

in the air – it is almost impossible to implement credible and coherent sustainable change management.”

**LEADING THE WAY TO SUSTAINABILITY**

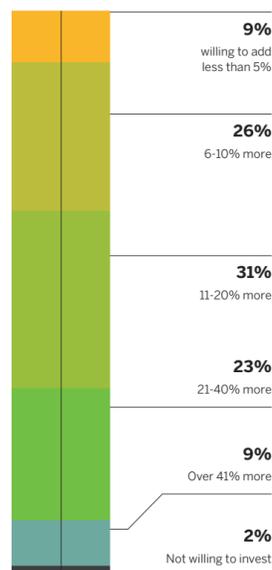
There is additional evidence of a significant disconnect between the C-suite or senior travel management professionals and their colleagues in more operational roles.

The findings show the C-suite are more likely to rate the impact of their business on People, Planet, and Profit as either “completely sustainable” or “sustainable” than less senior colleagues.

A chief financial officer is also twice as likely to rate their organisation’s use of data and information to monitor and track sustainability as “exceptional” (33%), compared to either their finance manager (15%) or procurement manager (16%). By contrast, travel managers score lower in estimations of company sustainability credentials than travel directors.

If change is to be implemented top-down, responsibility for bridging this divide lies with the agenda-setting C-suite. However, an all-in approach works best, says Tetaz.

**Willingness of businesses to invest in a more sustainable travel programme**



from the travel department to finance, HR, and IT.

**THE REAL RETURNS ON SUSTAINABLE TRAVEL**

The index points to a remarkably positive willingness among companies to invest more money into sustainable travel programmes. Almost all organisations (98%) were prepared to commit additional monies over and above their current travel management budget. Interestingly, corporate travel decision-makers scored up to four times more likely than travellers themselves to allocate extra spend.

Further good news came out of end-user feedback, with business travellers willing to give up their time to a significant degree in favour of more sustainable journeys. Over a third (34%) are happy to give between two to four hours, while 26% would commit an extra four to eight hours.

Considering People, Planet, and Profit together, the top three sustainability criteria for employees were: The physical health and condition of the body (40%); health and safety (40%); and mental health, psychological and emotional wellbeing (38%).

For corporate travel decision-makers, ranked third in importance were the employee rights of suppliers (32%), covering such metrics as working conditions, fair wages and overtime.

One of the main perceived benefits to organisations relates to talent recruitment and retention. For most age groups, almost eight out of 10 business travellers would be more inclined to work for a company that prioritises sustainability, with the most committed being those aged 25-39 (79%).

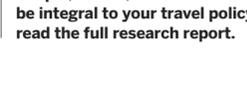
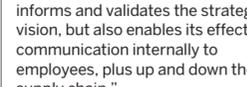
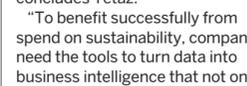
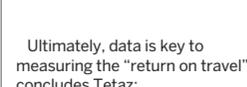
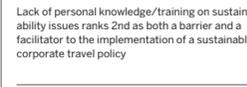
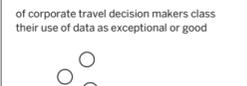
**THE DATA DIMENSION IN DRIVING SUSTAINABILITY**

Broadly speaking, there is a strong correlation between proficiency in data usage and achievement against various sustainability goals, across People, Planet, and Profit.

Corporate travel decision-makers who are highly proficient in their use of data, for example, tend to prioritise and choose “environmentally sustainable options”. This makes them more than four times (53%) more likely to identify them as critical than “seriously poor” to “poor” users of data (12%).

**The formula for sustainable corporate travel**

**Visibility**



Ultimately, data is key to measuring the “return on travel”, concludes Tetaz:

“To benefit successfully from spend on sustainability, companies need the tools to turn data into business intelligence that not only informs and validates the strategic vision, but also enables its effective communication internally to employees, plus up and down the supply chain.”

**To learn more about the three pillars of sustainability and why People, Planet, and Profit should be integral to your travel policy, read the full research report.**

# CHARTING A COURSE TO Sustainable Travel

Companies want to see sustainability in business travel, but future approaches must consider the impact on People, Planet, and Profit.

**Pierre-Emmanuel Tetaz**  
EMEA SVP and General Manager at SAP Concur

As a society, we have become ever more aware of our impact on the planet. Against this backdrop, the sustainability of corporate travel is under the spotlight.

After COVID-19, consumers will increasingly demand more sustainable solutions, having briefly witnessed the environmental benefits of less polluting activity. As a consequence, organisations must align their corporate travel programmes and company values with sustainability principles.

However, the results of the *Corporate Travel Sustainability Index 2020* into corporate travel show that while most companies are aware of the need to make adjustments, not all of them have a plan of action. We have found that data is the key; those who use it wisely are best placed for the sustainable future.

Our research has two principal streams. The first is geared towards assessing the sustainability credentials of companies to form an index, while the second seeks to investigate and overlay the experience from a user's perspective to help generate actionable insights.

This report not only benchmarks how companies are performing against the key dimensions of sustainability - it also reveals the business value.

## TURNING PASSION INTO ACTION

Sustainability is on the rise. According to the *Corporate Travel Sustainability Index 2020*, nearly two thirds of corporate travel decision-makers (65%) self-identically proclaim that their approach is

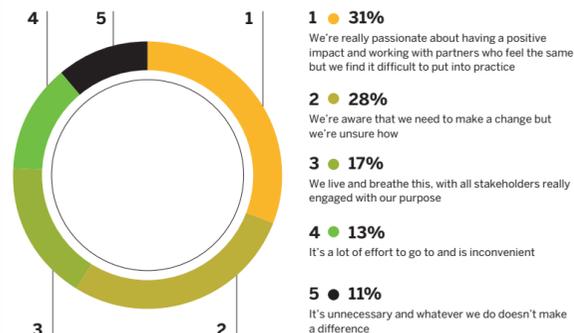
completely sustainable (9%) or that sustainability is at least integral to their policies (56%).

However, the underlying trends and drivers are much less well developed and defined. For instance, around six out of ten professionals (59%) openly acknowledge that they do not feel suitably equipped and enabled to implement sustainable travel policy successfully.

Similarly, when it comes to business travellers, the feedback is mixed, with more than two thirds (67%) still expecting to fly much less in 10 years' time because of environmental concerns.

The attitudes of travellers and staff will prove critical going forward, suggests Pierre-Emmanuel Tetaz, EMEA SVP and General Manager at SAP Concur. Employees have driven many trends in the travel and expense

## The overriding sentiment among organisations towards sustainable corporate travel



space in the past, he notes. "The same will apply to sustainability take-up in corporate travel."

However, the business case for sustainable travel must be built on actionable intelligence.

## BARRIERS VS FACILITATORS

Perhaps the most significant message to emerge from the research into barriers and facilitators is that the top-ranked selection in both camps is leadership.

Second on the list overall is the matter of personal knowledge and training on sustainability issues.

When it comes to the travellers themselves, there are areas for significant improvement. For instance, almost half the youngest, and arguably more sustainability-minded demographic (49%), those aged 18-24, admit the sustainability of corporate travel has never even occurred to them. That said, one of the most common changes that travellers are implementing to reduce their environmental impact is taking trains instead of planes, when possible.

In terms of incentives to change behaviours and practices, financial rewards are, not surprisingly, one of the most popular, appealing to almost half of all respondents (47%). Celebrating and sharing successes scored equally well, while carbon offsetting initiatives went one better (48%).

Getting the mix of incentives right relies on visibility and data, says Tetaz. "Proper data management is key. Without visibility into traveller behaviours and perceptions - to help understand what they want and need, while riding the rails, on the road, or

# Time To Rethink Your Corporate Travel Policy

As demand for higher levels of sustainability grows, it raises the question, is your policy still fit for purpose?

## With these attitudes carried through to their work life...



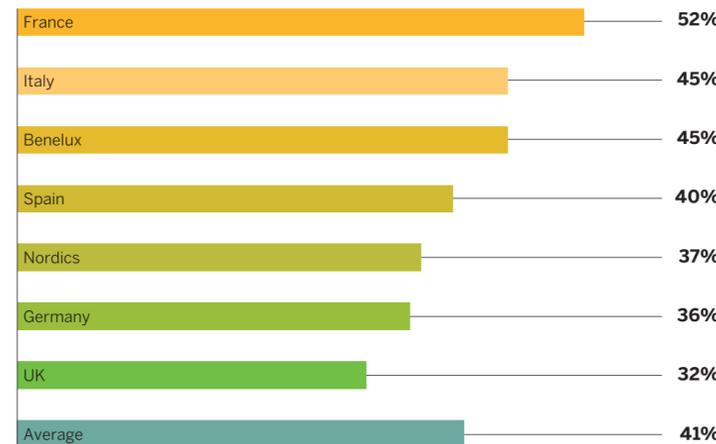
of corporate travellers think sustainability is very important in corporate travel



would exceed /disregard their organisations' corporate travel budgets / policies for a 'greener' travel option

## Sustainability is becoming a priority for corporate travellers

Demand for carbon emission compensation from corporate travellers in their personal lives



22%

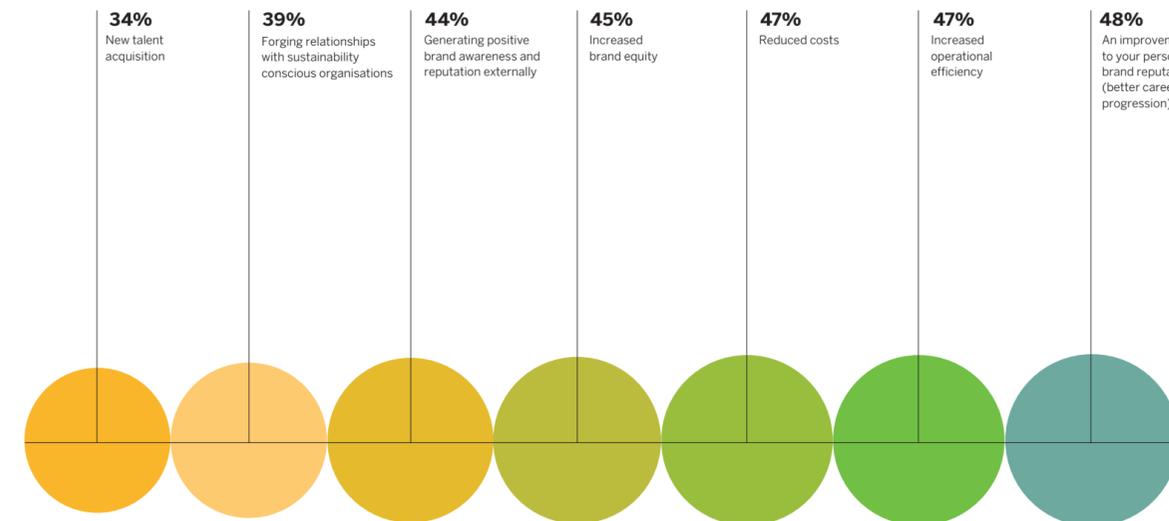
of corporate travellers are likely to avoid long-haul flying outside of work

40%

are likely to avoid single-use plastics in their personal lives

## ...and able to translate into real business value

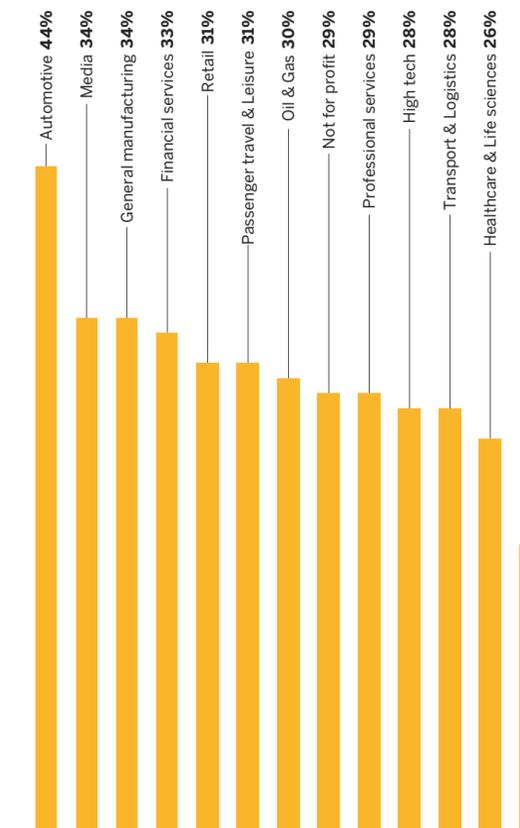
Most beneficial outcomes of incorporating sustainability into travel policy



## Businesses are beginning to recognise this, with Automotive leading the way

The industry proficiency index

Percentage of corporate travel decision-makers that rate their organisations highly proficient in sustainable corporate travel



## But how can it be achieved?

Data is at the heart of a sustainable corporate travel policy with investment in tools and training holding the key



of companies with exceptional data management processes consider themselves to have highly sustainable corporate travel policies, compared with just 18% who have poor data management processes