

GBTA Sustainability Toolkit: An Introduction To Responsible Travel Management



"My God . . . those meetings really could all have been e-mails."

The One Big Question

- How can we reduce our impact on the environment?

Flight Shaming

- Swedish-born movement that calls for curbs to air travel due to its environmental impact
- Air travel accounts for a relatively small % of global emissions, but often a very large % of a company's carbon footprint.

COVID-19 impact on travel

Opportunity in Crisis

There is an opportunity in every crisis and the deeper the crisis, the better the opportunity can be.

The Sustainability Self Assessment Tool

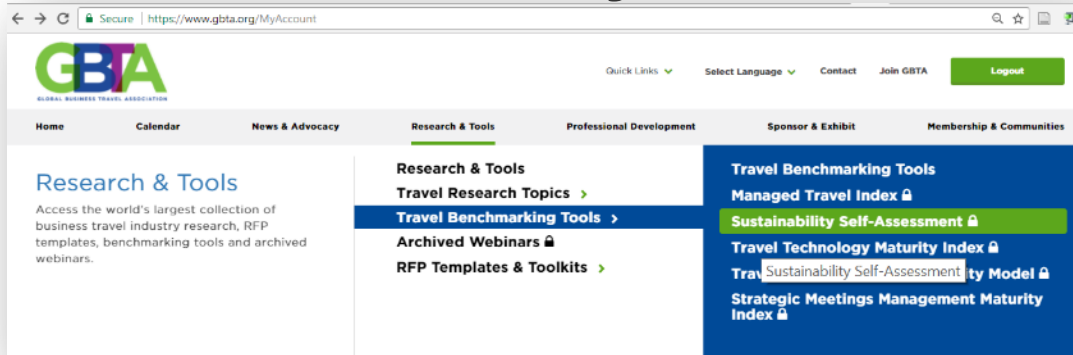
Guide for structured assessment of options and tools for successful implementation and integration in key areas, such as:

- Measuring the environmental impact of business travel
- Integrating sustainability into your travel policy
- Influencing sustainable traveler behavior
- Applying sustainable procurement principles in sourcing air, hotel, ground transportation and services
- Managing sustainable groups and meetings
- Balancing the role of the corporate travel program with the corporate CSR program
- Learning best practices from other companies
- Taking practical steps to get started

Who can take the SSAT?

- Primary audience: Buyers
- Sellers can take the SSAT to evaluate their company's internal travel program

Where do you find the SSAT?



GBTA
GLOBAL BUSINESS TRAVEL ASSOCIATION

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ssat.gbta.org



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GBTA SUSTAINABILITY
A GLOBAL BUSINESS TRAVEL ASSOCIATION

Airtare Hotel Car Rental Travel Risk Management Strategic Meetings Travel Technology Index **Sustainability** Managed Travel Index®

Sustainability Self-Assessment Tool

Sustainability Self-Assessment Tool – Overview

The GBTA Sustainability Self-Assessment Tool is composed of a demographics section and 10 categories (listed below) and is designed to give organisations an overall understanding of where they stand in terms of sustainability initiatives within their travel program.

Start the assessment by going to the **Start Assessment** tab. There, please first complete the demographic section and then proceed with the **Overall Sustainability Programme** category followed by the **Policies and Procedures** one. Once you have completed these, you will be able to complete any of the other 7 categories in the order you desire.

Starting with the **Overall Sustainability Programme** category, you will receive a set of recommendations (visit the **My SSAT - Recommendations** section once a category is complete) you can use to understand what are your organisation's strengths and gaps in sustainability as they related to travel. You will receive a set of recommendations after each category has been completed. You do not have to complete all the categories at once; take the assessment at your own pace and just remember to come back to either update your responses or continue your path through the tool.

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BCD travel

SSAT Overview
Start SSAT Assessment
SSAT - Levels
SSAT - Glossary and Resources
Log Out

What's in it for me?

- You're adding value
- You'll become an early Subject Matter Expert
- You'll expand your skill set
- You'll build new relationships internally

Yum! Brands Corporate Sustainability Report



Easy to Use

- Banking/Financial Services/Insurance
- Business Services/Consulting
- Chemical/Biotech
- Communications
- Computer/Technology/Telecommunications
- Consumer Products/Retail/Wholesale
- Education/Training
- **Food Services**
- Franchisor
- Government
- Health/Pharmaceutical
- Hospitality
- Manufacturing
- Non-profit/Association/Foundation
- Oil/Petroleum/Energy/Utilities
- Real Estate

Where are you based?

Select One

Select One

Albania

Antartica

American Samoa

Afghanistan

Algeria

Angola

Armenia

Andorra

Argentina

Austria

Antigua

Australia

Azerbaijan

Bhutan

Bahamas

Barbados

Bermuda

Brunei

Bangladesh

Select One

Total Air Spend

Where are you based?

USA

In which of the following regions does your company have physical offices?

☒ Africa

☒ Asia Pacific

☒ Europe

☒ Latin America

☒ Middle East

☒ North America

Total Air Spend

Select One

Select One

Under \$1 million

\$1-3 million

\$4-6 million

\$7-10 million

\$11-20 million

\$21-40 million

Over \$40 million

Total Air Spend

\$21-40 million

Total Travel Spend

Over \$40 million

Company's Total Number of Annual Trips

Percentage International Trips

Select One

You Don't Have to Have All the Answers

Sustainability Self-Assessment Tool

Question 6 of 20

Programme Communications

At which of the following stages of the traveller's trip does your organisation communicate its travel sustainability policy? Please select all that apply.

- ☐ Pre-trip
- ☐ During booking
- ☐ On-trip
- ☐ Post-trip
- ☒ Not sure

PreviousSave & NextSave & Exit

Sustainability Self-Assessment Tool

Question 15 of 20

Programme Communications

Does your organisation measure the success of its communications?

- ☐ Yes
- ☐ No
- ☒ Not Sure

PreviousSave & NextSave & Exit

Go Back and Finish or Update Later

Sustainability Self-Assessment Tool

- SSAT Overview
- Update SSAT Assessment
- SSAT - Levels
- SSAT – Glossary and Resources
- My SSAT Summary
- My SSAT - Recommendations
- Log Out

Sustainability Self-Assessment Tool – Categories

Category	Status	% Complete	
Demographic**	Completed	100 %	Update
Overall Corporate Sustainability Programme	Completed	100 %	Update
Policies & Procedures	Not Started	0 %	Start
Programme Communications	Not Started	0 %	Start
Air Travel	Not Started	0 %	Start
Hotel	Not Started	0 %	Start
Car Rental	Not Started	0 %	Start

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Sustainability Self-Assessment Tool – Categories

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Hotel	Not Started	0 %	Start
Car Rental	Not Started	0 %	Start
Rail	Not Started	0 %	Start
Other Transportation	Not Started	0 %	Start
Meetings and Events	Not Started	0 %	Start

Overall Corporate Sustainability Programme

To the best of your knowledge, select the categories where your organisation has sustainability activities; Please select all that apply.

- ☐ Energy
- ☒ Carbon emissions
- ☐ Water
- ☐ Waste
- ☐ Supply Chain/Procurement
- ☐ Human Rights
- ☐ Labor Practices
- ☐ Biodiversity/Natural Capital
- ☒ Diversity & Inclusion
- ☒ Wellbeing
- ☐ Community
- ☐ None of the above
- ☐ Not sure

[Previous](#) [Save & Next](#) [Save & Exit](#)

Revealing Sustainability Opportunities

Sustainability Self-Assessment Tool

Question 1 of 13

Policies & Procedures

Is sustainability part of your organisation's travel policy?

- ☐ Yes
- ☒ No
- ☐ Not sure

Policies & Procedures

Are travellers incentivized to make more sustainable booking decisions?

- ☐ Yes
- ☒ No
- ☐ Not Sure

Policies & Procedures

Are travellers provided with more sustainable options during the booking process? (i.e. the booking tool shows that Hotel X has a LEED rating while hotel Y doesn't; Route A is more sustainable than route B because you'll travel fewer miles/kilometres).

- ☐ Yes
- ☒ No
- ☐ Not Sure

Policies & Procedures

Does your organisation evaluate its performance as it relates to the sustainability elements of its Travel Policy?

- ☐ Yes
- ☒ No
- ☐ Not Sure

You Don't Know What You Don't Know

Sustainability Self-Assessment Tool

Question 6 of 13

Overall Corporate Sustainability Programme

Enterprise wide, how many employees have 50% or more of their responsibility focused on sustainability? Your best estimate is fine.

- ☐ None
- ☐ 1 to 3
- ☐ 4 to 6
- ☒ 7 to 10
- ☐ more than 10
- ☐ Not sure

Previous

Save & Next

Save & Exit

Sustainability Self-Assessment Tool

Question 8 of 13

Overall Corporate Sustainability Programme

Enterprise wide, is there a senior leadership/council/advisory group focused on sustainability?

- ☐ Yes
- ☐ No
- ☒ Not sure

Previous

Save & Next

Save & Exit

Sustainability Self-Assessment Tool

Question 7 of 13

Overall Corporate Sustainability Programme

Enterprise wide, what is the highest level position responsible for sustainability?

- ☒ CEO/President
- ☐ COO
- ☐ Global Officer/Executive Vice President
- ☐ Senior Vice President
- ☐ Vice President
- ☐ Director/Senior Director
- ☐ Manager/Senior Manager
- ☐ Not sure

Previous

Save & Next

Save & Exit

Connect with Sustainability Team

Yum! Brands Named to Dow Jones Sustainability North America Index for Second Consecutive Year



TWEET ME: @YumBrands named to Dow Jones Sustainability North America Index for second consecutive year <http://bit.ly/2Qu093A> #DJSI

Thursday, September 13, 2018 - 3:50pm

NEWSROOM: Yum! Brands
CONTENT: Press Release

LOUISVILLE, Ky., September 13, 2018 /PRB/ Media/ – Yum! Brands (NYSE:YUM) today was once again named to the Dow Jones Sustainability North America Index (DJSI) for its ongoing commitment to sustainable business practices. DJSI is regarded as one of the leading sustainability benchmarks among businesses and investors alike.

135+ COUNTRIES & TERRITORIES

RESTAURANTS BY BRAND*

● KFC	21,487
● Pizza Hut	16,748
● Taco Bell	6,849

*As of year-end 2017

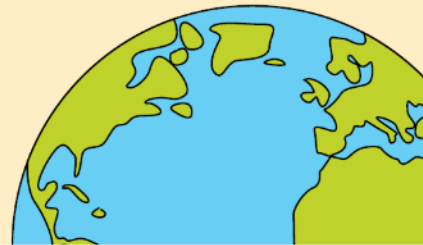
45,000+ RESTAURANTS

97% FRANCHISED

18,000+ RESTAURANTS IN EMERGING MARKETS

1.5+ FRANCHISE SYSTEM

\$5.88



RECOGNITION

BARRON'S 100 MOST SUSTAINABLE COMPANIES

BLOOMBERG GENDER-EQUALITY INDEX

CDP CLIMATE, FORESTS AND WATER

CR 100 BEST CORPORATE CITIZENS LIST

DOW JONES SUSTAINABILITY NORTH AMERICA INDEX

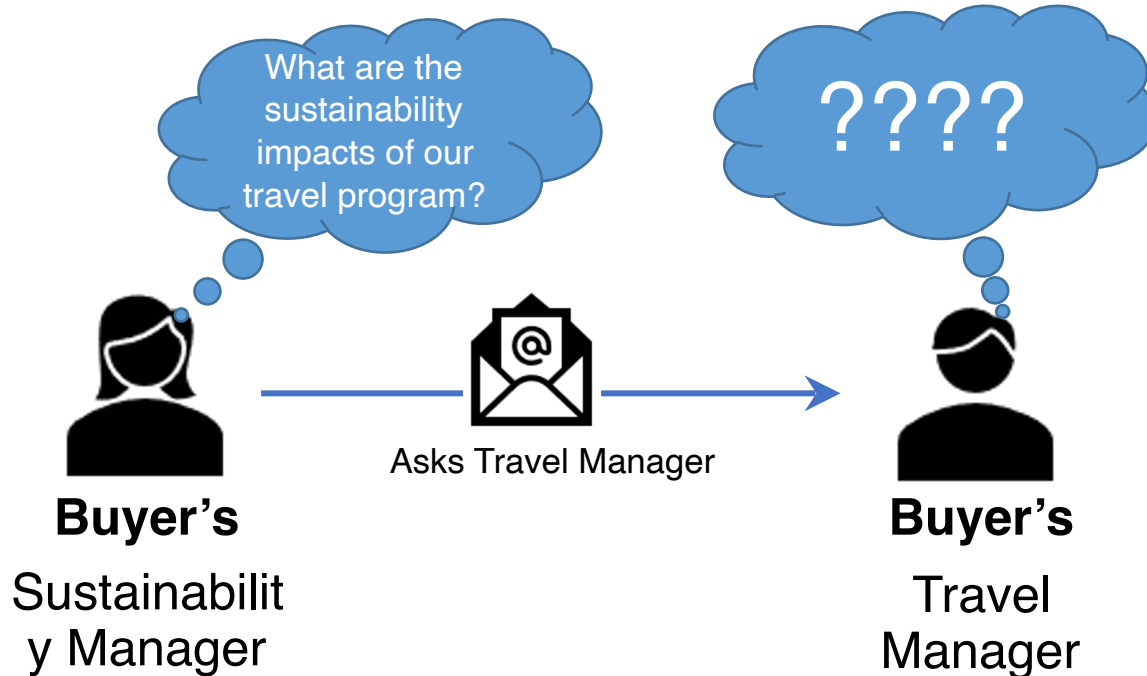
FORBES AMERICA'S BEST EMPLOYERS FOR DIVERSITY

FORTUNE MAGAZINE WORLD'S MOST ADMIRABLE COMPANIES*

HEALTHIEST 100™ WORKPLACES IN AMERICA

ISS ENVIRONMENTAL & SOCIAL QUALITY SCORE

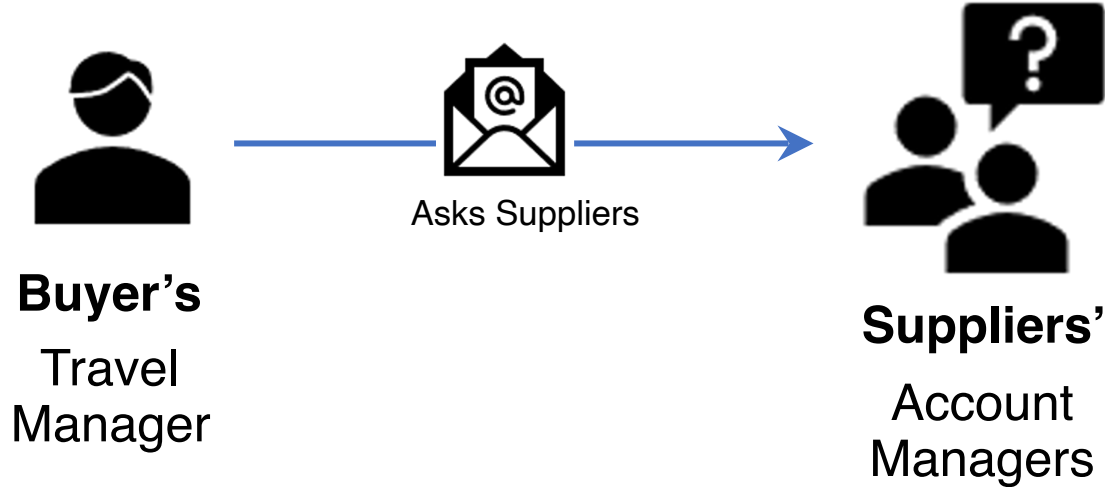
The Current State



Travel Manager may not

- Understand the questions / terminology or how they apply to travel decisions
- Know how to convey the information needs to their suppliers
- Be accountable to any of the same objectives as the sustainability department

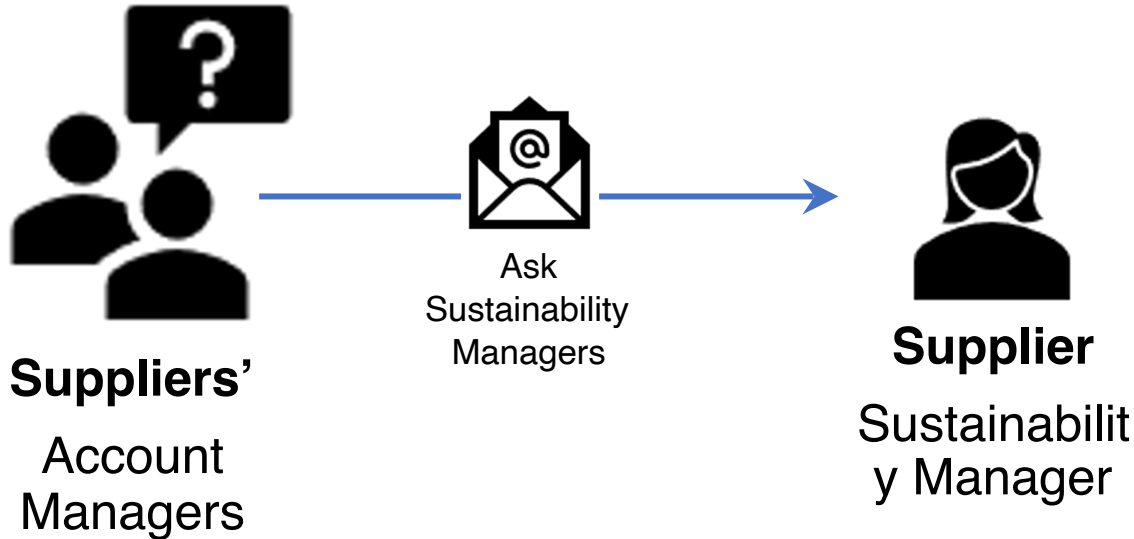
The Current State



Suppliers may not

- Understand the questions / terminology or how they apply to their products and services
- Know who to ask or where to find the information or what format to provide answers in
- Not be comfortable providing answers (concerned this will negatively impact their pricing or client relationships)

The Current State



And now the requested information goes back through this email chain

The Opportunity: Peer to Peer

Buyer's
Sustainability
Manager



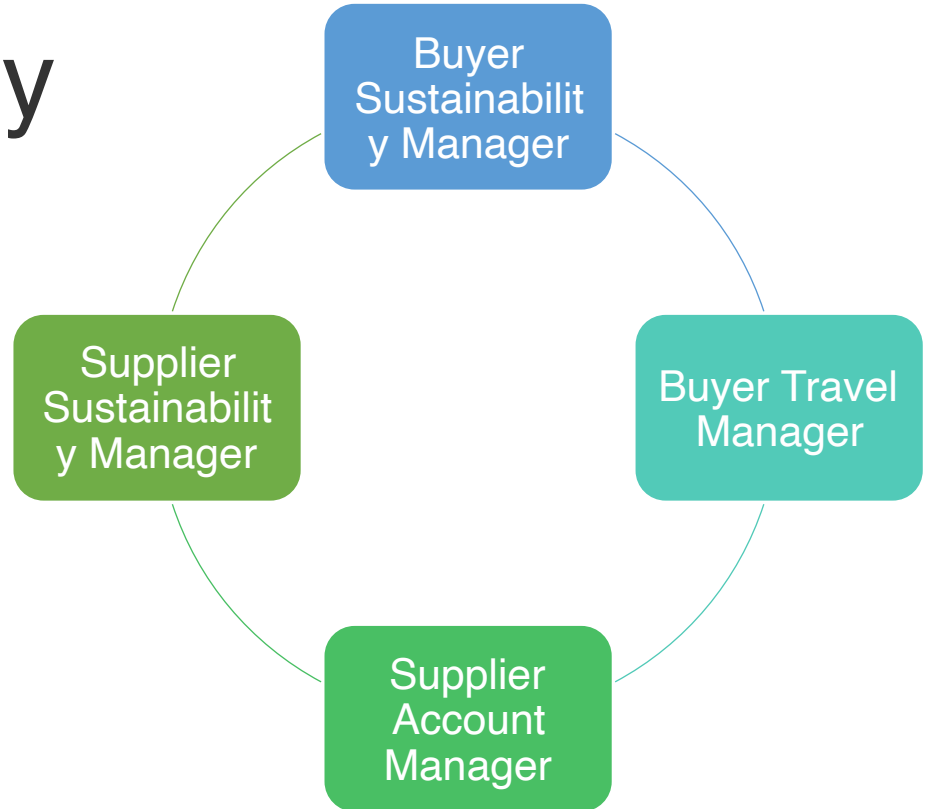
Supplier's
Sustainability
Manager

Sustainability Managers can 'speak the same language' and can dive into details without the tension of negotiation. They may know each other anyway! (sustainability is a small universe of professionals)

The Opportunity

Bringing together the various parties to have a dialogue about the strategic sustainability priorities and goals helps

- Fast track the flow of needed information
- Gives both sides an opportunity to see how sustainability is a differentiator, a feature, a value-add for any travel program
- Educates all parties on sustainability positions, concepts, and related needs (data, targets, preferred features, budgets, etc.)



Regularly Update the SSAT

Sustainability Self-Assessment Tool

Question 13 of 13

Overall Corporate Sustainability Programme

Does your organisation's Sustainability team participate in business travel related RFP's? For example: Score supplier response to Sustainability questions?

☐ Yes

☒ No

☐ Not Sure

The results are in!

Sustainability Self-Assessment Tool – Summary

Each category in this Index is weighted according to its importance. Within each category, each question is also weighted according to its importance to that category. Your overall score is a result of the specific answers to each question in the Index based on the importance weights.

Results Breakdown By Category

Category	Level
Policies & Procedures	Initial-Level 1
Programme Communications	Initial-Level 1
Air Travel	Initial-Level 1
Hotel	Initial-Level 1
Car Rental	Initial-Level 1
Rail	Initial-Level 1
Other Transportation	Initial-Level 1
Meetings and Events	Initial-Level 1
Traveller Well-Being	Recognizing-Level 2

Traveler Well-Being

Sustainability Self-Assessment Tool

Question 1 of 16

Traveller Well-Being

Is traveller well-being part of your organisation's overall travel programme?

- ☒ Yes
- ☐ No
- ☐ Not Sure

Traveller Well-Being

Does the procurement strategy include elements or requirements to support traveller well-being?

- ☒ Yes
- ☐ No
- ☐ Not Sure

Sustainability Self-Assessment Tool

Question 15 of 16

Traveller Well-Being

Where does your organisation include the well-being elements in its procurement strategy? Please select all that apply.

- ☒ RFPs
- ☒ Business reviews
- ☐ KPIs
- ☐ Monthly travel reports
- ☐ None of the above
- ☐ Not sure

Traveler Well-Being Management

Sustainability Self-Assessment Tool

Question 4 of 16

Traveller Well-Being

Who is involved in managing the traveller well-being programme? Please select all that apply.

- ☐ Corporate Social Responsibility Management
- ☒ Senior Management
- ☒ Travel Management
- ☐ Legal
- ☒ HR
- ☐ IT
- ☐ TMC
- ☐ Suppliers
- ☐ Other
- ☐ None of the above
- ☐ Not sure

Traveller Well-Being

How is your organisation's traveller well-being programme managed? Please select all that apply.

- ☐ Managers and travellers are made aware of their responsibilities
- ☐ Regular programme communications
- ☒ Work with internal stakeholders (e.g. HR, security)
- ☒ Send destination information to travellers
- ☐ TMC/agency provides additional information and support
- ☒ Technology information via booking tools, apps, etc.
- ☐ HR support
- ☐ Formal educational programme
- ☐ None of the above
- ☐ Not sure

Traveler Well-Being Sco

Sustainability Self-Assessment Tool

Question 6 of 16

Traveller Well-Being

What is the scope of the traveller well-being activities? Please select all that apply.

- ☒ Traveller (employees)
- ☐ Traveller (third parties, i.e. contractors)
- ☐ Employment Candidates
- ☒ Expats
- ☒ Meetings & Events
- ☐ Respect for CSR in local destination
- ☐ None of the above
- ☐ Not sure

Traveller Well-Being

Which specific traveller well-being elements does your organisation's travel sustainability programme contain?

- ☐ Traveller communications
- ☐ Provision of destination information
- ☐ Maintaining traveller profiles
- ☐ Wellness checks via mobile
- ☐ Conduct a post-trip debrief
- ☐ Regular health checkups for road warriors
- ☐ Work-/life-balance
- ☒ Programmes that protect the physical and psychological health of company employees
- ☐ Travellers are educated on their responsibilities
- ☐ Managers are consistently made aware of their responsibilities to their staff
- ☒ The employer provides welfare services (e.g. Time off after spending long hours travelling, Gym facilities, Access to airport lounges)
- ☒ Travel in business class for long flights
- ☐ Traveller assistance
- ☐ Traveller stress evaluations
- ☐ Recommended healthy restaurants
- ☐ Recommended ground transportation
- ☐ Time off in lieu
- ☐ None of the above
- ☐ Not sure

An Improvement Opportunity: Goals & KPIs

Sustainability Self-Assessment Tool

Question 7 of 16

Traveller Well-Being

Does your organisation have defined traveller well-being goals?

- ☐ Yes
- ☒ No
- ☐ Not Sure

Sustainability Self-Assessment Tool

Question 12 of 16

Traveller Well-Being

When, if ever, will your organisation establish traveller well-being KPIs?

- ☐ Within the next 6 months
- ☐ Within the next year
- ☐ Within the next 2 years
- ☐ More than 2 years from now
- ☐ Never
- ☒ Not sure

Sustainability Self-Assessment Tool

Question 9 of 16

Traveller Well-Being

When, if ever, will your organisation establish traveller well-being goals?

- ☐ Within the next 6 months
- ☐ Within the next year
- ☐ Within the next 2 years
- ☐ More than 2 years from now
- ☐ Never
- ☒ Not sure

Sample Recommendations

Sustainability Self-Assessment Tool

SSAT Overview

Update SSAT Assessment

SSAT - Levels

SSAT – Glossary and Resources

My SSAT Summary

My SSAT - Recommendations

Log Out

Sustainability Self-Assessment Tool – Categories

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Car Rental	Completed	100 %	Update
Rail	Not Started	0 %	Start
Other Transportation	Not Started	0 %	Start
Meetings and Events	Completed	100 %	Update
Traveller Well-Being	Completed	100 %	Update

** The Demographic category must first be completed before the assessment can begin.

Sample Recommendations

Results Breakdown By Category	
Policies & Procedures	Initial-Level 1
Programme Communications	Initial-Level 1
Air Travel	Initial-Level 1
Hotel	Initial-Level 1
Car Rental	Initial-Level 1
Rail	N/A
Other Transportation	N/A
Meetings and Events	Initial-Level 1
Traveller Well-Being	Initial-Level 1

Sample Recommendations: Policies and Procedures

11. Sometimes, it is not very easy to know whether sustainability is part of your organisation's travel policy. Especially if your organisation uses various travel policies for local, regional, and global differences. <u>It would be best to contact your human resource department to find the right stakeholders, who are accountable for your organisation's overall sustainability programme.</u> This tool will help you find ways on how and where to implement sustainability into your Travel programme.	Policies & Procedures
12. Review your booking tools and systems to see if sustainable options are included and offered to the travelers. Once you find out, please update your responses to obtain further recommendations.	Policies & Procedures
13. <u>If employees discern the importance of sustainability in a travel programme it is very beneficial to incentivize them.</u> Focus recognition on the kinds of behavior that make your employees and company better. <u>Recognition is an important tool to move people toward specific goals, make employees more cognizant about protecting the environment.</u>	Policies & Procedures

Sample Recommendations

16. Best practices indicate that an organisation should include multiple aspects of sustainability in managing air travel programmes and suppliers. Your organisation already has some elements in place, but should work on additional elements. This includes initiatives to use renewable energy (biomass/biofuel, solar, wind, or purchase of RECs), lower carbon footprint, environmental sustainability activities such as a strong CSR programme, public reporting on environmental impact, implementing an environmental management system, certifications, following a green procurement policy, tracking and reporting on water consumption, waste generation, recycling and local air quality emissions.	Air Travel
17. You should find out if your organization communicates and/or enforces the air travel sustainability programme. Consider using your booking/travel management tool to find out, or working with internal stakeholders that manage these tools. Once you find out, please come back to the assessment to update your responses to get further recommendations.	Air Travel
18. Best practices includes measuring the fuel consumption related to air travel in addition to carbon emissions. Consider working with supplier and/or internal teams to begin collecting this information as well.	Air Travel

Sample Recommendations

20. Best practice includes <u>purchasing carbon off-sets</u> and renewable energy certificates (RECs), as well as implementing corporate activities to off-set carbon emissions like tree planting, etc. . Consider implementing pre-trip approvals to cut down on the amount of travel as well as corporate activities to off-set carbon emissions.	Air Travel
21. <u>Teleconferencing/videoconferencing</u> and pre-trip approval are just a few of the activities that can help manage the demand for air travel and help reduce the overall environmental footprint of air travel.	Air Travel

Sample Recommendations: Traveler Well-Being

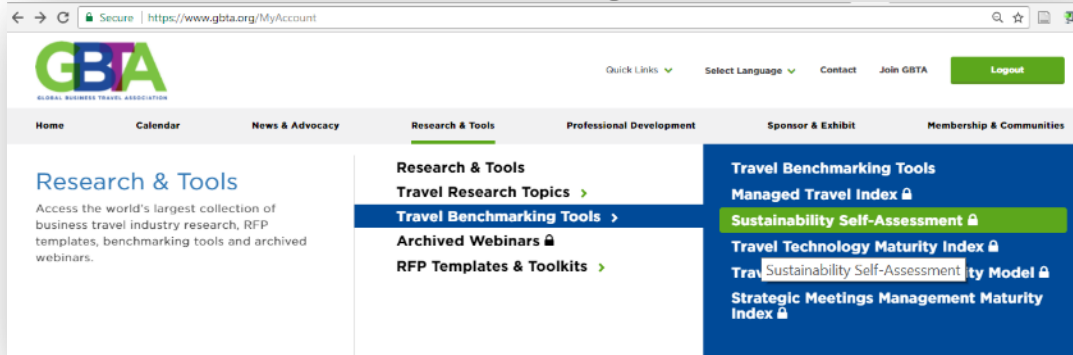
29. A balanced travel programme should always include the impact of the programme on travellers well-being. Poor well-being can lead to personal stress, health problems and poor performance, impacting both the individual and the organisation. <u>We suggest you work with you organisation to include in future programmes.</u>	Traveller Well-Being
30. Find out if there are plans to establish a traveller well-being programme within your organisation. If there aren't any plans in the near future, contact your <u>Human Resource department</u> and share this and other recommendations from this tool to start the process of planning for one. Once you find out, return to the self-assessment to update your responses for further recommendations.	Traveller Well-Being

Sample Recommendations: Communications

31. The travel sustainability programme should be disseminated to different groups within your organisation. It is recommended that all of the following groups be included, too - Board/Senior Management, CSR Management, Employees, Travellers, Travel Management, Security Management, HR, Marketing and Corporate Communications, IT Department, Facility Management and your Travel Management Company.	Programme Communications
32. Communication of your sustainability is a key part to get your employees to work with you on your programme. We recommend you speak to other key stakeholders to find out if a communication plan is in place and if not, establish regular communication of your programme	Programme Communications

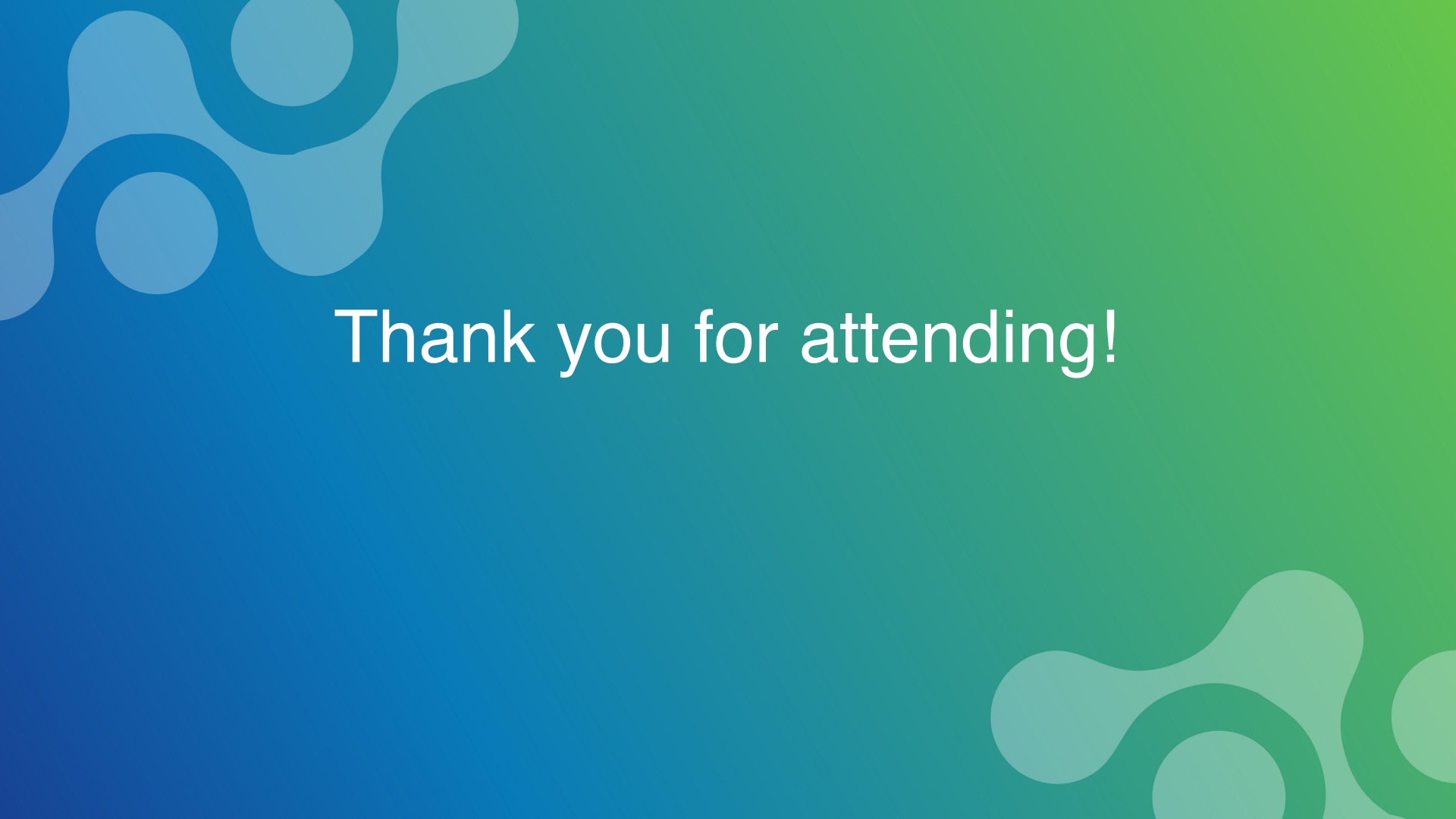
Join the
S+R Committee!

Where do you find the SSAT?



ssat.gbta.org





Thank you for attending!