



# Environmental Travel Policy Guidelines

A C2C White Paper

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## Introduction

Travel policies are usually based around company budgets and what providers offer the company the best financial benefits. Travel is generally restricted to certain airline, hotel and car hire groups.

In the context of collaboration, travel policies have historically omitted to enforce the use of alternative meeting tools such as voice and video conferencing. Furthermore they have not until recent allowed travelers to make conscious decisions about the necessity of travel and determine if the travel is valid and what environmental impacts it may have and also what measures the company can partake in order to offset necessary travel emissions.

## About this Guide

This guide will help you prepare your environmental travel policy, set clear and measurable CO<sub>2</sub> emissions targets and set the framework for reporting and monitoring the companies result against these targets.

## Introduction

Travel policies have historically focused on the financial benefit to the organization and their basic premise is to restrict travelers to certain class of travel, airline, hotel group and car-hire providers.

Public concern about climate change is mounting and there is pressure on organizations whether it be from internal stakeholders, suppliers or employees to become environmentally responsible.

Conferencing and collaboration tools are finally being recognized as an alternative to travel and to help organizations to meet aggressive CO<sub>2</sub> emissions targets. Incorporating Collaborations and Emissions targets into a travel program today are fundamental to reducing cost and being socially responsible.

## About C2C

C2C is a consultancy group dedicated to providing its clients with impartial guidance and advice to effectively rollout a collaboration strategy. C2C consultants have in-depth experience throughout the collaboration industry from working within vendors and service providers across Asia Pac.

C2C cuts through the vendor hype and provides it's client with a clear and concise roadmap that fits within their IT budget and meets the overall business objectives.

With speed of adoption of new collaborative technologies and the maturing of traditional collaborative technologies such as conferencing, there is a need for organizations to take a more holistic and strategic approach to collaboration within their organization.

This holistic and strategic approach includes evaluating how employees need and/or would like to communicate as well as understanding the right collaborative technologies to apply based on the profile and level of the employee. Although collaborative technologies simplify communications, the expanded requirements, different technologies available and need for customization, make collaboration planning for any organization much more complex.

Now more than ever, companies require impartial and strategic advice on what collaborative technologies to implement based on how those technologies will be used and who within the organization will be using them.

## Setting out the travel policy

- Tips on preparing your policy document.

Any environmental travel policy needs not to be complex or unduly long: the document should be straightforward, with statements that are succinct and to the point.

We recommend that it should include:

- An explanation of the company's current pattern of business travel (why we do it and how important it is to our business). This could include some analysis of typical journeys and the overall volumes and cost of business travel.
- Identification of the journeys and types of travel that most contribute to CO<sub>2</sub> emissions.
- A commitment to action across the whole organisation including the details of senior managers responsible to the board for reporting and managing the program.
- A statement setting out the overall goals and objectives and how they are to be achieved. This should explain the action the company intends to take to eradicate, reduce and off-set carbon emissions through business travel.
- A clear set of targets relating to the goals and objectives, eg the reductions to be achieved in kilometres traveled per employee, the increase in use of collaboration tool such video conferencing etc.
- The carbon reporting framework to be adopted.

## Example Business Travel Environmental Policy

This is a list of suggested content which should be used within the framework of your company's overall environment policy.

### The Company:

- Description of company activities:
  - We provide financial services etc...
  - Business travel is crucial to growth
  - Face to face contact with customers is important
- Staff numbers, locations and % of travelers
  - Typical journey consists of?
  - Characteristic of the way we do business is?
- Recognise that your activities contribute to CO<sub>2</sub> emissions
  - Identify specific areas of concern e.g. large vehicle fleet, high number of international journeys, local concerns, employee local travel etc..
- Set out a commitment to taking action across the whole organisation
- Name the senior manager to be responsible to the board for reporting and managing the goals and objectives

### Goals and Objectives:

- Reduce the environmental impact of business travel activities by 'x'% or 'y' tCO<sub>2</sub> (tons of carbon dioxide)
- Become more efficient in the way the company travels in order to reduce CO<sub>2</sub> emissions and unnecessary costs to the business: evidenced by specific activity such as car share schemes, use of company transportation to airports etc..
- Promote the use of alternatives to business travel such as audio-conferencing and video-conferencing.
- Promote the use of rail over air travel where possible and/or more efficient aircraft types.
- Reduce hotel footprint by better utilisation and the selection of more companies based on reduced environmental footprint
- Reduce dependency on car travel except for essential business users
- Encourage multiple occupancy car use where possible: in particular for attendance at company meetings
- Ensure that fleet vehicles meet environmental requirements
- Reduce the number and frequency of company meetings where possible
- Use only suppliers who contribute toward meeting the company's environmental program.
- Ensure environmental specifications and requirements are used for procuring vehicle fleets
- Explain methods of internal and external communications to be adopted

## Targets

- Describe methodology to be used to measure and report on CO<sub>2</sub> emissions
- Reduce total business kilometres traveled per employee by x% i.e. from X,000 kilometres to Y'000 kilometres.

Take into account forecast company business growth factors

- Specify for: road, rail and air
- Reduce travel to company meetings by x% by better management of schedules and facilities
- Reduce hotel footprint by 'x' % through better utilisation and supplier contribution
- Move x% of travel to audio / video conferencing services
- Move x% of air travel to rail
- Use carbon offset to compensate for the balance of any target not achieved

## Where to from here?

As mentioned earlier in this paper there is a large of amount of disparate collaboration tools available for today's enterprise. The challenges for CIO's is to determine which solutions are right for their organisation to meet their immediate needs and to provide a scalable platform for the future. Choosing the right platform and integrating the various components of a collaboration suite is a complex task and carries with it a high element of risk.

Sorting through the vendors and service providers marketing hype along with staying ahead of the organisations short and medium term goals is a challenge worthy of impartial advice.

### **Why bring in outside help? Why use consultants when you can implement change yourself?**

We have not yet come across a company that is seeking to improve, yet is not already making improvements.

Experience shows that:

Every client recognises that the need for improvement is a constant, and opportunities to do better always exist.  
Every client has people within the organisation that are capable of implementing results.

So, why do clients not implement the results themselves and instead use us?

In looking at the most common reasons, you may recognise one that more appropriately fits your situation.

The overriding reason why clients use [C2C Analysis](#) to deliver step change improvements in performance is a **financial** one. Our extensive experience of **implementing** collaboration programs, coupled with our ability to focus on delivery of results without being sidetracked by everyday management issues ensures that we achieve results **quicker**.

- Carry out an objective **health-check** identifying opportunities for further improvement on current practice.
- Create and implement innovative solutions, at a time when people are beginning to **run short of fresh ideas**.
- Deliver solutions to specific problems. (This is most typically used when management of improvement is assigned consistently to a handful of the best people, who as a result are **constantly tied up** and unavailable, to take on additional initiatives).
- Deliver a significant, **measurable improvement** that goes beyond the clients' own capability for managing change
- Act as a **catalyst** to accelerate results from current initiatives.
- Implement improvements where we have **expert knowledge**, yet there is little experience internally.
- Provide a cost effective short-term resource to **transfer** knowledge or skills, without any long-term headcount, or payroll implications.
- Use our skills in **project management** to ensure an important program is delivered on time and to budget.
- Provide **objective mapping** of all internal initiatives to ensure they will deliver results in a consistent manner and in line with group strategy.
- Identify and implement best practice from a **wider experience base** than exists internally.
- Establish, implement and **mentor** self-directed teams - to generate innovative results internally on an ongoing basis.
- Provide an additional resource in **large-scale transformation programs** where more resource is required than internally available.

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