



## One in Five Challenge Toolkit

Report



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*This report was commissioned by WWF-UK and will be used by Global Action Plan in their future management of the One in Five Challenge to change business travel behaviour. Our thanks to the Ashden Trust for funding this report.*



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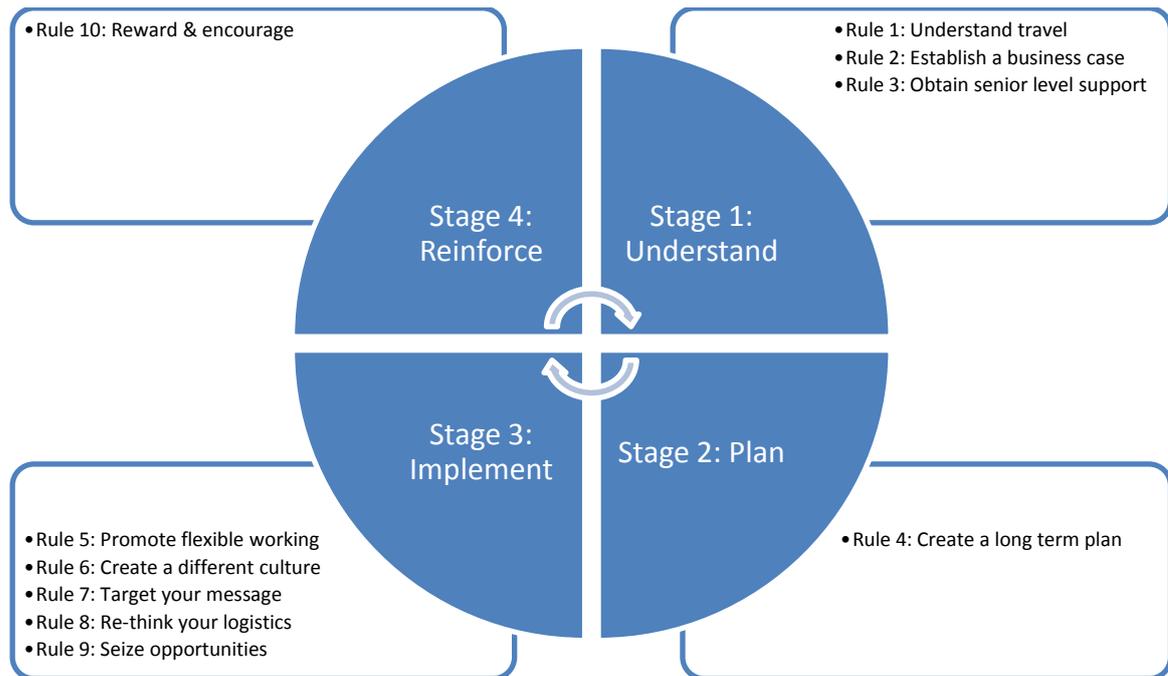
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# 1 Introduction

## This Toolkit

- 1.1 This toolkit has been developed to help your organisation reduce its business mileage by air. Since 2009, WWF-UK has been helping employers to manage air travel and the associated costs and carbon impacts through the One in Five Challenge. The toolkit is based on the experience of successful One in Five Challengers who have cut their flights by over 20% within five years, as well as other companies who are thought leaders in reducing business travel in favour of lower carbon alternatives.
- 1.2 The toolkit is a guide which will help employers to develop a sustainable business travel culture within their workplace. Whilst this toolkit focuses on reducing air travel, the tools and processes contained within the toolkit are applicable to business travel management across all modes.
- 1.3 There are 4 key stages to managing business travel and the toolkit is structured around these stages:
- Stage 1 explains how to **understand** your organisation's current travel behaviours and attitudes: How much air travel is being carried out, how are people travelling and what is it costing?
  - Stage 2 covers how to set about preparing a **plan** to reduce air travel within your organisation.
  - Stage 3 discusses how to **implement** measures which will reduce the need to fly, deter flying, and enable more sustainable travel choices.
  - Stage 4 advises on how to ensure longevity of your programme through monitoring, review and ongoing staff communications. The results of your monitoring will provide improved understanding on how to continue and **reinforce** your programme.
- 1.4 Throughout the stages of the toolkit are 10 rules which will help to manage business travel and reduce flights in your organisation. Each rule provides case study examples from the WWF One in Five programme or from other organisations. An overview of the cyclical process to follow to manage business travel by air is illustrated in Figure 1.1.

**Figure 1.1: A Process for Managing Business Travel to Reduce Flights**



- 1.5 The final section of the toolkit provides guidance on continual improvement by listing measures which demonstrate increasing commitment towards flight reduction within your organisation. Moving through from a Level 1 to a Level 3 organisation in terms of flight reduction will enable continual improvement, innovation and sustained success in terms of reducing business flights.
- 1.6 This toolkit is designed to aid employees tasked with changing business travel practices in favour of lower carbon alternatives. It should help both in building a business case to demonstrate the need to reduce air travel as well as providing the practical tools to reduce air travel demand.

## The One in Five Challenge

- 1.7 The One in Five Challenge is WWF's guided programme and award scheme to help businesses and government to cut 20%, or one in every five of their flights within 5 years.
- 1.8 The Challenge is a guided online system to report and submit company travel data, with consultancy support from travel planning experts to answer questions and audit submitted data. To assist participants, the Challenge also provides regular newsletters, conducts annual workshops and allows participating organisations to publicise their involvement in the scheme with WWF. Successful Challengers receive awards and public recognition for their achievements and are able to use the annual audited data to report to their Board of Directors, stakeholders, and as part of Scope 3 reporting of carbon emissions.
- 1.9 Since its launch in 2009, the Challenge community has consisted of twelve of the UK's best known businesses, including some FTSE 100 companies, and two government departments, altogether representing over 335,000 employees. As reported in the 3<sup>rd</sup> Annual Report, collectively the Challengers have cut 141,000 flights, saved £26 million in avoided flights, flown 113 million fewer kilometres and reduced emissions by 32,000 tonnes of CO<sub>2</sub>.

## Success Factors for Reducing Business Flights

1.10 Nine out of 12 Challengers have so far achieved the One in Five Challenge and have reduced their business flights by at least 20% within five years. Award winners are: BSkyB, BT, Capgemini, Lloyds TSB, Microsoft UK, the Scottish Government, the Scottish Environment Protection Agency (SEPA), Vodafone and WWF-UK. The success factors common to all these Challengers are:

- A travel policy that includes business flight reduction;
- Senior management who support less flying and who set a good example;
- A set of flight reduction measures that are specific to the circumstances and characteristics of each Challenger;
- A comprehensive staff engagement programme;
- A review system that acknowledges the achievements of staff in reducing business flights.

1.11 The following sections highlight how success can be achieved in business flight reduction.

## 2 Understand (Stage 1)

- 2.1 This section covers how to get started by gaining an understanding of the current travel patterns in your organisation. To create a thorough understanding, firstly ask what is happening now, for example:
- How are people travelling?
  - Why are they travelling?
  - How much is business travel costing the company, and how much is spent on air travel?
  - How much carbon are we emitting through travel, and what proportion is from air travel?
  - How do these journeys fit into the business strategy?
- 2.2 A prerequisite for reducing business flights is a focus on flight reduction in your organisation's travel policy. Your organisation may have a travel policy already. If it does, it needs to include a policy which targets flight reduction. If your organisation does not have a travel policy then one should be developed which includes targeting business flights. To develop a new or existing policy there must be a clear, coherent and comprehensive understanding of business travel within your organisation, and what impacts business travel (and in particular, flying) has in terms of costs, productivity, carbon emissions, and the wellbeing of staff. This will enable you to build a business case and secure buy-in from senior management for a new or improved policy which targets the reduction of business flights.

### Rule 1: Understand Your Organisation's Business Travel Patterns

#### Collect Data from Internal Sources

- 2.3 Air travel data may be obtained from financial records or transport booking systems within your organisation. For example, a record of all flights may be held centrally, or individual teams or departments may keep their own records. In many cases, individual expenses claims will need to be reviewed to check all flights have been included in the baseline review.
- 2.4 If you already employ a Travel Management Company (TMC), they will be a good source of travel information and data. All of the WWF One in Five Challengers employ a TMC to manage their business travel. If you do not employ a TMC, consider if this would benefit your organisation in terms of business travel management e.g. through making travel bookings on your behalf and negotiating discounts with suppliers. A TMC could also improve your travel data collection, storage and analysis. They should also be willing to analyse your company's travel data in a way which is most useful for you.
- 2.5 By collating all data available on air travel you may be able to start to identify some trends which will set out the priority areas to focus on in your travel policy and plan, for example:
- Which departments (or individuals) fly the most?
  - What are the top 10 flight routes? Are they replaceable by train?
  - What are the most frequent reasons for flying?
- 2.6 If available data does not reveal sufficient findings, consider how it could be collected via surveys, or changes to the way data is collected and stored.

### **Collate Data into a Baseline from which to Measure Progress**

- 2.7 To draw together an informative picture of current air travel patterns, the baseline situation of current travel patterns should be understood to enable future travel patterns to be tracked. The baseline should collate current air travel data (flight numbers and flight distances) and calculate the total costs and carbon impacts of your organisation. WWF have developed a methodology for calculating your baseline and supporting guidance as part of the One in Five Challenge. Other baseline methodologies are available from the Department for Transport which cover costs and carbon emissions from all modes of travel, or you may prefer to use your own estimates to derive a baseline specific to your organisation. For further information see <https://www.gov.uk/government/publications/alternatives-to-travel-in-the-public-sector>.
- 2.8 The baseline can be used as a basis to monitor your organisation's progress going forward.

### **Understand Travel Behaviours, Attitudes and Preferences**

- 2.9 Next consider how staff attitudes and behaviours might be affecting the travel choices that they make. According to a study by Telefonica<sup>1</sup>, 75% of business travellers are responsible for how they travel and their travel choices are dictated by habits, routines and social norms within the workplace which leads to choosing the option which is most convenient for them.
- 2.10 Establish the factors that encourage flying by first looking at flight booking systems or the expenses claims process; these could instead offer alternatives to flights. Allowing people to book flights themselves without senior level approval can lead to unnecessary flights; the majority of the successful WWF One in Five Challengers require heads of department or board directors to approve expenditure on flights. Some further research may be needed to understand the staff perspective about flying, for example:
- When is flying considered essential?
  - What are the advantages of flying according to staff?
  - Are suitable alternatives in place?
  - What barriers are being experienced when staff try and avoid travelling by air?
- 2.11 These issues can be explored further through focus groups, staff meetings or surveys to explore attitudes and obstacles.

## **Rule 2: Establish a Business Case**

- 2.12 Once you have collected data on current flight habits within your organisation and the behaviours and attitudes toward travel, you should establish a business case for reducing flights in order to secure buy-in from senior management within your organisation. The business case should form the basis of a new or improved travel policy and a long term plan described in the following section (Stage 2: Plan). Include in your business case; the potential cost savings, carbon emission reduction and benefits to the business.
- 2.13 The following facts will help you to build your business case.

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<sup>1</sup> Global Action Plan (2012) Business in Motion [<http://globalactionplan.org.uk/node/877>]

### *Cost*

- 2.14 UK businesses spend £17.5 billion per year on travel, and air travel is a significant expense for companies operating on an international scale.<sup>2</sup>
- 2.15 Although some air travel is essential, with the extensive growth of high-speed rail networks and the advancement of communications technology, there is now less need to rely so heavily on air travel to maintain business connections.
- 2.16 Businesses are able to make considerable cost savings through reducing their reliance on air travel. The WWF One in Five Challenge has found that organisations typically reduce their business travel costs from flights by approximately 16% in the first year, by 35% over two years and 42% over three years. As the cost of oil continues to rise, such savings will become increasingly significant and aid business resilience and competitiveness. In 2011-12 for example, jet fuel costs rose by approximately 12%. Reducing air travel therefore generates savings from upfront ticket costs, transport connections to and from the airport, and accommodation.
- 2.17 Reducing reliance on air travel also eliminates the hidden costs associated with travel such as the time-cost of international travel, and the time and administration costs of booking travel and managing the expenses claims.
- 2.18 There are also significant productivity gains to be made from reducing air travel as employees spend more time in the office instead of travelling. Using technology to replace travel also enables better global collaboration and faster decision making processes with colleagues, clients and suppliers, making business operations more effective and sustainable.

### *Carbon*

- 2.19 The Intergovernmental Panel on Climate Change<sup>3</sup> states that transport is responsible for approximately 13% of global greenhouse gas emissions and flying is known to be the most carbon-intensive form of travel.
- 2.20 Through the use of alternative and more sustainable forms of communication such as teleconferencing, videoconferencing and instant messaging, businesses are able to lower their emissions to meet carbon reduction targets and thus demonstrate corporate responsibility and enhance their image and reputation.
- 2.21 In order to achieve stringent UK and EU carbon reduction targets, the government is likely to begin introducing new carbon-based regulations and taxation in the future. Carbon reporting is now mandatory for quoted companies. All quoted companies will have to measure and report greenhouse gas (GHG) emissions. Quoted companies are those that are UK incorporated and whose equity share capital is officially listed on the main market of the London Stock Exchange; or is officially listed in a European Economic Area; or is admitted to dealing on either the New York Stock Exchange or NASDAQ. Reducing flying helps to cut Scope 3 emissions (which are currently reported voluntarily by progressive companies). Reducing reliance on air travel allows companies to restructure their traditional ways of working, thereby improving their ability to comply with new legislation and operate in a carbon-constrained future.

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<sup>2</sup> Global Action Plan (2012) Ibid

<sup>3</sup> B. Metz, O.R. Davidson, P.R. Bosch, R. Dave, L.A. Meyer (eds) (2007), *Climate Change 2007: Mitigation of Climate Change*, Cambridge University Press, Cambridge

### Benefits Identified by WWF One in Five Challengers

- 2.22 Each year the WWF One in Five Challengers are asked to identify the benefits of reducing business flights. These benefits include;
- A better work-life balance for employees as it negates the stress of making a trip;
  - Less time spent away from home which in turn improves staff safety and well-being, as well as boosting the chances of staff retention;
  - Increased collaboration and faster decision making as a result of people being able to 'meet' via video and teleconferencing;
  - Enhanced image and reputation of the organisation.
- 2.23 These benefits should be a key component of your business case.
- 2.24 More details about the benefits experienced by One in Five Challengers are contained in Section 8.

### Rule 3: Obtain Senior Level Support

- 2.25 It is essential to get senior management buy-in for any sustainable travel initiative. Senior managers need to lead by example and champion the cause. This element is often missed in the creation of sustainable travel policies. Research by Global Action Plan<sup>4</sup> discovered that only 23% of organisations have ensured that senior managers are actively sponsoring sustainable travel initiatives.
- 2.26 Once the business case is developed, determine which leaders or groups of people within the organisation have an interest in reducing flights, and ensure you have support for change. If you don't have a travel policy, suggest to senior managers that one is critical to success and agree with the senior manager that a long-term plan should be developed with clearly defined reduction targets and responsibilities (see Rule 4). The most successful companies in reducing their flying are those which have credible and visible leadership from the top, setting a positive example for change in workplace practices. Sign-off from senior management is insufficient on its own if they proceed to openly flout the policy. For instance a respondent to Global Action Plan's travel survey said: "We had a no domestic flights initiative, which was discredited because senior people within the business were quite visibly ignoring it and flying".

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<sup>4</sup> Global Action Plan (2012) Business in Motion [<http://globalactionplan.org.uk/node/877>]

### 3 Plan (Stage 2)

- 3.1 Once a clear picture has been gained of the cost and carbon impact of air travel on your organisation and the justification established for reducing it, a travel policy should be developed or improved and a long term plan should be prepared.

#### Rule 4: Create a Travel Policy and a Long-Term Plan

- 3.2 Changing the travel culture within an organisation does not happen overnight. Creating change requires sound planning, patience and persistence. There is no single silver bullet to changing travel patterns; a spectrum of tools and initiatives is required. Successful organisations create long-travel policies and plans rather than focus on short-term tactical fixes. If Stage 1 successfully manages to understand the barriers to sustainable transport patterns, Stage 2 can focus on the removal of these barriers.

#### Develop a Travel Policy or Statement of Intent

- 3.3 Firstly, undertake a review of the existing company travel policy and redraft it to prioritise sustainable travel choices over air travel. If a company travel policy is absent, formalise any informal policy or understanding, and draft a new policy for adoption. The policy should clearly state your organisation's objectives and targets in terms of flight reduction. Annual flight reduction targets should include number of flights, flight distance and CO<sub>2</sub> emissions. All successful Challengers possess a travel policy which is a prerequisite to successful business travel reduction.

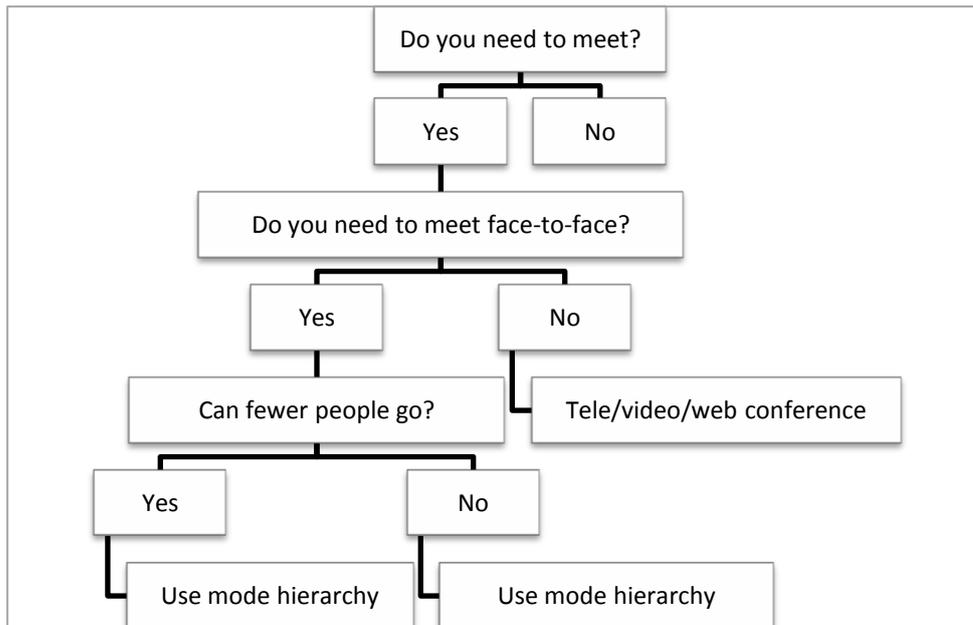
**Sky** has a travel policy that questions the need for travel and provides direct links to potential alternatives.

- 3.6 A travel policy can contain three elements which are a 'Travel Hierarchy', 'Mode Hierarchy' and 'Communication Hierarchy'. These models can help to communicate to staff the decision making processes with regards to travel.

#### *Travel Hierarchy*

- 3.7 A travel hierarchy (Figure 3.1) is a useful tool to assess whether there is a real need for employees to travel. The purpose of the tool is to promote consideration about the necessity of travel, and whether it is cost effective in terms of financial savings, time savings and productivity. A travel hierarchy asks a variety of questions and offers alternatives to using air travel, and can be used to reinforce a flight reduction programme.

**Figure 3.1: The Travel Hierarchy**

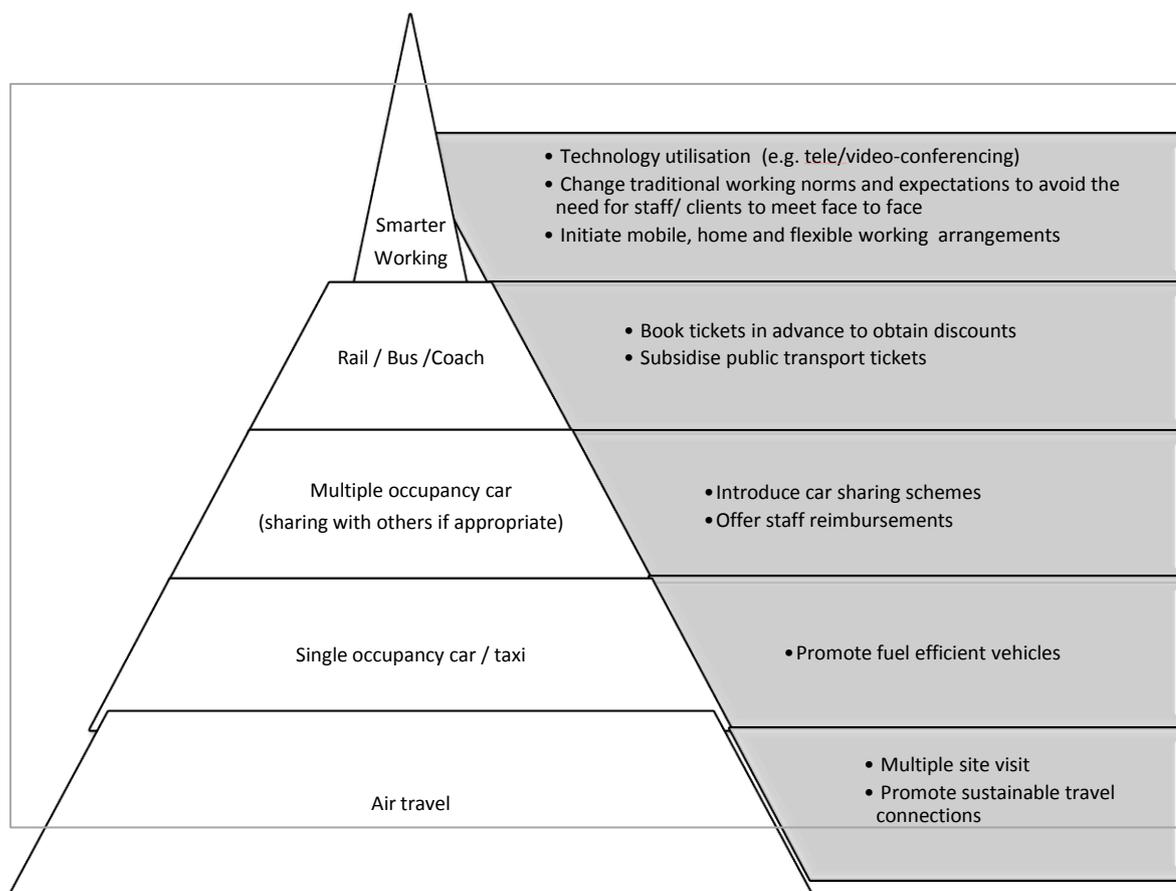


### **Mode Hierarchy**

- 3.8 A mode hierarchy is a breakdown of the different types of transport modes individuals and organisations should use for business travel. It is a useful tool when trying to manage all aspects of travel (not just business flights). A mode hierarchy emphasises the uptake of sustainable work practices and sustainable transport choices wherever possible.
- 3.9 A mode hierarchy can be used to reinforce cultural changes in the workplace by including it in your travel policy to emphasise your organisation's priorities.
- 3.10 At the top of the mode hierarchy is 'Smarter Working' which encourages the use of technology such as teleconferencing and videoconferencing to communicate with clients and colleagues. Challengers report that videoconferencing is becoming an increasingly attractive alternative to flying and it is widely perceived to reduce stress and unnecessary travelling time, particularly for routine internal meetings. Smarter working offers an alternative to all types of flights and, in the experience of Challengers, can make large savings on long haul flights. The popularity of audio and videoconferencing has increased amongst the Challengers since the start of the programme.
- 3.11 Another important aspect of the 'Smarter Working' level is the promotion of home, mobile and flexible working initiatives. Organisations which offer flexible working policies and arrangements further support employee's work-life balance.
- 3.12 The second level of the mode hierarchy is the use of public transport such as rail, coach and bus. Public transport enables staff to work on the go more easily than air travel, so even when the start to end journey is longer, it may be a more productive travel choice. Indeed, increased use of rail travel in place of flights has been a much popular measure amongst One in Five Challengers seeking to reduce their domestic flights.
- 3.13 The third level of the mode hierarchy is the use and promotion of car sharing. This aspect of the hierarchy acknowledges that public transport use may not always be feasible, for example when accessing remote locations.

- 3.14 The fourth level is single occupancy car travel or taxi. Within your travel policy, this mode should also be discouraged in favour of more sustainable modes. Your organisation can benefit from significant cost savings by reducing business travel by car.
- 3.15 Level five of the mode hierarchy is air travel and should be the least favoured method to be used by all businesses and organisations. This option is only to be taken as a last resort when flying is a necessity, in which case opportunities to carry out additional meetings on the same trip, to avoid future additional flights, should be sought.
- 3.16 The benefits to individuals of the alternatives to flying should be emphasised in the travel policy and used in staff communications (see Rule 6 and Rule 7).
- 3.17 The mode hierarchy is illustrated in Figure 3.2.

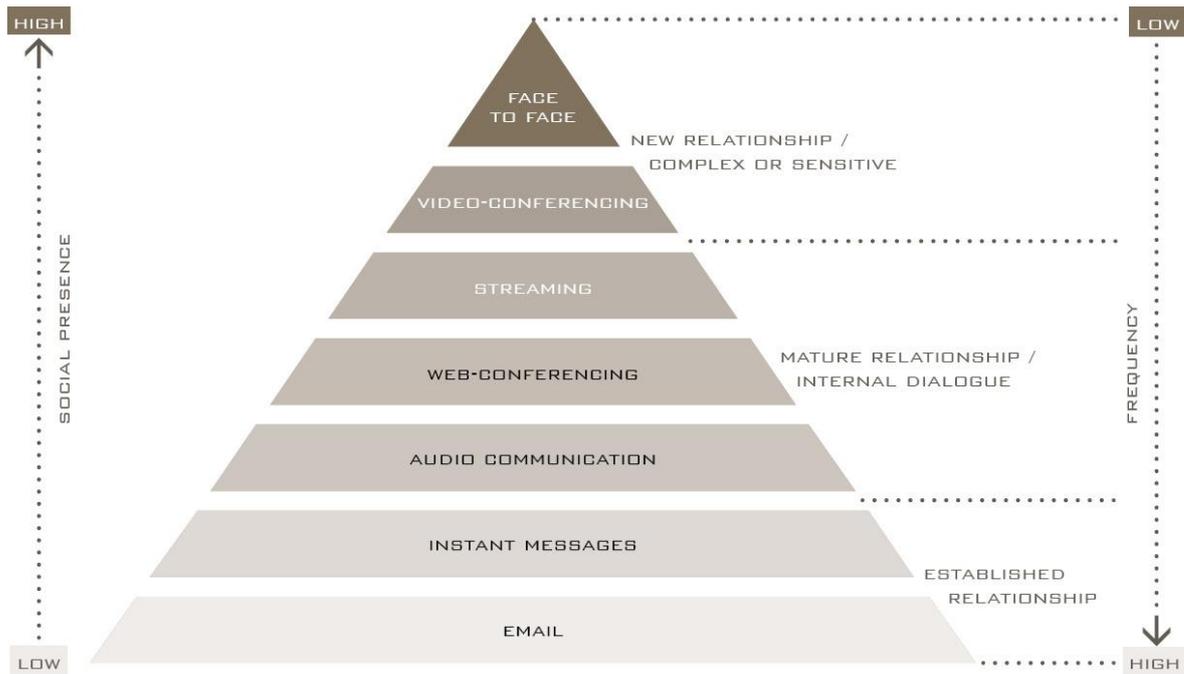
**Figure 3.2: The Mode Hierarchy**



**Communications Hierarchy**

- 3.18 Businesses and organisations develop various types of relationships which can sometimes require direct and personal communication and at other times, less formal contact. Figure 3.3 shows the different types of communication methods which can be used depending on the nature, complexity and sensitivity of the relationship.

**Figure 3.3: Communications Hierarchy**



Source: BT

#### **Develop an Action Plan**

- 3.19 Using the objectives and targets contained in the travel policy document, develop an action plan to reduce flights which will enable these objectives and targets to be fulfilled. The action plan should contain a set of measures based on the rules outlined in the following sections (Stages 3 and 4). Each measure should have a line of responsibility and timescales for delivery. The measures should be specific to your organisation and address the issues and barriers identified from the 'Understanding' stage (Stage 1).
- 3.20 The travel policy and flight reduction plan should be agreed by senior decision makers within your organisation ahead of implementation (Stage 3).

## 4 Implement (Stage 3)

- 4.1 Once Stage 2 is complete, start to implement the measures as outlined in the agreed action plan to reduce flying. A number of examples are provided below of companies both within and outside the One in Five Challenge who have demonstrated best practice in particular aspects of implementing a flight reduction programme.

### Rule 5: Create Systems that Promote Flexible Working

#### Introduce Communications Technology

- 4.2 A successful system to promote flexible working requires the organisation to have answered the following questions:
- Is sufficient communications technology in place that enables staff to meet and discuss remotely, instead of flying for meetings?
  - Does supply of technology meet demand?
  - Are all staff aware of the technology and competent at using it?
  - Are staff willing to use it?

**PwC's** ability to serve their clients largely depends on being able to visit client locations. Nevertheless, they continue to challenge on the need, frequency and mode of travel. PwC's strategy for reducing travel emissions involves both reducing the number of journeys people make and also looking for less carbon intensive ways of working. PwC have worked to reduce unnecessary business travel, encouraging both internal and client-facing teams to make better use of technological alternatives like video conferencing, teleconferencing and web meetings. In 2013 they extended their firm wide campaign to raise awareness of web meeting tools as an alternative to travel which is resulting in an outstanding uptake.

**Swiss Re**, a leading global wholesale provider of insurance has reported major gains from using a combined web, video and voice conferencing system called AT&T Connect. One of the main benefits of adopting the system was optimisation of business processes as specialists from a variety of business units could collaboratively create, review and modify policies, documents and presentations in real time, meeting the needs of clients and the company. Nine months after the initial roll-out, AT&T Connect was used by more than half of Swiss Re's employees to conduct 3,000 meetings each month from over 95 locations around the world. Swiss Re has found that the ability to enable geographically distributed business units to respond quickly and effectively to market changes and new opportunities is a key advantage<sup>5</sup>.

**Scottish and Southern Energy's** 'Travel Desk' promotes use of the company's telepresence videoconferencing facilities as an alternative to travelling altogether, and estimates that this has saved over 800,000 travel miles in the past year, based on journeys between Edinburgh and London alone.<sup>6</sup>

#### Introduce a Travel Booking System

- 4.3 Introducing a travel booking system for all staff to follow when they are planning a journey can help to influence the decisions taken. A booking system can include details of which department or cost centre will be charged, the total carbon emission for the journey and the percentage of the carbon

<sup>5</sup> <https://www.att.com/smallbusiness/assets/pdf/bb-swiss10.pdf>

<sup>6</sup> Scottish Government (2012) Better Business: How to Go Greener with Staff Performance – <http://www.scotland.gov.uk/Resource/0038/00389489.pdf>

allowance, and an authorisation process. The booking system can be managed by an external TMC, or designed and managed in house.

**Hewlett Packard** uses a travel booking system which provides information about the emissions associated with a journey so employees can choose the option with the least environmental impact.<sup>7</sup>

## Rule 6: Seek to Create a Different Culture

- 4.7 Behaviour change psychology should be considered when you are putting together a programme that requires individuals to adapt their travel choices and behaviour. Measures should cover all the different attitudes which staff will have towards air travel in order to encourage staff to adapt their travel behaviour:

Stage of Change	Measures to introduce, and messages
<b>Pre-Contemplation</b> (employee only considers flying)	Raise awareness that your company wants to reduce flights and why
<b>Contemplation</b> (employee contemplates not flying but hasn't changed behaviour)	Promote the benefits to staff
<b>Determination/Preparation</b> (employee would like to reduce flying but needs assistance)	Provide tools and incentives to help people get started with new types of travelling, for example through informing/training employees in the use of videoconferencing facilities, and using the resources provided in the WWF One in Five Champion's Pack to promote alternative travel options (see Appendix A for examples of the Champion's Pack)
<b>Action</b> (employee has started using alternatives to flying)	Support staff with their new behaviours feeding back cost and carbon saved
<b>Maintenance</b> (employee regularly uses alternatives to flying)	Ensure that staff are rewarded and their interest is maintained through competitions
<b>Relapse/Recycle</b> (employee has tried to reduce flying but is at risk of reverting to old habits)	Ensure that early messages are repeated to pick up people who relapse to flying, to help them repeat the behaviour change process

- 4.8 Staff will need constant reminders about new technologies or ways of travelling and the benefits of working differently. The experience will need to be positive and rewarding to staff for it to be maintained as a routine behaviour and to become embedded in company culture. A range of measures, discussed below, can be taken to alter the working culture

### Review Meetings Policy

- 4.9 Is there a policy, or any unofficial understanding about meetings and if or how staff should travel to them? What is the accepted meetings culture i.e. do staff feel that they should be seen to be organising or attending meetings? Have virtual meetings been considered using web based conferencing tools? Since the start of the WWF One in Five programme, virtual meeting software has become an increasingly common measure used by Challengers to reduce their flights.

<sup>7</sup> HP 2012 Global Citizenship Report – <http://h20195.www2.hp.com/V2/GetPDF.aspx/c03742928.pdf>

The **University of the West of England** uses a JVCS Desktop feature to interview potential PhD research candidates from around the globe without them leaving home. This global approach to recruiting via videoconferencing technology has revolutionised opportunities that candidates have from far reaching countries like Egypt, Iran, Bangladesh and Malaysia.<sup>8</sup>

#### Cost Centre Charges

- 4.13 Do individual teams pay for their own flights, or are they recorded for whole departments? Teams could own their own travel budgets or incur penalties for flying therefore incentivising managers to discourage flying in favour of smarter working and low carbon travel options. Where possible, break an organisation's business travel into small departments or teams to encourage ownership at a local level and avoid flight expenditure being absorbed as an overall 'company cost'.
- 4.14 Some organisations may also decide to set ambitious but achievable goals through introducing no fly zones or selective flight bans.

**Scottish and Southern Energy** has established a scheme where the cost of rail journeys is 'free' to costs centres but flights are fully charged along with a £20 fine which goes towards a carbon fund. This restriction means that cost centres are more aware of their budgets and are forced to be much more conscious of the environment.<sup>9</sup>

#### Set Flight and Carbon Budgets

- 4.18 Could company wide, departmental or individual level carbon limits be set by allocating carbon budgets? These would work in the same way as financial budgets, but set a limit on the amount of carbon that can be emitted in a set time period.
- 4.19 Carbon budgets can be set at the organisational level and then broken down into departments and even to the individual level through staff induction programmes to encourage accountability.

**WWF-UK**, a One in Five Challenger, set carbon budgets in 2004 for a period of 6 years covering all forms of business travel. Targets were set by division. No negotiation of targets was permitted within this period, if a division over-spent in one year, their budget was reduced by the level of the over-spend the following year.

#### Require Pre-Authorisation of Travel

- 4.20 Could any flights be avoided by making them more difficult to authorise? Are all individuals able to choose how they travel, or is permission required *before* their ticket is booked? Could the permission to fly be escalated to a more senior level, to deter flying?

**Sky** requires all flights to be signed off by a line manager and Functional Head of Finance. Any flight that is required within 7 days needs Chief Finance Officer approval.

<sup>8</sup> University of Oxford Business Travel Toolkit 2012 – [http://www.admin.ox.ac.uk/media/global/wwwadminoxacuk/localsites/estatesdirectorates/documents/travel/business\\_travel\\_toolkit\\_FINAL.pdf](http://www.admin.ox.ac.uk/media/global/wwwadminoxacuk/localsites/estatesdirectorates/documents/travel/business_travel_toolkit_FINAL.pdf)

<sup>9</sup> Scottish Government (2012) Better Business: How to Go Greener with Staff Performance – <http://www.scotland.gov.uk/Resource/0038/00389489.pdf>

### Banning domestic flights

- 4.22 To achieve ambitious goals in a short timeframe, could some types of flights be banned entirely? Consider what the impact on business operations might be and consider if banning only domestic flights would be possible. Could restrictions on other short haul flights be included where there are reasonable public transport alternatives available? In the experience of One in Five Challengers, it has been easiest to cut domestic and short haul flights first when pursuing a flight reduction strategy.

The handmade cosmetics company **Lush** has introduced a ban on all domestic flights within the UK and are extending their pledge worldwide to ensure no air travel is undertaken for journeys under 500km. Not only does this restriction ensure cost savings for Lush but it also helps to promote their green credentials, encourages coherence with their consumer base and visibly promotes their environmental movement.

### Public Transport

- 4.26 To accompany measures that deter flying, alternatives must be promoted, for example, good quality public transport information that provides start to end journey details, and subsidised public transport tickets.

At both **Credit Suisse** and **HP** travel by train is encouraged when covering shorter distances to reduce the number of business flights taken by employees.<sup>10 11</sup>

### Car Sharing

- 4.30 To encourage more efficient use of cars and reducing flights to some destinations, car sharing can be enabled by establishing a car share database to match potential sharers and supporting communications to encourage staff to consider this option. This can be particularly effective if travel between key offices is common amongst employees. Car sharing can substitute flights on certain domestic flight routes but should only be utilised if public transport such as rail and bus is not feasible.

## Rule 7: Target Your Message Appropriately

- 4.31 Measures must be introduced to raise awareness amongst staff of new and existing travel policies seeking to reduce business flights. Communication must be spread to all staff, though more intensive targeting of specific groups, such as most frequent flyers, may generate flight reductions most efficiently.

### Staff Communications

- 4.32 Communication is a key aspect of the implementation stage as employees need to be informed and inspired to adhere to the cultural change and to want to continue the process. Organisations may wish to invest in internal communication tools such as regular emails, weekly e-newsletters or environmental campaigns to enhance this process and to ensure continuous engagement and awareness of the corporate objectives. The One in Five Champion's Pack contains a range of

<sup>10</sup> Credit Suisse Corporate Responsibility Report – [https://www.credit-suisse.com/publications/annualreporting/doc/2012/csg\\_crr\\_2012\\_en.pdf](https://www.credit-suisse.com/publications/annualreporting/doc/2012/csg_crr_2012_en.pdf)

<sup>11</sup> HP 2012 Global Citizenship Report – <http://h20195.www2.hp.com/V2/GetPDF.aspx/c03742928.pdf>

resources which can be utilised for these purposes, including posters, leaflets and presentations, alongside ideas and advice for promotional events and incentive schemes (see Appendix A).

### *No Fly Months*

- 4.33 New travel policies and procedures should be officially launched so that all staff are aware of the changes. A high impact launch event would be a 'no-fly week' or 'no-fly month', where all staff aim to not fly at all. This could be accompanied by a competition to see which team or department flew the least, or reduced their flying the most.

**Scottish and Southern Energy** has introduced two 'no-fly months' — in August and December every year all but essential flights are prohibited. And it's trialled a 12-week 'no-fly period' which had an even greater impact, as staff were less likely to simply postpone flights.<sup>12</sup>

### *Targeted communications*

- 4.35 Targeting particular groups of staff who represent a significant proportion of your flight expenditure or targeting particular routes with communications and marketing will help focus efforts where there is the most potential to reduce flying. Often educating senior managers who are often the 'high flyers' will have an impact not only in reducing their flights but also in them leading by example and reducing flights in their teams.
- 4.36 Specific attention can also be paid to educating and communicating with those who usually book travel on behalf of others such as personal assistants, administrative staff and TMCs. Explain your travel policy and encourage them to choose sustainable alternatives to air.

### *Travel Champions*

- 4.37 Travel Champions can also be identified across the organisation to channel information to staff about benefits of travelling differently, the environmental impacts of travel and encouraging staff to try alternative methods. These champions can also be in charge of promoting new communication technologies and be the first point of contact for staff experiencing technology problems.

## **Rule 8: Re-Think Your Logistics**

### *Restructure Operations*

- 4.38 Could business models be considered that optimise workplace, workforce and work-related travel? This may mean looking at changes to work practices, location of sites and investments in technology so that work related tasks can be carried out from different locations. Consider if operations could be modified to reduce any reliance on air, for example, could produce be shipped by sea?

As part of **Dell's** 'Air-to-Sea' initiative, the company has converted many of its longer-lead shipments for retailers and channel partners to transport via ocean freight rather than aircraft. This increased the amount of products that could be shipped in a single trip and although freighters use more fuel than aircraft, the fuel associated with each product shipped is much smaller proportionally.<sup>13</sup>

<sup>12</sup> Scottish Government (2012) Better Business: How to Go Greener with Staff Performance – <http://www.scotland.gov.uk/Resource/0038/00389489.pdf>

<sup>13</sup> <http://www.dell.com/learn/us/en/uscorp1/corp-comm/air-to-sea>

## Rule 9: Seize Opportunities

- 4.39 Disruption or changes to travel patterns can be used to create new, more sustainable travel choices. Events such as office relocation, major sporting events, or extreme weather events can provide windows of opportunity allowing long-term transitions in employee travel behaviour.

**WWF-UK** has used its recent move to Woking as an opportunity to change staff travel behaviour. By not providing staff car parking, employees are now using the train, walking, cycling or car sharing far more than previously. More conferencing technology in WWF's new building is also expected to replace flying in many instances.

## 5 Reinforce (Stage 4)

- 5.1 The fourth and final step is reinforcement. Cultural changes are gradual and can take several months or years to fully develop, so it is important to ensure a continuous flow of activity, and to monitor, review and feedback findings to employees in order to reinforce and reward changed behaviour.

### Rule 10: Monitor to Review and Reward

#### Reviewing

- 5.2 Reinforcement can be achieved by regular monitoring and review to demonstrate effectiveness. A monitoring strategy can be prepared that maintains understanding of how people are travelling, and where there is the most potential to make further reductions in air travel. A baseline which records flight numbers and associated emissions data at the start of a flight reduction programme, as used in the One in Five Challenge, can be updated to monitor progress and demonstrate cost and carbon savings. The same data sources should be returned to at pre-defined intervals to monitor what has changed, and any additional surveys that were carried out at the baseline stage should be repeated. The results of regular monitoring to understand the cost and carbon savings can be fed back into the decision making process about travel, and can be used to consider policy changes and introduce new measures.
- 5.3 The findings can be reported through management meetings, and become part of usual company monitoring processes, and become integrated into your organisations usual functions.
- 5.4 The more frequently you monitor your business costs and carbon emissions, the better your understanding of the extent to which measures are meeting their objectives to reduce travel by air. Frequency of monitoring varies between organisations depending on their size and complexity, ranging from monthly to annually.
- 5.5 Some organisations develop an emissions reporting system and include flights in corporate carbon reports to track the changes and ensure that carbon reduction is a continuous improvement exercise.

#### Rewarding

- 5.6 Reinforcement requires consistent communication and engagement with senior staff across the company. This can be done through quarterly or monthly management meetings, internal on-line platforms and social networking media.
- 5.7 Travel data broken down to a team or even individual level can be a powerful motivational tool. Organisations may wish to provide staff with travel data and regular feedback on progress to thank them, inspire them and stimulate competition across the organisation.
- 5.8 Internal award schemes and recognition will also enthuse staff and show them how the changes are benefitting them as well as the company. Staff should also be given the opportunity to feedback their views and innovative ideas for future measures. One WWF Challenger considered a range of rewards and incentives including first class rail travel over flying and rewards for business units/individuals whose performance met or exceeded targets.
- 5.9 Once your behaviour change management programme is established, and evidence has been collected to demonstrate your successes, external dissemination and interaction can be carried out. One of the opportunities provided by the One in Five Challenge has been to share best

practice and learn from other organisations that have reduced air travel, and provide positive publicity that enhances company reputation for corporate responsibility.

- 5.10 Some businesses may wish to extend the remit of their work to include clients and suppliers to reduce their travel by air. This may require businesses to be bold in their engagements and to show their partner organisations and external parties the financial benefits of reduced air travel for both companies, enhance the image of both businesses, and extend the scope of your carbon reporting.
- 5.11 Long-lasting travel behaviour change requires continued communication on new policies, procedures, champions' experiences and performance progress. Use travel data to tell a story, to feedback to employees on progress and to thank them when they have helped the business to improve.

The CEO of **Telefonica UK** states 'The route to long lasting behaviour change is to keep communicating. Whether it is new policies and procedures, broadcasting your champions' experiences, or feedback on KPIs and performance, unashamedly communicate them all.'<sup>14</sup>

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<sup>14</sup> Global Action Plan (2012) Business in Motion [<http://globalactionplan.org.uk/node/877>]

## 6 The Toolkit Checklist

6.1 Table 6.1 below provides a checklist of the practical activities discussed above which organisations can adopt to achieve their targets of reducing flights.

**Figure 6.1: The Toolkit Checklist**

<b>Understand</b> <i>Understanding Existing Travel Patterns</i>	<b>Rule 1: Understand Your Organisation's Business Travel Patterns</b>	Collate data from internal sources Complete a baseline of your organisation's starting flights and emissions Understand travel behaviours, attitudes and preferences Identify flight reasons
	<b>Rule 2: Establish a Business Case</b>	Utilise the travel data to demonstrate the benefits of reducing flights e.g. cost, carbon
	<b>Rule 3: Secure Senior Level Support</b>	Identify leaders in senior management who will introduce a formal programme of change including targets and responsibilities
<b>Plan</b> <i>Planning How to Reduce Business Travel by Air</i>	<b>Rule 4: Create a Travel Policy and a Long Term Plan</b>	Establish a policy or 'statement of intent' and an action plan
<b>Implement</b> <i>Introducing Measures to Reduce Flying</i>	<b>Rule 5: Promote Flexible Working</b>	Improve the availability of tele/videoconferencing solutions
	<b>Rule 6: Create a Different Culture</b>	Use behaviour change theory and change internal structures to change cultures
	<b>Rule 7: Target Your Messaging</b>	Communicate to all staff but also target specific groups for more intensive change in some areas
	<b>Rule 8: Re-think Logistics</b>	Could sea or rail be alternatives to flights?
	<b>Rule 9: Seize Opportunities</b>	Identify opportunities such as office relocation, major sporting events, or extreme weather to change behaviour
<b>Reinforce</b> <i>Monitoring and Reviewing Travel Patterns</i>	<b>Rule 10: Monitor to Review and Reward</b>	Prepare a monitoring strategy Set monitoring frequency (annually, quarterly, or monthly) Feedback and reward individuals and teams

## 7 Continual Improvement in Your Flight Reduction Policy

7.1 This toolkit has highlighted the process and a variety of measures that can be implemented to achieve flight reduction in your organisation, as practiced by One in Five Challenge members and other organisations. This area may be new to your organisation or it may be very familiar to you. Figure 7.1 provides an indication of the different levels of flight management that can be achieved within an organisation. Identify which level most closely fits your organisation by considering the flight reduction measures it implements and then seek to improve on your current performance by moving to the next level. If your organisation is new to flight reduction, work towards achieving Level 1 status by adopting the listed measures in a Business Travel Policy. It can take a number of years to move through from Levels 1 to Level 3. The speed at which your organisation achieves these levels depends on the extent to which the rules outlined in this toolkit are adopted. Overall however, as outlined in Section 1, key to success is:

- A travel policy that includes business flight reduction;
- Senior management who support less flying and who set a good example;
- A set of flight reduction measures that are specific to the circumstances and characteristics of each Challenger;
- A comprehensive staff engagement programme;
- A review system that acknowledges the achievements of staff in reducing business flights.

**Figure 7.1: Levels of achievement in flight reduction**

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> <li>• Baseline monitoring</li> <li>• Develop/modify Business Travel Policy</li> <li>• Appoint a Travel Management Company (TMC)</li> <li>• Set flight budget</li> <li>• Set carbon budget</li> <li>• Identify top 10 flight routes</li> <li>• Identify travel profiles</li> <li>• Calculate flight expenditure (long haul, short haul and domestic)</li> <li>• Identify flight reason (conference, meeting, professional development)</li> <li>• Behaviour change management of staff by questioning the need for travel and working with PA and admin staff to manage travel</li> <li>• Invest in technology to encourage a virtual workforce</li> <li>• Subsidise public transport tickets</li> <li>• Set up an online calendar to log journeys in advance so car trips can be shared, offer higher mileage reimbursement rates for staff who share journeys</li> <li>• Promote home, mobile and flexible working arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly monitoring</li> <li>• Pre-authorisation of travel</li> <li>• Initiate 'no-fly' periods</li> <li>• Assign Travel Champions</li> <li>• Set cost centre charges for flying</li> <li>• Set individual carbon budgets</li> <li>• Set departmental carbon budgets, including flying</li> <li>• Introduce environmental awareness campaigns</li> <li>• Provide regular feedback to individuals and teams on costs and emissions related to travel via newsletters and senior management messages</li> <li>• Provide staff training for new technologies to ensure smarter working practices are implemented</li> <li>• Offer internal awards and recognition for flight reduction to foster a sense of collective responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly monitoring</li> <li>• Ban domestic flights</li> <li>• Alternatives for short haul flights up to 3700km distances</li> <li>• Introduce a virtual meetings policy</li> <li>• Behaviour change management of clients and suppliers through effective collaboration and stressing the environmental and cost benefits of new ways of virtual working</li> <li>• Recognition of progress and via external recognition, eg through achieving the One in Five Challenge award</li> <li>• Interaction and dissemination of best practice between different businesses and organisations</li> </ul>

## 8 One in Five Challenge Strategy and Achievements

8.1 Six organisations have now submitted four years of flight data as members of the One in Five Challenge for auditing by JMP Consultants Ltd. Each year we have asked these six organisations to provide information on the measures they have introduced throughout the programme to reduce their use of business flights. This section identifies these measures, and the benefits that the six have experienced from flying less on business.

### Achieving the Challenge

8.2 The six Challengers planned to take a number of different approaches to reducing their dependence on business flying. Figure 8.1 shows the measures that they expected to implement a “great deal” in Year 1 (baseline) in order to meet their flight reduction targets each year.

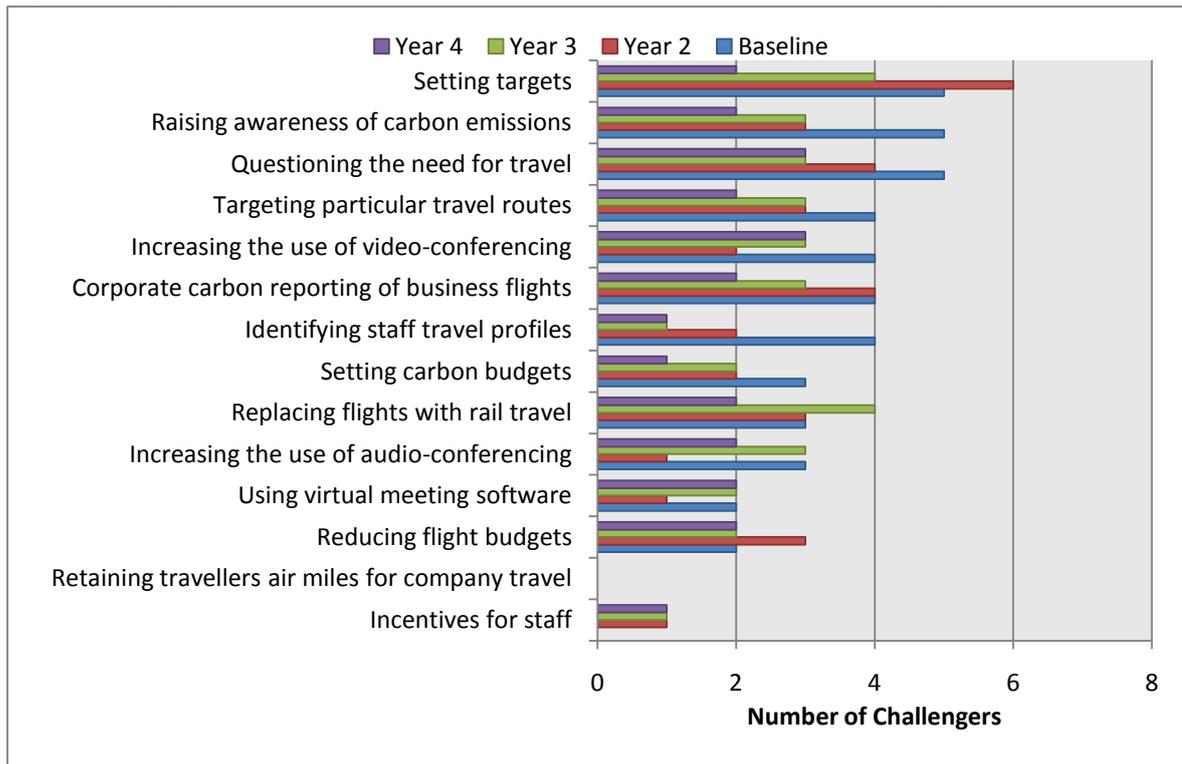
8.3 The chart shows that the most common measures expected to be implemented (as reported in the baseline) were “setting targets”, “raising awareness of emissions from flights” and “questioning the need for travel”. Other common measures expected in the baseline included “targeting particular travel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

8.4 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.

8.5 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.

8.6 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.

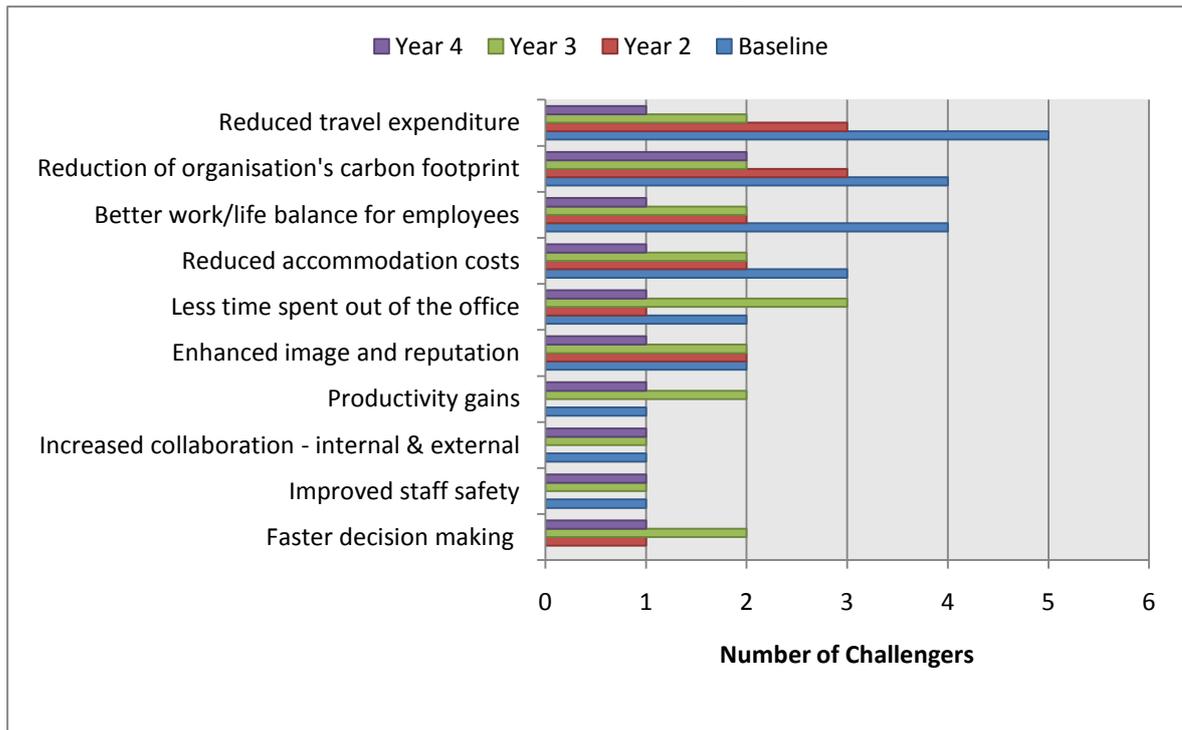
**Figure 8.1 Expected versus actual measures taken to achieve the Challenge**



## Benefits of the Challenge

- 8.7 The six Challengers were asked in the baseline to explain what business benefits they were expecting from flying less.
- 8.8 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 8.2 shows the Challenger’s responses.
- 8.9 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.
- 8.10 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.
- 8.11 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.
- 8.12 Figure 8.2 shows the expected vs actual benefits identified by Challengers of participating in the One in Five Challenge.

**Figure 8.2 Expected versus actual benefits of participating in the Challenge**



### Summary of the One in Five Challenge

- 8.13 Members are continuing to implement measures to achieve the Challenge. Those members completing year 4 of the Challenge implemented a range of measures to help achieve a 20% 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.
- 8.14 Ten challengers have completed year 2 of the Challenge and 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.
- 8.15 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.

## Appendix A: One in Five Challenge Champion's Pack

The following materials have been produced by WWF-UK to help One in Five Challenge members reduce their flying and are provided here as examples of how to engage staff with the need for flight reduction and to encourage them to consider lower carbon alternatives to flying.

### *Staff engagement posters*





**We're working on reducing our CO<sub>2</sub> footprint.**

**We need your help.**

We've teamed up with WWF and many more companies to reduce the number of flights we take by 20%. That's one in five flights.

**With your help we can achieve our target.**

[wwf.org.uk/oneinfive](http://wwf.org.uk/oneinfive)



## 14 Top Tips for Employee Engagement

There are many ways to develop engage staff in achieving the One in Five Challenge. Here's a list of tried and tested ideas to bring flight reduction alive and get staff excited about achieving ambitious targets.

- 1. Create competition amongst teams and reward good behaviour**
  - Staff teams can compete to earn green points, gained by using videoconferencing, attaining low flight numbers and other sustainable activities, such as train travel. Achievement can be rewarded with praise, or prizes – a donation to a charity or funding for an environmental project?
- 2. What is the footprint of each team?**
  - Teams can use the WWF footprint calculator to measure their individual footprints. And, if they make pledges to reduce their individual or collective footprint, they can then compare each others' progress
  - Each person can tackle many parts of their footprint, identified using the calculator, e.g. transport, energy in the home, food and what we buy
    - <http://footprint.wwf.org.uk/>
- 3. Find new imaginative ways to communicate the travel policy**
  - Internal communications (intranet, notice boards, team meetings, company magazine etc) are essential to achieving gains in sustainability by employees
  - Novel ideas, such as videos, presentations, special guests, and seminars can boost interest and implementation by staff
    - WWF experts are available to talk about the need to fly less in order to help the environment at large staff gatherings (see contact details below)
- 4. Present information in easy to understand ways**
  - Use comparative calculations to show the carbon from flights with more tangible examples, like the number of homes heated in a timeframe or number of car journeys saved
  - Communicate global links with flying, such as threats to wildlife in places like the Great Barrier Reef – where climate change is adversely affecting the unique habitat for a wide range of ocean life, increasing ocean acidity and decreasing the ability of the seas to absorb CO<sub>2</sub>
- 5. Report on the use of videoconferencing or teleconferencing equipment**
  - By monitoring the use of audio and videoconferencing, webex and skype in your organisation you can see where it is most needed and where use could be improved
  - Listing the locations and members of successful video and teleconferences helps to develop a knowledgebase that staff can use to organise meetings between



President: HRH Princess Alexandra,  
the Hon Lady Ogilvy KG, GCVO  
Chair: Ed Smith  
Chief Executive: David Nussbaum

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known locations, as well as a list of supportive contacts who can assist colleagues

**6. Set reduction targets for each team**

- Provide incentives for staff to cut down on flights, such as train tickets to Paris

**7. Roll out the initiative as part of an event, or themed week**

- Hold free taster sessions of the videoconferencing equipment
- Provide information or presentations on flying less

**8. Bust myths**

- Help staff realise how close we are to Paris, Brussels and other business centres
- Compare a point to point trip on a train and on a plane. Comparing time available for work etc. No check in, security, baggage to collect etc...

**9. Reward sustainable travel**

- Create a giant map of Europe and invite staff to pinpoint the places where they have visited by train.
- Create a competition for whoever has travelled the most, or furthest by train

**10. Outline the benefits of flying less,**

- Why it is good for the company: saving money and time
- Why it is good for staff: improved work-life balance and global environment

**11. Develop a carbon tracker**

- Use a carbon calculator for each trip, so individuals learn how much carbon they have created by travelling
- Provide staff with a limit, or budget, whilst challenging them to reduce their carbon emissions beyond those amounts

**12. Try to find a sustainable use for air miles**

- Rather than rewarding individuals with air miles, why not use them across the company for future trips, further saving costs and carbon

**13. Find champions in the organisation who can promote the scheme**

- Staff with young families may already value not having to travel as much; however, senior members of staff can have great effect on employees when leading by example

**14. Link the One in Five Challenge with other environmental initiatives**

- Integrate the challenge into a themed environment week, or healthy lifestyle week
- Hold a conference on all corporate social responsibility initiatives for staff to familiarise themselves with