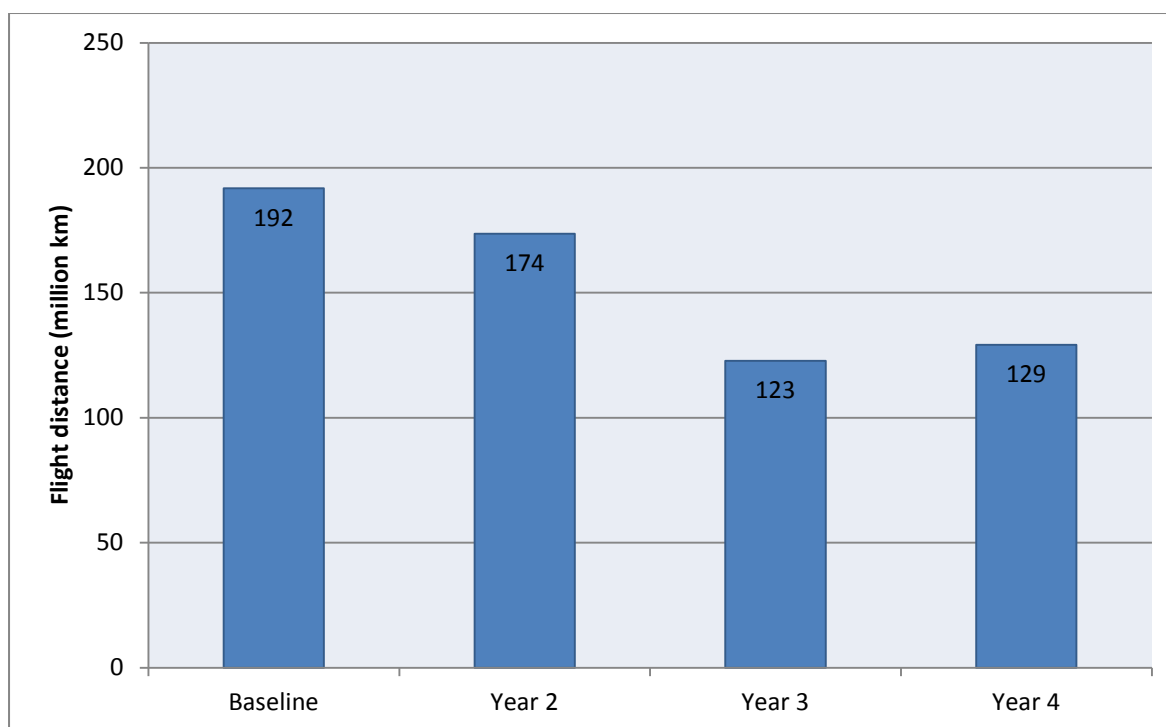
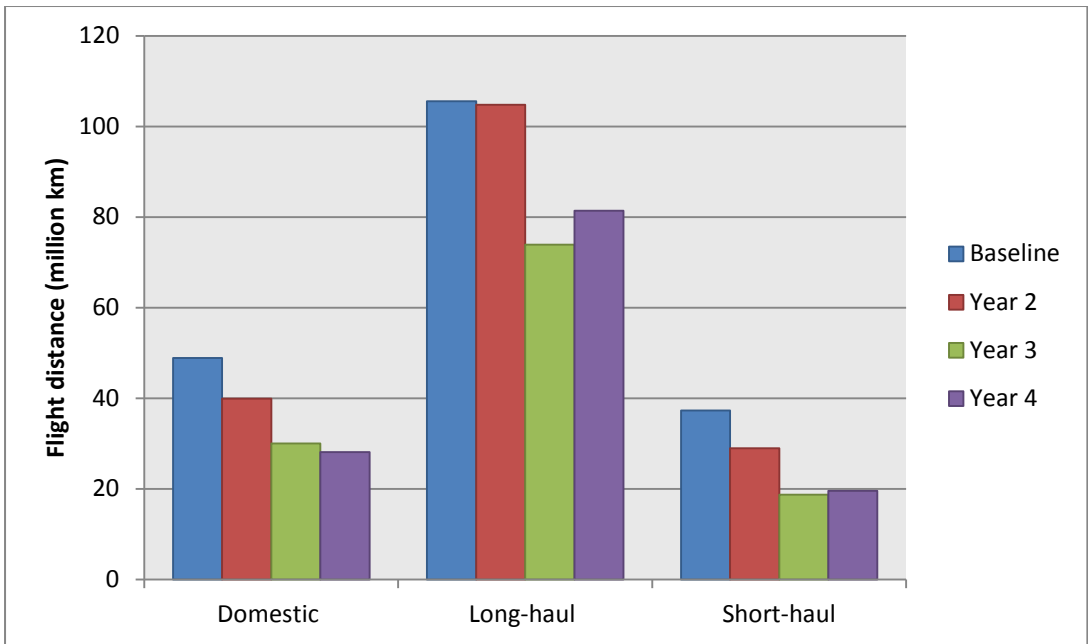


Table 4.3 and Figure 4.7 provide a breakdown of the reductions the members made in flight distances between the baseline and year 4, by flight type. Domestic flight distance was the only type of flight to continue to reduce in year 4.

Table 4.3 Flight distance by flight type (km)

	Baseline year	Year 2	Year 3	Year 4	Percentage change
Domestic	48,896,711	39,948,091	30,057,680	28,163,396	-42%
Long-haul	105,526,754	104,744,953	73,942,732	81,415,198	-23%
Short-haul	37,332,206	28,972,774	18,750,455	19,556,106	-48%
Total	191,755,671	173,665,818	122,750,867	129,134,700	-33%

Figure 4.7 Flight distance by flight type (million km)



Flight emissions

The six organisations reported a cut in emissions from flying of 17,000 tonnes of CO₂ between the baseline and year 4. That’s a 34% reduction – from 47,000 tonnes to 31,000 tonnes over a three-year period. However, flight emissions increased by 4% compared to year 3, resulting from the increase in flight numbers and distances detailed above.

Figure 4.8 Flight emissions of six members between the baseline and year 4 (tonnes of CO₂)

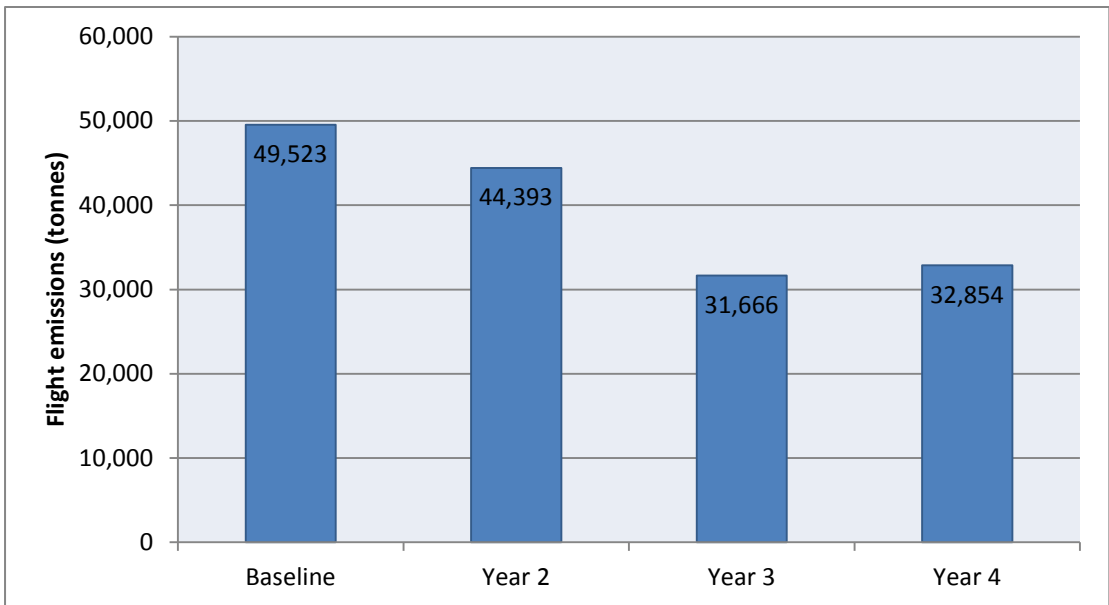
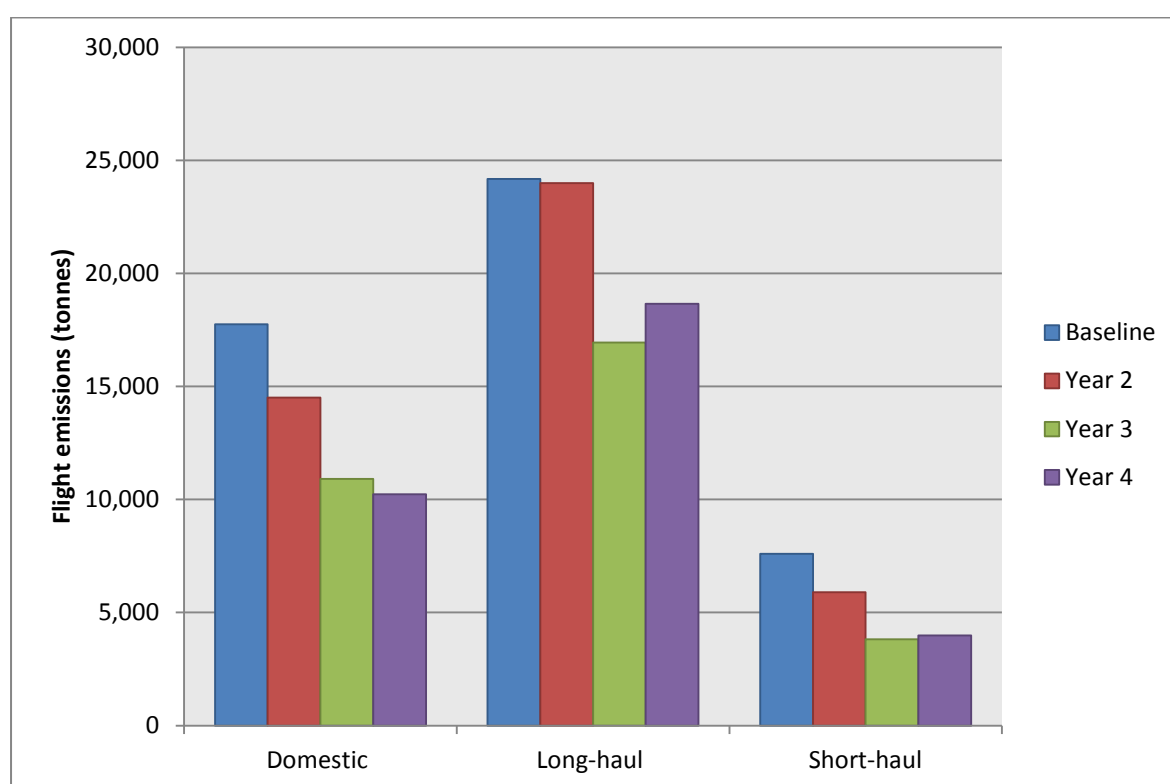


Table 4.4 and Figure 4.9 provide a breakdown of the cuts in flights emissions achieved by the six organisations between the baseline and year 4, by flight type. Emissions from domestic flights continued to fall in year 4 although there were rises in emissions from other flight types.

Table 4.4 Flight emissions by flight type (tonnes of CO₂)

	Baseline year	Year 2	Year 3	Year 4	Percentage change
Domestic	17,752	14,503	10,912	10,225	-42%
Long-haul	24,171	23,992	16,937	18,648	-23%
Short-haul	7,600	5,898	3,817	3,981	-48%
Total	49,523	44,393	31,666	32,854	-34%

Figure 4.9 Flight emissions by flight type of six members (tonnes of CO₂)



Summary

Compared to the baseline year, the six organisations saved £13 million in avoided flights by year 4 of the Challenge. They cut their number of flights by 38% in comparison with the baseline, with the greatest reduction being on domestic flight routes. They reduced the total distance flown by 63 million km (33%), and their carbon emissions from flying by 17,000 tonnes (34%), also in comparison with the baseline. However, there was an increase in flight distance and emissions in year 4 compared to year 3. This was due to increases in the total distance flown by four of the six participants.

CHALLENGER STRATEGY AND ACHIEVEMENTS

We asked the six organisations to provide information on the measures they'd introduced to reduce their use of business flights in year 4. This section identifies these measures, and the benefits that the six have experienced from flying less on business.

Achieving the Challenge

The six Challengers planned to take a number of different approaches to reducing their dependence on business flying. Figure 4.10 shows the measures that they expected to implement a "great deal" in order to meet their flight reduction targets each year.

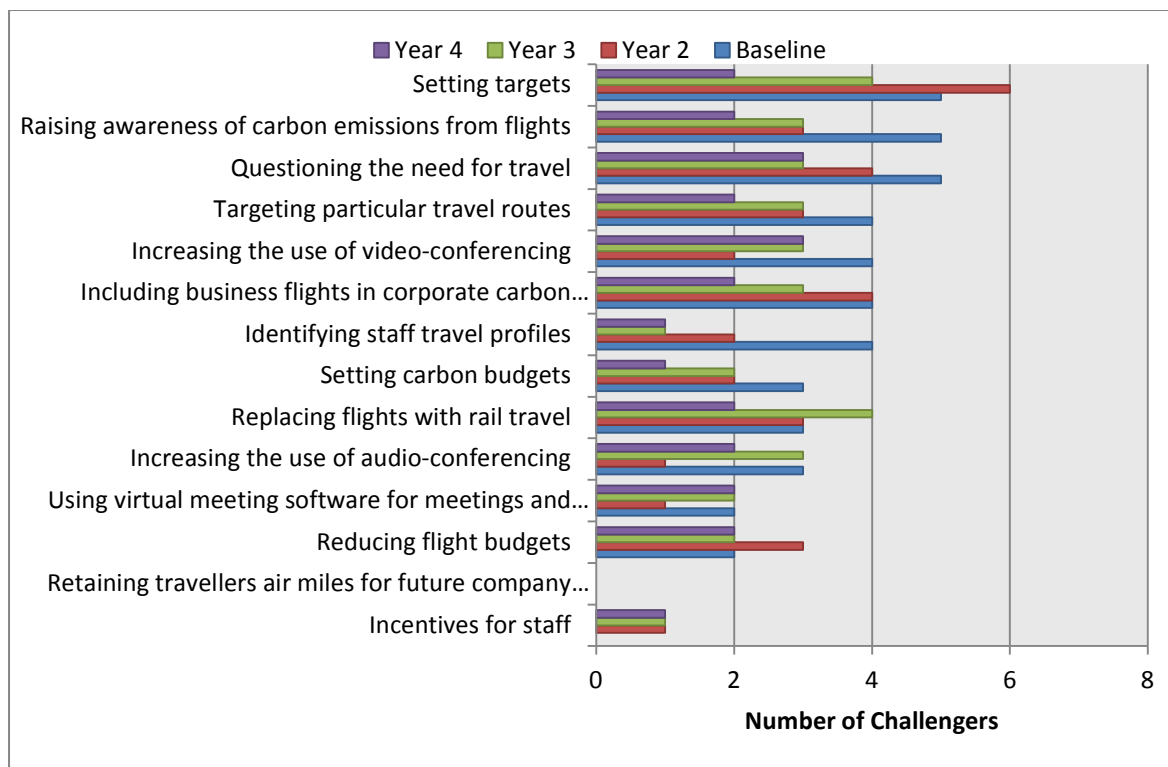
The chart shows that the most common measures expected to be implemented (as reported in the baseline) were "setting targets", "raising awareness of emissions from flights" and "questioning the need for travel". Other common measures expected in the baseline included "targeting particular travel routes", "increasing the use of video-conferencing", "including flights in corporate carbon reporting" and "identifying staff travel profiles".

In year 2, the chart shows the most common measure actually taken to be "setting targets". Other common measures were "questioning the need for travel" and "including flights in corporate carbon reporting". Fewer participants reported "increasing use of video-conferencing" and "increasing use of audio-conferencing" than predicted in the baseline.

In year 3, "setting targets" and "replacing flights with rail travel" were the most popular measures. All six organisations focussed on "setting targets". The number of participants focussing on "increasing use of video-conferencing" and "increasing use of audio-conferencing" rose in comparison to year 2.

In year 4, the two top measures recognised as most effective in helping to achieve the Challenge were "questioning the need for travel" and "increasing the use of video-conferencing". "Setting targets" and "raising awareness of carbon emissions from flights" were among the most popular measures in the baseline year. However, their popularity has reduced significantly over the challenge period.

Figure 4.10 Expected versus actual measures taken to achieve the Challenge



Benefits of the Challenge

The six Challengers were asked in the baseline to explain what business benefits they were expecting from flying less.

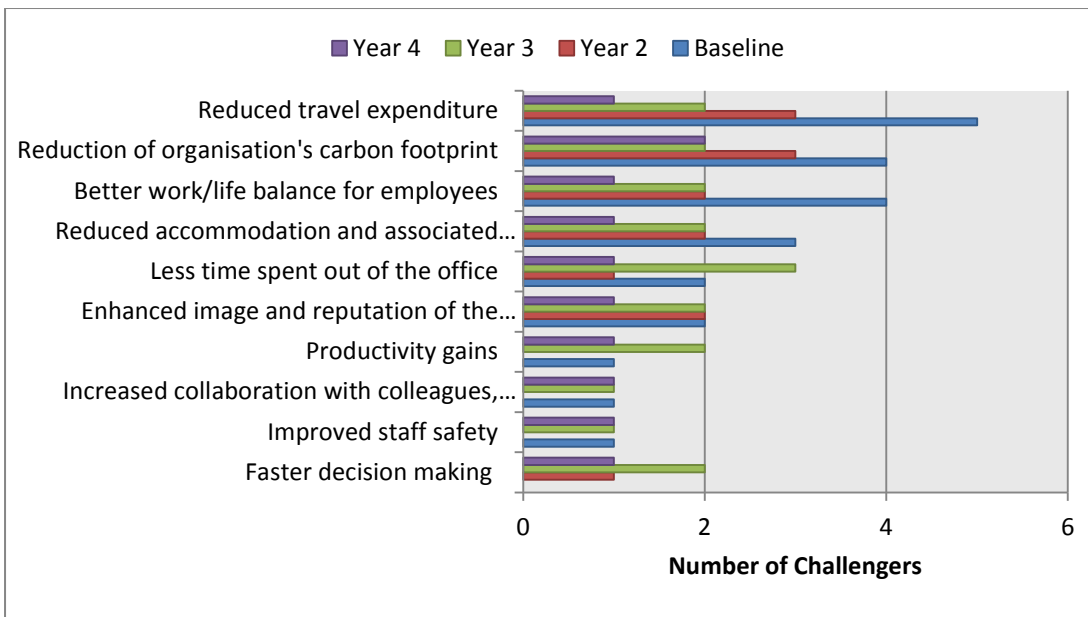
The most commonly expected benefit was “reduced travel expenditure”. Other common expected benefits included “reduction of the organisation’s carbon footprint” and “better work-life balance for employees”. Figure 4.11 shows the Challenger’s responses.

In year 2 Challengers were asked if these benefits had been realised. As predicted, the most common benefits experienced were “reduced travel expenditure” and “reduction of the organisation’s carbon footprint”. One challenger benefitted from “faster decision making”, which was a benefit none of the challengers expected. Fewer participants experienced a “better work-life balance for employees” than predicted.

In year 3 Challengers were again asked what benefits had been realised. “Less time spent out of the office” was seen as the greatest benefit in year 3. More participants experienced “faster decision making” and “productivity gains” than predicted.

In year 4 “reduction of the organisation’s carbon footprint” was reported as the most common benefit with the number of Challengers benefitting “a great deal” from these reductions unchanged in comparison to year 3. Fewer benefits were reported in general, with each of the other benefits being experienced “a great deal” by only one organisation.

Figure 4.11 Expected versus actual benefits of participating in the Challenge



Summary

- Members are continuing to implement measures to achieve the Challenge, including questioning the need to travel, setting flight reduction targets and raising awareness of carbon emissions from flying. Those members completing year 4 of the Challenge implemented a range of measures to help achieve a significant reduction in business flights, indicating that the organisations use different measures that work most effectively for their circumstances. Measures implemented included increasing the use of remote conferencing, questioning the need to travel, replacing flights with rail travel and various management mechanisms to encourage staff to use these alternatives.
- The 10 challengers that have completed year 2 of the Challenge have saved a total of £14 million in one year while reducing flights by 21%, compared to the baseline. The seven challengers that have completed year 3 of the Challenge have saved £15 million over a two-year period while reducing flights by 36% compared to the baseline. The six challengers that have completed year 4 of the Challenge have saved £13 million over a three-year period, while reducing flights by 38% compared to the baseline. These figures show that Challengers continue to realise ongoing, significant cost savings from a reduction in flying.
- Challenge members have also realised a number of other benefits from flying less. Last year we reported that Challengers noted improvements in work-life balance for their employees, productivity gains and increased collaboration with colleagues, clients and suppliers and benefits to their image and reputation. Challengers have continued to see these benefits in the latest reporting period.

One in Five Challenge in numbers

100%
RECYCLED

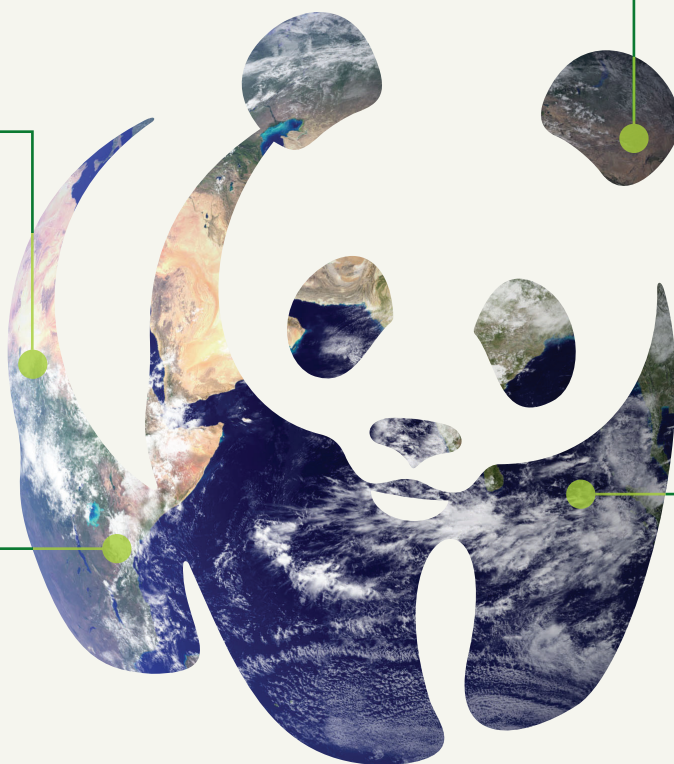


+300,000 PEOPLE

Twelve organisations, employing over 300,000 people, have joined WWF-UK's One in Five Challenge since its launch in July 2009

-141,000

To date, the One in Five Challenge has also helped members cut 141,000 flights



£26 MILLION

So far WWF's One in Five Challenge has helped members to save £26 million in avoided flights

-38%

Those six Challengers who have been members for three full years have cut their flights by 38%, going well beyond the Challenge goal of 20%



Why we are here

To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

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