



## RESTRICTED COMMERCIAL INFORMATION

# Travel policy benchmarking review for School of Hygiene and Tropical Medicine

Final - updated

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## Executive Summary

LSHTM's new Energy and Carbon Management Plan (E&CMP) is now being implemented so that LSHTM can work towards achieving its target of carbon neutrality by 2030. A major element of the E&CMP is for LSHTM to rapidly improve its understanding and reporting of scope 3 greenhouse (GHG) emissions because these comprise over 70% of its annual GHG footprint. Critically, the largest source of these emissions is LSHTM's annual business travel activities, especially international flights, involving both personnel and research equipment.

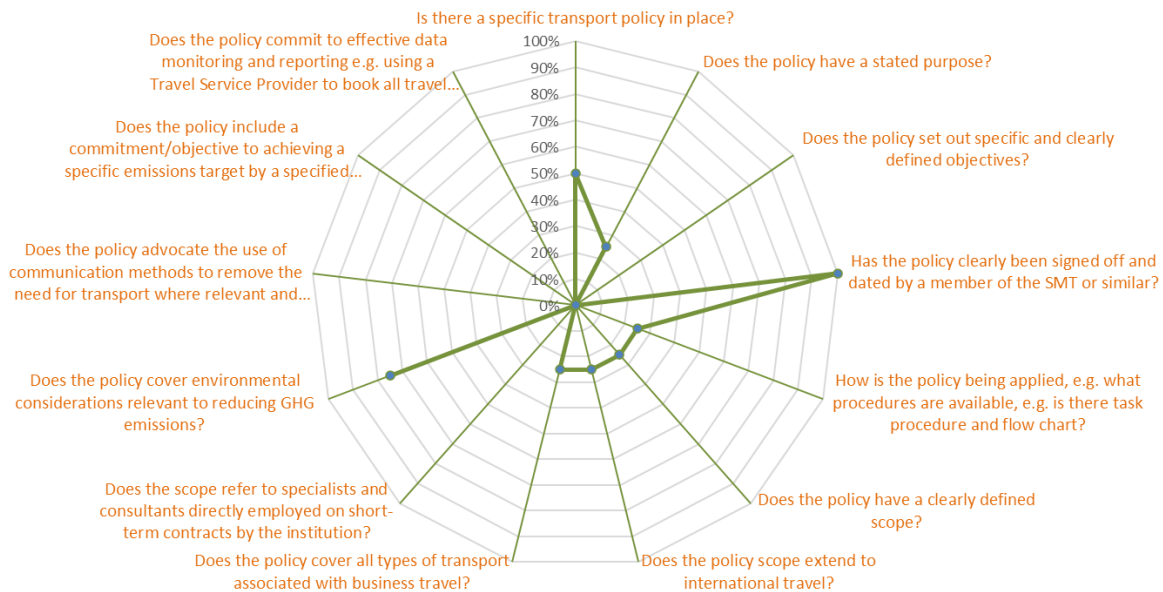
The E&CMP makes clear that LSHTM is lacking in good governance practice because it has no business travel policy and, importantly, no mandated procedures for contracting with travel providers for effectively monitoring and managing bookings, expenditure and GHG emissions. This is borne out in comparison with the results from other HEIs in **Section 4**. There are a number of downsides to this:

- i. Being one of the few UK-based global research institutions, the on-going COVID-19 pandemic has highlighted problems in traceability of LSHTM academics working overseas because of the disjointed travel booking and reporting set-up. This has implications for LSHTM's insurance cover and relationships with its funders.
- ii. The ad-hoc use of a variety of travel providers, coupled with lack of contractual relationships may well have evolved gradually over time, but it is now unmanageable and almost certainly contravenes procurement standards.
- iii. Thirdly, unless the current situation is urgently addressed it will be very difficult to get LSHTM's annual emissions data validated and assured by a 3rd party auditor, for the proposed offsetting scheme.

This situation is not ideal and risks jeopardising LSHTM's carbon neutral goal and reputation for excellence. The solution, however, is straightforward, requiring the development of a good practice travel policy supported by effective procedures and processes. This review of selected higher education institutions, major global companies with net zero goals and leading sustainability good governance practice confirms that travel policy scope and implementation good practice is not widespread, but there are some good examples to follow, such as the United Nations, the Wellcome Trust as a key LSHTM funder, and the universities of Bristol, Edinburgh, Exeter and Southampton.

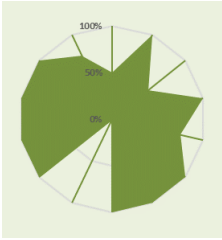
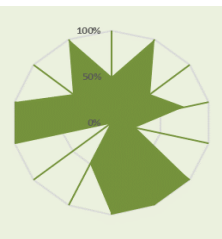
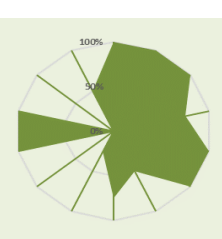

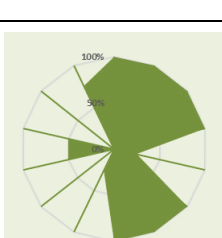
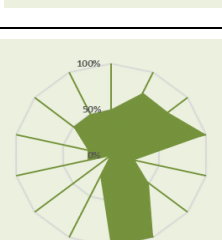
The survey template is illustrated overleaf using the LSHTM's current position as an example. This is followed by the results table for all organisations surveyed:

### Policy rating template: LSHTM result

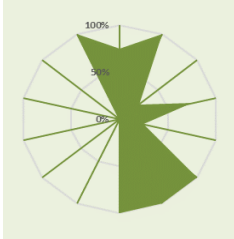
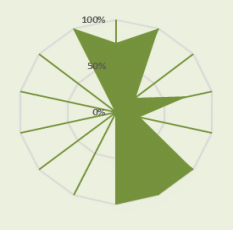
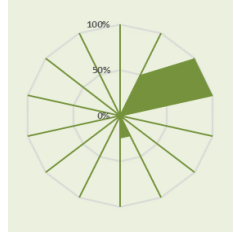
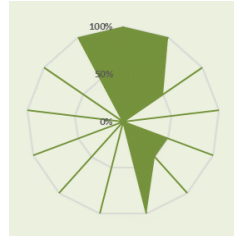
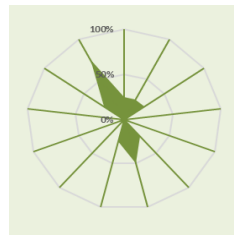
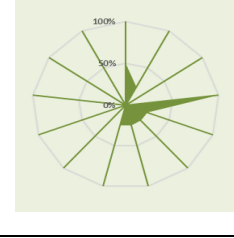


### HEI results

| HEI                       | Rating | Score | Radar | Summary analysis                                                                                                                                                                                                                                                        |
|---------------------------|--------|-------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University of Bristol     | A      | 9/10  |       | Clearly stated purpose to optimise cost-effectiveness whilst reducing environmental impacts including GHG emissions. Well-referenced to related documents covering procedure to meet legal and charitable requirements. Requires booking using the contracted provider. |
| University of Exeter      | B      | 8/10  |       | Good approach, well-defined scope but not obviously mandated by senior management, not clear about GHG data monitoring (this is in the related Travel Plan), with an emphasis on good procurement and booking practice from a financial perspective.                    |
| University of Southampton | B      | 8/10  |       | Scope, procedures and monitoring not clear in terms of GHG monitoring (there is a related Travel Plan and links to other policies that are). Focuses mainly on commuting.                                                                                               |

|                          |          |      |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|----------|------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University of Edinburgh  | <b>B</b> | 8/10 |    | No separate policy but contained within expenses policy applying to all staff, contractors and consultants. Net zero target by 2040. Omits alternatives such as video-conferencing. Commits all users to booking via main provider but no details for what data are monitored.                                                                                                                                                                             |
| University of Reading    | <b>C</b> | 7/10 |    | Expenses policy and energy policy mention transport emissions. No procedures available, no mention of video-conferencing alternatives to reduce travel. No emissions target. Advises using the main provider but no details as to why/not mandatory                                                                                                                                                                                                        |
| Imperial College London  | <b>D</b> | 6/10 |   | Sign-off by senior team/board not clear. Mainly focused on domestic travel and only passing reference to use of video-conferencing. Doesn't seem to cover contractors or consultants working on their behalf. No emissions target, use of the preferred provider is not mandated, and some clauses appear to argue against this on cost grounds.                                                                                                           |
| University of Nottingham | <b>D</b> | 6/10 |  | Statement on travel in Environment Strategy is very high level, covers reducing impact of travel demand and increasing sustainable travel options. Sitting under that are travel plans. All are currently under as objectives not explicit. Applies to staff and students but not contractors/consultants. Increasing emphasis on remote working. Outsourced central booking system only 50% used, so under review with aim of measuring travel emissions. |
| City University London   | <b>D</b> | 6/10 |  | Policy and Travel Plan but no procedural details including use of videoconferencing. Not clear if contractors/consultants are covered. Nothing about emissions targets or using the main provider, vague in this respect                                                                                                                                                                                                                                   |
| University of Sussex     | <b>D</b> | 5/10 |  | Travel covered in the Expenses policy but not in any detail, nor does it cover contractors /consultants. Linked Travel Plan has some reference to targets, measure to reduce travel. . Expenses policy requires use of the main provider but doesn't explain why.                                                                                                                                                                                          |

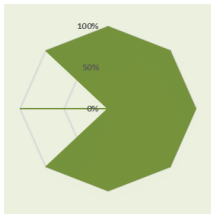
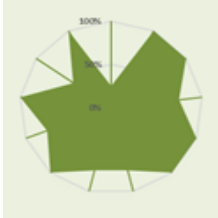
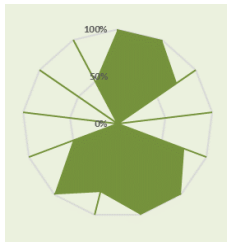
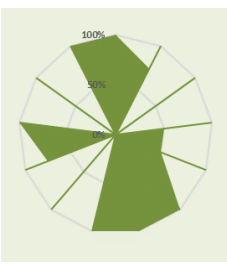


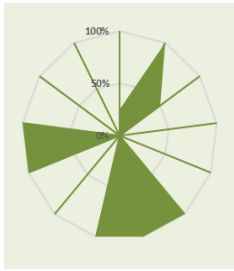
|                                                |     |      |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------|-----|------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goldsmiths                                     | D   | 5/10 |    | Travel covered in the Expenses policy which is a 'controlled document' but no clear senior sign-off. Linked Travel Plan but few clear procedures for business travel. No mention of remote-working methods, or whether contractors/consultants covered by the policy Nothing about reducing GHG emissions. Use of main provider explained well, including data on emissions reporting         |
| Kings College London                           | E   | 4/10 |    | Have a 'green transport policy' but London-centric, nothing about business travel/flights, no sign-off or clear objectives but covers home-working and applies to all, including contractors/consultants. Single main provider but little information as to why or what data required.                                                                                                        |
| Liverpool School of Tropical Medicine          | E   | 3/10 |   | 2019 Environment policy linked to a Travel Plan but this wasn't available (being developed). Also a sustainable procurement policy to reduce environmental impacts of procurement but no targets for either yet, nor procedures and use of a specific travel provider or data monitoring..                                                                                                    |
| University of Cambridge                        | E   | 3/10 |  | Clear policy with good links to related documents, focusing on cost-effectiveness, nothing about reducing emissions. No version control or senior sign-off evident. Only covers employees and has no mention of emissions reduction, even suggests domestic flights if these are cost-effective.                                                                                              |
| University of Oxford                           | F   | 2/10 |  | Expenses policy only, Out of date travel strategy. Scope not explained, not a controlled document/signed-off, nothing about reducing emissions or meeting any targets. Best aspect is that the main provider must be used for booking travel, otherwise all receipts, evidence must be provided for expense claims.                                                                           |
| London School of Hygiene and Tropical Medicine | F   | 2/10 |  | Travel currently only covered in high level joint Bloomsbury Colleges Sustainability Policy, with carbon emissions reduction being an objective. There is no mandated system or procedures for booking carbon efficient travel or any process for collating travel carbon data. There are numerous travel service providers, but staff and contractors can also freely book their own travel. |
| University of Sheffield                        | Tbc | Tbc  | Tbc                                                                                 | No info available                                                                                                                                                                                                                                                                                                                                                                             |
| University College London (UCL)                | Tbc | Tbc  | Tbc                                                                                 | No info available                                                                                                                                                                                                                                                                                                                                                                             |
| University of Aberdeen                         | Tbc | Tbc  | Tbc                                                                                 | No info available                                                                                                                                                                                                                                                                                                                                                                             |



|                           |     |     |     |                                                                                        |
|---------------------------|-----|-----|-----|----------------------------------------------------------------------------------------|
| University of Birmingham  | Tbc | Tbc | Tbc | No info available                                                                      |
| University of Westminster | n/a | n/a | n/a | Excluded from analysis as they are at the start of their policy implementation process |

## Funder and large commercial organisation results

| Organisation               | Rating   | Score | Radar                                                                               | Summary analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------|----------|-------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>United Nations</b>      | <b>A</b> | 9/10  |    | The review methodology for UN was different from other entities covered because it focused on two comprehensive reports published by the UN re: sustainable travel and efficient air travel practices. Both are best practice and contained within the embedded Excel document in Appendix 2.                                                                                                                                                                     |
| <b>Wellcome Trust</b>      | <b>B</b> | 8/10  |   | Use detailed travel guidance in place of a policy since 2/3rds of all business travel is by committee members, sponsors, etc on Wellcome's behalf. All staff are expected to book through the in-house travel team and contracted provider for the most cost effective, most direct routes. Their TMC provides all emissions and journey data analyses regularly sent to each divisional head, who can then address non-conformances directly within their teams. |
| <b>London and Partners</b> | <b>D</b> | 6/10  |  | Good format in terms of clarity and procedures to be followed but light on environmental considerations and remote working,                                                                                                                                                                                                                                                                                                                                       |
| <b>UKRI</b>                | <b>D</b> | 6/10  |  | The policy is presented more as a guidance document without clarity of sign-off/authority but it advises that the recommended travel provider should be used. It advises that teleconferencing should be a first consideration and that public transport takes priority. All air travel must be economy advance booking.                                                                                                                                          |

|                                                      |          |      |                                                                                   |                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------|----------|------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>National Institute for Health Research (NIHR)</b> | <b>D</b> | 5/10 |  | No explicit policies or procedures as they are a disaggregated organisation and each part has its own individual policies. There is a link to their carbon reduction guidelines which outlines how funders should consider reducing transport emissions                                          |
| <b>Gates Foundation</b>                              | n/a      | n/a  | n/a                                                                               | Currently reviewing all policies as have reached their current 2020 10% reduction target. NB: This is not a science-based target. Phone discussion on the 22nd May established good contact - they would like to keep in touch with LSHTM to knowledge share.                                    |
| <b>Commission of the European Community</b>          | n/a      | n/a  | n/a                                                                               | No explicit policies or procedures available but the organisation is accredited to EMAS, and given the low to zero carbon policy work and Directives developed by the EC, it is possible to assume good practice procedures are in place despite the lack of publicly available evidence.        |
| <b>Microsoft</b>                                     | n/a      | n/a  | n/a                                                                               | No set transport policies or specific business transport references in sustainability report. Much more freight orientated in the same way as Apple. Informal review of freight logistics in the analysis column. Some good practice re: freight, mainly using ocean transport rather than air.  |
| <b>DFID</b>                                          | Tbc      | Tbc  | Tbc                                                                               | Took time to elicit a response. Further information may be forthcoming.                                                                                                                                                                                                                          |
| <b>Linklaters</b>                                    | Tbc      | Tbc  | Too little info available                                                         | Large legal practice with an established corporate sustainability strategy, scoring A for leadership with the Carbon Disclosure Project. No travel policy, with emphasis on reducing costs and using video-conferencing to reduce unnecessary travel. Situation is under review due to COVID-19. |
| <b>Apple</b>                                         | n/a      | n/a  | n/a                                                                               | Business travel only accounts for >5% of Apple's total annual footprint, with manufacturing at 74%, so this is where the attention has focused.                                                                                                                                                  |

TGC's recommendations are that an explicitly worded travel policy and procedures are required. These will need to be mandated and enforced by LSHTM's Senior Leadership Team to ensure ongoing, effective collation of accurate travel and emissions data. The travel policy could be free-standing and linked to related documentation (expenses procedures, finance and procurement policy) or combined with a related policy. The critical issue is that it needs to be applied across all of LSHTM.

Most reputable travel service providers (TSPs) or travel management companies (TMCs) can provide required information such as data per passenger at the point a booking is made. This also applies to freight transport. Emissions measurement would need to be a requirement of any contracted services with transport providers.

***The Green Consultancy will be pleased to provide further detailed investigations and any implementation support that may be needed to address the issues identified in this report.***

# 1 Introduction

The London School of Hygiene and Tropical Medicine (LSHTM) commissioned The Green Consultancy (TGC) to help update and considerably enhance its approach to carbon emissions management in late 2019 to early 2020. The result was a new Energy and Carbon Management Plan (E&CMP) that is now being implemented so that LSHTM can work towards achieving its target of carbon neutrality by 2030. A major element of the E&CMP is for LSHTM to rapidly improve its understanding and reporting of scope 3 greenhouse (GHG) emissions because these comprise over 70% of its annual GHG footprint. Critically, the largest source of LSHTM's GHG emissions are its annual business travel activities but this is unsurprising given the university's core purpose and related world-leading research operations, most of which take place overseas.

## 1.1 Why the current set-up urgently needs resolving

In stark contrast to LSHTM's high quality research credentials and track record, the university is lacking in good governance practice because it has no business travel policy in place and, more importantly, no mandated procedures for contracting with travel providers for effectively monitoring and managing bookings, expenditure and GHG emissions. There are several downsides to this:

- iv. Being one of the few UK-based global research institutions, the on-going COVID-19 pandemic has highlighted problems in traceability of LSHTM academics working overseas because of the disjointed travel booking and reporting set-up. This creates unnecessary risks with LSHTM being unable to locate and contact all personnel working overseas as effectively as it should be able to. This has implications for LSHTM's insurance cover and relationships with its funders.
- v. The E&CMP development process established that LSHTM does not have contractual relationships and related data management procedures with the travel management companies and providers it currently uses. This situation may well have evolved gradually over time, but it is now unmanageable and almost certainly contravenes, both LSHTM's own governance requirements and also national regulations covering procurement<sup>1</sup>. This places LSHTM's procurement and finance teams in a difficult position to facilitate best practice.
- vi. Thirdly, it is currently virtually impossible for LSHTM to adequately calculate its total annual business travel emissions, including freight transport for research equipment and goods required overseas. This weakness poses a risk to LSHTM achieving its aim of net zero carbon. Furthermore, this situation puts at risk the innovative and potentially world-leading offsetting scheme that LSHTM wants to set-up. Unless the current situation is urgently resolved it will be very difficult to get the annual emissions data validated and assured by a 3rd party auditor, effectively short-changing the offsetting scheme.

---

<sup>1</sup> Universities are 'contracting authorities' under national legislation for procurement as they fall within the legal test for a 'body governed by public law'.

## 1.2 Putting in place the solution

Fortunately, the travel data required to implement the E&CMP towards achieving the net zero target and enabling the innovative offsetting scheme is very straightforward (**Appendix 1**). A primary objective towards securing this information on an ongoing basis requires LSHTM to:

- Create an effective travel policy and procedures to mandate good practice across the institution in booking business travel.
- Rationalise the current travel providers down to a few highly reliable businesses that can guarantee providing the required travel data for all bookings and journeys made by any mode from and to any destination within or outside of the UK.

This latest consultancy exercise undertaken by TGC was commissioned to establish what a good practice travel policy and supporting procedures look like. This will enable LSHTM to benchmark itself against the HEI sector, similar institutions and funding bodies and put a strong business case for change to LSHTM's Senior Leadership Team.

## 2 Scope of the review

It was agreed with LSHTM's Head of Sustainability, Ola Bankole, that up to 20 other universities would be reviewed, together with LSHTM's main funders. The selected universities are characterised by having similar health-based research programmes to LSHTM, involving international fieldwork and similar operational activities.

It was important to also examine funder organisations' travel policies and procedural arrangements because whilst LSHTM's funded research work is responsible for the bulk of the university's annual GHG emissions, it will ultimately need to be accounted for by these funders. LSHTM has a critical role to play in quantifying these emissions and providing its funders with robust and accurate data with a view to:

- credibly reducing LSHTM's annual 'residual' emissions footprint, and;
- providing carbon emissions data back to funders to enable carbon reduction planning and offsetting.

Accurate and credible GHG accounting practices, third party auditing and assurance will be essential and to put all of this in place a robust, mandated travel policy, processes and procedures are necessary.

To broaden the scope and ensure good practice examples were obtained this analysis also includes selected high-profile office-based organisations that have a strong international travel footprint and stated commitment to achieving net zero emissions, e.g. Microsoft and Apple. The full list and rationale for each of the 30 organisations reviewed is given below (**Table 1**):

**Table 1: Organisations selected to review their travel policy and procedures**

| Organisation                              | Rationale                                                                                                          |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Apple                                     | Global business leading in low to zero carbon operations and likely to have a sizeable business travel requirement |
| City University London                    | London-based HEI similar in size to LSHTM                                                                          |
| Dept.for International Development (DFID) | A LSHTM funder likely to have a substantive business travel footprint                                              |
| European Commission                       | As above                                                                                                           |
| Gates Foundation, USA                     | As above                                                                                                           |

|                                               |                                                                                                                                        |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Goldsmiths College, London                    | London-based HEI similar in size to LSHTM                                                                                              |
| Imperial College London                       | Russell Group HEI with a similar research programme to LSHTM's                                                                         |
| Kings College, London                         | Russell group research institution leading on air quality linked to travel emissions, expected to demonstrate good governance practice |
| London & Partners                             | The international trade, investment and promotion agency for London requiring a % of employees to travel to build global relationships |
| Linklaters LLP                                | London-based leading international legal practice scoring A with the Carbon Disclosure Project (CDP) for excellence in GHG governance. |
| Liverpool School of Tropical Medicine         | Similar HEI to LSHTM, with a similar business travel requirement.                                                                      |
| Microsoft                                     | Global company with a business travel requirement that is leading in operational practices to achieve net zero.                        |
| National Institute for Health Research (NIHR) | LSHTM funder and part of UK government so expected to demonstrate good practice in reducing business travel emissions                  |
| UKRI                                          | As above                                                                                                                               |
| United Nations                                | Major business travel activities as a global agency                                                                                    |
| University of Aberdeen                        | Similar overseas research programme to LSHTM's                                                                                         |
| University of Birmingham                      | Russell Group HEI with international research programme similar to LSHTM                                                               |
| University of Bristol                         | Russell Group member with a well-developed, leading approach to procurement                                                            |
| University of Cambridge                       | As above                                                                                                                               |
| University College London (UCL)               | Strong sustainability ethos so expected to have an exemplary travel policy                                                             |
| University of Exeter                          | Russell Group HEI with global research programme similar to LSHTM                                                                      |
| University of Edinburgh                       | Centre for carbon research and Russell Group member expected to demonstrate good practice in business travel governance                |
| University of Nottingham                      | Leading HEI for sustainability and carbon governance                                                                                   |
| University of Oxford                          | Leading UK research HEI similar to LSHTM, expected to demonstrate leadership in GHG emissions reduction including business travel      |
| University of Reading                         | Similar research and travel activities to LSHTM                                                                                        |
| University of Sheffield                       | Russell Group HEI with global research programme similar to LSHTM                                                                      |
| University of Southampton                     | Similar research and travel activities to LSHTM with good carbon governance                                                            |
| University of Sussex                          | As above                                                                                                                               |
| University of Westminster                     | Strong travel and transport research programme so expected to have an exemplary travel policy                                          |
| Wellcome Trust Foundation                     | LSHTM Funder with an international programme of work                                                                                   |

The US Federal Agency as LSHTM funders were discounted for this exercise due to the current US administration's removal of environmental considerations from operating procedures. Scanning instructions to Federal employees revealed a single line in expenses instructions that travel "should take energy efficiency into account" with no mention of GHG emissions.

### 3 Methodology

The approach taken was to first check each organisation's web site for internet-published details of good governance in business travel policy and processes. Using agreed criteria these were assessed for relevance and completeness in relation to booking, monitoring and reporting the required travel data to meet GHG targets and corporate sustainability goals. These criteria were each rated using a 1-5 scoring system which translated into an overall % score. This has been used to populate 'radar' diagrams to give an immediate visual analysis of current practice by enabling easy comparison.

Where insufficient information was made available on organisation's web sites, the initial web search was followed up with a direct email to the most relevant contact to ask for specific information; most emails were followed up with a telephone call to get further details. This approach made efficient use of the time and resources available and the follow-up telephone calls enabled a more structured discussion about the respective organisation's approach, how this might be changing and why.

The questions posed to each organisation were:

#### **Structure**

- Is there a specific transport policy in place?
- Does the policy have a stated purpose?
- Does the policy set out specific and clearly defined objectives?
- Has the policy clearly been signed off and dated by a member of the SMT or similar?
- How is the policy being applied, e.g. what procedures are available, e.g. is there task procedure and flow chart?

#### **Scope**

- Does the policy have a clearly defined scope?
- Does the policy scope extend to international travel?
- Does the policy cover all types of transport associated with business travel?
- Does the policy include actions or targets to improve enabling infrastructure e.g. remote working and teleconferencing infrastructure?
- Does the scope include specialists and consultants directly employed on short-term contracts by the institution?

#### **Environment**

- Does the policy cover environmental considerations relevant to reducing GHG emissions?
- Does the policy advocate the use of communication methods to remove the need for transport where relevant and practicable?

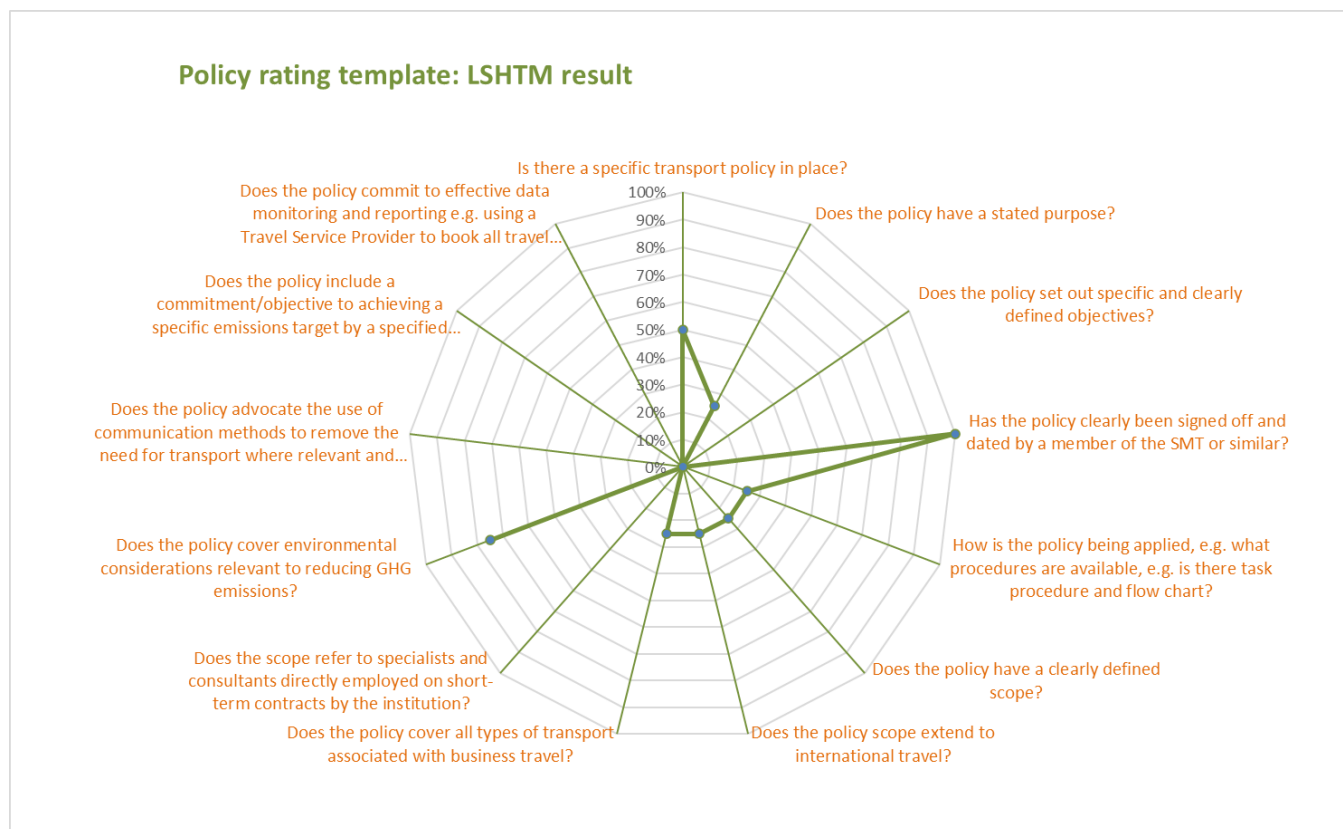


- Does the policy include a commitment/objective to achieving a specific emissions target by a specified date?

### **Data record**

- Does the policy commit to effective data monitoring and reporting e.g. using a Travel Service Provider to book all travel to ensure good data quality? Including providing feedback to staff and departments as it relates to their travel and carbon stats.

These questions were used to develop a radar analysis of the results for easy comparison between the organisations surveyed. The example below



Where no information was forthcoming and contact with the right personnel proved too difficult, i.e. in the case of funders and technology organisations (Apple and Microsoft) specific governance documents and reports were used for the analysis. In the case of the United Nations, the analysis focused on two reports, “Sustainable Travel in the United Nations” which assessed various mechanisms for reducing transport emissions, and also “Review of Air Travel Policies In The United Nations System: Achieving Efficiency Gains and Cost Savings and Enhancing Harmonization”, which focused in great detail on improving employee travel behaviours related to aviation. These were investigated due to their extensive nature and are considered a good starting point for developing LSHTM’s travel policy.

In the case of organisations such as the Gates Foundation where limited information was available, phone discussions were used to help complete the Excel-based analysis to investigate best practice by going through the survey questions with a key contact. Where very limited information was available (Apple and Microsoft), their wider environmental and sustainability reports were also investigated for best practice. Full results are provided in **Appendix 2** and these are summarised in **Section 4**.

In some cases, such as with the Gates Foundation and DFID, the discussion is still ongoing because the funders are keen to share developing good practice measures with LSHTM. Conversely, the decision was made to limit investigations due to the unavailability of, or poor quality of information. Where this is the case, it is made clear in the results section of the report. It is important to note that the current Covid-19 pandemic made it harder to contact Transport and Travel Managers for some organisations because they had been put on furlough.

## 4 Results and analysis

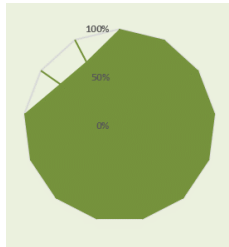
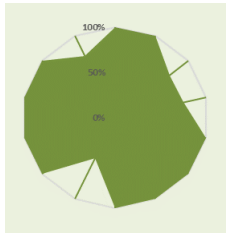
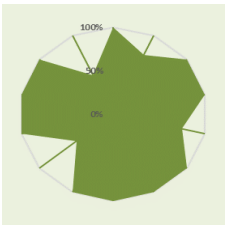
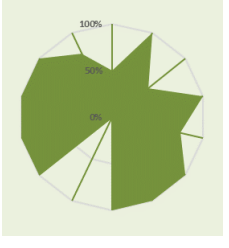
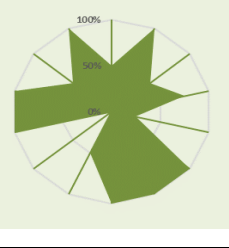
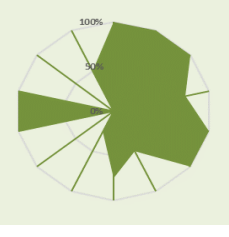
The results are presented in radar diagram format for each organisation, with A-F scores giving a view of good, and conversely, poor practice and the spectrum in between. Those organisations with a score of A or B have clearly integrated business travel as a critical aspect of business planning and operations, with extensive management policies, practices and procedures related to sustainable transport considerations. These organisations have also ensured the structure of their policy and procedures are very robust and easily interpreted, either through a comprehensive policy document or well-linked web pages.


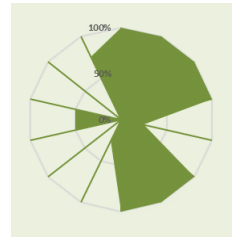
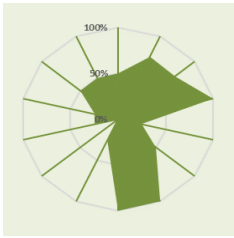
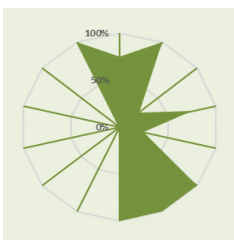
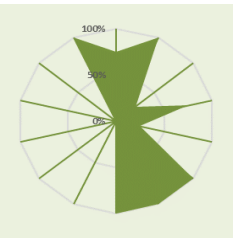
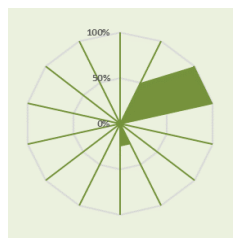
Further, those who scored highly, ensured the scope of their policy was far reaching and included all persons acting on the organisation's behalf, including subcontractors and consultants. Finally, best practice organisations actively encouraged or mandated the use of a single travel services provider, ensuring that the contract in place with such providers enables detailed data sets to be developed, allowing for accurate scope 3 emissions analysis for all business travel.

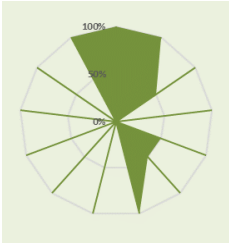
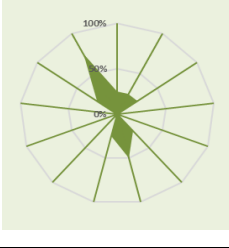
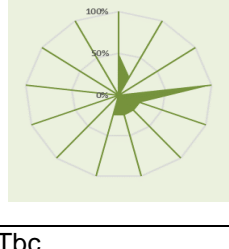
Those organisations with low scores either have limited reference to transport emissions considerations, in the form of a wider expenses policy, or consider transport purely as an economical burden, with no emphasis on low to zero carbon sustainable transportation considerations from a climate resilience perspective. These organisations often had very difficult to find policies, procedures and practices, limiting their usefulness to LSHTM.

Further, organisations displaying poor practice had no reference to minimising the need to travel via teleconferencing or alternative arrangements, in marked contrast those demonstrating good practice by actively developing innovative solutions to minimise travel to that for absolute necessity. Finally, those organisations with scores E-F had little to nothing in the way of processes or procedures to support policies in place, neither was there any evidence demonstrating senior management involvement or document control. The results of the analysis are summarized in Table 2 below, (Note - some HEIs have yet to respond). The links and embedded documents referred to in Table 2 contain the full analysis information and can be found in the Excel survey documents (**Appendix 2**).

## 4.1 Higher Education Institutions (HEIs)

| HEI                       | Rating   | Score | Radar                                                                               | Summary analysis                                                                                                                                                                                                                                                                                                                                 |
|---------------------------|----------|-------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University of Bristol     | <b>A</b> | 9/10  |    | Clearly stated purpose to optimise cost-effectiveness whilst reducing environmental impacts including GHG emissions. Well-referenced to related documents covering procedure to meet legal and charitable requirements. Requires booking using the contracted provider.                                                                          |
| University of Exeter      | <b>B</b> | 8/10  |    | Good approach, well-defined scope but not obviously mandated by senior management, not clear about GHG data monitoring (this is in the related Travel Plan), with an emphasis on good procurement and booking practice from a financial perspective.                                                                                             |
| University of Southampton | <b>B</b> | 8/10  |   | Scope, procedures and monitoring not clear in terms of GHG monitoring (there is a related Travel Plan and links to other policies that are). Focuses mainly on commuting.                                                                                                                                                                        |
| University of Edinburgh   | <b>B</b> | 8/10  |  | No separate policy but contained within expenses policy applying to all staff, contractors and consultants. Net zero target by 2040. Omits alternatives such as video-conferencing. Commits all users to booking via main provider but no details for what data are monitored.                                                                   |
| University of Reading     | <b>C</b> | 7/10  |  | Expenses policy and energy policy mention transport emissions. No procedures available, no mention of video-conferencing alternatives to reduce travel. No emissions target. Advises using the main provider but no details as to why/not mandatory                                                                                              |
| Imperial College London   | <b>D</b> | 6/10  |  | Sign-off by senior team/board not clear. Mainly focused on domestic travel and only passing reference to use of video-conferencing. Doesn't seem to cover contractors or consultants working on their behalf. No emissions target, use of the preferred provider is not mandated, and some clauses appear to argue against this on cost grounds. |

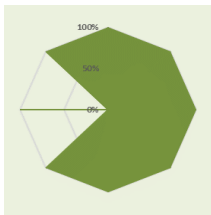

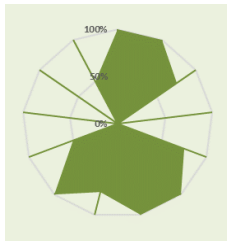
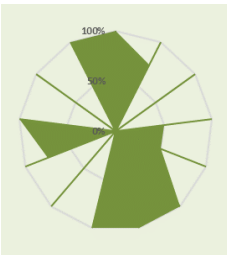
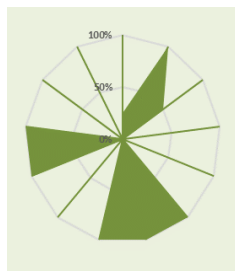
|                                       |   |      |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------|---|------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University of Nottingham              | D | 6/10 |    | Statement on travel in Environment Strategy is very high level, covers reducing impact of travel demand and increasing sustainable travel options. Sitting under that are travel plans. All are currently under as objectives not explicit. Applies to staff and students but not contractors/consultants. Increasing emphasis on remote working. Outsourced central booking system only 50% used, so under review with aim of measuring travel emissions. |
| City University London                | D | 6/10 |    | Policy and Travel Plan but no procedural details including use of videoconferencing. Not clear if contractors/consultants are covered. Nothing about emissions targets or using the main provider, vague in this respect                                                                                                                                                                                                                                   |
| University of Sussex                  | D | 5/10 |   | Travel covered in the Expenses policy but not in any detail, nor does it cover contractors/consultants. Linked Travel Plan has some reference to targets, measure to reduce travel. . Expenses policy requires use of the main provider but doesn't explain why.                                                                                                                                                                                           |
| Goldsmiths                            | D | 5/10 |  | Travel covered in the Expenses policy which is a 'controlled document' but no clear senior sign-off. Linked Travel Plan but few clear procedures for business travel. No mention of remote-working methods, or whether contractors/consultants covered by the policy Nothing about reducing GHG emissions. Use of main provider explained well, including data on emissions reporting                                                                      |
| Kings College London                  | E | 4/10 |  | Have a 'green transport policy' but London-centric, nothing about business travel/flights, no sign-off or clear objectives but covers home-working and applies to all, including contractors/consultants. Single main provider but little information as to why or what data required.                                                                                                                                                                     |
| Liverpool School of Tropical Medicine | E | 3/10 |  | 2019 Environment policy linked to a Travel Plan but this wasn't available (being developed).Also a sustainable procurement policy to reduce environmental impacts of procurement but no targets for either yet, nor procedures and use of a specific travel provider or data monitoring..                                                                                                                                                                  |

|                                                |     |      |                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------|-----|------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University of Cambridge                        | E   | 3/10 |   | Clear policy with good links to related documents, focusing on cost-effectiveness, nothing about reducing emissions. No version control or senior sign-off evident. Only covers employees and has no mention of emissions reduction, even suggests domestic flights if these are cost-effective.                                                                                              |
| University of Oxford                           | F   | 2/10 |   | Expenses policy only, Out of date travel strategy. Scope not explained, not a controlled document/signed-off, nothing about reducing emissions or meeting any targets. Best aspect is that the main provider must be used for booking travel, otherwise all receipts, evidence must be provided for expense claims.                                                                           |
| London School of Hygiene and Tropical Medicine | F   | 2/10 |  | Travel currently only covered in high level joint Bloomsbury Colleges Sustainability Policy, with carbon emissions reduction being an objective. There is no mandated system or procedures for booking carbon efficient travel or any process for collating travel carbon data. There are numerous travel service providers, but staff and contractors can also freely book their own travel. |
| University of Sheffield                        | Tbc | Tbc  | Tbc                                                                                | Chasing for further info                                                                                                                                                                                                                                                                                                                                                                      |
| University College London (UCL)                | Tbc | Tbc  | Tbc                                                                                | Chasing for further info                                                                                                                                                                                                                                                                                                                                                                      |
| University of Nottingham                       | Tbc | Tbc  | Tbc                                                                                | Chasing for further info, call arranged early June.                                                                                                                                                                                                                                                                                                                                           |
| University of Aberdeen                         | Tbc | Tbc  | Tbc                                                                                | Chasing for further info                                                                                                                                                                                                                                                                                                                                                                      |
| University of Birmingham                       | Tbc | Tbc  | Tbc                                                                                | Chasing for further info                                                                                                                                                                                                                                                                                                                                                                      |
| University of Westminster                      | n/a | n/a  | n/a                                                                                | Excluded from analysis as they are at the start of their policy implementation process (confirmed by email)                                                                                                                                                                                                                                                                                   |

## 4.2 Funder and other sector organisations

This sub-section summarises the analysis from the non-HEI groups of organisations. These notes give an indication about the information available and how the information was sourced. It was not always possible to speak to the most appropriate contact given the current pandemic situation;

| Organisation | Rating | Score | Radar | Summary analysis |
|--------------|--------|-------|-------|------------------|
|--------------|--------|-------|-------|------------------|

|                                                      |          |      |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------|----------|------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      |          |      |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>United Nations</b>                                | <b>A</b> | 9/10 |    | The review methodology for UN was different from other entities covered because it focused on two comprehensive reports published by the UN re: sustainable travel and efficient air travel practices. Both are best practice and contained within the embedded Excel document in Appendix 2.                                                                                                                                                                                              |
| <b>Wellcome Trust</b>                                | <b>B</b> | 8/10 |    | Use detailed travel guidance in place of a policy since 2/3rds of all business travel is by committee members, sponsors, etc on Wellcome's behalf. All staff are expected to book through the in-house travel team and contracted provider for the most cost effective, most direct routes. Their TMC provides all emissions and journey data analyses regularly sent to each divisional head, who can then address non-conformances directly within their teams.                          |
| <b>London and Partners</b>                           | <b>D</b> | 6/10 |   | Good format in terms of clarity and procedures to be followed but light on environmental considerations and remote working,                                                                                                                                                                                                                                                                                                                                                                |
| <b>UKRI</b>                                          | <b>D</b> | 6/10 |  | The policy is presented more as a guidance document without clarity of sign-off/authority but it advises that the recommended travel provider should be used. It advises that teleconferencing should be a first consideration and that public transport takes priority. All air travel must be economy advance booking.                                                                                                                                                                   |
| <b>National Institute for Health Research (NIHR)</b> | <b>D</b> | 5/10 |  | No explicit policies or procedures as they are a disaggregated organisation and each part has its own individual policies. There is a link to their carbon reduction guidelines which outlines how funders should consider reducing transport emissions (also contained as embedded document in analysis column):<br><a href="https://www.nihr.ac.uk/documents/the-nihr-carbon-reduction-guidelines/21685">https://www.nihr.ac.uk/documents/the-nihr-carbon-reduction-guidelines/21685</a> |



|                                             |     |     |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------|-----|-----|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Gates Foundation</b>                     | n/a | n/a | n/a                       | Currently reviewing all policies as have reached their current 2020 10% reduction target. NB: This is not a science-based target. Phone discussion on the 22nd May established good contact - they would like to keep in touch with LSHTM to knowledge share. Notes in analysis column.                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Commission of the European Community</b> | n/a | n/a | n/a                       | No explicit policies or procedures available but the organisation is accredited to EMAS, and given the low to zero carbon policy work and Directives developed by the EC, it is possible to assume good practice procedures are in place despite the lack of publicly available evidence. For example, an email received outlines some good practice. Email is provided in the analysis column of the embedded Excel file.                                                                                                                                                                                                                                                      |
| <b>Microsoft</b>                            | n/a | n/a | n/a                       | No set transport policies or specific business transport references in sustainability report. Much more freight orientated in the same way as Apple. Informal review of freight logistics in the analysis column. Some good practice re: freight, mainly using ocean transport rather than air.                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>DFID</b>                                 | Tbc | Tbc | Tbc                       | Took time to elicit a response. Further information may be forthcoming.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Linklaters</b>                           | Tbc | Tbc | Too little info available | This large legal practice has a well-established corporate sustainability strategy and score A for leadership with the Carbon Disclosure Project. No travel policy as such, and the emphasis is on reducing costs and using video-conferencing to reduce unnecessary travel although scope 3 measurement under discussion. Will be reviewing as a result of COVID-19 situation.                                                                                                                                                                                                                                                                                                 |
| <b>Apple</b>                                | n/a | n/a | n/a                       | Due to Apple's manufacturing and transport of all goods, services and people it seems that business travel emissions have been deemed non-material, although transport emissions have grown by 300% over the past decade. This is because transport only accounts for 5% of Apple's total annual footprint, with manufacturing at 74%, so this is where the attention has focused. The link to their 2019 environmental report is below:<br><br><a href="https://www.apple.com/euro/environment/pdf/a/gen-eric/Apple_Environmental_Responsibility_Report_2019.pdf">https://www.apple.com/euro/environment/pdf/a/gen-eric/Apple_Environmental_Responsibility_Report_2019.pdf</a> |



## 4.3 Leading good practice organisations

The results of the review demonstrate there are clear leaders in good practice travel policy and procedures to reduce GHG emissions. These are further detailed below with the objective of establishing what LSHTM's travel policy and procedures need to cover:

### 4.3.1 University of Bristol

#### Strengths

- Very comprehensive, dedicated travel policy
- Lots of links to other policies, including the Sustainable Travel Plan which clearly defines targets and objectives
- Close working with the City of Bristol council to make public transport, cycling and walking easy
- The University have completed a detailed sustainable transport review which supports the transport policy
- Well controlled document with 'owner' named as the COO and revision control evident
- Recent updates, indicating good governance review process
- Definitive scope, including that consultants and those acting on the university's behalf must comply with the travel policy
- High level suggestions for environmental considerations with a further link to where to obtain more detail on the website

#### Weaknesses

- Lack of emphasis on remote working infrastructure as an alternative to travel
- No specific details about how travel service provider data are used for expenditure and emissions analysis linking back to the policy

### 4.3.2 University of Exeter

#### Strengths

- Very comprehensive travel website
- Exemplary usage of links with referenced parts of travel processes and procedures stored in different places but easy to find
- Detailed processes in both expenses policy and travel plan
- Comprehensive link page at the end of expenses policy shows all appropriate linkages

#### Weaknesses

- Not clear about when to use remote working rather than travel but this may be in different procedures
- Not very clear about what data is provided by the travel service provider or how it's used

### 4.3.3 University of Southampton

#### Strengths

- Policy forms the start of the Travel Plan, acting as a good executive summary with all detail contained in the Plan itself
- Good detail in the Travel Plan with specific objectives and action plans
- The travel plan has detailed targets table showing a breakdown of the % use of each transport mode desirable by the end of the plan period e.g. 25% aim for all students and staff travelling to the university by bicycle by 2025
- Specific, detailed plans for remote working and teleconferencing as well as set targets
- Signed off by Vice-Chancellor as a controlled, maintained governance document

#### Weaknesses

- Nothing clear around the use of a travel service provider
- No specific reference to whether consultants or sub-contractors must comply with the policy

### 4.3.4 University of Edinburgh

#### Strengths

- Good links to their sustainability portal which has a detailed travel section
- Link to their target of net zero by 2040
- Strongly advised to use Key Travel as the preferred travel service provider
- Policy clearly signed off by SMT
- Policy applies to all staff working on the university's behalf
- Good link to the information services website for details on the types of teleconferencing available

#### Weaknesses

- Forms a smaller part of a larger expenses policy, so is somewhat overshadowed
- Layout of policy not very clear
- The policy itself is a little light on sustainable transport guidance, but there are good links to the website where this can be viewed in more detail. However, it is unclear how often people will do this.
- Secondary "Transport policy" on the website from 2010, suggesting some misalignment/lack of clarity

### 4.3.5 United Nations

#### Strengths

- Very comprehensive review of how best to use air travel from both a cost and carbon perspective
- The sustainable travel report contains extensive ideas for sustainable travel options across the board
- Well researched and documented findings that can be applied with confidence

## Weaknesses

- There is no evidence available that the recommendations have been implemented to demonstrate the results.
- The sustainable travel review was published in 2010 so somewhat dated, although the ideas and recommendations are still very valid.

### 4.3.6 Wellcome Trust

#### Strengths

- Good, developing approach as to how best to use air travel from both a cost and carbon perspective, with an equal emphasis on health and well-being of those travelling on business, e.g. fly business or first class on most direct route if it's necessary to work in transit on a short trip.
- Have a dedicated in-house travel team working directly with travel service provider Circularity for access to the best discounts and flight options.
- Circularity provide full journey and emissions data on a regular basis to Divisional Heads who share the information with their teams, reviewing the extent of non-conformance with the guidance
- All staff expected to book through the in-house team, where this does not happen staff are required provide a rationale

#### Weaknesses

- It's a more expensive approach having a dedicated in-house team than outsourcing completely to a travel service provider
- The journey and emissions data are not yet comprehensive as there is no way of capturing all journeys or knowing what proportion has been missed because the process is not mandated.

## 5 Conclusion and recommendations

The results of the HEI review could be considered somewhat surprising in that leading universities with well-established sustainability and climate change related research programmes appear to perform poorly when it comes to their own governance mechanisms and operations. This suggests that LSHTM can rapidly improve its performance in this respect to become a leading proponent of sustainable business travel. This requires a clear travel policy that can be readily implemented by a set of easy-to-access and easy-to-follow procedures.

The non-HEI organisation results demonstrate that not all funders adequately account for and manage their business travel emissions via a comprehensive policy. Organisations such as the Gates Foundation and the Wellcome Trust are keen to work in partnership, sharing experiences and knowledge with LSHTM to collaborate and improve business travel carbon performance through improved governance and reporting. The Wellcome Trust is especially well organised to collate and report on how it's improving its business travel costs and carbon effectiveness although there are gaps in its data collation procedures.

Perhaps surprisingly, large global brands Apple and Microsoft, both established as low to zero carbon leaders do not appear to have material business travel emissions because their manufacturing emissions dwarf their travel carbon footprint. It has proven difficult to obtain information from non-HEIs under the current pandemic situation, with the relevant travel management staff on furlough, however with contacts having been established further information should be forthcoming.

Although the global pandemic is still underway its impacts have resulted in the institutions surveyed substantively moving to greater use of video-conferencing and those that we interviewed confirmed that this is likely to continue in further as a means of reducing the amount of business flights taken for both reducing emissions as well as being more cost-effective and better for employee health.

Based on the results of the benchmarking review it is recommended that LSHTM develops its policy and procedures for more sustainable low carbon travel by:

- Agreeing a clearly stated travel policy that explains why business travel GHG emissions need to be adequately monitored and accurately reported. This includes referencing LSHTM's climate emergency declaration and its stated goal for achieving net zero emissions by 2030.
- The travel policy will need to be signed off by the Senior Leadership Team (SLT) and dated in accordance with LSHTM's ISO14001 objectives and processes in accordance with good governance practice. It will need to be reviewed annually and updated as LSHTM progresses the implementation of the E&CMP
- The policy will need to be explicit to advise on when to avoid travelling and using video-conferencing as a more acceptable alternative. The policy should also be clear that it applies to all LSHTM employees and also to all consultants and contractors working on its behalf
- The policy will need to cover all modes of business travel with the stated aim of planning the most direct route to result in the lowest carbon emissions (this will also need to apply to freight movements for research purposes overseas). It will be important to develop procedures that set out exactly how carbon and cost-effective routes are to be planned and booked. The most straightforward means of achieving this is to provide an easy-to-use booking service with one or two travel service providers and make this mandatory. Where travel cannot be booked via the named, contracted provider(s) all expenses can only be claimed if all the required evidence is provided by the claimant, including the distance travelled, by which mode(s) and the emissions. Tools for estimating this information can be linked to the policy and procedures
- Lastly, a very few, preferred travel service providers will need to be contracted on the basis that they are required to provide the data listed in Appendix 1 so that they can regularly supply LSHTM with the necessary travel and emissions data, e.g. on a monthly basis.

***The Green Consultancy will be pleased to provide further detailed investigations and any implementation support that may be needed to address the issues identified in this report.***

## 6 Useful references and sources of further information

UK Government emissions conversion factors and guidance on their use at:

<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

UNEP DTIE Sustainable Consumption and Production Branch (2010). Sustainable Travel in the United Nations. France.

WBCSD & WRI (2015). The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Washington USA

## Appendix 1: Data required from travel management companies and providers

Granularity of data enabling all individual journeys to be recorded by:

- Date
- Passenger (Name and unique staff code identifier)
- Starting point – airport, railway station, terminal
- Destination(s) covering each leg of their journey
- Journey by mode, e.g. taxi, hire car, light rail, mainline train, flight (domestic, short haul and long-haul international flights) covering all legs of booked travel
- Distance by mode covering all legs of booked travel
- Nos of hotel nights (in which country) and the emissions/capita/night for each

This information enables GHG emissions to be calculated for all journeys and modes. It is advised that the Defra UK conversion factors for advanced users are used for emissions calculations per passenger journey (especially flights) so that emissions can be calculated for each mode of travel. Where journeys are booked outside of the UK for non-UK travel it is advised that the most relevant non-UK government and/or airline/company carbon emissions conversion factors are used if more accurate than UK data. The provider must give full emissions calculation details with each report to LSHTM for the purposes of carbon assurance. The same set-up can be put in place for freight shipments of research equipment by air, etc.

All of this information can then be aggregated to give the total emissions per week/month/quarterly and per annum for:

- Grant/project code expenditure
- Research programmes for specific funders
- LSHTM Faculties and individual schools and departments
- LSHTM Service Teams
- Any other required breakdown.

It will be an important next step for LSHTM to establish with preferred travel service providers which can definitely meet these data requirements in full and then contract with as few as possible to secure a comprehensive booking and reporting service.

## Appendix 2: Excel workbook analyses and links to policy documentation

[These files provided separately]



To discuss any aspect of this report, please call **John Treble** on  
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