The Legal Sector Alliance

Acting on Climate Change

Business Travel in the

Legal Sector

Foreword

The Legal Sector Alliance (LSA) is an inclusive movement of law firms and organisations committed to working collaboratively to take action on climate change by reducing their carbon footprint and adopting environmentally sustainable practices.

We believe that acting on climate change is in our collective interest and that a greater impact can be achieved through collaborative action and the sharing of knowledge and experience than could otherwise be achieved by the efforts of individual firms.

Our members have committed to:

1. Measure, manage and reduce the impact of our operations

2. Work with external stakeholders to reduce our indirect impact

3. Integrate awareness of climate change across our business

4. Advise clients on the opportunities and obligations arising from and under climate change law

5. Work collaboratively to engage in the public debate on climate change and to develop, apply and promote best practice across the sector

6. Report on our progress and be accountable

7. Adopt and pursue a challenging emissions reduction target appropriate for our own organisation and needs, achievement of which will deliver over stated time periods

The emissions resulting from business travel are an important issue for our members. The 20 LSA Executive Members have publicly committed to cutting their emissions, including those from business travel. This is the first time that a sector has collectively committed to a carbon reduction target.

Law firms – like other organisations - need to travel to meet with clients and achieve outcomes. The LSA recognises this and aims to; support members in understanding the materiality and importance of emissions from business travel; provide advice on how emissions can be reduced from business travel; and identify how changes to travel procurement and management can lead to smarter operations and a reduction in emissions.

The LSA will be using the findings from this report to understand how it can further support members in achieving these aims. The success of the LSA is the result of collaboration amongst law firms and I look forward to working with stakeholders in the business travel community to identify solutions that are appropriate for our members.

Micael Johnstone

Legal Sector Alliance

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Executive Summary

The Legal Sector Alliance's (LSA) first in depth business travel survey was completed by 30 law firms in England and Wales with a combined expenditure of around £50 million on business travel. This report explores the issues that are important to law firms when managing their travel programmes and describes how carbon emissions from business travel are being managed and reduced.

Combining travel and technology solutions enables law firms to deliver business outcomes

Employees in law firms, like other organisations, need to travel to exchange information and ideas with colleagues, clients and business partners. Business travel enables employees to meet and do this, but business travel is not an outcome in itself.

The economic climate has focused the attention on cost reduction and operational efficiency. Organisations are re-thinking how they achieve outcomes and are devising new ways of meeting business needs and client expectations. The findings from this survey demonstrate that law firms are re-thinking the role that business travel has in delivering outcomes.

Law firms are investing in and promoting solutions like video conferencing, web conferencing and webinars to improve collaboration and enable employees to achieve outcomes without travelling. Whilst the value of meeting face to face will always be important, it is no longer the only way that outcomes can be achieved.

Securing the best price and ensuring traveller health and wellbeing are the most important considerations

It is not surprising that securing the best prices / fares ranked as the most important consideration for legal firms with 83% of respondents describing this as "Very Important". The second highest ranked measure of a travel programme's success was traveller health and wellbeing with 77% of respondents describing this as "Very Important".

Compliance to business travel policy and compliance to approved travel suppliers, which can be used to manage and control business travel costs, were not as highly valued as traveller health and wellbeing. 63% and 50% of respondents respectively described these success criteria as "Very Important".

A lack of compliance to policy and travel suppliers also inhibits the ability of organisations to assess potential duty of care risks posed by business travel, and put in place measures to mitigate them. Furthermore, in the event of an unforeseen adverse incident, organisations with non-compliant travellers will find it challenging and time consuming to identify where their travellers are, how to communicate with them and effectively provide the assistance they need.

Just under half (47%) of respondents described managing carbon emissions from business travel as "Very Important". The percentage of respondents that described managing carbon emissions from travel as either "Very Important" or "Reasonably Important" was 94%. The only factors considered more important than managing carbon emissions were securing the best prices and traveller health and wellbeing.

Respondents attached greater importance to managing carbon emissions than compliance to travel policy or compliance to use of accredited suppliers. 86% of respondents described compliance to travel policy as either "Very Important" or "Reasonably Important" whilst 73% of respondents viewed compliance to suppliers in the same way.

The evidence suggests that law firms regard the management of carbon emissions as an important measure of business travel programme success.

Creating the right travel policy and programmes to achieve business outcomes

The use of technology to improve the delivery of business outcomes can have a triple bottom line win: a reduction in costs, more efficient business operations and a reduction in emissions. Individuals responsible for business travel in the legal sector are no longer solely focusing on managing travel and securing the best prices. They are using travel policies, technological innovations and new working practices to create working environments that lead to smarter, lower carbon, operations that successfully meet client expectations.

> *"The climate change agenda and the LSA members' commitment to reduce emissions has focused attention on how we operate as a sector, what we currently do and how we can do it better. Business travel has a significant impact and is a challenging source to address. We need to ask why we are travelling, how we are travelling and what we can do to work smarter, whilst still servicing client needs, with the aim of reducing business travel emissions. This report demonstrates that firms are already making changes, benefitting as a result and looking to do more.*
>
> *The LSA is a collaborative organisation and supports firms in measuring, managing and reducing emissions. This report should build a platform from which the LSA and the business travel industry can collaborate with one another with the aim of achieving smarter and more sustainable business travel practices"* Jeff Twentyman, Vice Chairman, Legal Sector Alliance

Next Steps

To support the legal sector design and implement progressive business travel programmes, that balance business needs with climate change and environmental performance, the LSA can:

- Act as an interface between the legal sector and travel suppliers to create advice and support programmes that meet members' needs;

- Promote the procurement and management of outcome focused business travel with the inclusion of alternatives to travel, such as audio and video-conferencing, as part of the business travel category;

- Undertake analysis of the return on investment of using alternatives to travel including the potential cost, time and carbon saving opportunities, and advise on where technology provides a better solution than travel;

- Produce further good practice guidance. This could include template policies or the creation of minimum standards that TMC's or other travel suppliers should be able to provide; and

- Undertake market analysis into how TMC's are supporting their clients achieve sustainable and low carbon operations.

Report Aims and Methodology

Background

This is the LSA's first business travel report. It has been written by 3SIXTY Global and is based on the findings of a survey distributed to LSA members in December 2011. The report has been made possible due to the support of Reed &Mackay.

Aims

The LSA will use the findings from this report to determine how stakeholders in the legal and business travel sectors can collaborate to improve the financial, social and environmental performance of business travel programmes.

This report aims to:

- compare and contrast how law firms measure and manage the success of their business travel programmes; and

- Identify what actions can be taken to improve the carbon efficiency of travel programmes.

Report Structure

Section 1, Respondents, provides an overview of the law firms that completed the online business travel survey. This includes information on the number of respondents, expenditure on business travel and the percentage of firms employing a Travel Management Company (TMC).

Section 2, Business Travel Management - Performance Indicators, describes how respondents measure the success of their business travel programmes and how effectively TMC's are supporting respondents in achieving these aims.

Section 3, Managing and Reducing Business Travel Emissions, examines respondents' approach to managing business travel emissions and the actions that are being taken to reduce them.

Section 4, The Role of TMC's in Managing Carbon Emissions, describes how respondents would like TMC's to support them in achieving carbon emissions reductions.

Section 1 – Respondents

Background

LSA members were asked to complete an online survey in December 2011. A total of 30 firms, employing 30,000 individuals, completed the survey.

Employee Numbers

Responding firms ranged from those employing 25 individuals to practices with over 3,000 employees. A third of survey respondents employ over 1,000 individuals with a further third employing between 501 – 999 individuals. A breakdown of the number of individuals employed by firms is shown in Figure 1.1.
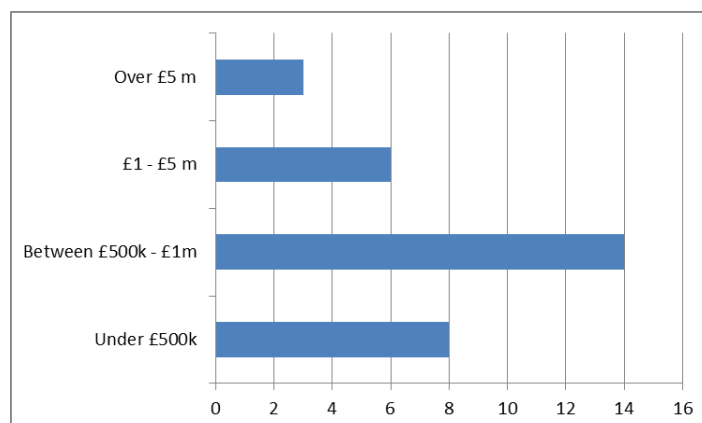
Figure 1.1 – Survey respondents by number of individuals employed
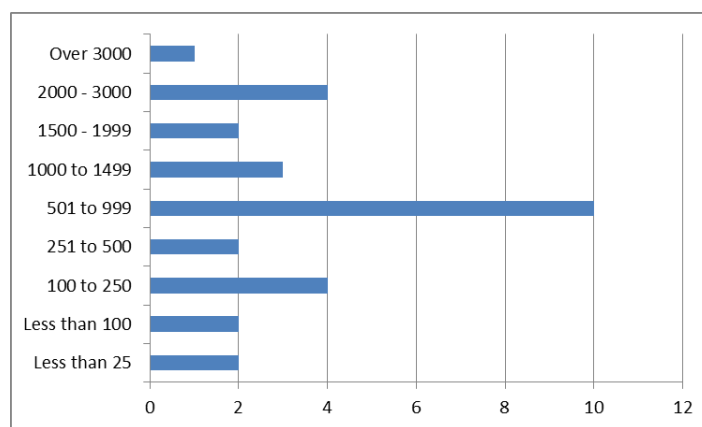
Business Travel Expenditure

The combined expenditure of respondents on business travel was an estimated £50 million. Approximately a third of respondents spend over £1 million on business travel each year. This is shown in Figure 1.2 below.
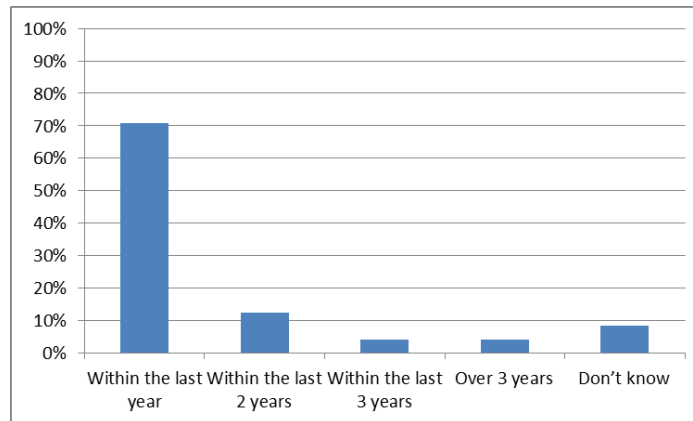
Figure 1.2 - Business Travel Expenditure (Number of Firms)

Travel Policy and Travel Management

Almost all (95%) respondents that spend over £500 thousand a year on business travel have a travel policy. 71% had reviewed their travel policy within the last year. This is shown in Figure 1.3.

Figure 1.3 – Percentage of Respondents Reviewing Travel Policy (By Timeframe)

Two thirds of respondents (63%) employ a TMC. All respondents with expenditure of over £1million and three quarters of those with expenditure of between £500k and £1 million have appointed a TMC. Half (50%) of respondents with expenditure of less than £500 thousand do not employ a TMC.

Section 2 – Business Travel Management Performance Indicators

Background

Respondents were presented with a number of statements about how they appraised the performance of their business travel programme. They were asked to grade each statement as, "Not at all important", "Not that Important", "Reasonably Important" or "Very Important".

Headline Findings

- Ensuring the best fares / prices was "Very Important" to 83% of respondents

- Ensuring traveller health and wellbeing is the second most important consideration. 77% of respondents described the health and wellbeing of their business travellers as "Very Important"

- Securing the best fares / prices and traveller health and wellbeing were the only areas that all respondents described as either "Very Important" or "Reasonably Important".

- Almost half (47%) of respondents described managing and reducing their firm's carbon footprint as "Very Important". For all respondent's managing carbon emissions from business travel ranked alongside ensuring compliance to suppliers in terms of its level of importance. (50% of respondents described compliance to suppliers as "Very Important").

Measuring the success of business travel programmes

The success of a business travel programme is commonly appraised against three overarching performance indicators. These are (i) Cost control (ii) Compliance to travel policy and (iii) Compliance to approved suppliers.

If a travel policy does not reflect the culture of an organisation its business travellers are less likely to be compliant to the travel policy. A travel policy that does not reflect the culture of an organisation can also result in lower levels of compliance to approved suppliers. This is because suppliers, like TMC's, can be tasked with monitoring, reporting and ensuring compliance to an organisation's travel policy.

Compliance issues can be compounded if a supplier does not provide travellers with the levels of service they expect. If this is the case, there is an increased likelihood that business trips will be booked outside of contracts.

Compliance leads to better visibility and understanding of business travel

If business travellers operate outside of travel policy and contracts it can be difficult to collate information on business travel expenditure and accompanying emissions and understand the reasons why employees travel for business.

Organisations need to balance the expectations of business travellers with the needs of the business when designing travel policy and contracting suppliers. A travel programme that does not strike the right balance will have higher levels of non-compliance.

Meeting duty of care obligations and ensuring traveller safety

Organisations have a responsibility to their employees when they are travelling on business. The Health and Safety at Work Act, 1974, and the Management of Health and Safety at Work Regulations, 1999, require an employer to perform risk assessments, identify risks and put in place measures that enable risk to be mitigated and monitored.

Travelling on business is a health and safety risk that organisations need to appraise. The level of risk posed by business travel is not static and will vary from traveller to traveller. If there is poor visibility of how staff travel, how regularly and where to, it will not be possible to effectively appraise the nature and level of potential risk.

If an organisation cannot demonstrate it has taken all reasonable measures to ensure the health and safety of their employees, there is a risk of prosecution under health and safety legislation. In a worst case scenario, the death of an employee due to management failures resulting from a gross breach of duty of care, an organisation could be prosecuted under the Corporate Manslaughter and Corporate Homicide Act, 2007.

Management information enables better procurement, travel management and risk analysis

The availability of high quality, consistent and comparable management information on business travel not only enables organisations to buy and manage travel effectively, but ensures that duty of care risks can be effectively appraised.

TMC's are able to provide comprehensive management information and reporting on business travel. This enables the organisation to understand the need for travel and the expectations of its travellers. It also enables the organisation to appraise the performance of its travel programme and its suppliers.

If business travel is booked out of contract the scope and quality of management information is compromised. This inhibits the ability of an organisation to appraise performance, negotiate with suppliers to ensure the best prices and identify the measures that can be taken to change employee behaviour.

Combining travel and technology enables law firms to deliver business outcomes

Employees in law firms, like other organisations, need to travel to exchange information and ideas with colleagues, clients and business partners. Business travel enables employees to meet and do this, but business travel is not an outcome in itself.

The economic climate has focused attention on reducing costs and improving operational efficiency. Organisations are re-thinking how they achieve outcomes and are devising new ways of meeting client expectations. The findings from this survey demonstrate that law firms are re-thinking the role that business travel plays in achieving outcomes. Law firms are investing in and promoting solutions like video conferencing, web conferencing and webinars to improve collaboration and enable employees to achieve business outcomes without travelling. Whilst the value of meeting face to face will always be important, it is no longer the only way that outcomes can be achieved.

Pricing, Compliance and Service Levels

It is no surprise that managing costs is a priority. Ensuring the best fares / prices was "Very Important" to 83% of respondents with the remaining 17% stating that this was "Reasonably Important".

The importance of ensuring access to the best fares / prices was more important to respondents as business travel expenditure increased. All firms spending over £5 million described access to the best fares / prices as "Very Important". Two thirds (67%) of respondents spending between £0.5m - £1 million described having access to the best fares / prices in the same way.

Figure 2.1 shows the importance that firms attached to; ensuring travellers had access to the best fares/prices; compliance to travel policy; compliance to travel suppliers; and level of service from suppliers.

Figure 2.1 Business Travel Programme Performance Indicators (A)
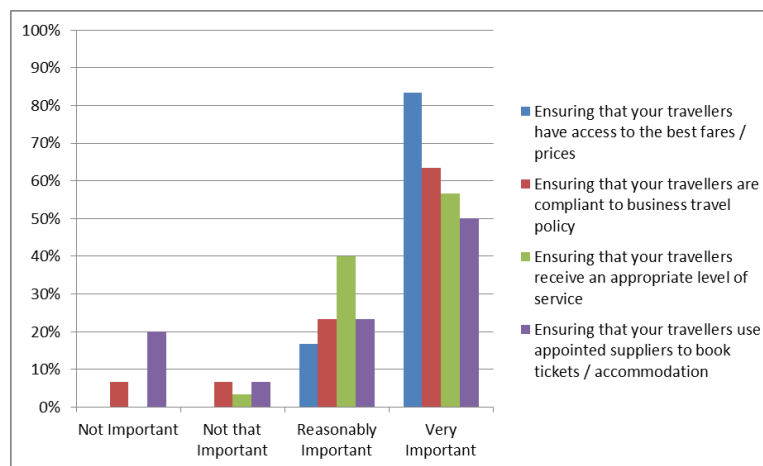
The importance of ensuring compliance to travel policy was described as "Very Important" by two thirds (63%) of respondents. Ensuring compliance to travel policy was more important as travel expenditure increased. Almost 9 in 10 firms (87.5%) spending over £1 million described compliance to travel policy as "Very Important". Compliance to travel policy was lower in firms who had expenditure of under £0.5 million with 43% describing compliance as "Very Important".

The importance of ensuring compliance to suppliers is more important as travel expenditure increases. Overall half (50%) of respondents described compliance to travel suppliers as "Very Important". This increased to 75% for firms with expenditure of over £1 million.

The importance of ensuring appropriate levels of service from suppliers was "Very Important" to 57% of all respondents. This rose to 75% for those respondents with expenditure of over £1 million.

> *"We are focused on delivering outcomes to our clients in the most efficient and effective way. We need to meet clients face to face to do this, but we realise that there is also an important role for audio, video and other desktop conferencing technologies. These communication tools are helping us to meet client expectations in a smarter way. At the same time we are reducing costs and emissions; it's a triple win."* Leilani Weier, Global Environment Manager, Linklaters LLP

Traveller Productivity, Duty of Care, Health and Wellbeing and Carbon Management

Ensuring the health and wellbeing of travellers is the second most important consideration for all respondents. Almost eight in ten (77%) respondents described the health and wellbeing of business travellers as "Very Important". Respondents attached greater importance to traveller health and wellbeing than compliance to travel policy and compliance to suppliers.

Figure 2.2 shows the importance that respondents attached to traveller health and wellbeing productivity, duty of care and management and reduction of carbon emissions from travel.

Figure 2.2 - Business Travel Programme Performance Indicators (B)
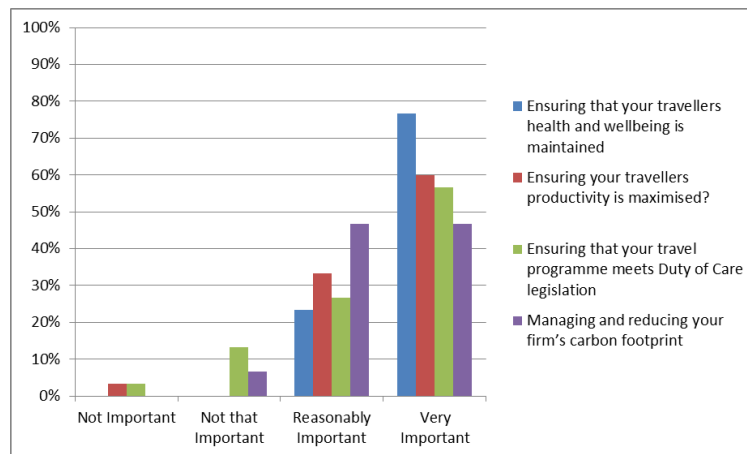
60% of respondents described traveller productivity as "Very Important". Respondents with expenditure of over £1m attached less importance to traveller productivity with half (50%) describing it as "Very Important". This compares to two thirds (66%) of respondents spending under £1million on business travel. Traveller productivity is the only consideration where importance declines as expenditure increases.

The importance of duty of care is the most polarised. 80% of respondents with expenditure of over £500k described Duty of Care as "Very Important" whereas less than 30% of those spending under £500k described it in the same way. A number of factors may explain this difference. e.g. Firms with lower levels of expenditure may not travel to high risk areas and they therefore assign a lower level of importance to duty of care as a result.

Half (47%) of respondents described managing and reducing their firm's business travel carbon footprint as "Very Important". Overall 94% of respondents described reducing their firm's business travel carbon footprint as either "Very Important" or "Reasonably Important".

It is notable that all firms with expenditure of £1 - £3 million described managing carbon emissions as "Very Important", whereas two thirds of those spending over £5 million described carbon management as "Not that Important".
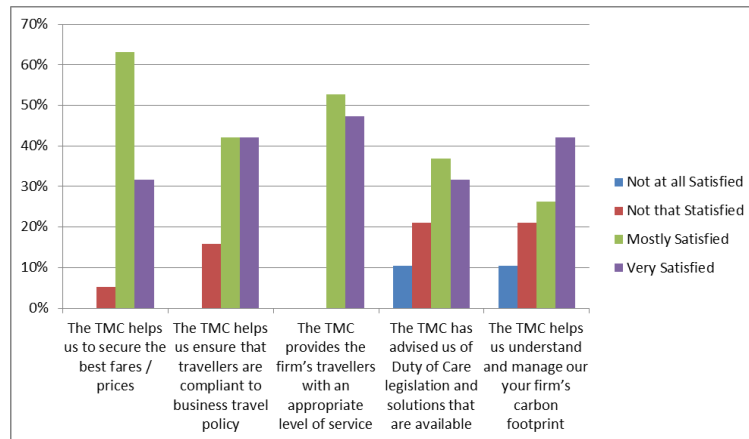
TMC Performance

Respondents employing the services of TMC's were asked to appraise their supplier's performance. Two thirds (63%) were "Very Satisfied" with their TMC's performance in securing the best prices /

fares whilst a further third (32%) were "Mostly Satisfied". This suggests that TMC's have responded to their clients focus on cost reduction which was "Very Important" to over four in five (83%) of respondents.

All respondents were either "Very Satisfied" or "Mostly Satisfied" with the levels of service provided by their TMC, and over 4 in 5 (84%) were equally as satisfied with the support offered by the TMC in ensuring compliance to travel policy. The satisfaction levels with TMC performance can be seen in Figure 2.3.

Figure 2.3 –Respondents satisfaction with the performance of their TMC

The satisfaction of respondents with their TMC's performance on duty of care and carbon management is significantly lower. A third of respondents were "Not at all Satisfied" or "Not that Satisfied" with their TMC's performance. This suggests TMC's need to be more pro-active and better understand client expectations.

Respondent's satisfaction with their TMC's performance on duty of care and carbon management varied heavily by expenditure. Respondents with higher levels of expenditure on business travel were more satisfied with the performance of their TMC. Almost 90% of respondents with expenditure of over £1million were either "Mostly Satisfied" or "Very Satisfied" with the advice and support provided by their TMC.

The lowest levels of satisfaction were amongst firms spending less than £1million on business travel. For example, 80% of those spending less than £0.5 million were "Not at all Satisfied" or "Not that Satisfied" with their TMC's performance on duty of care.

Online Booking
Increased levels of online adoption for simple air and rail travel booking could support law firms with cost reduction, increased awareness of emissions associated with business trips and encouragement of the use of lower carbon alternatives.

Online booking tools allow business travellers to compare prices at the time of booking. The tools also present the carbon emissions resulting from the journey. The ability to see price and carbon information at the time of purchase enables travellers to review travel times and mode of travel to take advantage of potential cost savings and also choose lower emission options.

43% of respondents book less than 25% of their total business travel expenditure using online booking tools, with one fifth (22%) using booking tools for over 75% of their business travel expenditure. This is shown in Figure 2.4.

Figure 2.4 – Percentage of Expenditure booked using Online Booking Tools
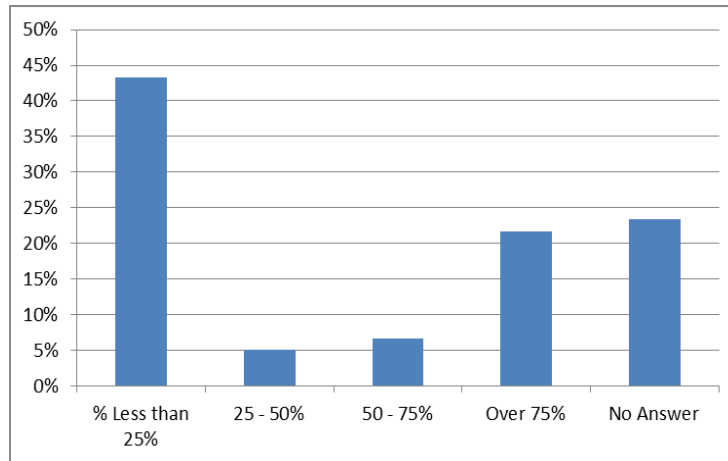
Section 3 - Managing and reducing business travel emissions

Background

This section of the report examines the importance respondents attach to managing emissions from business travel and the actions that are being taking to reduce emissions from business travel.

Organisations are increasingly reporting emissions from all aspects of their business operations as they seek to understand their total carbon footprint and manage and mitigate it. The link between carbon efficiency, cost control and operational efficiency is a strong driver for firms to calculate their total carbon footprint. In addition, stakeholder pressure for more responsible, sustainable and low carbon business practices, has resulted in reputational and brand value benefits of including emissions in corporate social responsibility reports.

Headline Findings

Carbon Calculation and Reporting

- Four fifths (80%) of respondents calculate emissions resulting from business travel with 70% including business travel emissions in their corporate carbon reports.

- Almost four fifths of respondents (77%) have an objective to reduce their carbon footprint

- The majority of respondents stated that business travel emissions account for between 11 – 25% of their organisations total carbon footprint. A quarter (28%) reported that less than 10% of total emissions resulted from business travel with a third (32%) reporting that over 25% of their organisations total carbon footprint results from business travel.

Measures to reduce business travel emissions

- At least three quarters of respondents are investing in or promoting the use of audio-conferencing (75% of respondents), webinars, web-conferencing and other desktop solutions (83% of respondents) and video-conferencing and/or telepresence (75% respondents).

- 71% of respondents are raising awareness of the carbon emissions from business travel.

- Two thirds (63%) of respondents are questioning the need to travel.

Carbon Accounting

Stakeholder interest in calculation, management and reporting of carbon emissions has resulted in a global methodology for the measurement and reporting of these emissions. This process is now often referred to as carbon accounting.

Accounting for business travel emissions is a natural extension from calculating emissions from energy use. Stakeholders increasingly expect business travel to form part of organisations carbon accounts as travel can represent a significant percentage of an organisation's total carbon footprint. For example, research by WWF-UK showed that business travel can often account for 50% or more of a non-manufacturing organisation's carbon footprint. (Travelling Light, WWF-UK, 2008)

Measuring and reporting emissions

The Greenhouse Gas Protocol Corporate Standard (GHG Protocol), a globally accepted methodology, provides an overarching framework on how emissions should be accounted for. The GHG Protocol's core principles are that the calculation and reporting of emissions should be

- **Relevant** – Emissions should be relevant to the organisation and be used to inform business operations and decision-making

- **Complete** – Emissions should reflect the organisations total carbon footprint with any exclusions noted and explained

- **Consistent** – The process should enable comparisons to be made between organisations and over time, with inconsistencies openly documented

- **Transparent** - The measurement and reporting process should be transparent and open to independent audit

- **Accurate** – Emissions reported should be accurate and used to inform decision-making

To complement the GHG Protocol and improve the robustness of emissions reporting, the Corporate Value Chain Standard has been produced to guide organisations on how to account for emissions from different areas of business operations, including those from business travel.


Further Information

- Information on the GHG Protocol can be found at http://www.ghgprotocol.org/

- UK government guidance can be found on the Department for Environment Food and Rural Affairs (Defra) Website http://www.defra.gov.uk/environment/economy/business-efficiency/reporting/

- The Department for Transport and Defra have issued guidance on calculating emissions from work-related travel. This follows the core principles of carbon accounting described in the GHG Protocol and can be found at http://assets.dft.gov.uk/publications/pgr-sustainable-greenhousegasemissions-pdf/greenhousegasemissions.pdf

- The LSA has developed a Carbon Tool for members and this can be found at http://www.legalsectoralliance.com/impact/carbonfootprint

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Reducing Emissions from Business Travel

There are four key actions that an organisation can take to reduce emissions from business travel. These are shown in the Figure 3.1 on the next page

Figure 3.1: Measures to reduce emissions from business travel
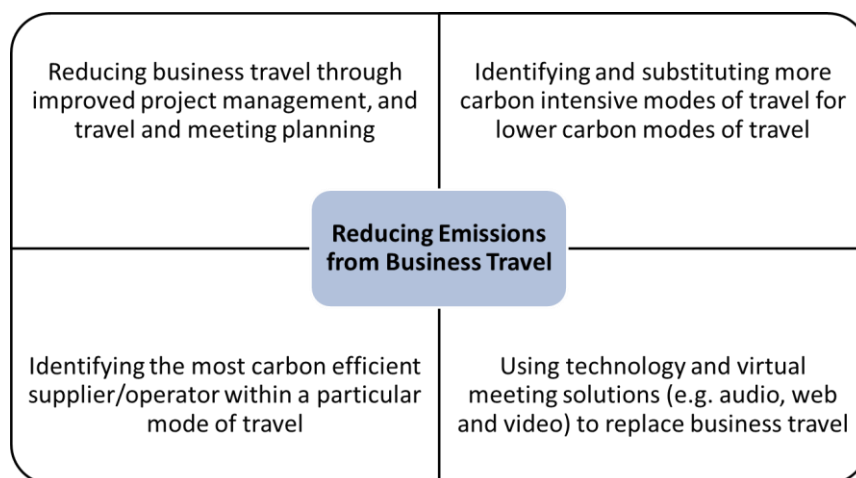
No one organisation has the same business requirements or culture as another. The opportunity to reduce emissions from business travel requires a clear understanding of:

- the need for business travel and types of trips being undertaken;

- the culture of the organisation;

- Ability of decision makers and business travellers to influence travel choices; and

- the return on investment from making changes to working practices, travel policy and traveller behaviour.

Measuring performance and managing emissions

An organisation can only manage what it measures. To understand a carbon footprint and prioritise actions to manage and minimise it, an organisation needs to understand the scale and significance of emissions from different sources. In business travel this can include segmenting emissions by mode of travel and journey, through to reviewing business units and individual travel patterns and associated emissions.

Four fifths (80%) of respondents calculate emissions resulting from business travel. The more a firm spends on business travel the more likely it is to calculate its business travel emissions. All respondents with expenditure of over £1 million on business travel calculate emissions with almost 90% of those with spending between £0.5m - £1m doing the same. This is shown in Figure 3.2 on the next page.

Emissions Profile

Most respondents stated that business travel emissions account for between 11 – 25% of their organisations total carbon footprint. A quarter (28%) reported that less than 10% of total emissions resulted from business travel. The remaining third (32%) stated that emissions from business travel accounted for over 25% of their organisations total carbon footprint.

Figure 3.3 shows the emissions respondents attributed to business travel as a percentage of their total carbon footprint and Figure 3.4 breaks this down by expenditure on business travel.

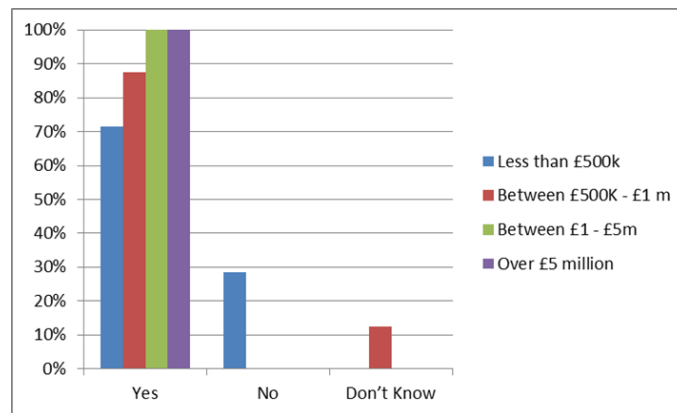Figure 3.2 – Percentage calculating travel carbon emissions by expenditure on business travel.

Figure 3.3 – Emissions from business travel as a percentage of a respondents total carbon footprint
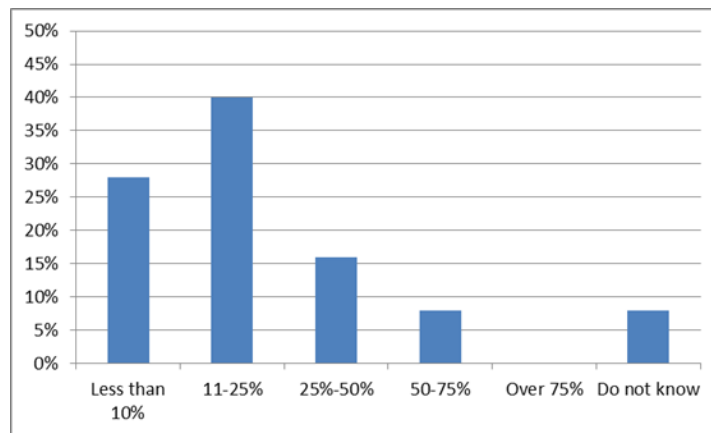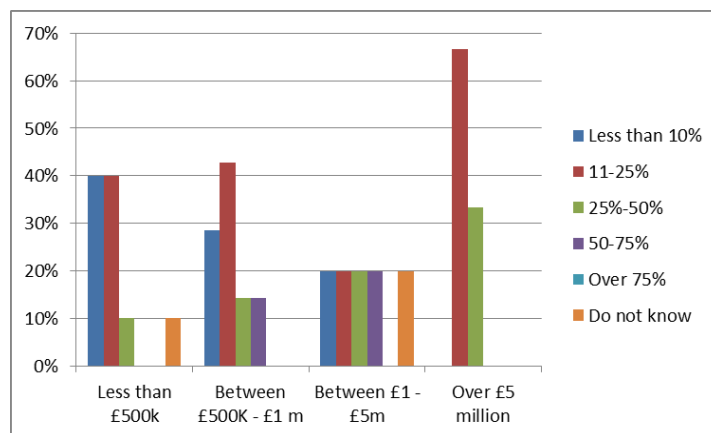

Figure 3.4 - Emissions from business travel as a percentage of a respondents total carbon footprint by expenditure on business travel.

Emissions by mode of travel

Emissions resulting from rail travel (100%), air travel (92%) and taxis /chauffeur cars (76%) are the three most common modes of travel included in a business travel carbon footprint. Reporting emissions from company cars (42%), hire cars (36%) and the grey fleet (28%) were the next most popular modes of travel to include in a carbon footprint. This is shown in Figure 3.5.

Figure 3.5 – Percentage of respondents calculating emissions by mode of travel
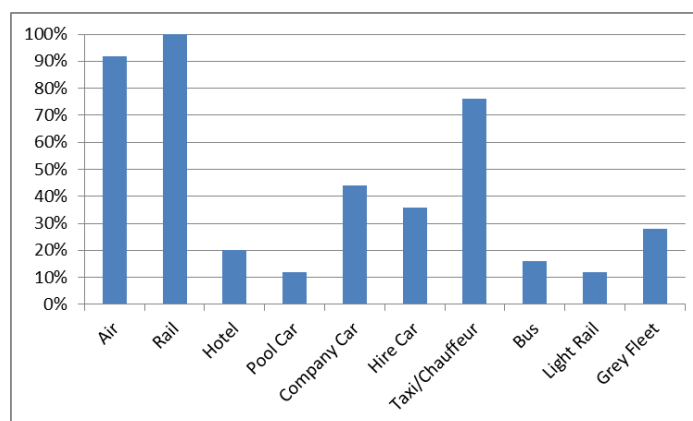
All respondents spending over £5 million on business travel include air, rail and taxi/chauffeur emissions in their carbon footprint. The next most popular mode of travel is company car (67%) with a third (33%) including bus and light rail emissions. No respondents included emissions from pool cars, hire cars, grey fleet or hotels in their carbon footprint.

Respondents spending between £1 – 5 million on business travel are more likely to include Hire Cars (80%) and Hotels (40%) than any other expenditure category. Firms spending between £0.5m - £1 million are more likely to include Company Cars (86%) in their footprint than any other expenditure category whilst those spending less than £0.5 million are more likely to include emissions from the grey fleet (50%).

The percentage of respondents calculating emissions from travel split by expenditure and mode of travel can be seen in Figure 3.6 on the next page.

Figure 3.6 – Percentage of respondents calculating emissions by expenditure and mode of travel
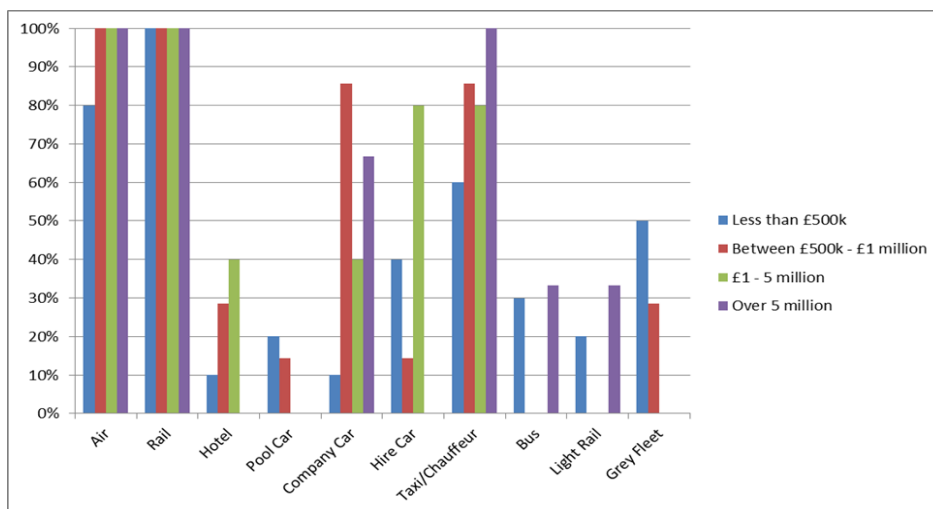
Ownership

The inclusion of carbon emissions in corporate reporting provides an indication of the importance of carbon management to an organisation. 70% of respondents include business travel emissions in their corporate carbon reports. This is shown in Figure 3.7.

Figure 3.7 – Percentage of firms including business travel in corporate carbon reports by expenditure on business travel
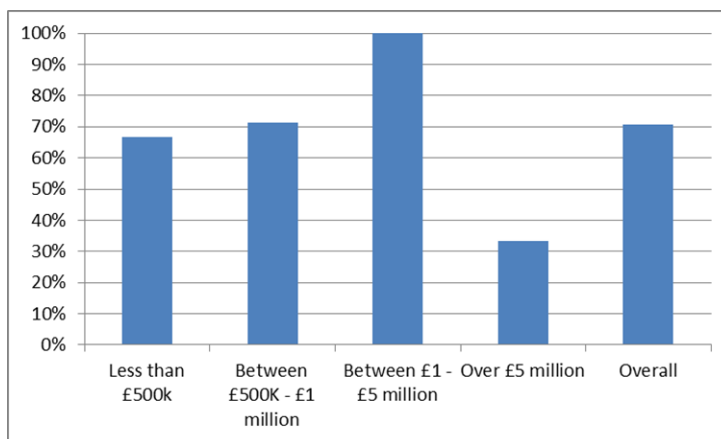
Setting targets and identifying actions to reduce emissions

There is no one size fits all solution when attempting to reduce emissions from business travel. Every organisation is different so solutions will vary between and within organisations.

By reducing travel, substituting more intensive modes of travel for lower carbon options, providing alternatives to travel and identifying carbon efficiencies within a particular mode of travel organisations can reduce emissions. To deliver a low carbon business travel programme, solutions need to focus on business outcomes and offer a positive return on investment.

Setting targets to reduce emissions

Almost four fifths of respondents (77%) have an objective to reduce their carbon footprint. All respondents spending between £1 – 5 million on business travel have an objective to reduce emissions as do 70% of those spending under £1 million.
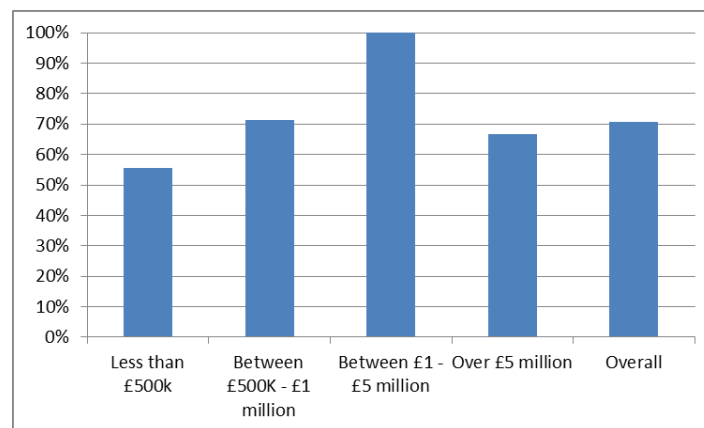
Actions to reduce business travel emissions

There are a number of approaches that can be used to realise emissions reductions.

Raising awareness of climate change and carbon emissions

Raising awareness of climate change and corporate objectives to reduce emissions is one way of engaging business travellers. 71% of respondents are raising awareness of the carbon emissions from business travel. The percentage raising awareness of emissions broken down by business travel expenditure can be seen in Figure 3.8.

Figure 3.8 – Percentage of respondents raising awareness of emissions from business travel


Questioning the need for travel and targeting journeys and types of travellers

By analysing business travel patterns and travel profiles, organisations can identify options to reduce business travel or encourage the use of lower carbon modes of travel. Almost two thirds (63%) of respondents are questioning the need to travel.   Figure 3.9 on the next page shows the percentage of respondents questioning the need for travel, and targeting journeys and types of traveller.

Respondents with lower levels of expenditure on business travel are more likely to question the need for travel. 70% of respondents with expenditure of under £1 million are questioning the need for travel, falling to 60% for respondents spending £1 - £5 million and 33% of respondents spending over £5 million.

Respondents spending more than £5 million are twice as likely (67%) to be targeting particular types of journey to reduce emissions as those spending under £0.5 million (33%). Respondents spending between £0.5 - £1 million and £1 – 5 million are more likely than other expenditure categories to be targeting particular types of traveller (43% and 40% respectively).

Figure 3.9 - Percentage of respondents questioning the need for travel and targeting journeys and types of travellers
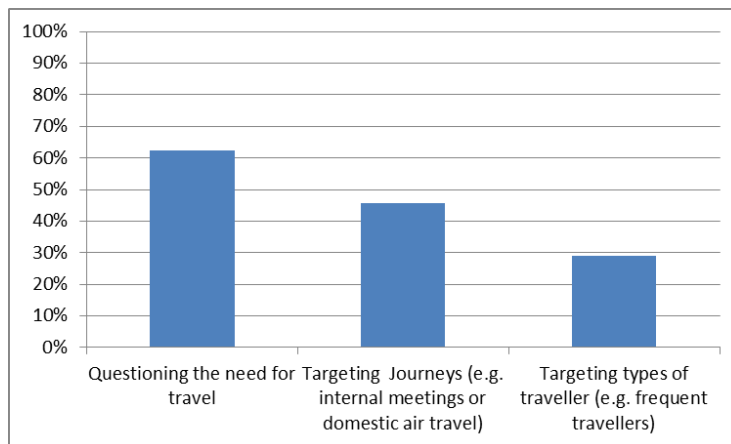
Promoting and Investing in Alternatives to Travel

The most popular action to reduce business travel emissions is investing in and promoting alternatives to travel. At least three quarters of respondents are investing in or promoting the use of audio-conferencing (75% of respondents), webinars, web-conferencing and other desktop solutions (83% of respondents) and video-conferencing and/or telepresence (75% respondents). This is shown in Figure 3.10.

Figure 3.10 - Percentage of respondents investing in or promoting alternatives to travel
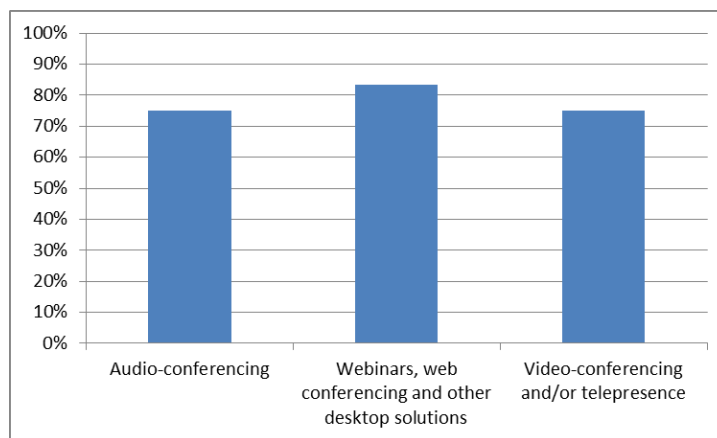
All respondents spending over £1 million on business travel are investing in or promoting webinars, web conferencing and other desktop solutions to reduce the travel and emissions whereas 3 in 5 respondents (57%) with expenditure of between £0.5m and £1 million are taking the same action.

Respondents spending less than £1 million on business travel are more likely to be promoting or investing in audio-conferencing. Approximately 80% of respondents are doing this whereas 60% of respondents spending over £1 million are taking the same action.

Investment and promotion of video-conferencing is more polarised amongst higher spending organisations. Approximately 80% of respondents spending up to £5 million are investing or

promoting video conferencing, whilst a third (33%) of respondents spending over £5 million follow the same approach.

WWF-UK One in Five Challenge: Experiences of Others

The One in Five Challenge is a guided support programme developed by WWF-UK to help corporations and public sector organisations cut one in five flights within a five year period. Challenge members include BSkyB, BT, Balfour Beatty, Capgemini, Lloyds Banking Group, Marks & Spencer, Microsoft, The Scottish Government, Skanska and Vodafone UK.

This extract from the One in Five Challenge Annual Report 2009 - 1010 describes the collective achievement of six organisations that submitted their baseline and Year 2 annual survey.

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

- *Spent £34 million on flights in their baseline year. In their first year of submitting flight data, they reduced expenditure by £6 million – a decrease of 18%.*
- *Reported a total of 171,000 flights in the baseline year. Year 2 data shows a cut in flights of 33,000 (19%) to 138,000 flights.*
- *Flew 216 million km in the baseline year. In Year 2 they had reduced the distance flown by 21 million km (10%) to 195 million km.*
- *Reported emissions of 55,000 tonnes of CO2 in the baseline year. In the Year 2 they had reduced emissions by 6,000 tonnes (11%) to 49,000 tonnes.*

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

Source: One in Five Challenge Annual Report 2009 – 2010, WWF-UK

Section 4 – The Role of TMC's in Managing Carbon Emissions

The LSA was founded on the principle of collaboration. This extends to working with suppliers who provide products or services to the legal sector.

A TMC is a valuable source of advice on how travel programmes can be improved to achieve smarter operations and reduce emissions. Respondents were asked to attach a level of importance to a range of actions that a TMC could take to support firm's manage and reduce emissions from business travel.

Three quarters of respondents stated that it was "Very Important" or "Reasonably Important" that a TMC provided management information on emissions, offered advice on how emissions could be reduced and was able to identify specific options that could be taken to reduce emissions. The responses are shown in Figure 4.1

> "Our TMC is the specialist and we want to hear the about the latest thinking in emissions management and reduction in the business travel sector. We then want to work with our TMC to identify and implement the solutions that lead to lower carbon travel solutions."
>
> Herbert Smith LLP

Figure 4.1– The role of a TMC in supporting respondents manage and reduce travel emissions
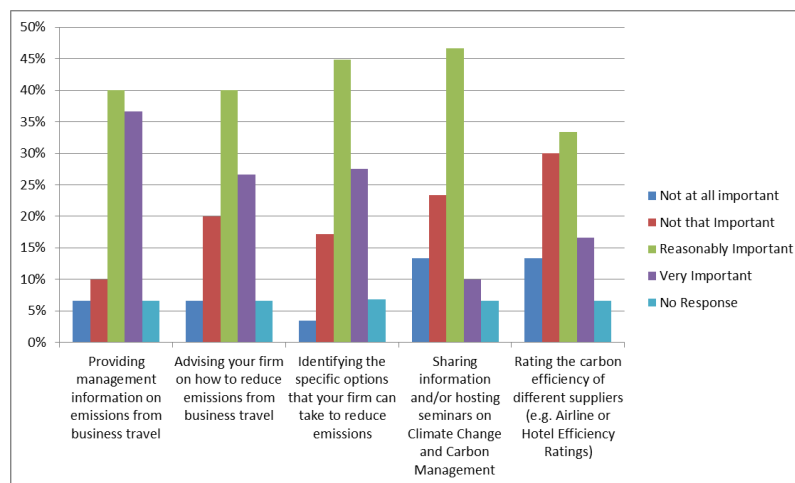
Over half of respondents stated that a TMC sharing information or hosting seminars on climate change and carbon management was "Very Important" or "Reasonably Important".   This percentage increased as expenditure on business travel increased. Almost 90% of respondents spending over £1 million described information sharing as "Very Important" or "Reasonably Important". Conversely, less than half (45%) of respondents spending less than £1 million described information sharing from the TMC in the same way.

A similar pattern emerged regarding the importance of rating the carbon efficiency of different suppliers. Respondents with greater levels of expenditure attached a greater level of importance to rating the carbon efficiency of different suppliers with two thirds (63%) describing this as either

"Reasonably Important" or "Very Important". This fell to 27% where respondents spent less than £1 million.

> "When we need to travel for business we want to do so in the most carbon efficient way. Travellers can only do this if they know the carbon efficiency of the different suppliers. We look to our TMC to help us appraise the efficiency of different suppliers and then present this information in a way that enables our travellers to make cost and carbon efficient choices"
>
> Bond Pearce LLP

Providing a carbon efficiency rating for suppliers is the next challenge for firms seeking to improve the carbon efficiency of their business travel programmes and supply chains. TMC's have an important role to play in educating their clients about this, creating the solutions and providing information on the carbon efficiency to travellers that affects a change in behaviour.

Conclusion

Lawyers, like employees in other organisations, need to travel to exchange information and ideas with colleagues, clients and business partners. Business travel enables employees to meet and do this, but business travel is not an outcome in itself.

The findings from this survey demonstrate that law firms are re-thinking the role that business travel has in delivering business outcomes. Law firms are using technology solutions to create smarter working environments, reduce carbon, and satisfy client expectations.

It is not surprising that when focusing on business travel securing the best cost value ranked as the most important consideration for law firms. The second highest ranked measure of a travel programme's success is traveller health and wellbeing with 77% of firms describing this as "Very Important".

It is encouraging that almost all respondents described managing carbon emissions from travel as either "Very Important" or "Reasonably Important". This demonstrates that law firms recognise their contribution to global travel emissions and are committed to taking action, although some businesses clearly attach greater importance to the issue than others. Continued collaboration to understand best practice and emerging positive trends will help law firms to make continued progress in this area.

Next Steps

To support the legal sector design and implement progressive business travel programmes that balance business needs with climate change and environmental performance, the LSA can:

- Act as an interface between the legal sector and travel suppliers to create advice and support programmes that meet members' needs

- Promote the procurement and management of outcome focused business travel with the inclusion of alternatives to travel, such as audio and video-conferencing, as part of the business travel category;

- Undertake analysis of the return on investment of using alternatives to travel including the potential cost, time and carbon saving opportunities, and advise on where technology provides a better solution than travel;

- Produce further good practice guidance. This could include template policies or the creation of minimum standards that TMC's or other travel suppliers should be able to provide; and

- Undertake market analysis into how TMC's are supporting their clients achieve sustainable and low carbon operations.