



Vodafone Travel Plan Toolkit

"Our employees are very aware of climate change and expect Vodafone, as a responsible business, to take firm action. The travel plan toolkit provides an innovative solution to meeting the daily transport challenges for staff and contributes to the wider CSR and ISO14001 agenda."

Chris Hopkins, Company Travel Plan Manager, chris.hopkins@vodafone.co.uk

"In our major business areas, our Company's strategy and our CR strategy are inseparable. We have just 'one strategy'. Growth both in emerging markets and through "total communications" are closely linked to responding to society's challenges."

Vodafone One Strategy (2008)

Summary

The Vodafone Travel Plan is a toolbox of measures utilised where necessary to achieve the required modal shift to support the business need. Home working and video conferencing is extensively encouraged throughout the Company. Vodafone's original motivation for videoconferencing was reducing air travel, and thereby the cost of air travel. Usage is up 300% over the last two years, number of failures is one-tenth that of two years ago, and over 80% of all calls are over IP, compared to less than half two years ago.

Vodafone is one of the few companies that still operates a sustainable allowance scheme for staff who do not use the car park, helping to achieve a 40% modal shift reduction in staff car use over the last 8 years. Employees are offered up to £85 per month for not parking.

Strategic context

Vodafone this year announced that by 2020 they will reduce their CO₂ emissions by 50% against the 2007 financial year baseline of 1.23 million tonnes. They aim to achieve this principally through operational changes and technological innovation to improve energy efficiency.

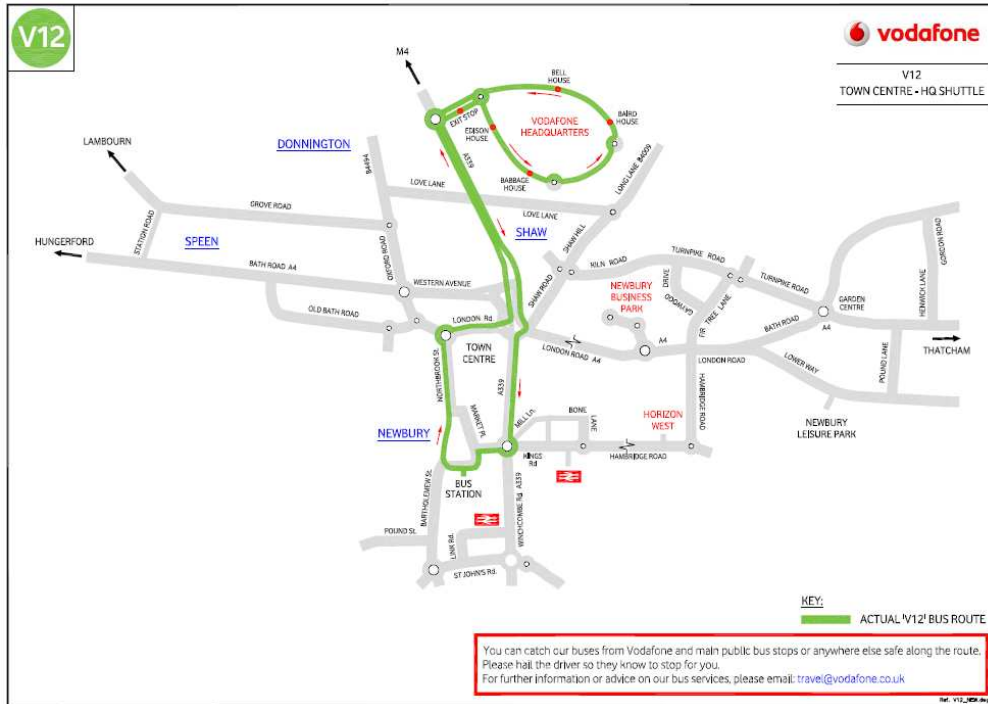
In terms of cost savings the use of technology helps to reduce expenses claims, maximizes productivity and optimizes the ability of front line staff time spent on customer relations. In order to realise these goals, Vodafone needed to encourage employees to change their behaviour: instead of travelling, they needed to use videoconferencing. The factors important in delivering this change were:

1. Availability - There had to be facilities widely available for videoconferencing, and they had to be available when and where people needed them
2. Quality - Ensuring quality and reliable ISDN videoconferencing needs to be right first time
3. Convenience – Vodafone makes using VC equally convenient as booking flights
4. Awareness - Making users aware of the benefit to themselves is vitally important

The working population

The travel plan covers 11,000 employees across the UK with 3,400 staff based at the head office in Newbury (location shown in Figure 1). 40% of staff now work as full or part-time homeworkers at Newbury. There is only a small 24x7 Network Monitoring Team based in Newbury of about 80 people, all our other call centres are in other locations around the country.

Figure 1 - Site Location and Key Shuttle Bus Route



Measures / policies in place

- Parking cash out scheme for sustainable transport users
- Business travel - discouraged in favour of video conferencing (see Figure 2)
- Both flexible working policy covering the ability to enable home or remote working and full time home based
- Offering the 5p per mile allowance for car sharing
- Pay 20p per mile allowance for business trips by bike
- The site shuttle service runs every 10 minutes with 25,000 passenger journeys per month (key station route shown in Figure 1)
- Interest free loans on sustainable measures
 - Cycling – Interest-free loans up to £500
 - Motorbikes up to 500cc - £1500
 - Rail season tickets – up to £5,000
- Car sharing is encouraged at all offices. They also run free shuttle services at some of their regional offices

Figure 2 – Videoconferencing booth and marketing at Newbury HQ

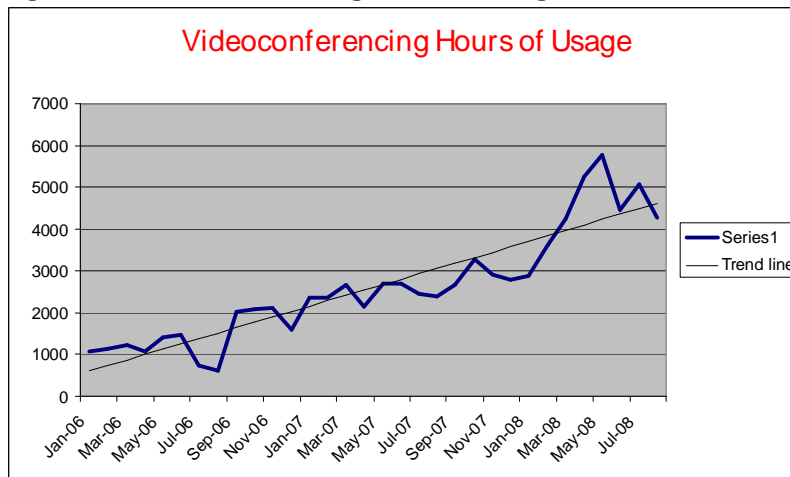


Benefits realised

Primary benefits

- Modal share has reduced by 20% from 85% to 41% since the travel plan has been introduced on the Newbury site
- Travel reduced by use of video conference calls at Vodafone. They have avoided approximately 3,000 business trips by using our existing 412 videoconferencing facilities. The increase in hours of usage spent on videoconferencing is shown in Figure 3
- The main beneficiary was the route between London and Dusseldorf, which has seen an average drop of 33% over two years in the number of trips

Figure 3 – Videoconferencing Hours of Usage



Secondary benefits

- Contributes towards CSR/ISO14001 audited by the BSi
- Demonstrates videoconferencing potential to wider business community
- Caps existing car parking and office space to avoid new costs

Annual running costs

- £1.3 million in 2008/9 operating costs plus incentive payments currently running at c£300 per employee

Future initiatives

- Ongoing role out of further measures where needed and the development of a designated Travel Plan for a new call centre in Stoke
- Real time for bus shuttle services
- Needs based criteria for car parking. Vehicle number plate recognition system

Additional reference material

Chris Hopkins (2008): Travel Plan Toolkit

Nik Frengle (2008): Videoconferencing Presentation

Vodafone (2008): One Strategy, Corporate Responsibility Review