

Transport for London

Sustainable business travel



Sustainable business travel

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Foreword

Travel is a core part of doing business and face-to-face meetings are often the best way to build relationships with clients and business partners. London is investing at an unprecedented level to create a transport network that will support its continued success as a place to do business.

However, ever increasing travel brings with it significant costs to businesses and to wider society. For example, it contributes to congestion on the transport network, unproductive time spent travelling, accidents, fatigue and stress for staff, and environmental impacts such as greenhouse gas (GHG) emissions and poor air quality. Many parts of London still do not meet current air quality standards.

New developments in IT and communication technologies, as well as ongoing investment in the transport network, are making it easier to manage travel and vehicles more efficiently, to find alternatives to travel, and make more productive use of travelling time. New approaches to risk management and driver training can improve safety, reduce stress and save fuel; new vehicle technologies and fuels can help reduce emissions. A sustainable business travel strategy brings these different solutions together, helping your organisation to:

- Reduce the need to travel and improve operational performance
- Save time and money through more efficient travel policies and practices
- Reduce emissions that contribute to air quality and climate change
- Improve your organisation's reputation which, in turn, can lead to competitive advantage

This guide is intended to assist those responsible for the process of reviewing and delivering sustainable business travel policies by helping them to identify current strengths and weakness and prioritise areas for improvement.

Clearly, there is no one-size-fits-all solution. Different solutions will benefit some employers more than others, but there are real savings to be made, as shown by the case studies in this guide.

By implementing sustainable business travel practices, London's business community can play its part in improving air quality and reduce GHG. By working together, we can positively influence transport choices to deliver a fit for purpose solution and reduce the impacts of business travel on your bottom line and the environment.

Iain Macbeth, Business Engagement Programme Manager

1 Introduction

What is sustainable business travel?

Sustainable business travel is concerned with managing the costs, social impacts and environmental consequences generated by the use of different modes of business travel. Organisations can improve their commercial performance and enhance their reputation by adopting sustainable working policies and practices.

For the purposes of this guide Transport for London (TfL) has defined business travel as:

‘Travel that is undertaken by an employee during the course of the working day to fulfil either operational duties (the requirements of their function) or non-operational needs (for example, travel to internal meetings and training). The cost of this activity is therefore paid for by an organisation rather than the individual.’

It is important to note that an organisation’s business travel policies can influence other aspects of travel, for example, commuter travel, deliveries and procurement. Further discussion of such links is available later in this guide.

An organisation that practises sustainable business travel considers:

- **Financial sustainability** – the total financial cost of employees’ business trips and the impact of business travel on operational effectiveness and efficiency. For example, the financial cost of the business trip and the time spent travelling where an employee is unproductive
- **Social sustainability** – the health and safety considerations and impact of travel on employee wellbeing. For example, ensuring that travel policy and practice adhere to health and safety legislation, and that travel demands placed on employees do not lead to stress or other health impacts
- **Environmental sustainability** – the environmental impact of the organisation’s operations and its employees’ business trips. For example, managing business travel to minimise GHG, carbon dioxide (CO₂) or pollution; and adopting sustainable procurement practices to ensure suppliers operate in an environmentally conscious manner

To achieve these it will manage its business travel so as to:

1. **Reduce the need to travel**, avoiding unnecessary journeys and finding alternatives to travel
2. **Remode to alternative means of travel**, reducing CO₂ and congestion while potentially making better use of travel time
3. **Reduce vehicle use and improve the efficiency of operation**, minimising wastage, optimising fuel efficiency and using clean technologies where appropriate

Examples of measures under each category are given later in this guide, with case studies showing organisations that have delivered measurable benefits. References are also provided where more detailed guidance on a particular topic is available elsewhere.

Central to any successful business travel strategy is the need for effective monitoring of travel costs across the organisation. On the principle that 'you can't manage what you don't measure', only by keeping good records of where travel is undertaken and costs are incurred is it possible to identify opportunities to make savings while fully meeting business needs.

Table 1: Example actions in a sustainable business strategy

Business travel initiatives to reduce carbon emissions include:

Alternative to travel – replacing face-to-face contact with video or teleconferencing or by virtual worlds

Travel blending – reducing the frequency of business travel by combining meetings into one trip and managing time better

Efficient modes – encouraging and directing staff to more sustainable and carbon efficient modes of travel

Greening the fleet – providing greener fleet for business travel

Driving styles – providing advice and training on fuel-efficient driving techniques

Planning ahead – planning travel to avoid congested peak periods, choosing accessible locations

What are the benefits?

In summary, a sustainable business travel strategy can help your organisation to:

- Reduce the need to travel and improve operational performance
- Save time and money through more efficient travel policies and practices
- Reduce emissions that contribute to air quality and climate change
- Improve your organisation's reputation which, in turn, can lead to competitive advantage

Financial savings are achieved by streamlining the travel options, questioning the business need and developing a hierarchy to promote sustainable options first; this will inevitably deliver significant cost savings that have a direct impact on your organisation's bottom line and profit margins.

Environmental benefits are delivered by alleviating the need and the frequency to travel, and ensure the most environmentally efficient option appropriate to business need is used when travel is required. The information routinely collected as part of a sustainable business travel strategy can assist environmental reporting, for example, under ISO 14001 or for Scope 3 GHG reporting.

Corporate and social responsibility improvements arise from a comprehensive policy that improves the safety and wellbeing of travelling staff, and reduces the impacts of business travel on the environment and community; while also helping you to comply with legislation.

Benefits to employees arise from policies that improve their work-life balance and health, and give them greater travel choices and flexibility in working arrangements. Promoting car sharing for business travel or by providing a vehicle pool can also deliver additional benefits, allowing employees to commute by other sustainable modes such as car sharing or cycling. This along with other measures may be a direct cost saving to the employee.

Employees can also benefit financially from choosing sustainable business travel policies. For example, fuel and carbon-efficient company vehicles are also available for employees' personal travel. Furthermore, company car tax is based on a vehicle's CO₂ emissions. The lower the emissions, the lower the individual's personal tax due to 'benefit in kind' will be (see www.hmrc.gov.uk/cars).

These benefits can strengthen employee retention and widen your accessibility to potential staff.

Who is this guide for?

This guide is designed to be a source of practical help for those responsible for business travel procurement, business travel policy and business travel management, as well as individual employees seeking to change the way they travel for business. This could include representatives from the human resources (HR) department, procurement or finance. It may also be helpful to those creating workplace travel plans, or working on fleet and distribution-based initiatives, such as the TfL Freight Operator Recognition Scheme (FORS) programme. For more information on FORS visit tfl.gov.uk/fors

How to use the guide

This guide provides an introduction to the basic principles, illustrated with short case studies of organisations that have implemented successful schemes. It also provides references to other relevant sustainable travel initiatives, and sources of guidance available from TfL and elsewhere.

The remainder of the guide is structured as follows:

- Section 2 provides a more detailed discussion of the business, environmental and social impacts of business travel
- Section 3 describes a process for developing and implementing a sustainable business travel strategy
- Section 4 provides an overview of sustainable travel measures that can be considered part of a sustainable business strategy

The Appendices provide a pro-forma checklist to help identify the information needed to develop a strategy, and a list of external sources of information.

Links to other TfL advice programmes

Some of the topics mentioned here are covered in more detail in other TfL guidance, in particular:

- Smarter Working
- Fuel and fleet management
- Cycling for business
- Pool bikes for business guide

Additional information and tools are available on the [TfL website](#)

Businesses with significant delivery and services operations may also benefit from the advice available from TfL's FORS at tfl.gov.uk/microsites/fors

Commercial Group – a successful carbon reduction programme

Commercial is one of the largest office services and supplies companies in the UK, and is committed to showing that a successful business must be run responsibly.

Commercial launched its carbon reduction programme, which aims to reduce its emissions by 75 per cent, with a big staff event that included a showing of the documentary film, *An Inconvenient Truth*, featuring former US Vice President Al Gore's campaign to raise international awareness of global warming, complete with popcorn. The turnout was excellent and when Arthur Hindmarch, Managing Director, asked if anyone wanted to be involved, more than a quarter of the company joined board-supported groups focusing on carbon and waste reduction.

Each group has representation from across the divisions and generates its own initiatives. By using expertise in the company, Commercial has already exceeded its waste reduction target and has reduced its carbon emissions by more than half, stunning figures for a company that grew by 18 per cent in 2011.

'I have run a lot of projects in my time and can categorically state that running a carbon reduction programme has been by far the easiest to motivate staff to join. It delivers clear and meaningful business benefits and also gives everyone involved the feeling that they are doing something worthwhile that makes a positive difference to generations to come.'

Simon Graham, Environmental Strategist, Commercial Group

2 Understanding the full costs and impacts of business travel

As summarised earlier, business travel incurs significant costs to the business, to employees and to society and the environment. This section discusses these costs and impacts.

Financial costs to business

Organisations should consider the total financial cost of business travel. This cost is greater than the price of a ticket. To account for the total financial impact organisations need to consider all the costs associated with the procurement, management and use of travel. These may include:

Front end costs – costs surrounding duty of care, travel management administration, procurement costs, supplier and contract management fees.

- Replacing face-to-face meetings with virtual meetings (by telephone or video conferencing), thus reducing travel and subsistence costs
- Including the most fuel efficient and lowest emission vehicles in company car selection lists
- Reducing the costs of maintaining a fleet by establishing a contract with a car club or hire car company

- Alleviating on-site car parking pressures and costs associated with providing parking (such as off-site parking charges, management etc) through promotion of car sharing for business and commute purposes and other sustainable modes of travel. This also has potential to unlock land previously used for car parking to expand operations

Travel costs and expenses – cost of travel, including ticket purchase, parking fees, lease or hire costs of vehicles, or maintenance and fuel costs. Additional costs may also come from accommodation fees, travel expenses and insurance claims. The value of staff time spent travelling can be a very significant cost, but is rarely fully quantified.

- Ensuring staff choose the most cost-effective mode for each business journey
- Advising staff on travel and ticketing options, particularly on savings associated with booking in advance
- Encouraging and facilitating car sharing, to reduce mileage payments and the administrative costs of processing travel claims
- Encouraging staff to walk or cycle as opposed to taxi or car for short distance business trips
- Increasing productivity by making more cost-effective use of employees' time. Rail travel can be used more productively than driving a car

Back end costs – costs associated with invoicing and expense processing, management and reporting, and possibly litigation costs.

- Reducing the hidden costs of business travel such as administration time to check and process frequent travel claims for grey fleet and the costs of handling insurance claims and parking fines. Grey fleet vehicles are those used by the employee but not necessarily owned or leased by the company eg their own cars or hire cars
- Investing in greener transport methods. You may be able to become eligible for road pricing exemptions and reduced Vehicle Excise Duty (VED). For new cars VED is calculated according to its CO₂ emissions, with the most polluting cars paying the highest rate and demonstrates a win-win for businesses

Environmental impacts

The main environmental impacts of business travel arise from road vehicle emissions. These lead to poor air quality locally and regionally, and contribute to climate change at a global level. The noise produced by road traffic can also affect people's health and quality of life¹.

¹ Health impact of PM₁₀ and ozone in 13 Italian cities, WHO 2006

Air quality

The key environmental concerns are:

- Nitrogen oxides (NO_x), the generic term for nitric oxide (NO) and nitrogen dioxide (NO₂), are formed by a reaction between nitrogen and oxygen gases in the air during combustion. Further reactions of NO_x with other atmospheric factors can lead to the formation of other pollutants such as ozone and acid rain
- Fine particles, referred to as particulate matter or PM₁₀ and PM_{2.5}. Road traffic is the greatest contributor to these as a result of engine emissions and tyre and brake wear. A study for the Greater London Authority (GLA) estimated that fine particles could be involved in more than 4,000 deaths in London each year²

The Mayor's Air Quality Strategy (MAQS, 2010) has the overarching aim of reducing air pollution in London. The strategy incorporates policies and proposals for improving air quality and measures include the reduction of vehicle emissions by encouraging sustainable travel behaviour.

Greenhouse gases

Scientific consensus is that climate change is driven by increases in man-made GHG emissions, of which CO₂ is the most dominant. Transport currently accounts for 22 per cent of total CO₂ emissions in London, and 72 per cent of this is from road traffic.

To reduce the impact of climate change Intergovernmental panel on climate change estimate that there needs to be a reduction in global emissions of at least 50 per cent on 1990 levels by 2050³. The UK Government has acted upon this by setting itself a legally binding target of an 80 per cent cut by 2050, with an interim target of a 34 per cent cut by 2020. Individual businesses are contributing towards these goals by setting their own targets for reduction and reporting their own (Scope 3) carbon emissions. Many organisations now require their suppliers to undertake carbon reporting as part of their procurement policies.

In London, Mayor Boris Johnson has set out a climate change mitigation and energy strategy that has even more challenging targets with a 60 per cent cut in carbon emissions by 2025, just 15 years away. The strategy considers there to be a major economic opportunity for London businesses through lower fuel costs, increased competitiveness and new jobs in low carbon businesses.

² Report on estimation of mortality impacts of particulate air pollution in London, Dr Brian G Miller, GLA, 2010

³ See Intergovernmental panel on climate change reports <http://ipcc.ch/>

Emissions are reduced through:

- Reducing total vehicle mileage by finding alternatives to travel and using alternative modes
- Improving driving techniques to improve fuel efficiency, optimise emission reduction equipment and reduce tyre and brake wear
- Using low emission vehicles

Measures that achieve this are discussed in greater detail in Section 4.



Road safety and corporate responsibility

Despite significant reductions in the numbers of road accidents in recent decades driving remains one of the most hazardous activities undertaken in the course of work.

The safety implications of business travel

Up to one in three road crashes involves a vehicle being driven for work.

Every week, around 200 road deaths and serious injuries involve someone at work.

Nearly all of these deaths and injuries are preventable.

For the majority of people, the most dangerous thing they do while at work is drive on the public highway. (Health and Safety Executive 1996)

Managing a driving for work policy can save your business money.

Managing a driving for work policy is a legal requirement under health and safety legislation and road traffic law.

Management and employees can be prosecuted for road traffic crashes involving work-related journeys, even when drivers are using their own vehicle. For more information, visit www.drivingforbetterbusiness.com

Organisations have a duty of care to their employees, and those they come into contact with when travelling for business. A business that does not adhere to relevant health and safety legislation risks criminal proceedings, financial penalties and damage to its reputation.

A summary of legislation that organisations should adhere to is given below.

The Health and Safety at Work Act (1974) – organisations are bound by the duties imposed by health and safety law. The Act covers all sites where work is undertaken including the home and during work-related driving activities. It does not apply to commuting, unless the employee is travelling from their home to a location which is not their usual place of work.

Management of Health and Safety at Work Regulations (1999) – under the regulations organisations have a responsibility to effectively manage health and safety risks and periodically review its risk assessments as well as a duty to consult with employees on health and safety issues. Regulations also require that a risk assessment is undertaken on business travel and driving activities. Organisations must therefore make sufficient arrangements to implement health and safety measures identified in risk assessments including the appointment of staff to monitor and review implementation.

Corporate Manslaughter and Corporate Homicide Act (2007) – organisations can be found guilty of corporate manslaughter as a result of serious management failures resulting in gross breach of duty of care. If found guilty under the Act an organisation could be fined between two and 10 per cent of turnover or ordered to take out publicity orders in the national press. While the Act is aimed at organisations, individuals can still be prosecuted for common law manslaughter by gross negligence. To reduce risk, organisations need to ensure they have a complete health and safety management system in place for any employee that travels as part of their work. Organisations should also keep this management system under review and ensure that adequate compliance checks are implemented and records maintained.

The Working Time Directive 2003/88/EC – under the directive employees cannot be forced to work more than 48 hours per week, travel time for operational duties is included within this allowance.

Duty of care responsibilities: The joint Health and Safety Executive (HSE)/Department for Transport (DfT) guidance, *Driving at Work* (www.hse.gov.uk, 2003) stresses that managing occupational road risk makes real economic sense for companies as road crashes cost time and money in terms of absent staff, lost production, insurance premiums and damage to commercial reputation.

Staff welfare and quality of life

In addition to the safety implications of driving for business, there are other ways in which business travel affects the quality of life of your staff.

- Stress and fatigue
- Health problems from prolonged inactivity behind the wheel
- Time spent away from home and family
- Unsocial hours
- Business travel requirements can dictate commuting, reducing choice and potentially increasing costs, for example, if an employee needs to provide a car that they would otherwise not have

By minimising travel requirements during the working day, and encouraging more flexible working arrangements, a sustainable business travel strategy can improve the quality of life of employees and give them greater choice in how they travel to work.

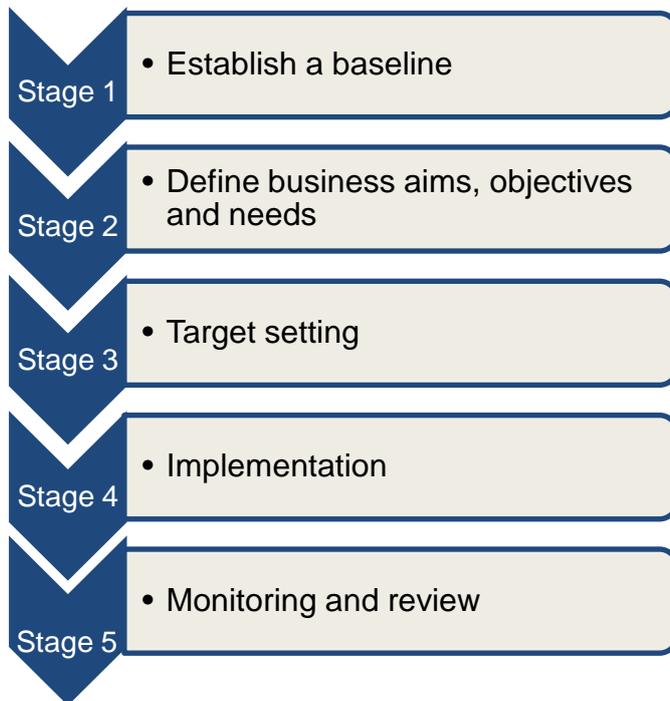
3 Developing a sustainable business travel strategy

The aim of the strategy is to identify and define the business needs to establish a framework for business travel that will deliver time costs and efficiency savings. Depending on your organisation's size and your individual needs you may wish to produce a formal document to set out the strategy.

Overview of the process

On the principle that 'you can't manage what isn't measured', good data collection and monitoring is at the heart of effective management of a successful business travel strategy. As a living document it should be updated regularly to reflect any changes and success. Without promotion and encouragement of measures, success will be limited.

A summary of a suggested process for developing a business travel strategy is given in the flow diagram below.



Step 1 Establish a baseline

Each organisation will have different requirements for business travel based on the services it offers, its scale of operation and location. The starting point will be:

- Identify and engage key stakeholders to establish business needs
- Review existing policies (ie travel, information communications technology (ICT), environment and HR)
- Review financial records of individual departments

- Review assets (ie vehicles, bicycles, ICT, facilities infrastructure and collate data on usage)
- Engage with employees to identify business travel requirements, opportunities and commitment to change

Analysis of the above baseline data will result in better understanding of the full extent of your existing costs. This will help you decide how important the issue is, where action is required, importance as a business critical efficiency area and then quantify the level of reductions possible.

For example:

- Is the re-imbursment of taxi fares running into the thousands each month? Are there patterns of usage by departments or by distance?
- Do you know the actual costs of business travel each month? Or are significant costs hidden or spread across several budgets?
- Are patterns of business travel consistent across different departments?

At this stage it is worth examining existing travel service contracts and establishing a framework for reviewing them (ie for fleet provision or travel and hotel bookings). The same review can be applied to other suppliers of goods and services, which may lead to identifying further environmental and financial savings for your organisation.

Appendix A provides a checklist of information required to conduct an audit. Establishing a baseline will enable you to measure the success of the strategy.

Keeping a centralised record of all business travel across the organisation

This will enable you to:

- Bring all business travel information together in one place (collected from in-house fleet, rented cars, staff expense claims etc)
- Factor in a value of time component (for example, time spent driving)
- Include non-car travel (using staff expense claims and/or travel booking agents)
- Include travel by taxi (use and costs)
- Include the use of smarter working practices to avoid travel
- Use the travel information to estimate CO₂ usage
- It may be necessary to amend the format of your organisation's staff expenses claim form to obtain the detailed information required

Your organisation may already use a management tool which records financial information (timesheets, financial expenses payments etc) and could also unlock business travel data.

Practical tip

Understanding your 'true costs' of business travel is critical to achieving buy-in from budget holders. The potential savings that can be made will help add weight to your proposals. The savings could also be earmarked for investment into further sustainability initiatives.

Step 2 Defining business aims, objectives and needs

When defining your requirements the questions below provide examples of the key questions to consider:

- Is business travel essential to the completion of the task?
- Who needs to travel and for what purpose?
- Is a journey required?
- What corporate policies (ie health, safety and environment) and priorities determine travel requirements?
- Is a vehicle needed? If so, where is it parked? How is it scheduled? How far in advance does it need to be booked? How is fuel managed?

The answers to these questions will ensure that the most sustainable option to meet your business needs is always chosen.

Setting objectives

Steps 1 and 2 suggest what is possible, practical and desirable within your organisation, enabling you to develop appropriate and achievable objectives. These may also be influenced by wider corporate policies, such as:

- Reducing carbon emissions
- Reducing costs
- Increasing efficiency
- Meeting corporate social responsibility (CSR) commitments

Practical tip: Have you considered links to other policies?

Your business travel policy may overlap with your:

- Fleet management plan
- Sustainable transport plan
- Parking management strategy
- Smarter Working policy
- Work-life balance policy

Step 3 Target setting

When setting targets it is essential to use the SMART principle, in that all targets should be:

- Specific – say exactly what you mean
- Measurable – clearly show what you have achieved
- Achievable – a realistic but stretching target within the availability of resources, knowledge and time
- Relevant – the target needs to be the main goal of the project and clearly defined to avoid ambiguity later on
- Time bound – a period needs to be specified within which the target will be met

Identify key performance indicators for monitoring the performance against your objectives and targets. Example indicators include total number of business miles by:

- Company cars – if you use fuel cards, you can measure mileage per gallon (litres per km)
- Employees cars
- Hire cars
- Car club cars
- Taxis
- Total expenditure on public transport (possibly separating out long-distance rail)
- Flights (domestic and international)
- Use of tele or video conferencing facilities (ensure data is collated on travel avoided)

Step 4 Gaining business buy-in

To achieve buy-in to your targets, provide a reiteration of benefits, linking them to arguments that justify the sustainable business travel strategy. A sustainable business travel strategy should align with wider organisational activity and support, such as HR policies (including flexible and mobile working), ICT and commuter travel patterns as these all can affect how employees travel (or not travel) for business.

Environment Agency – involvement and ownership

The Environment Agency has established ownership and support for sustainable travel policy and practice at each level of the organisation from directors to employees.

Chief executive

Supports reduction in business mileage and promotes use of public transport.

Directors

Directors of HR and operations have signed-off the casual car user policy and internal communications are issued directly by them.

Managers

Balanced scorecard methodology incorporates performance indicators linked to business mileage levels. This means that regional managers report specifically on miles travelled within their regions. Regions, areas, teams, and in some cases individuals, have personal mileage reduction targets.

Employees

Employees and their line managers are required to consider the options for travel using the Environment Agency's travel hierarchy.



Step 5 Implementation

Implementation of your sustainable business travel management strategy involves putting into practice the measures identified in the earlier stages. The rest of this guide provides guidance on individual measures that might be included in the strategy. The engagement and support of your senior management team is key to your strategy's success. It establishes the priority placed on the strategy and how it aligns with other key policies, working practices and strategic objectives.

All of the outlined solutions are likely to need tailoring for your specific business requirements to achieve the very best outcomes.

Roles and responsibilities

- Sustainable business travel lead

These individuals should be in a position of authority with the ability to commit budget and allocate work cross-departmentally. They will have the enthusiasm and drive to ensure that each department plays its part in adopting the strategy and empower the business travel coordinator to implement change.

Their role will include:

- Publicly endorsing and promoting the strategy as a key corporate objective
- Consultation with senior managers and budget holders
- Setting an example

- Business travel coordinator

Some tasks may fall under the existing work areas of facilities managers, fleet controllers or the travel coordinator. Depending on the size and circumstances of your organisation you may wish to appoint a business travel coordinator to manage the strategy.

Coordinators are responsible for the day-to-day management of the policies that make up the strategy. This includes answering general and specific queries from staff, promoting and marketing the scheme, and reviewing and monitoring as time goes on.

In addition to collating the business travel data, the business travel coordinator should work with business managers to identify and agree target areas for improvement.

The business travel coordinator should ensure that there is regular, ongoing marketing, promotion and communication with employees. This is essential for your strategy to maintain momentum and to become embedded as a standard business process.

- **Sustainable travel champion**

You might also find it helpful to nominate 'champions' across your organisation who are enthusiastic and committed to achieving specific targets, for example, encouraging more walking, increasing the number of cyclists or increasing the use of video conferencing to drive your business travel strategy forward. The sustainable business travel champion provides a public face to your strategy.

Their roles will include:

- Consultation with senior managers and budget holders
- Setting an example
- Engaging with other business managers

- **Sustainability working group**

A working group will need to be established to ensure consistent delivery of the strategy alongside corporate objectives and other initiatives. The exact make up of the team – which will consist of a variety of disciplines – depends on the size and nature of your operations. Consideration should be given to include members responsible for marketing and communications, HR, ICT, facilities, environment and CSR. Each member will have their own roles and responsibilities for delivery of aspects of the strategy which may include:

- Engagement with staff and unions to obtain their support and buy-in to the policies and measures
- Design of stakeholder maps and benefits
- Testing or provision of ICT
- Monitoring of associated facilities
- Delivery of flexible working policies
- Monitoring reduction in staff absenteeism
- Production of literature and materials

Step 6 Ongoing monitoring and review

Monitoring and review is essential to maintain momentum and organisational commitment, and provide evidence of efficiencies in time and cost or environmental savings.

It will enable you to identify:

- If the strategy is meeting the objectives and targets it set out to achieve
- Which initiatives are particularly effective and could be developed further, for example, rolled out to other sites or wider groups of employees?
- Which initiatives need reviewing further to achieve target
- Whether staff time and other resources are appropriately allocated across your initiatives
- Evidence obtained which will support requests for additional funding
- Any external factors that may lead to a change in objectives, for example, changes in government policy or regulations

tp bennett LLP – maintaining the momentum through sustainability awards

To help maintain staff interest in business travel initiatives, London-based design practice tp bennett LLP has introduced annual sustainability awards within the office.

‘This year tp bennett will be counting up staff business cycle mileage and awarding a prize to the staff member who has clocked up the most miles in the course of the year. The partnership is also organising an internal design competition to develop staff ideas on how to improve the local environment for walkers and cyclists.’

Polly Barker, Director, tp bennett LLP

Reporting of monitoring results

Providing senior managers and decision makers with detailed results of monthly and annual monitoring will empower individuals to promote and embed your goals within operations. Headline data should then be shared with all employees to evidence and reward achievement, and encourage continued support. You may also choose to include monitoring headlines in existing external reports such as CSR, environmental or sustainability and within company accounts.

The DfT has developed guidance and a carbon calculation and reporting tool to help organisations calculate emissions from business travel. The guidance and tool can be found along with other tools at www.transportdirect.info



4 Practical measures

Reducing the need for travel

The most financially effective and sustainable business decision may be not to travel in the first place. Organisations often need to travel to deliver their business objectives, but by re-examining how outcomes are delivered, and assessing the viability of alternatives, there may be opportunities to reduce the need.

Reviewing operations and delivery

In some instances better forward planning can reduce the need to travel. In addition, reconfiguring how products or services are delivered to clients and customers may lead to travel and operational efficiencies.

Practical tip – simple steps organisations can take to reduce the need to travel or improve efficiency include:

- Organising meetings in the same area for the same day
- Combining several tasks into one journey
- Choosing a meeting location that takes into account the origin of attendees
- Choosing a meeting location based on accessibility to public transport networks
- Timing meetings outside peak hours which can reduce journey times and cost
- Planning the route to be taken using route planning software or online services such as the AA, RAC or Google
- Providing up-to-date maps
- Providing in-car satellite navigation systems
- Seeking best route information from meeting organisers as no software tool can replace local knowledge

Implement Smarter Working

Developments in ICT have changed the way that organisations operate, internally and with their stakeholders. By investing and promoting technological alternatives rather than face-to-face meetings there is an opportunity to reduce business travel.

For further guidance in this area TfL has produced a guide on Smarter Working as part of its business toolkit, this is available at tfl.gov.uk/businessoffers

Remode – alternative modes of transport

- Long distance travel

For longer journeys within London and UK intercity travel, public transport should be promoted where it is the most cost, time and carbon-efficient mode.

As train travel is less carbon intensive than travelling by plane many organisations now implement a ban on all short-haul flights where an equivalent journey by train of less than six hours is available. Unless a business specific reason deems air travel essential, trains often provide a greater opportunity to work compared to the combined airport and flight experience which can equal or exceed the train journey.

Practical tip – promote early and provide information

- Make sure your booking process for train tickets is easily accessible and in plain English
- Encourage employees to book early to gain financial savings on cost of ticket
- Provide information on routes, arrival and locality with contingency arrangements in the event of delays

When comparing the costs of different modes bear in mind the benefits of using public transport, for example, being able to use the time productively (many long distance trains now provide WiFi), or simply to take a break between meetings.

- Local travel

For local trips walking, cycling and local public transport should be encouraged where practical. The most appropriate mode will largely depend upon travel distance and on journey timing, purpose, destination and weather conditions. In London a very high proportion of journeys are made by rail, providing an opportunity for walking or cycling on the final leg of a business trip from the station to final destination. As many Underground stations are relatively closely spaced, walking or cycling can compete on journey times and, with appropriate planning, you can avoid busy transport hotspots to ensure comfort and safety.

- Walking

For shorter journeys and transfers between stations and travel modes, walking can be the quickest and most effective option as it does not require additional time for parking or waiting for public transport. In central London it is often the quickest mode and there are 47 Tube stations that can be walked between in under 10 minutes. To encourage walking for business journeys, it is helpful to provide employees and visitors with good maps of direct walking routes showing distances

and times to common destinations. Within London the preferred wayfinding system is [Legible London](#). This provides a clear intuitive mapping system that details landmarks and provides an estimate of the time it will take to reach your destination. For mapping advice or to obtain a bespoke map for your organisation, contact businessengagement@tfl.gov.uk.

- **Cycling**

Bicycles are ideal for local journeys. For further guidance and how best to promote a cycling scheme, the 'Pool bikes for business guide' is available at tfl.gov.uk/businessoffers

Should staff wish to use their own bicycles for business journeys it is essential to provide cycle parking at your location. If you require cycle stands your organisation maybe eligible to apply [online to TfL](#).

The launch of the Barclays Cycle Hire scheme has greatly expanded the opportunities to use bicycles for work journeys in central London. Employers who use the scheme avoid the need to buy and maintain pool bikes and issues regarding space for parking.

Cycling and the London boroughs

Camden Council encourages its employees to cycle for business journeys by providing:

- A £250 annual lump sum for essential cycle users and 25 pence per mile for casual cycle users
- Thirty-six pool bikes including folding bikes at two locations where storage space is limited. The pool bikes are well used at both locations with each bike in use three out of five days a week
- A pool bike mechanic to undertake a standard maintenance check every three months plus ad hoc repairs when needed
- A cycle training course for all new pool bike users to ensure they have the skills to ride safely
- Pool bike users with a pannier bag to transport their equipment; this also contains safety equipment including a helmet, gloves and a reflective jacket

Paul Davis, Travel Plan Coordinator, London Borough of Camden

Employers can encourage cycle use for business travel by:

- Making pool bikes available for work-related journeys. Make sure these are accessible, well promoted and regularly serviced
- Offering folding bikes for multi-modal journeys and encouraging employees to use these for the last leg of their journey
- Offering a cycle mileage rate to individuals using their own bike for business journeys. HM Revenue & Customs (HMRC) permit a tax-free allowance of up to 20 pence per mile
- Installing facilities for cyclists such as cycle parking and lockers with appropriate signage for easy location
- Providing staff with maps of preferred and direct cycling routes, showing distances and times to common destinations. TfL's web-based Journey Planner has a cycle map option, but consider providing your own design-based maps focused specifically on your site(s), and based on existing cyclists' feedback
- Promoting health benefits of cycling
- Establishing a Bicycle User Group (BUG) and let them be your ambassadors
- Signposting cycle training and safety
- Advertising your cycling credentials with www.cycletoworkguarantee.org.uk

These measures would be included in a staff travel plan, so there is a clear synergy between promoting walking and cycling for business travel and the measures you are taking to improve travel choices in commuting.

Managing travel to promote alternatives

To encourage staff to use public transport, information and ticket booking procedures need to be accessible and straightforward. You should ensure all employees have access to travel information. For example, TfL's Journey Planner in London and Network Rail's Journey Planner for UK rail travel.

There may be several ticketing options available to your employees including purchasing tickets and claiming back this expenditure through an expenses system. This offers flexibility to staff in purchasing tickets as well as the opportunity to benefit from advance ticket discounts. However, a downside to this system is that employees must wait for expenses to be repaid and the costs associated with processing and auditing expenses claims. This is often a barrier to using public transport when a car is available.

Alternatively, suppliers can be contracted to offer these services. This requires no personal financial outlay by staff and reduces time and perceived inconvenience of purchasing tickets.

In addition, you should consider:

- Business travel policy to enable refunding Oyster fees on provision of printed evidence of journey
- The price of tickets varies depending on time of travel and how far in advance tickets are booked. Employees need to be made aware of this when organising meetings and booking tickets
- The importance of eliminating 'perverse incentives' that may arise in business policies, for example, allocation policies for company cars that reward high mileage, or high mileage rates for private cars as both encourage use in favour of public transport. This can be a difficult area to manage as it is linked to employee terms and conditions, so consultation with employees and unions where appropriate will be needed if changes are to be made
- Public transport use can be encouraged by policy statements which encourage (or stipulate) the use of sustainable modes, reinforced by a requirement for approval of car travel
- Selecting meeting and training venues with good access by public transport and/or walking and cycling
- Personalised travel planning for staff and for significant events
- From the outset, when considering locations for your business, choose those that are easily accessible to staff by modes other than car and use postcode plotting software to identify where your employees travel from and how they access your location



Optimising car use

Car use may still be the only viable solution for some business trips. However, in addition to regular and frequent vehicle maintenance there are still options available to ensure the environmental and cost impact is managed appropriately. The subject of sustainable fleet management is provided for in a separate guide available at tfl.gov.uk/businessoffers

Car sharing for business travel

If you have many employees making similar journeys for business purposes, for example, travel to training venues or to other company locations, then car sharing is an ideal option to promote. The practice of car sharing can be adopted by employees regardless of whether they are travelling in their own or a pool or hire car, but you must ensure the rules of grey fleet use as referred to earlier are adhered to.

The simplest way to encourage car sharing is an online diary where all employees can see who is travelling where and when so that they can partner up for journeys. For larger organisations a car share database may be appropriate. As with all measures, effective promotion, marketing and encouragement is the key.

For events requiring large numbers of your employees to travel it may be appropriate to nominate an individual to gather information on the proposed mode of access and timing, for example, to a large meeting or group training session. The coordinator can then look for opportunities for attendees to travel by public transport, buy advance rail tickets and, where appropriate, arrange car sharing partners. Restricting parking permits at the venue will discourage people from driving on their own.

TfL has produced a car share guide which provides more information on how to implement and operate a scheme, available at tfl.gov.uk/businessoffers



Environment Agency – car share scheme

The Environment Agency (EA) has a business travel hierarchy policy stating that employees should only make a business journey if it is absolutely necessary to carry out their duties. Car travel should be considered as a last resort if public transport, walking and cycling are not feasible.

Julian Feasby, Head of Internal Environment Management, said: 'Here at the EA, we recognise that in order to meet our statutory duties we cannot totally avoid the use of personal vehicles from time to time. However, we are constantly looking for convenient alternatives for those drivers and also to revise our policies to make it advantageous to choose sustainable travel options.'

The agency has established EA carshare which aims to reduce the number of single occupancy business journeys undertaken each year. Any commuting miles saved along the way is an extra bonus. The scheme is funded from the organisation's internal carbon reduction programme. The new scheme monitors shared business miles and provides local data on performance for managers to monitor how well the agency is doing against its stringent mileage targets.

The system aims to make car sharing simple for employees. Having a standard system across the EA gives all staff the opportunity to car share regardless of their office location or which department they are in. When car sharing, both the driver and the passenger(s) can claim mileage reimbursement at agreed rates.

To promote the scheme to employees, a project communications plan was launched that included a competition to name the car share site, a briefing note to managers, an item on the front page of the EA's intranet and emails with a link to the new car share site.

Pool cars

An alternative to providing staff with company cars or paying individuals to use their own cars is the purchase or leasing of pool cars located at work sites. The benefit of a pool car is that you can mitigate risks associated with grey fleet use, select a fuel efficient and lower emissions vehicle and monitor vehicle usage too. It is essential though to ensure your strategy promotes the use of the pool vehicles, when available, over the use of grey fleet. This policy also needs to be supported by advertising and awareness raising or the pool car will be forgotten.

Car clubs

Car clubs, like pool cars, provide flexible access to vehicles but without the lease costs and therefore you can maximise your use to get the most out of your booking fee. Vehicles are parked in reserved public parking spaces, close to or even at the workplace and can be used, and paid for, on an hourly, daily or weekly basis. Commercial car clubs offer an innovative solution for organisations wanting to avoid the burden of buying or maintaining a company car fleet or pool vehicles. It can also reduce the need to pay essential (and casual) car allowance payments to employees and the administrative burden of processing expenses claims. Most car club providers offer an online web portal, or Smartphone application, for booking of vehicles and costs may include comprehensive insurance cover.

Advantages of car clubs include:

- Carbon-efficient vehicles as those supplied are usually newer fuel-efficient models
- Vehicles are serviced and maintained to high standards
- Availability on demand, to avoid shortages of pool cars
- Arrangements for flexible use by employees – can combine business and personal use provided necessary insurance and financial procedures are in place

In anticipation of the Corporate Manslaughter Act and Corporate Homicide ACT, PricewaterhouseCoopers (PwC) reviewed its entire risk management strategy regarding driving. As a result, it has, strengthened its policy dealing with driver fatigue and implemented tighter controls on document checking.

For more details, visit www.gbta.org/foundation/icarus

Road safety

Implementing a sustainable business travel strategy can assist in compliance with an employer's duty to manage occupational road risk. Safer driving techniques mean fewer injuries and fatalities, less accident damage to vehicles, less unproductive downtime for vehicle repair, improved fuel efficiency and the potential for reduced insurance premiums. Providing safer driving tuition also helps an organisation avoid the adverse publicity and potential legal issues that can occur when a serious incident takes place involving an employee on company business.

Many employers are starting to provide eco-safe driving to fleet vehicle users but consideration should also be given to providing training to regular grey fleet own vehicle users.

Eco-driving – improved fuel efficiency and safety through improved driving

Eco-driving uses techniques that reduce fuel consumption, Scope 3 GHG emissions and accident rates⁴. Organisations can reduce fuel bills by up to 10 per cent⁵ and reduce insurance and maintenance costs by encouraging the following:

- Making sure cars are serviced regularly and tyres are inflated to the correct pressures
- Driving at an appropriate speed
- Avoiding engine idling
- Removing unnecessary weight in your vehicle, for example, heavy equipment or roof racks
- Anticipating what is happening on the road ahead to avoid sharp braking or fast acceleration

In order to mitigate risk, comply with duty of care legislation and minimise additional financial costs due to accidents or litigation, employers should be obtaining and checking employees' driving licences on a regular basis. For grey fleet they should be additionally checking:

- Vehicle MOT certificate
- Insurance certificate

⁴ www.energysavingtrust.org.uk/business/Business/Transport-advice/Smarter-Driving

⁵ www.greenroad.com/uk/programs/overview/

It is important to stress to those charged with gathering this information that there are legal reasons for gathering and thoroughly checking this information and legal implications if not thoroughly checked, recorded or acted on. The purpose of this check is to establish individual risk factors that require addressing to manage your duty of care to employees. The following is a non exhaustive list of indicators:

- High or frequent mileage claimers
- Points on licences for speeding or other driving offences, even disqualified drivers
- Invalid insurance ie business travel cover not provided
- Out-of-date MOT certificate
- Those with health issues that may affect their driving performance

Further information on managing occupational road risk is available from a number of sources, including the Driving for Better Business programme at

www.drivingforbetterbusiness.com



5 Sources of further information

The sections below provide links to useful information to help explore and develop the sustainable fleet management measures set out in this guide. TfL is pleased to assist with additional enquiries, these should be emailed to businessengagement@tfl.gov.uk

Fleet and fuel management

For more on FORS, which supports efficient distribution in London, visit tfl.gov.uk/fors

Business Link –Advice for your business on environment, transport and fuel as well as guidance on consumption
www.businesslink.gov.uk

Energy Saving Trust – for energy advice on car and van fleets, go to www.energysavingtrust.org.uk/business/Business/Transport-advice

Department for Environment Food and Rural Affairs (Defra) – offers guidance on how to measure and report your GHG emissions, at www.defra.gov.uk/environment/economy/business-efficiency

Driver safety and training

The Health and Safety Executive (HSE) provides advice on employer responsibilities for work-related road safety at www.hse.gov.uk/roadsafety

ORSA, the Occupational Road Safety Alliance provides links to training providers at www.orsa.org.uk

The Driving for Better Business programme provides information, case studies and networking opportunities, at www.drivingforbetterbusiness.com

Low-emission vehicles and fuels

Low Carbon Vehicle Partnership – for further details, visit www.lowcvp.org.uk

Energy Saving Trust – for information on cleaner fuels, visit www.energysavingtrust.org.uk

Newride – for information on electric vehicles and recharging points in London, go to www.newride.org.uk

Source London – for more on the electric vehicle charging network, visit <http://www.sourcelondon.net/>

Incentive schemes and exemptions

The London Low Emission Zone – for more information, visit tfl.gov.uk/lez

Exemptions for low emission vehicles from the London Congestion Charge can be found at tfl.gov.uk/congestioncharging

Department for Transport (DfT) – for information on grants and support for ultra low carbon vehicles, visit www.dft.gov.uk/topics/sustainable/olev/

HMRC – for more on CO₂ linked company car tax, visit www.hmrc.gov.uk/cars

Travel demand management

TfL guidance on sustainable business travel, smarter working, cycling and other initiatives is available at tfl.gov.uk/businessoffers

National Business Travel Network – for further information, go to www.nbtn.org.uk

DfT – for more on travel plans, go to www.dft.gov.uk/pgr/sustainable/travelplans

Policy documents

An Electric Vehicle Delivery Plan for London, Greater London Authority, May 2009 is available at www.london.gov.uk

The Mayor's Air Quality Strategy (2010) is available at www.london.gov.uk/air-quality

Delivering London's Energy Future: the Mayor's climate change mitigation and energy strategy (2011) is available at www.london.gov.uk

6 Appendix A: Business travel audit checklist

This checklist is intended to help an organisation consider its range of business travel impacts and understand the costs associated with its current business travel. This will form a sound basis for the development of business travel initiatives.

Existing business travel by your staff

Issues for consideration	Comments
Use of company/private vehicles for business purposes	
Use of other transport modes for business purposes	
Identification of common journeys made, for example, travel between offices or to common clients	
Key trends for timing of business journeys, for example, during peak periods, specific days of the week	

Current business travel initiatives

Issues for consideration	Achieved	Comments
Company has a current business travel strategy to reduce travel	Yes/No	
Use of ICT to reduce travel: Telephone conferencing Video Conferencing Internet-based telephone calls Online information sharing Instant messaging Virtual teamworking	Yes/No	
Forward planning: Timing meetings outside peak hours Meetings in same area for same day Combining multiple tasks into one journey Choice of meeting location based on origin of attendees or on accessibility	Yes/No	
Encouraging use of alternative modes: Walking Cycling Car sharing Public transport	Yes/No	
Personalised travel planning for staff	Yes/No	
Making car travel more efficient:	Yes/No	

Purchase/lease pool cars Contract with hire car company Car clubs Encouraging use of fuel efficient/low emission vehicles through company car policy or fuel reimbursement Eco-driving training		
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Expenditure

Issues for consideration	Assessed
Mileage and fuel consumption by all private and company vehicles	
Business mileage expenditure	
Insurance costs	
Premium expenditure	
Cost of claims made	
Bus fares for business travel	
Underground fares for business travel	
Rail fares for business travel	
Expenditure on taxi fares for business travel	
Mileage and time costs for trips made by bicycle and walking	
The cost of staff time to organise business travel	
Consideration of full costs, including hidden costs such as loss of working time	

Links to supporting organisational policies

Policy documents	Comments
Workplace travel plans	
Parking management strategy	
Smarter Working policy	
Carbon strategy	
CSR strategy	
Health and safety/duty of care to employees	
Environmental strategy	