

COVID-19, Travel Behaviours and Business Recovery in Scotland: A Survey of Employers to Understand their Attitudes

Annexes

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Annex 1 – Methodology

Annex 1 - Methodology

Survey Design

The survey was designed in close collaboration with the Steering Group which comprised representatives from Transport Scotland, ClimateXChange, LUC and Dr. Rachel Howell. We sought to design a survey that was online, attractive, easy to complete and which included a combination of pre-coded and free-text questions.

We ensured that any data collected as part of the survey was GDPR compliant. At the beginning of the survey we outlined how personal data would be used and stored and respondents were asked to agree to these terms before proceeding with the survey.

The survey questions sought to address the aims and objectives outlined in the tender brief. We designed the survey to allow comparison between how businesses/organisations operated before the pandemic, during lockdown, and post COVID-19. The survey comprised five main sections:

- Introduction
- Consultation Privacy Statement
- Part 1: About your Business/Organisation
 - Business/organisation name
 - Business's/ organisations primary function
 - Location
 - Number of employees
- Part 2: Before the COVID-19 Pandemic
 - Proportion of workforce working from home/remotely/in the workplace
 - Familiarity with your employees' travel to work patterns
 - Employees' journeys to work
 - Proportion of meetings/events/calls using video conferencing/online calls
 - Main reasons for business travel
 - Modes of transport for business travel
 - Workplace Travel Plan in place before the pandemic
- Part 3: During the Pandemic Lockdown (March-June)
 - Proportion of workforce working from home/remotely/in the workplace
 - Employees' journeys to work
 - Proportion of meetings/events/calls using video conferencing/online
 - Effects on business/organisation operations
 - Effects on employees
 - Any employees who are particularly disadvantaged by the move to home working
 - Barriers/problems during move to home working
- Part 4: Post COVID-19
 - Plan to support or encourage home working
 - Proportion of workforce working from home/remotely/in the workplace
 - Incentives/measures to encourage employees to travel to work
 - Barriers to employees walking, cycling or using public transport to commute
 - Future business travel patterns
 - Barriers to reducing business travel
 - Likelihood of preparing or revising Workplace Travel Plan
 - Scottish Government support to prepare Workplace Travel Plan

- Measures Scottish Government could implement to allow more home working and more sustainable travel for staff commuting and business travel
- Any other comments
- Part 5: Follow-up
 - Follow-up discussions (provide contact details)

Sampling

The first step in the sampling stage was to identify which employment sectors to survey. Using the Standard Industrial Classification of Economic Activities (SIC) categories of sectors, we targeted businesses/organisations who were able to move to home working which included the following sectors:

- Information and communication (SCO1407J)
- Financial and insurance activities (SCO1407K)
- Real estate activities (SCO1407L)
- Professional, scientific and technical (SCO1407M)
- Administrative and support service activities (SCO1407N)
- Education, human health and social work activities (SCO1407PQ)
- Other service activities (SCO1407S)

Working with Kompass (an online directory of businesses and organisations), we purchased 5,000 business contacts within the above SIC sectors. The contacts in SCO1407PQ were not appropriate for this study as the majority of businesses would not have been able to move to home working during the lockdown. Similarly, only some of the contacts in SCO1407S were relevant to the survey. Therefore, 1,839 contacts that were originally assigned to these sectors were redistributed to the remaining categories. While the survey was live, we decided to purchase an additional 1,618 business contacts from Kompass to boost survey responses. A total of 6,618 contacts were obtained from Kompass for the survey.

Originally the geographic breakdown of businesses was intended to reflect the percentage breakdown of businesses in each local authority as set out in the Scottish Government's publication [Businesses in Scotland 2018](#) (see Figure 1, '%Target'). However, we were unable to work to these target percentages as Kompass did not have sufficient business contacts in all geographical regions. Therefore, we contacted more businesses in geographical regions where Kompass had a surplus, mainly in Lanarkshire and Midlothian - the original target percentages for Lanarkshire and Midlothian were 19.4% and 15.4% while the actual percentage of contacts received was 30.8% and 18.1% respectively. This resulted in these areas being over represented in the survey. Figure 1 shows the breakdown of business contacts received from Kompass.

We manually searched online for contacts in Government agencies, public sector organisations and charities and gathered 250 contacts. During the survey, we also sent the e-shot to 520 of LUC's marketing contacts.

A total of 7,388 businesses/organisations were sent the survey.

Figure 1 Breakdown of businesses by sector and geographical region

Region	SCO1407J	SCO1407K	SCO1407L	SCO1407M	SCO1407N	SCO1708S	TOTAL	% ACTUAL	% TARGET
	J Information and communication	K Financial and insurance activities	L Real estate activities	M Professional, scientific and technical	N Administrative and support service activities	S Other Service Activities			
Aberdeenshire	100	52	57	319	153	27	708	10.7%	12.5%
Angus	34	28	28	109	45	15	259	3.9%	3.6%
Argyll	12	6	6	28	15	3	70	1.1%	1.4%
Ayrshire	33	35	31	112	54	12	277	4.2%	4.7%
Banffshire	2	3	1	15	1	2	24	0.4%	0.6%
Berwickshire	1	-	-	10	6	1	18	0.3%	0.4%
Clackmannanshire	10	3	5	16	14	-	48	0.7%	0.6%
Dumfriesshire	7	17	6	30	27	2	89	1.3%	1.5%
Dunbartonshire	13	12	9	29	13	2	78	1.2%	2.7%
East Lothian	11	7	4	26	2	6	56	0.8%	1.8%
Fife	51	31	27	125	47	18	299	4.5%	5.1%
Inverness-shire	30	12	7	61	40	2	152	2.3%	2.5%
Isle Of Lewis	4	3	10	8	6	2	33	0.5%	0.4%
Isle Of Skye	1	1	4	3	2	1	12	0.2%	0.2%
Kinross-shire	3	-	1	5	3	1	13	0.2%	0.6%
Kirkcudbrightshire	5	2	-	2	6	1	16	0.2%	0.5%
Lanarkshire	302	268	215	727	439	87	2,038	30.8%	19.4%
Midlothian	191	149	104	427	239	86	1,196	18.1%	15.4%
Morayshire	9	6	10	23	7	4	59	0.9%	1.3%
Nairnshire	2	1	-	7	2	1	13	0.2%	0.5%
Orkney	2	1	2	6	2	-	13	0.2%	0.4%
Peeblesshire	5	4	2	22	24	1	58	0.9%	0.5%
Perthshire	24	25	23	60	27	10	169	2.6%	2.5%
Renfrewshire	35	30	21	70	32	2	190	2.9%	9.5%
Ross-shire	13	1	8	31	10	4	67	1.0%	1.7%
Roxburghshire	13	7	8	20	11	4	63	1.0%	0.7%
Selkirkshire	6	7	4	11	8	5	41	0.6%	0.5%
Stirlingshire	33	28	20	92	64	19	256	3.9%	4.6%
Sutherland	3	-	3	5	1	2	14	0.2%	0.2%
West Lothian	39	15	18	70	43	23	208	3.1%	2.8%
Shetland	-	-	-	-	-	-	-	0.0%	0.5%
Northumberland	-	2	4	9	5	2	22	0.3%	0.2%
Isle of Benbecula	2	2	1	-	-	3	8	0.1%	0.1%
Isle of Bute	1	-	1	-	2	4	8	0.1%	0.0%
Isle of Arran	1	2	3	-	-	-	6	0.1%	0.0%
Isle of Islay	1	-	-	1	-	-	2	0.0%	0.0%
Isle of Mull	-	-	1	1	3	-	5	0.1%	0.1%
Isles of Uist	-	-	1	2	1	2	6	0.1%	0.0%
Wigtownshire	3	4	3	10	3	1	24	0.4%	0.6%
Total:	1,002	764	648	2,492	1,357	355	6,618	100%	100%

Piloting

The survey was uploaded to Survey Monkey and piloted amongst the Steering Group and distributed to colleagues in Transport Scotland, ClimateXChange and LUC. Questions asked during the piloting included:

- How long did it take you to complete the survey?
- Did you find any questions confusing or difficult to answer?
- Was there any repetition?
- Is there any way you think it could be improved?

The survey was revised based on the feedback received during the piloting.

Survey Launch, Branding and Promotion

Once the questions were finalised after the piloting stage, a logo for the survey was designed and uploaded to Survey Monkey (see Figure 2). As an incentive to complete the survey we offered to send businesses/organisations the survey results for their sector.

Figure 2 Survey logo



The finalised survey was initially live from 3rd August to 21st August 2020 but was extended to 28th August 2020. The first e-shot was sent via Mail Chimp to the 5,000 business contacts obtained from Kompass and to 250 Government organisations, local authorities, chambers of commerce, professional bodies and charities (email addresses gathered from a manual online search). Mail Chimp was unable to send the e-shots to a number of addresses and therefore we set up a specific email account for the survey, employersurvey@landuse.co.uk, and we sent the e-shots to these businesses from this email address.

We monitored the survey while it was live. The response rate was initially high; however, as the number of responses began to drop-off, we decided to obtain an additional 1,618 business contacts from Kompass. A reminder e-shot was sent on 13th August to all contacts. We also sent the e-shot to 520 of LUC's marketing contacts.

A final reminder e-shot was sent on 21st August to notify all contacts that the deadline had been extended. A total of 7,388 businesses/organisations were sent the survey.

Throughout the survey period, the survey was promoted by LUC, ClimateXChange, Transport Scotland and Digital Scotland on their social media platforms (Twitter and/or LinkedIn). A number of notable organisations promoted the survey including Scottish Enterprise, and South of Scotland Enterprise, as well as several chambers of commerce.

Unfortunately, the survey period coincided with both the summer holidays (we received a significant number of out of office automatic replies) and the return of students to school, with many organisations choosing to focus on their 'back to school' message rather than promoting the survey.

Analysis

The overall results were analysed which comprises the main analysis in the report. However, we also analysed the results by the following variables:

- Size of business/organisation
- Geographic regions
- Business sector

- Regional Transport Partnerships

The analysis by size of business/organisation was based on Q5 of the survey which asked respondents to identify whether their business/organisation comprises:

- 1 (or Sole Trader)
- Micro (<10 employees)
- Small Medium Enterprises (10-250 employees)
- Large (>250 employees)

Table 1 outlines the breakdown of local authorities in each Regional Transport Partnerships area and geographic region (based on Q4 of the survey which asked respondents to identify which local authority area they were in).

Table 1: Breakdown by Regional Transport Partnerships

Local Authority	Regional Transport Partnerships	Geographic Region
Aberdeen City	North-East of Scotland Transport Partnership (NESTRANS)	Aberdeen City
Aberdeenshire		Rest of Scotland
Angus		
Argyll and Bute	Highlands and Islands Transport Partnership (HITRANS)	Rest of Scotland
City of Edinburgh	South-East of Scotland Transport Partnership (SESTRAN)	City of Edinburgh
Clackmannanshire		
Dumfries and Galloway	South-West of Scotland Transport Partnership (SWESTRANS)	Rest of Scotland
Dundee City	Tayside and Central Scotland Transport Partnership (TACTRAN)	Dundee City
East Ayrshire		Rest of Scotland

East Dunbartonshire	Strathclyde Partnership for Transport (SPT)	
East Lothian	South-East of Scotland Transport Partnership (SESTRAN)	
East Renfrewshire	Strathclyde Partnership for Transport (SPT)	
Falkirk	South-East of Scotland Transport Partnership (SESTRAN)	
Fife	South-West of Scotland Transport Partnership (SWESTRANS)	
Glasgow City	Strathclyde Partnership for Transport (SPT)	Glasgow City
Highland	Highlands and Islands Transport Partnership (HITRANS)	Rest of Scotland
Inverclyde	Strathclyde Partnership for Transport (SPT)	
Midlothian	South-East of Scotland Transport Partnership (SESTRAN)	
Moray	Highlands and Islands Transport Partnership (HITRANS)	
Na h-Eileanan Siar		
North Ayrshire	Strathclyde Partnership for Transport (SPT)	
North Lanarkshire		

Orkney Islands	Highlands and Islands Transport Partnership (HITRANS)	
Perth and Kinross	Tayside and Central Scotland Transport Partnership (TACTRAN)	
Renfrewshire	Strathclyde Partnership for Transport (SPT)	
Scottish Borders	South-East of Scotland Transport Partnership (SESTRAN)	
Shetland Islands	Shetland Transport Partnership (ZETRANS)	
South Ayrshire	Strathclyde Partnership for Transport (SPT)	
South Lanarkshire		
Stirling	Tayside and Central Scotland Transport Partnership (TACTRAN)	
West Dunbartonshire	Strathclyde Partnership for Transport (SPT)	
West Lothian	South-East of Scotland Transport Partnership (SESTRAN)	

Q3 of the survey asked respondents to describe the primary function of their business/organisation. Table 2 details how we grouped the different businesses into five business sector groupings.

Table 2: Breakdown by Regional Transport Partnerships

Primary Function	Business Sector Grouping
Accountancy, Banking and Finance Administrative, Office Support Business, Consulting and Management Insurance Law Law Enforcement and Security Marketing, Advertising and PR Media and Entertainment Property / Real Estate Publishing Recruitment and HR	Administrative, Business, Finance, Property, Recruitment, Media, Law, Marketing, Publishing
Education Healthcare Hospitality and Events Management Leisure, Sport and Tourism Retail Sales Social Care	Education, Healthcare, Hospitality, Leisure, Retail, Sales
Energy and Utilities Engineering and Construction Environment and Agriculture Telecommunications Transport	Engineering, Construction, Energy, Utilities, Transport, Telecommunications, Environment and Agriculture
Charity Government and Public Services	Public Services, Government, Charity
Technology	Technology, Science and Pharmaceuticals

Science and Pharmaceuticals	
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Follow-up Discussions

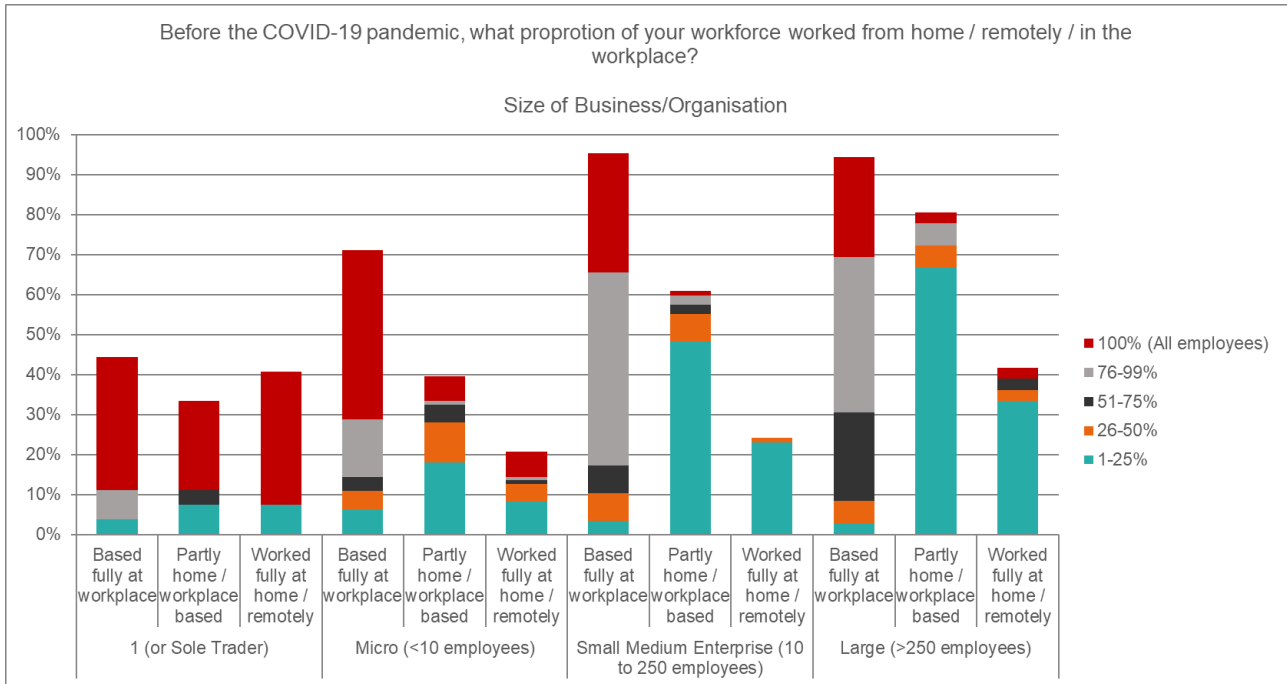
Ten follow-up discussions were held with questionnaire respondents, selected in part on the basis of their responses (including comments to open questions) but also to represent different sizes of organisation, different sectors and examples from across Scotland (see Annex 4 for the Interview Notes). Their comments have been woven throughout the report under the relevant sections.

Annex 2 – Detailed Analysis

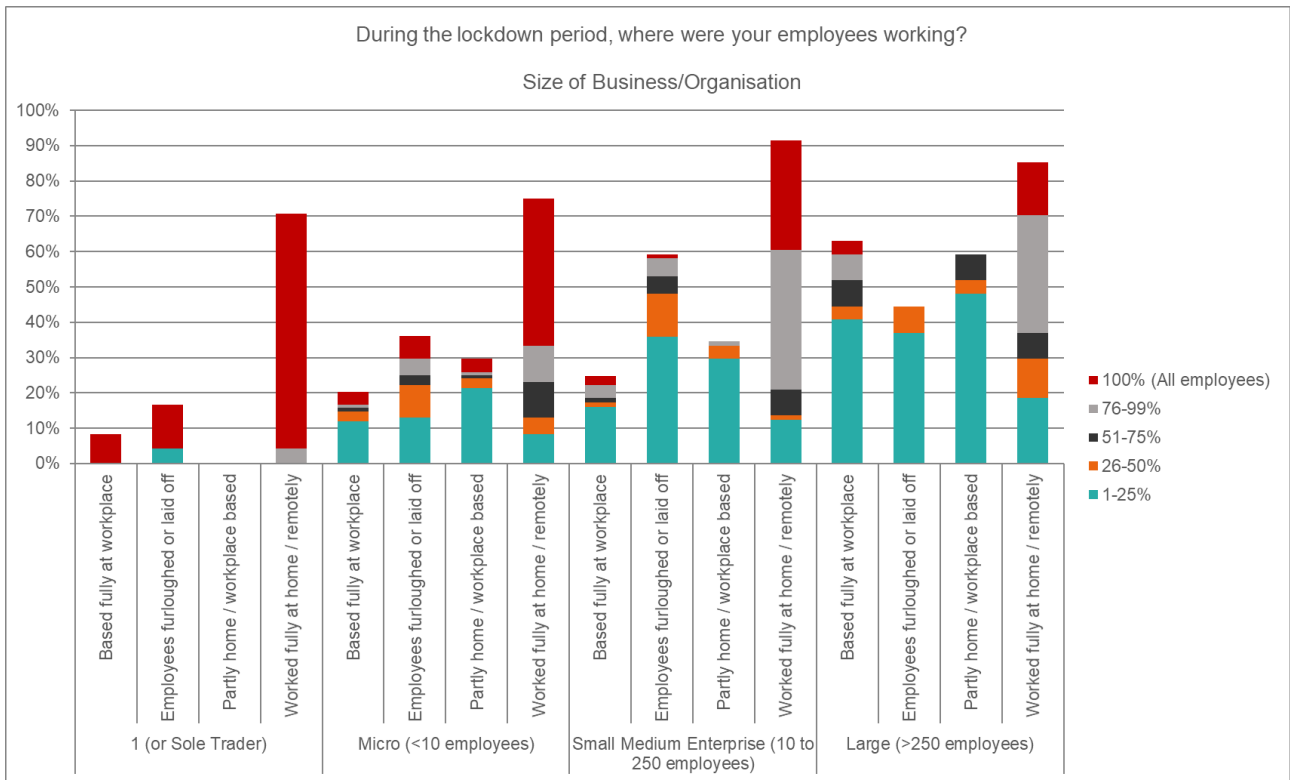
Annex 2 – Detailed Analysis by Size of Business / Organisation

Workplace / Journeys to Work

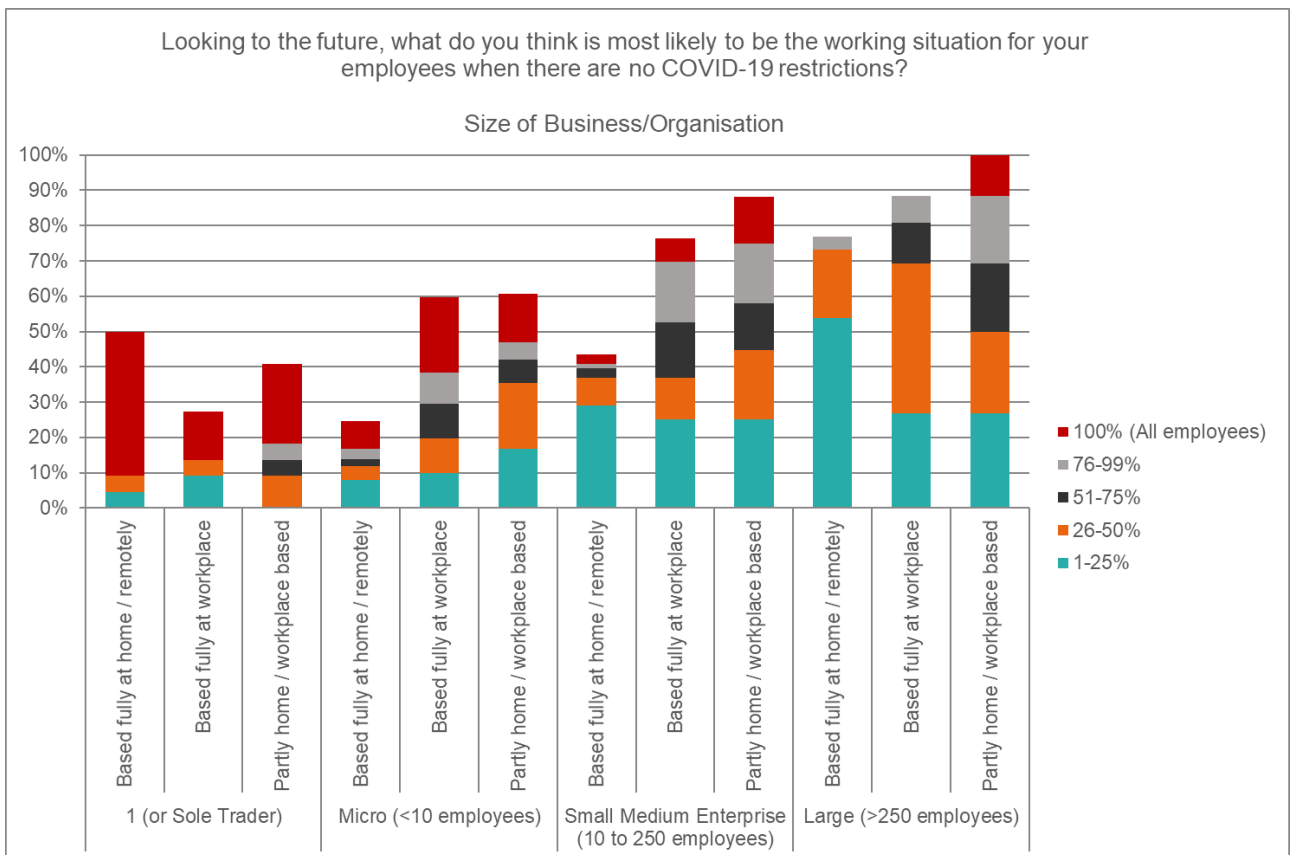
Proportion of workforce working from home / remotely / in the workplace Before COVID-19



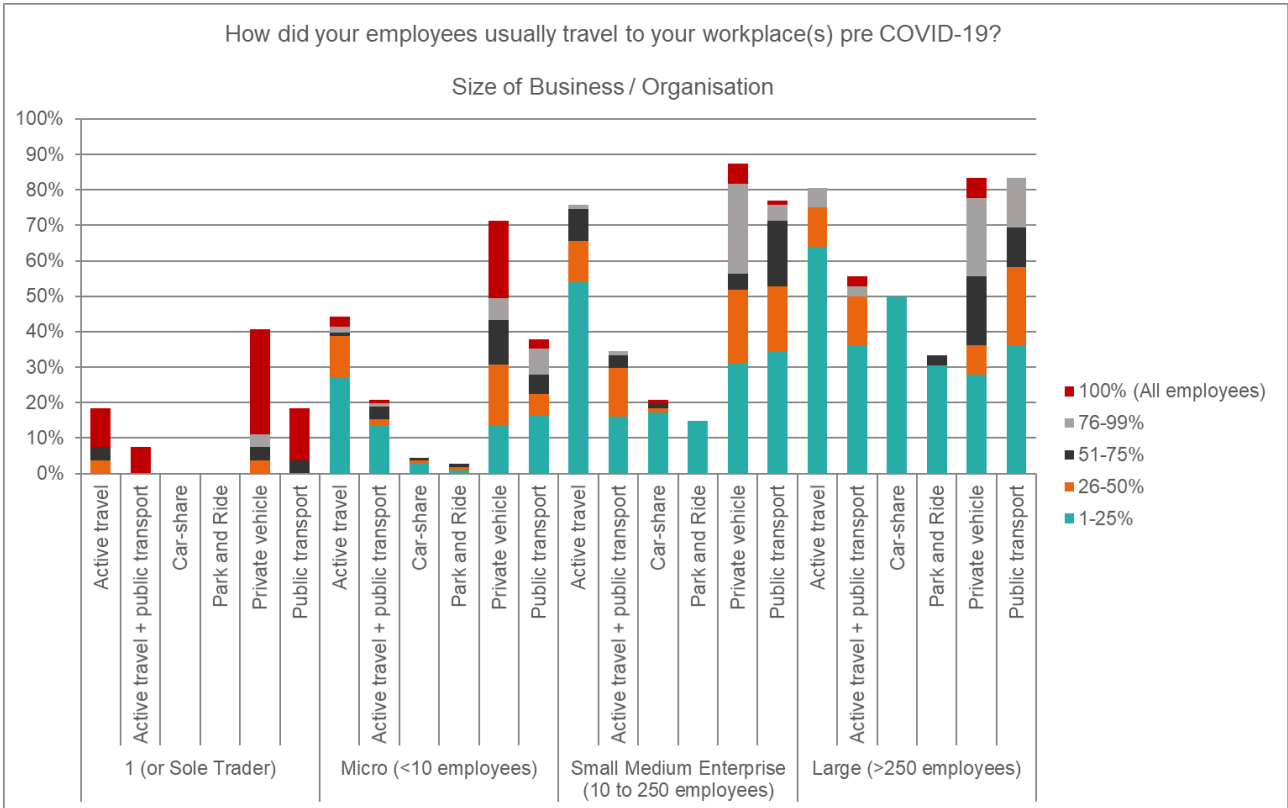
During lockdown (March-June)



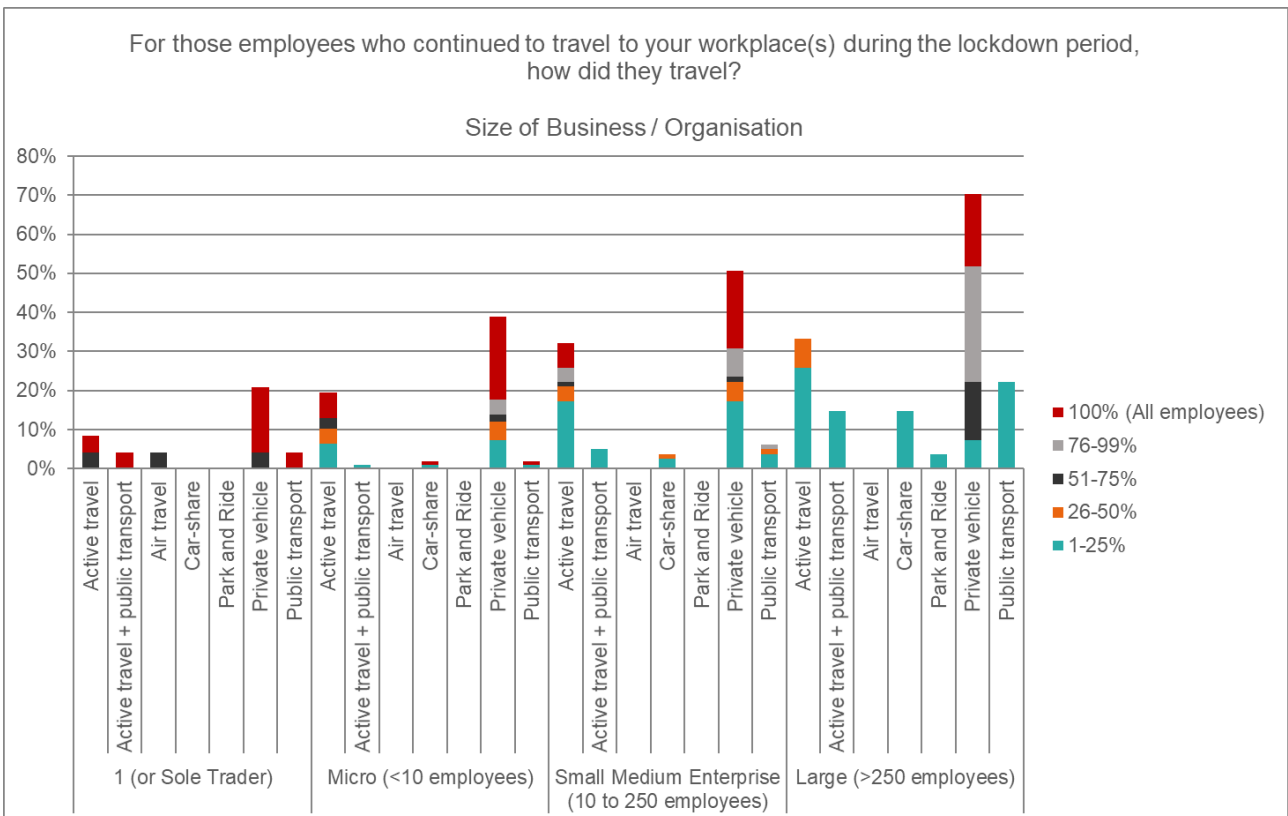
Future, Post COVID-19



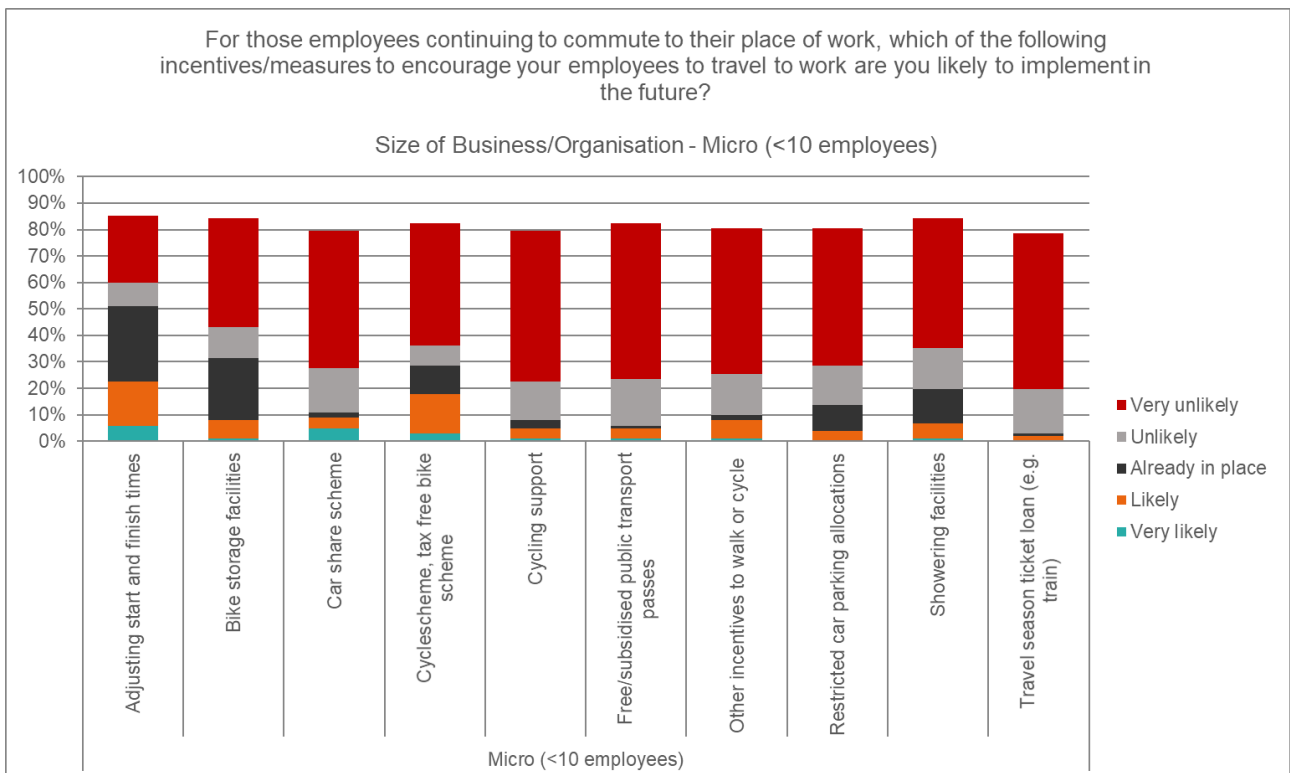
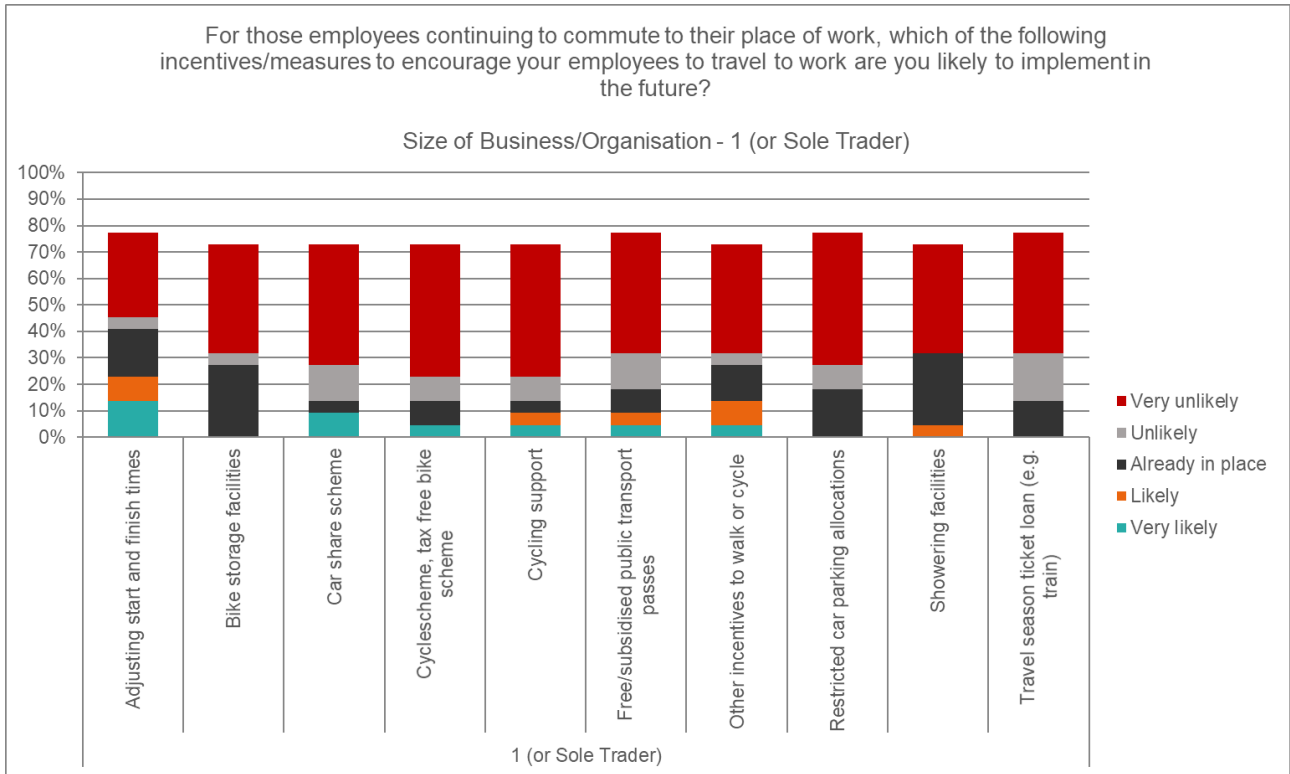
Employees Journeys to Work Before COVID-19

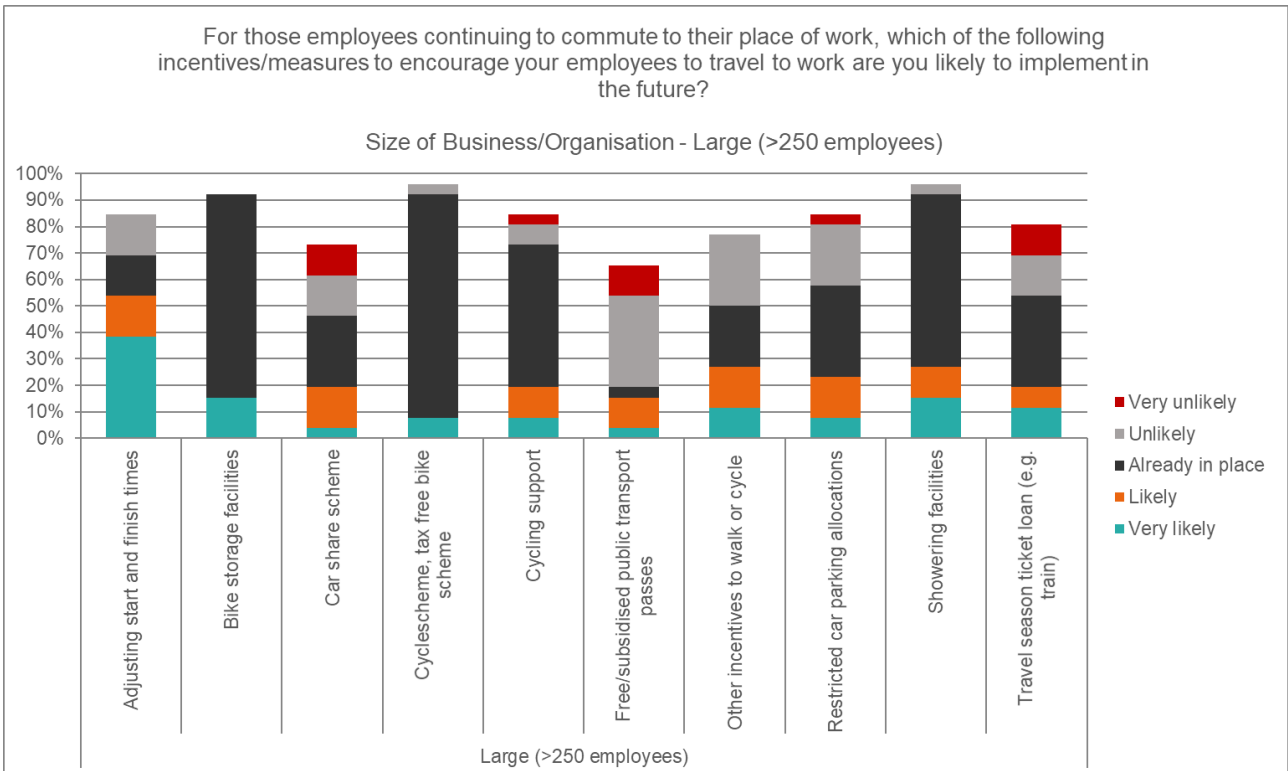
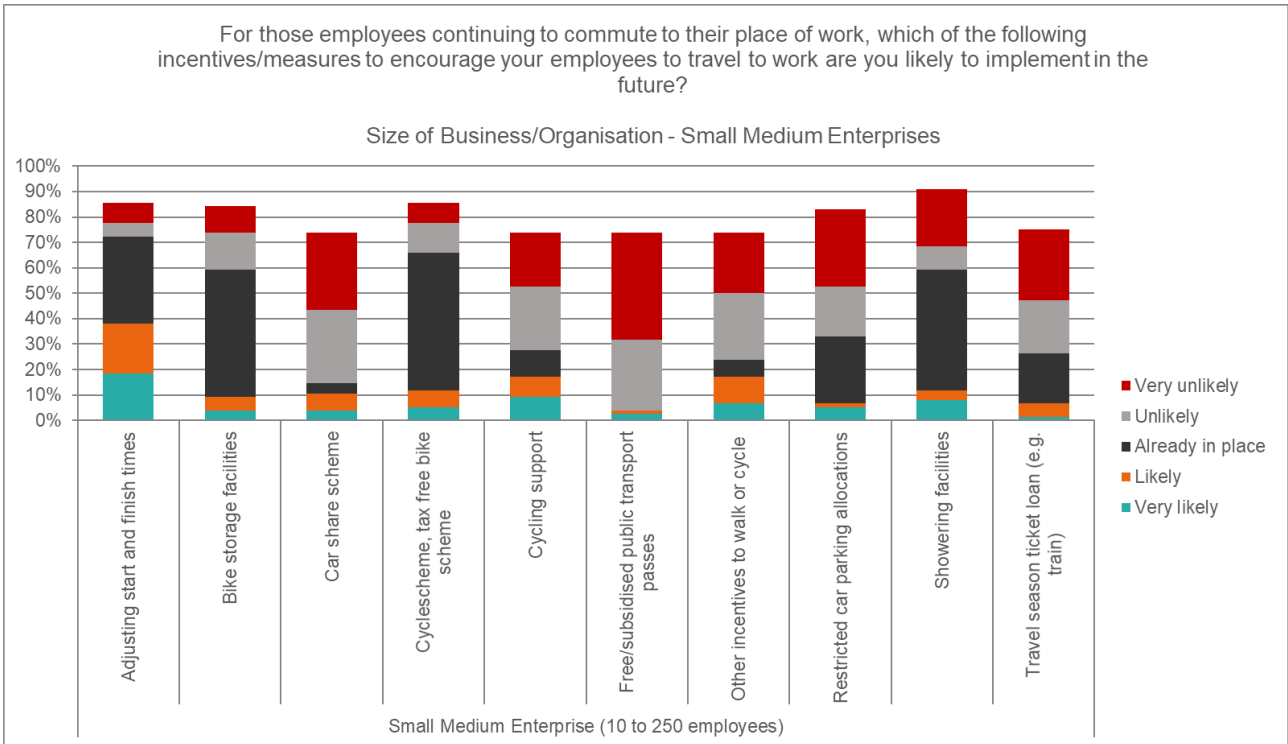


During lockdown (March-June)

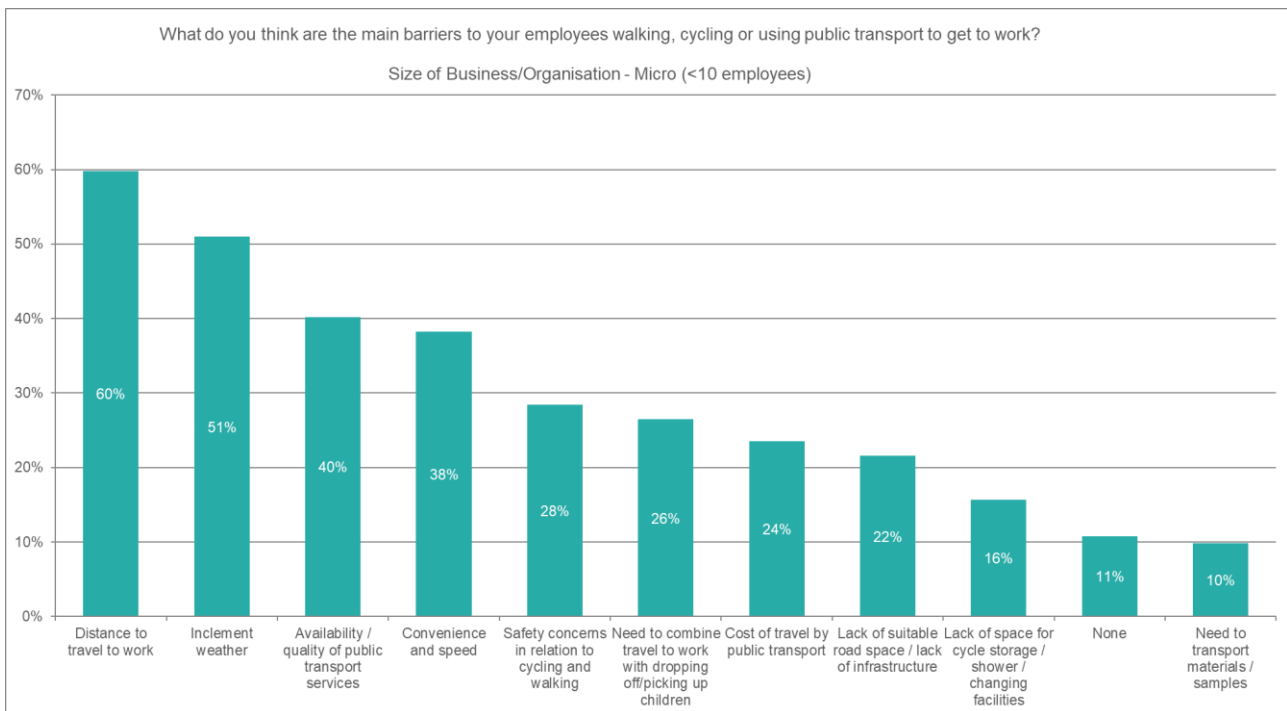
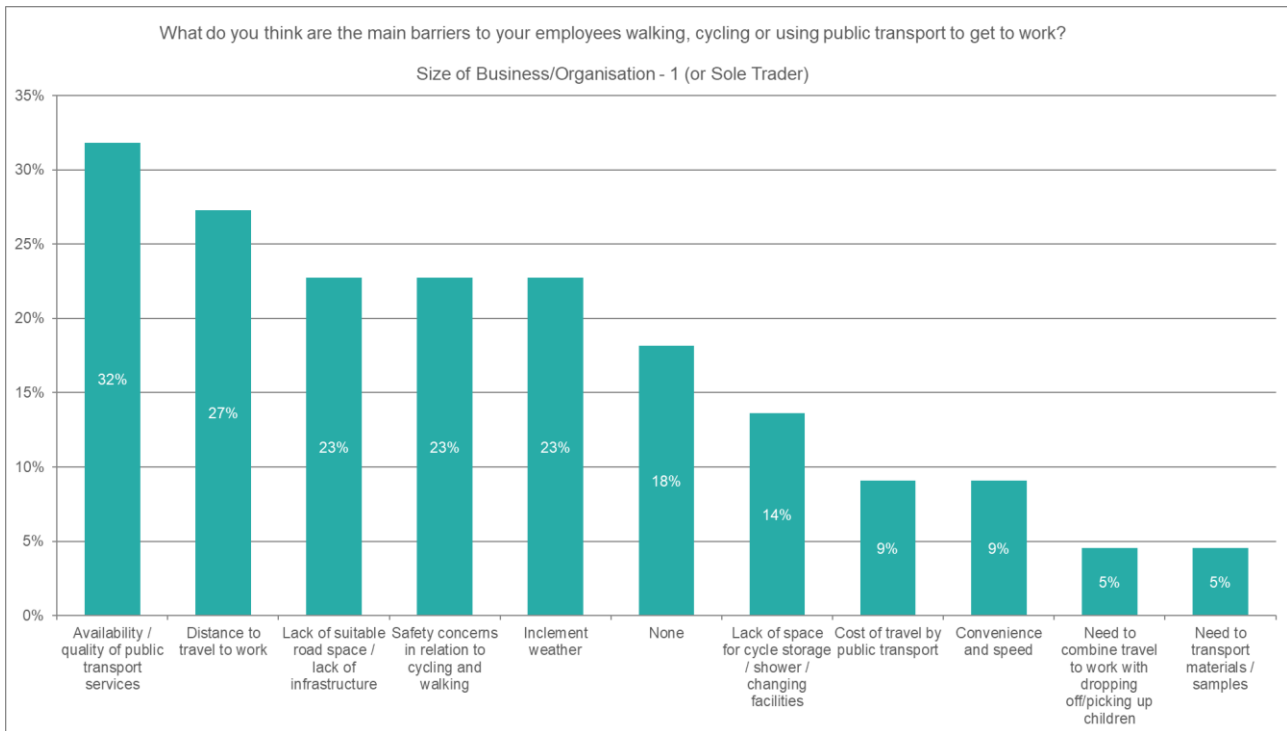


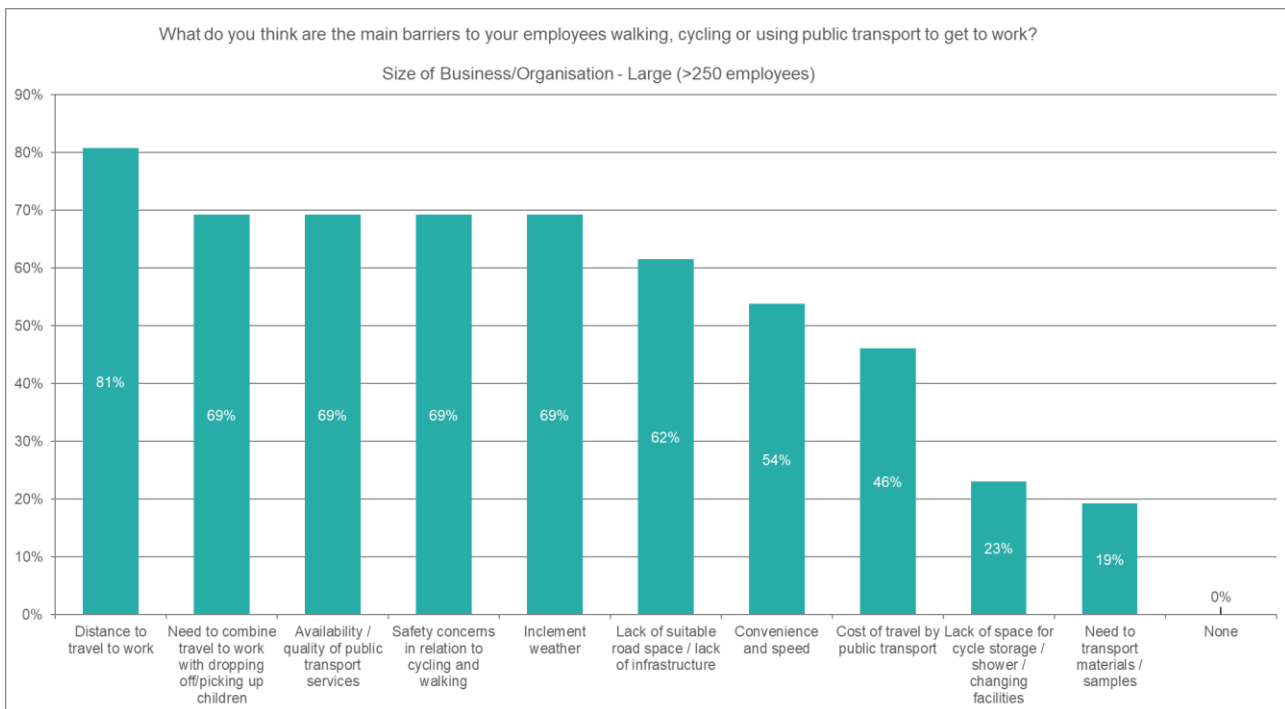
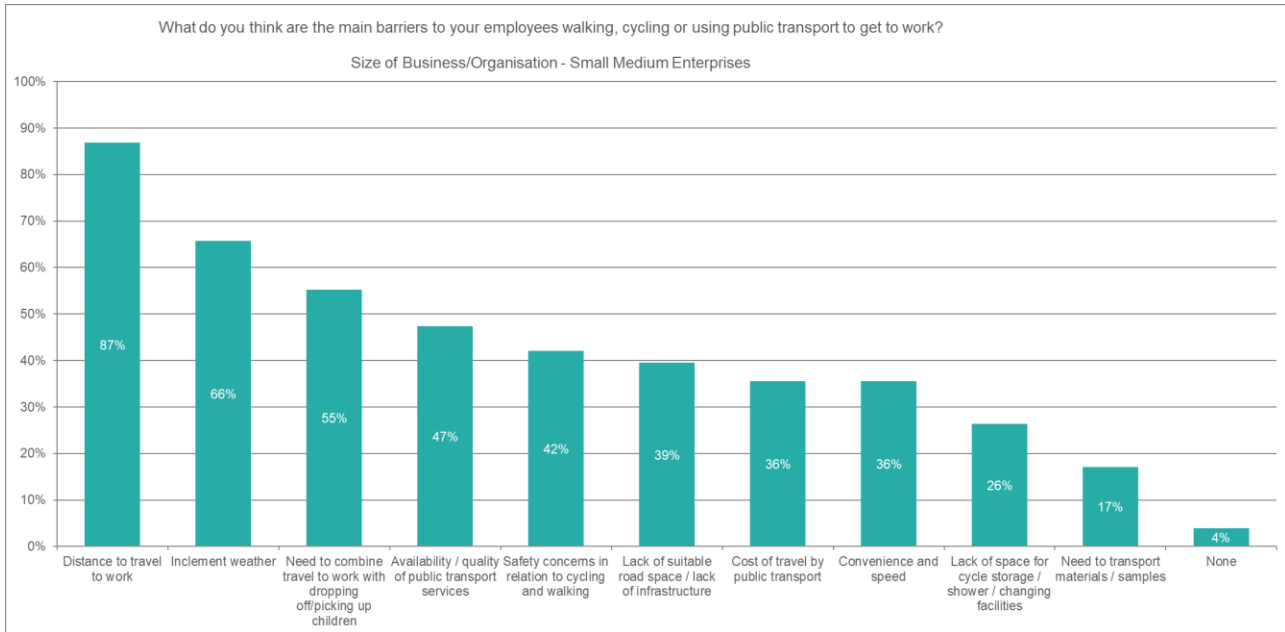
Future, Post COVID-19





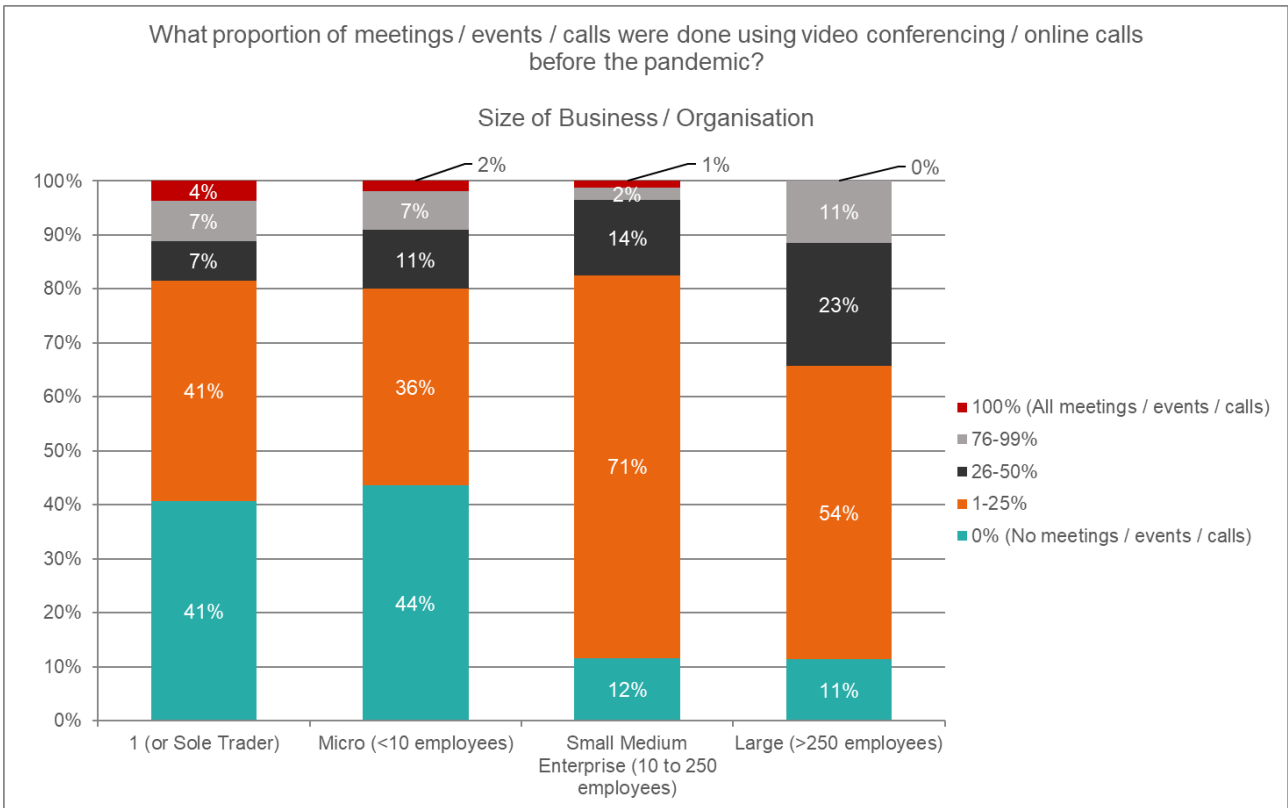
Barriers to walking, cycling or using public transport for employees getting to work



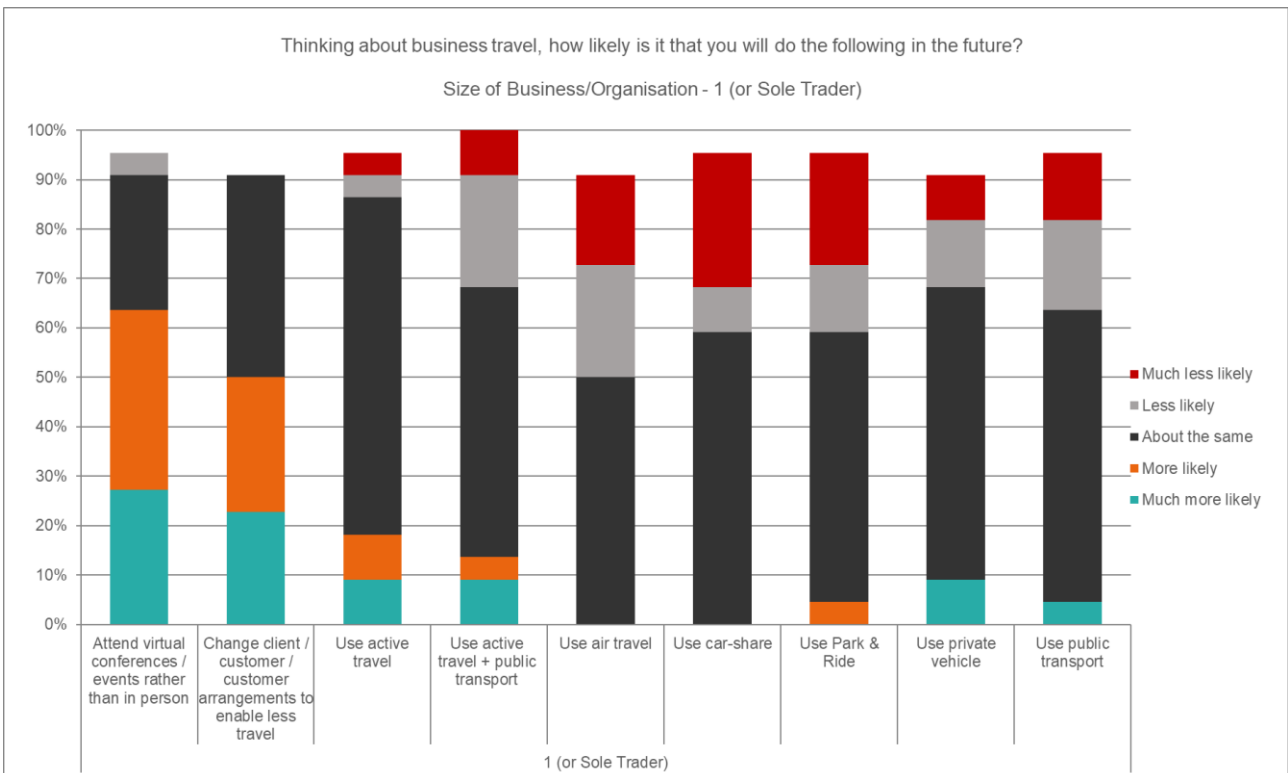


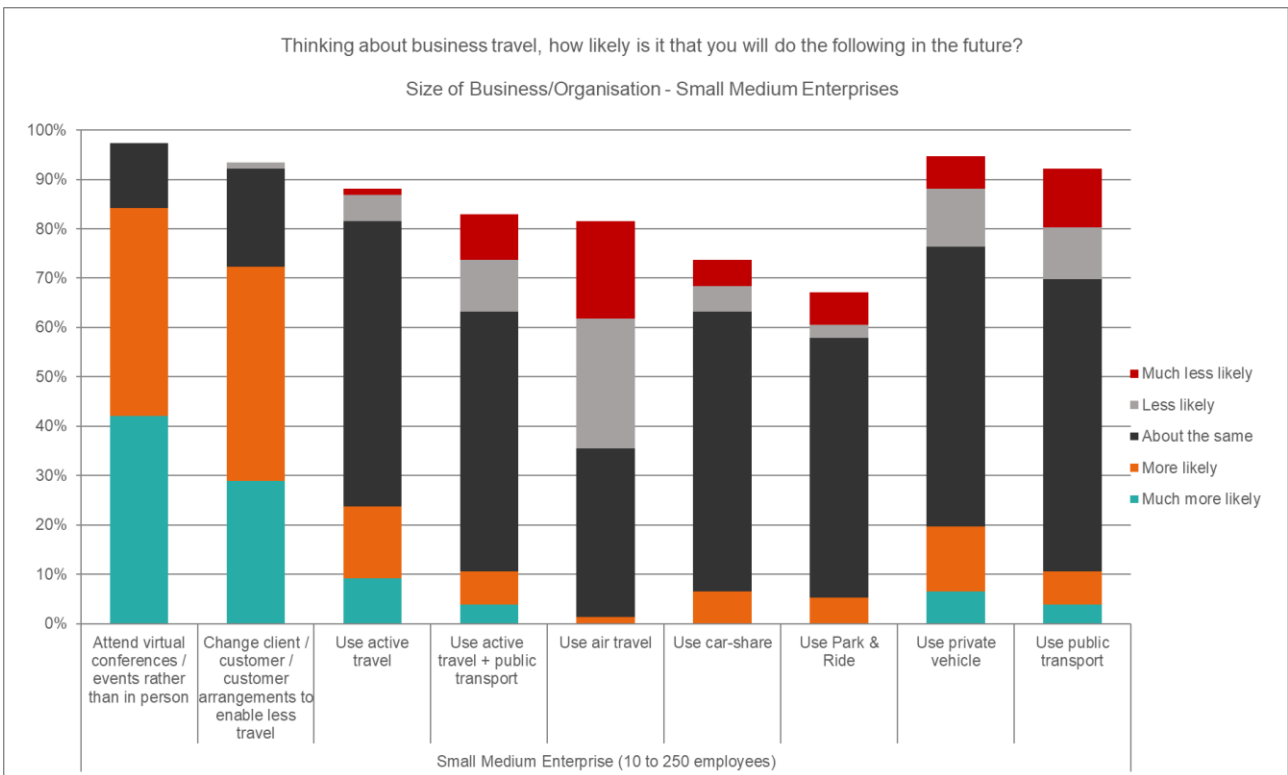
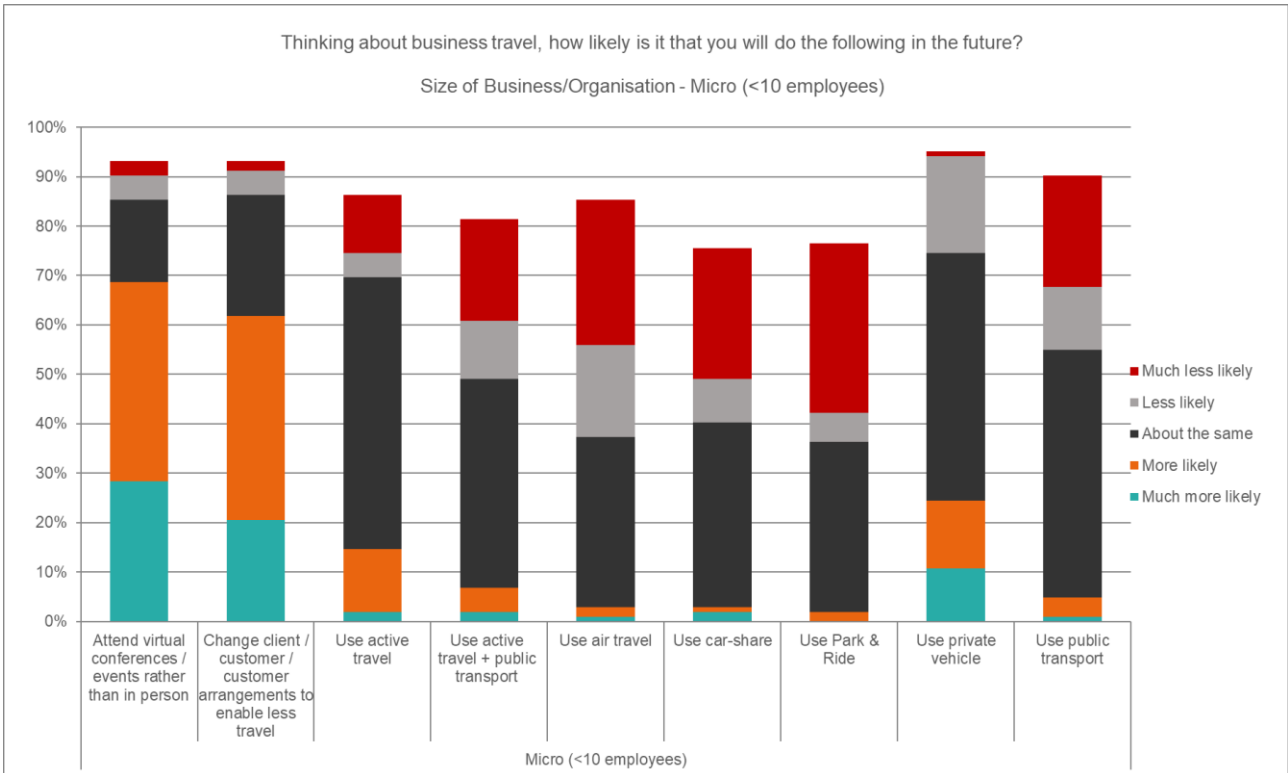
Business Travel

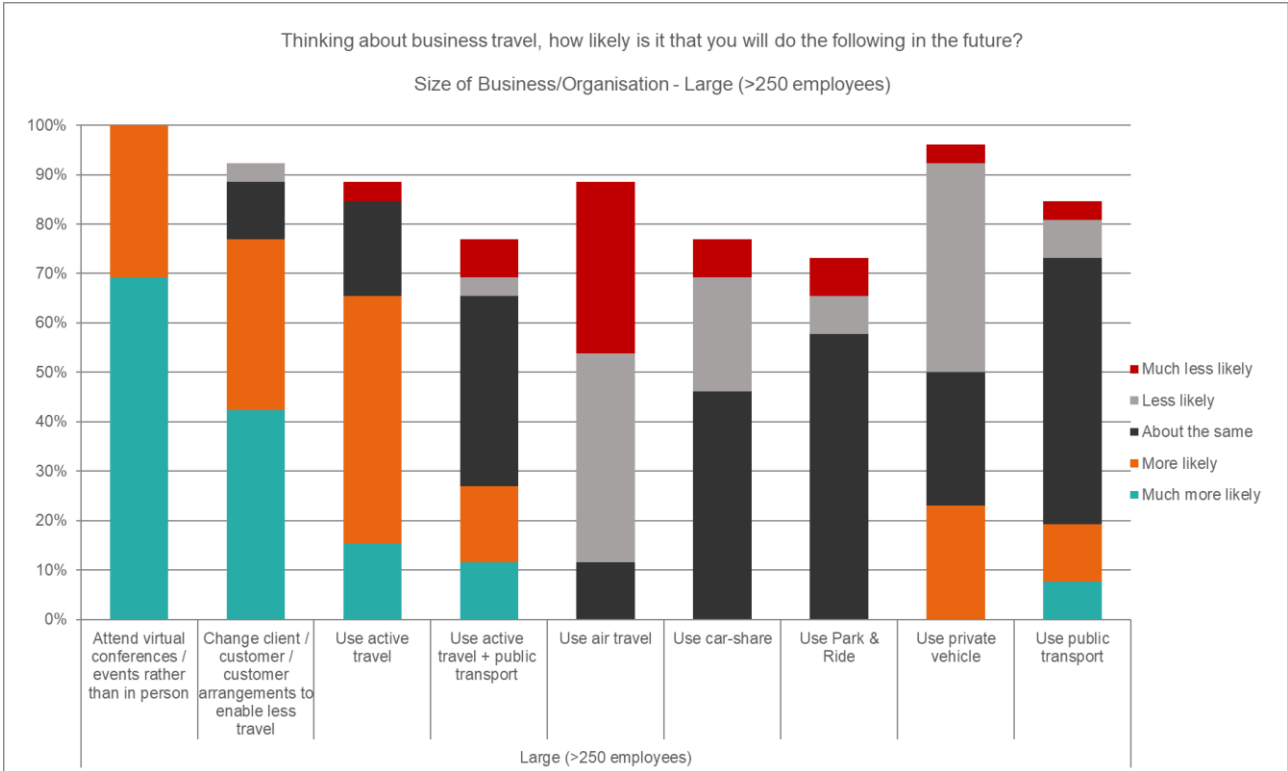
Proportion of meetings/events/calls using online contact



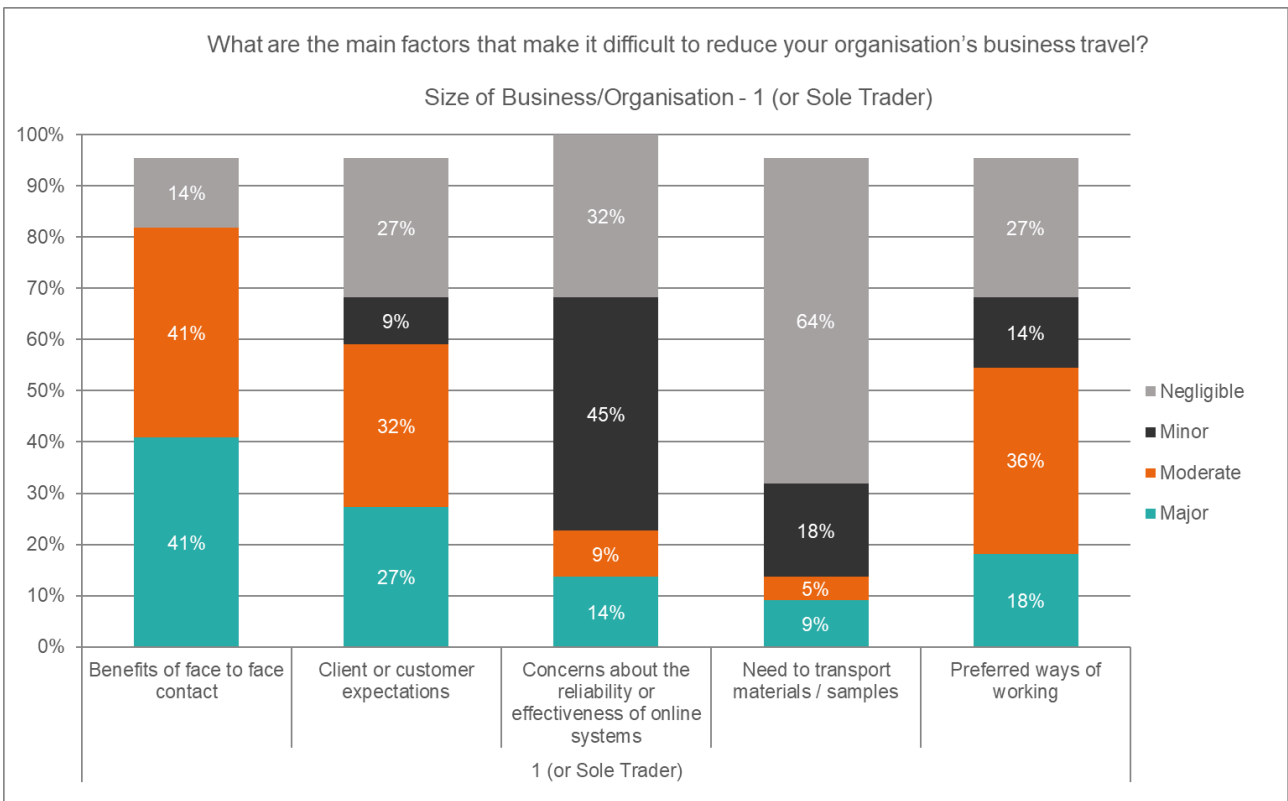
After the pandemic: Options for business travel

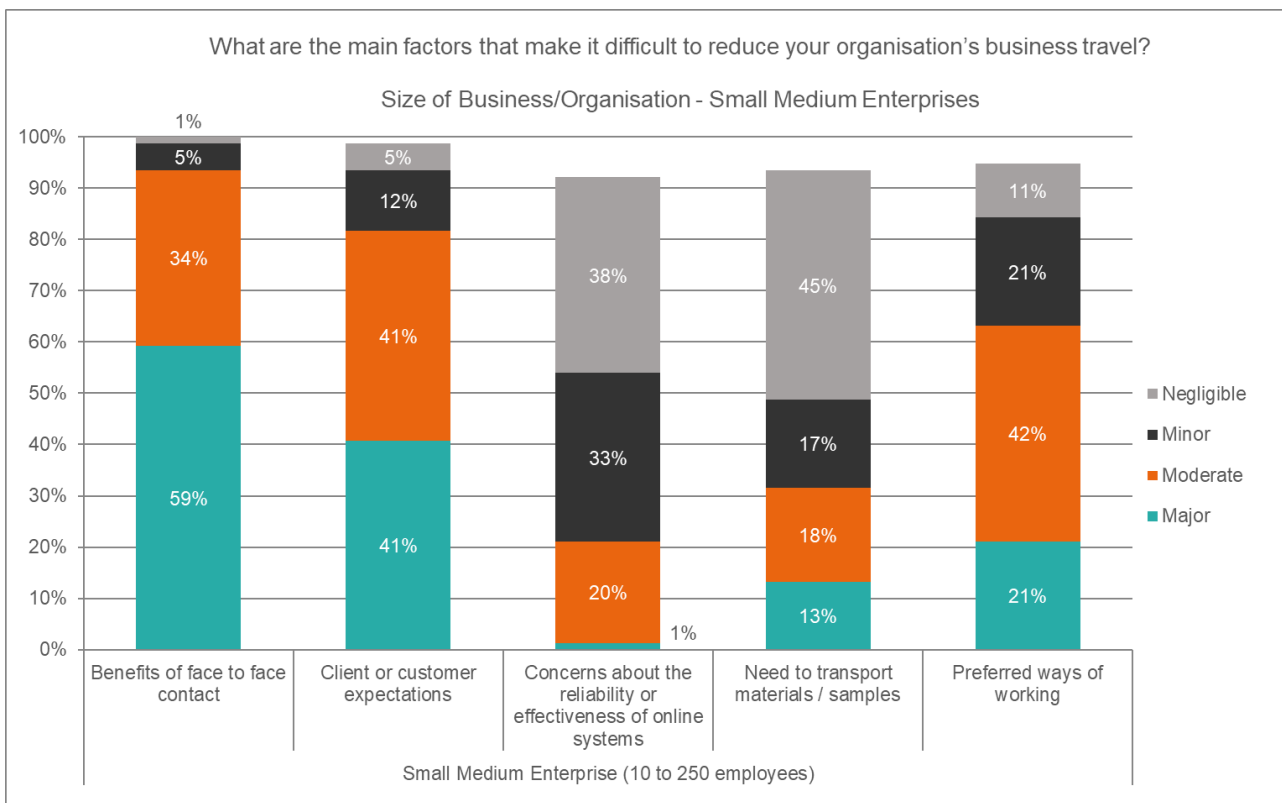
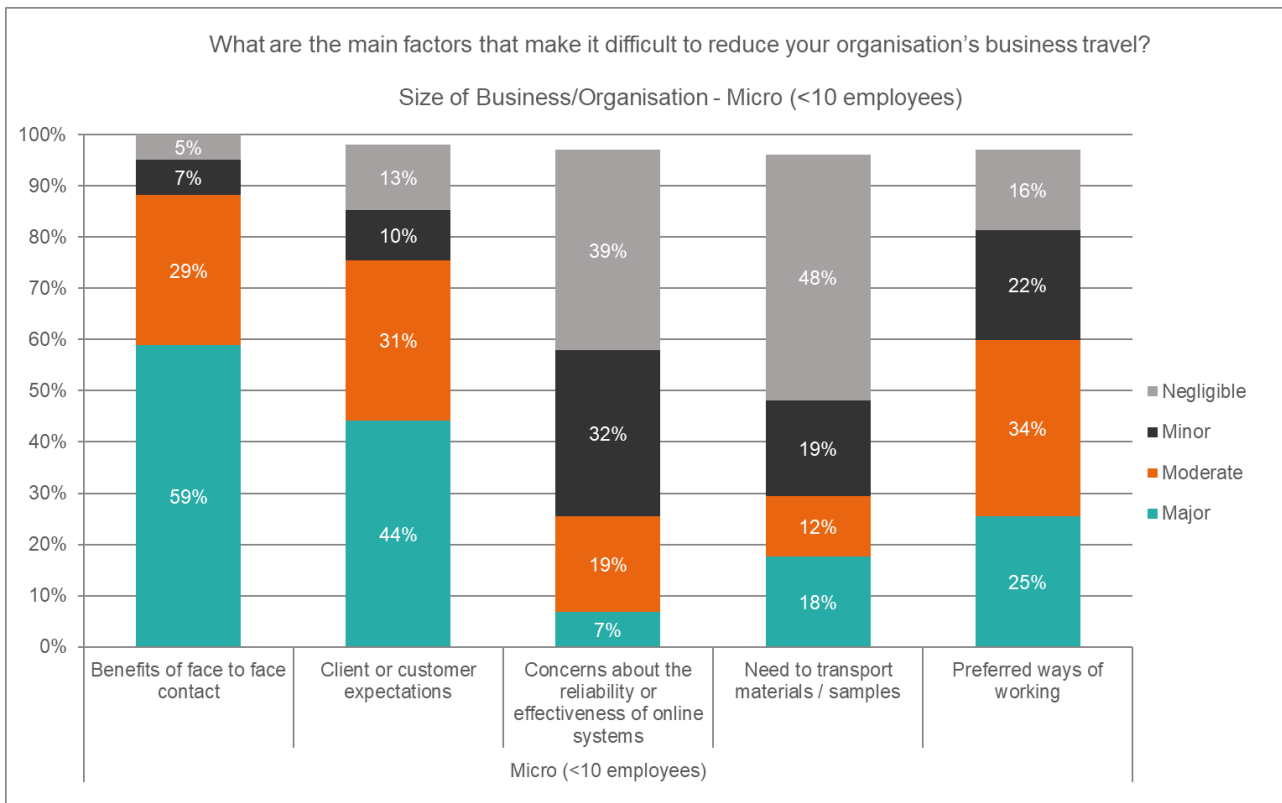


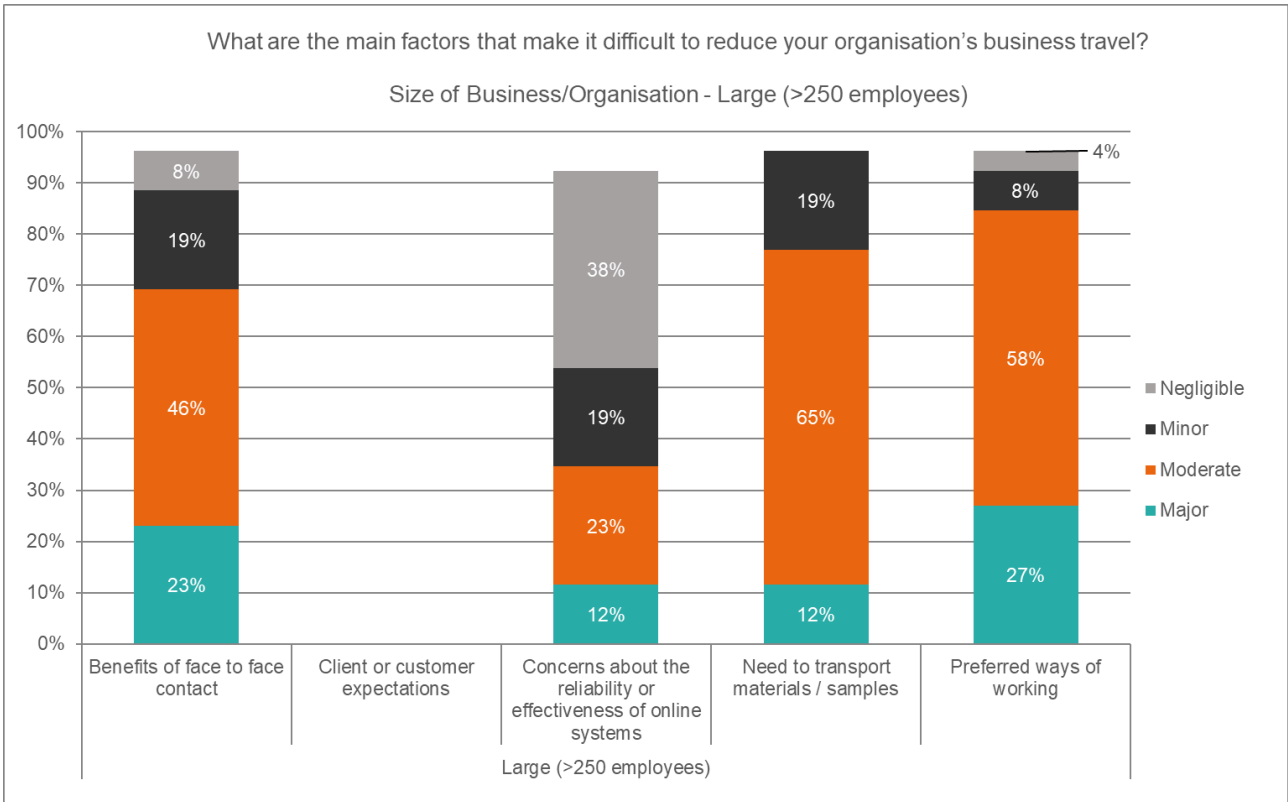




Barriers to reducing business travel

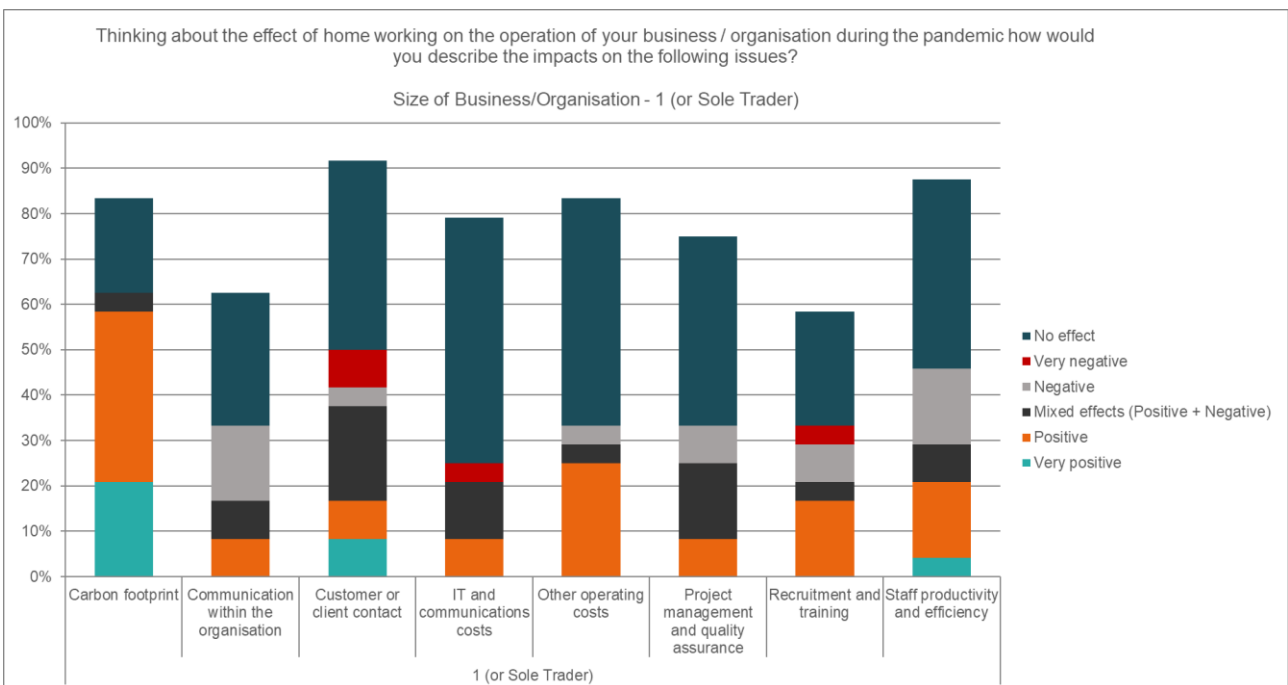


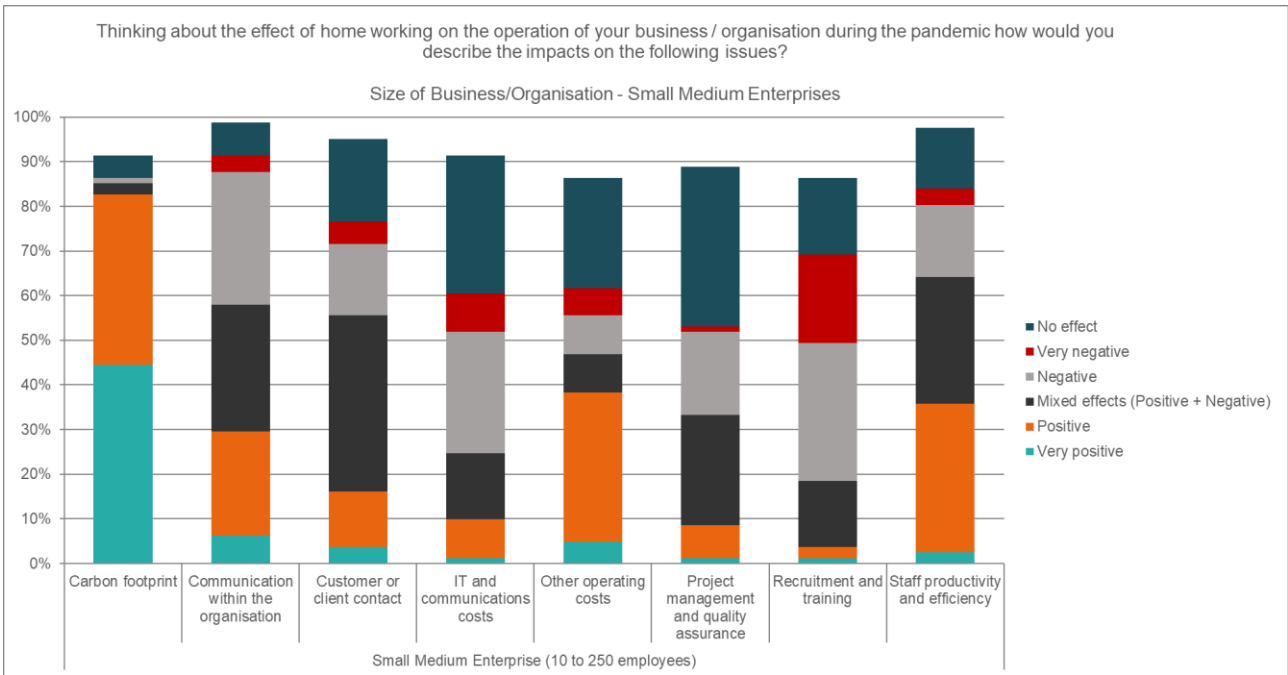
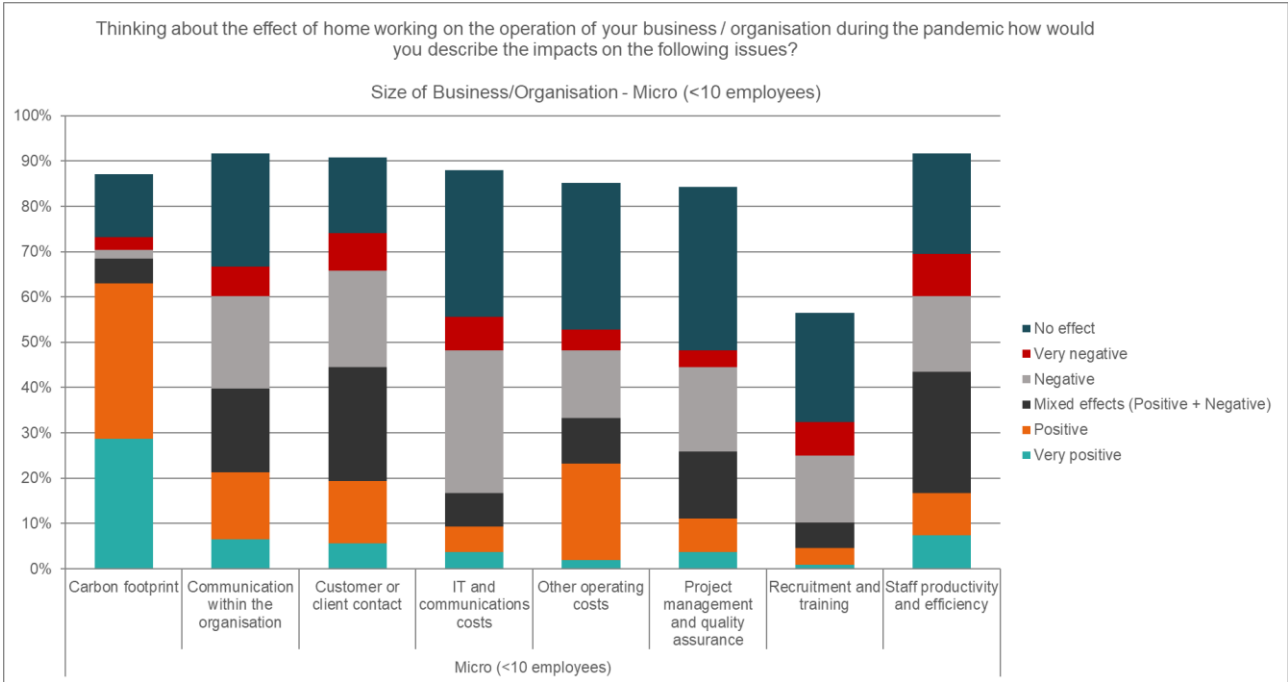


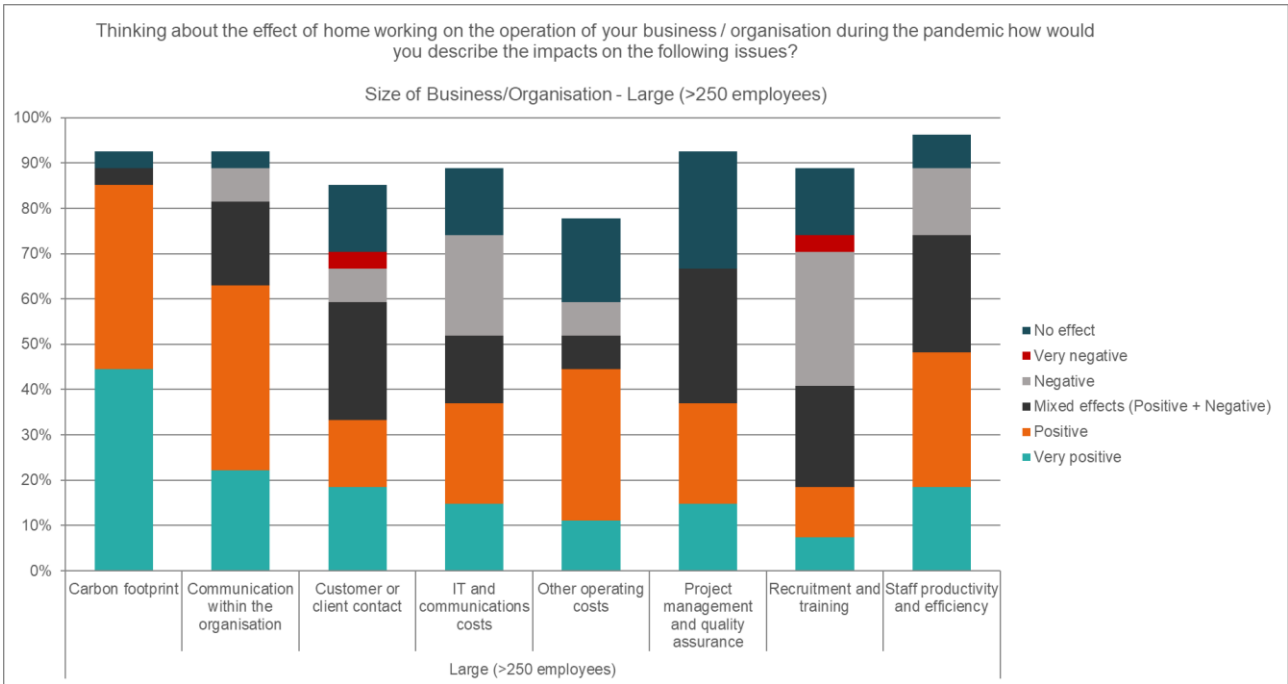


Impacts of Home Working on Business and Staff

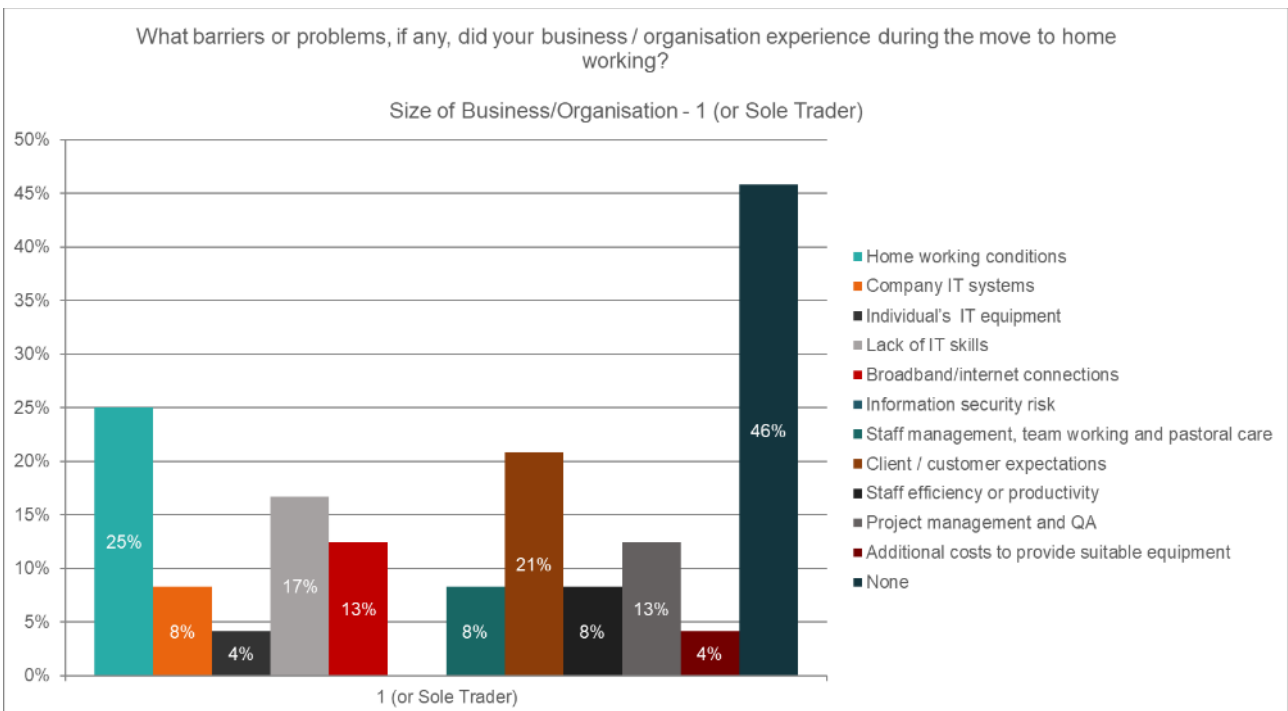
Effects on operation of business / organisation

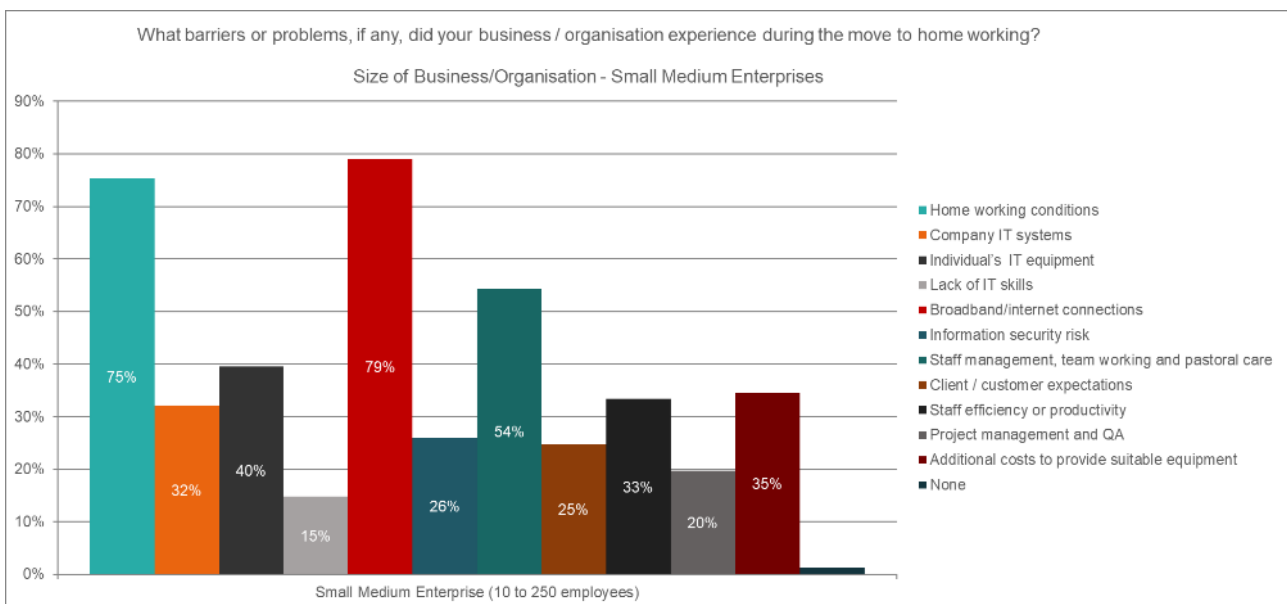






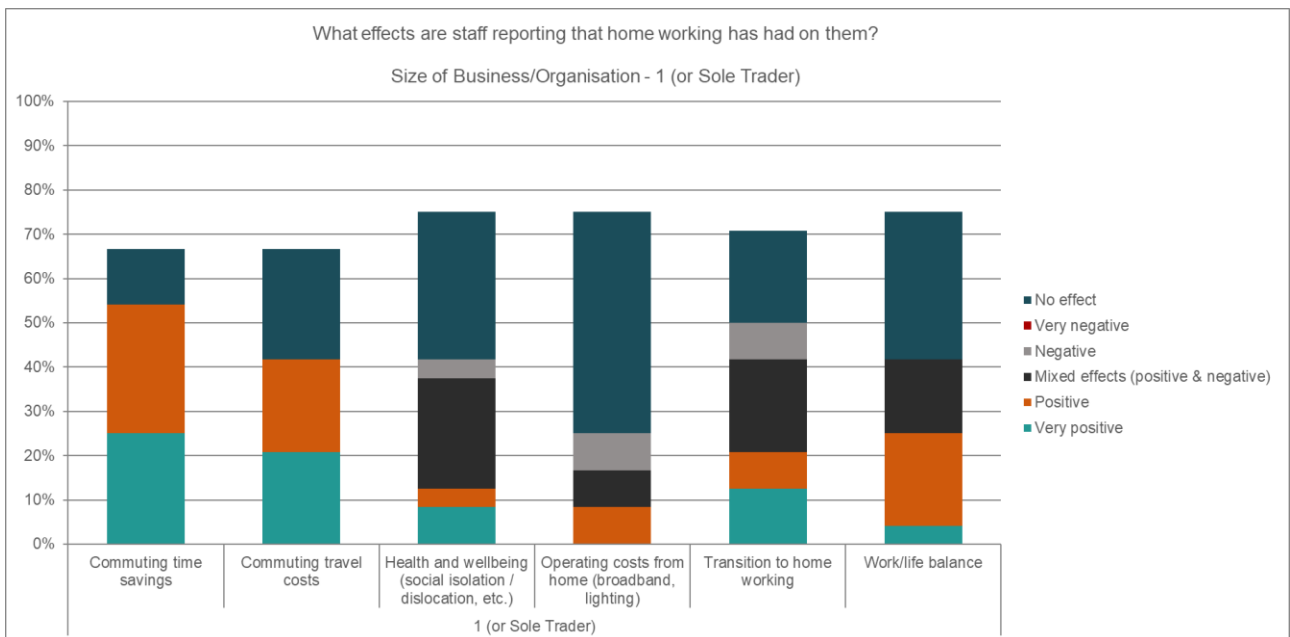
Barriers to home working

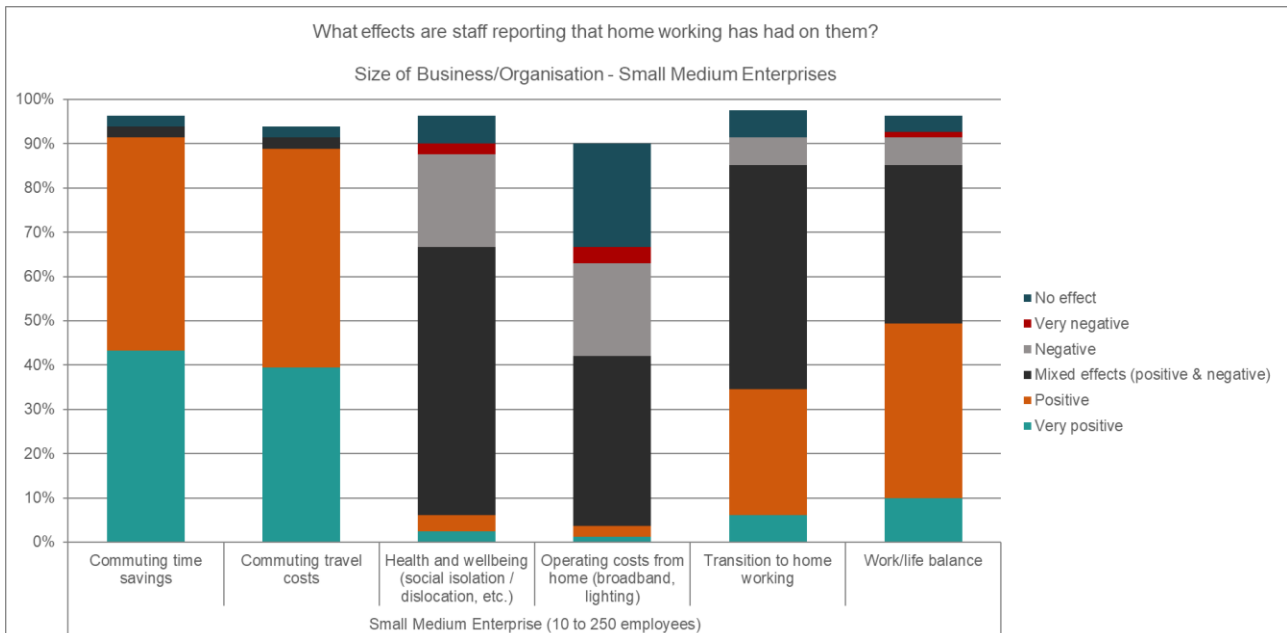
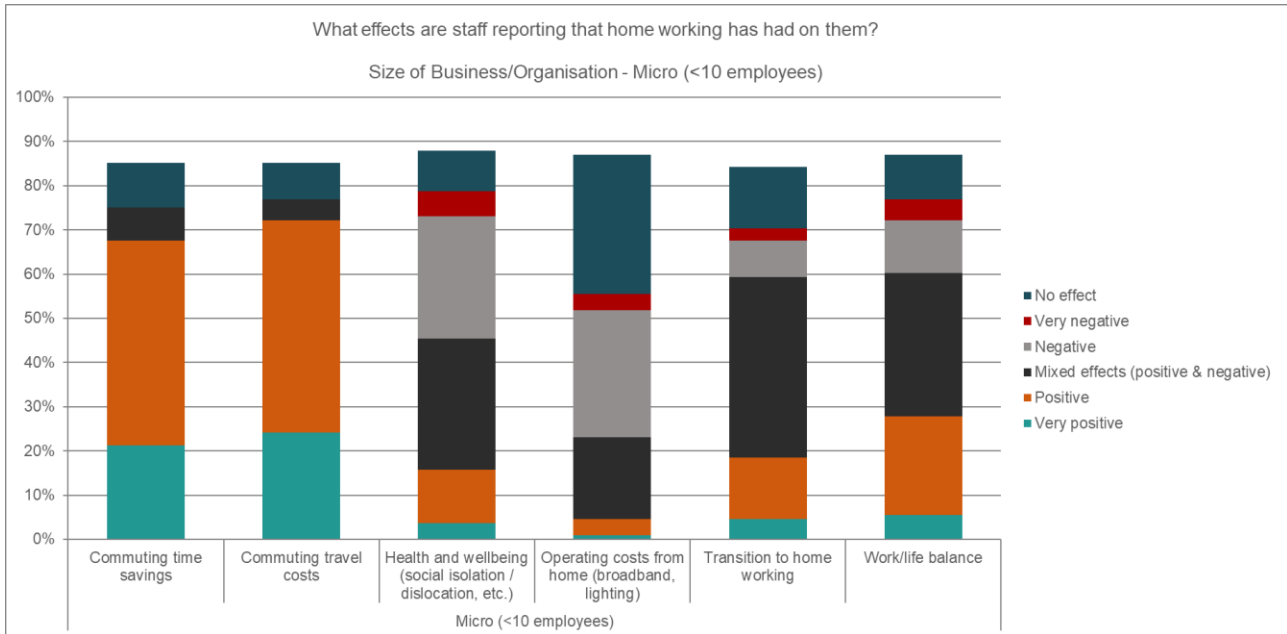


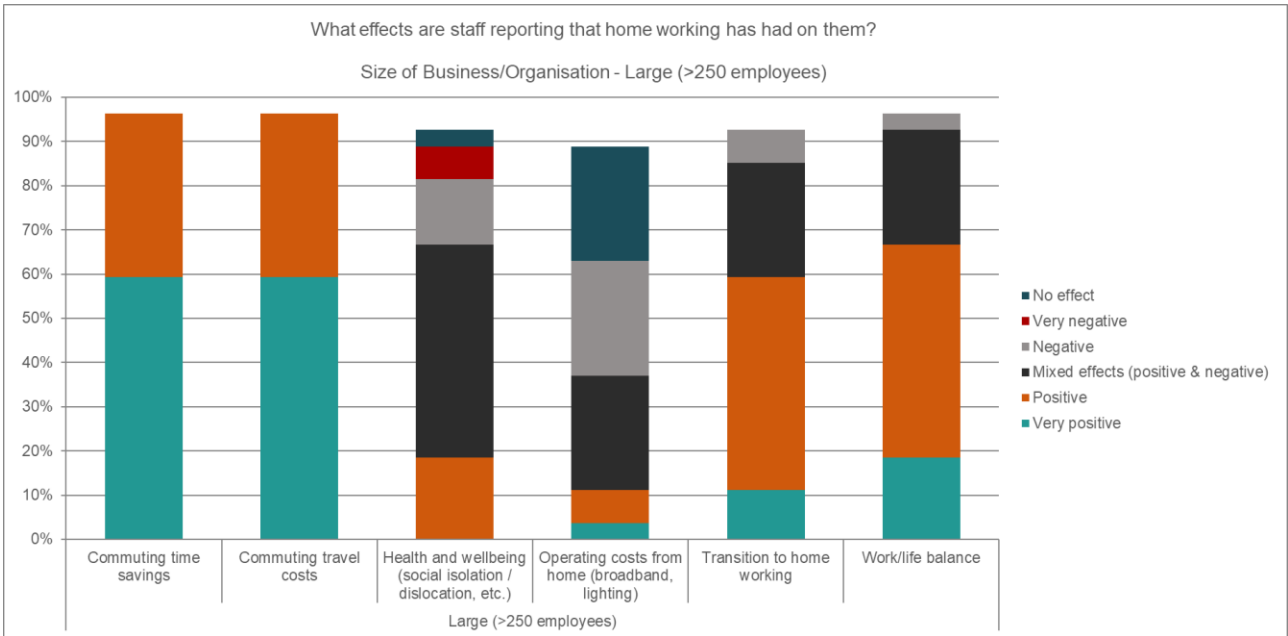




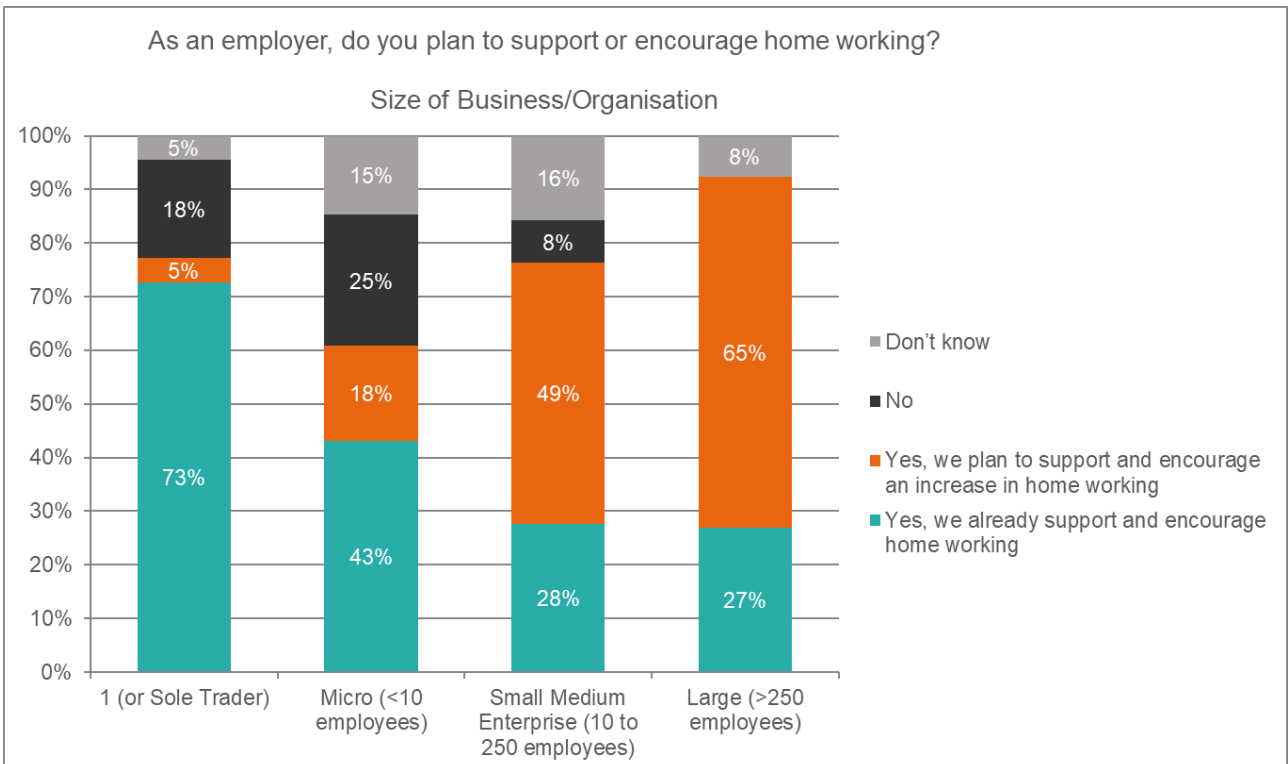
Impacts of home working reported by staff





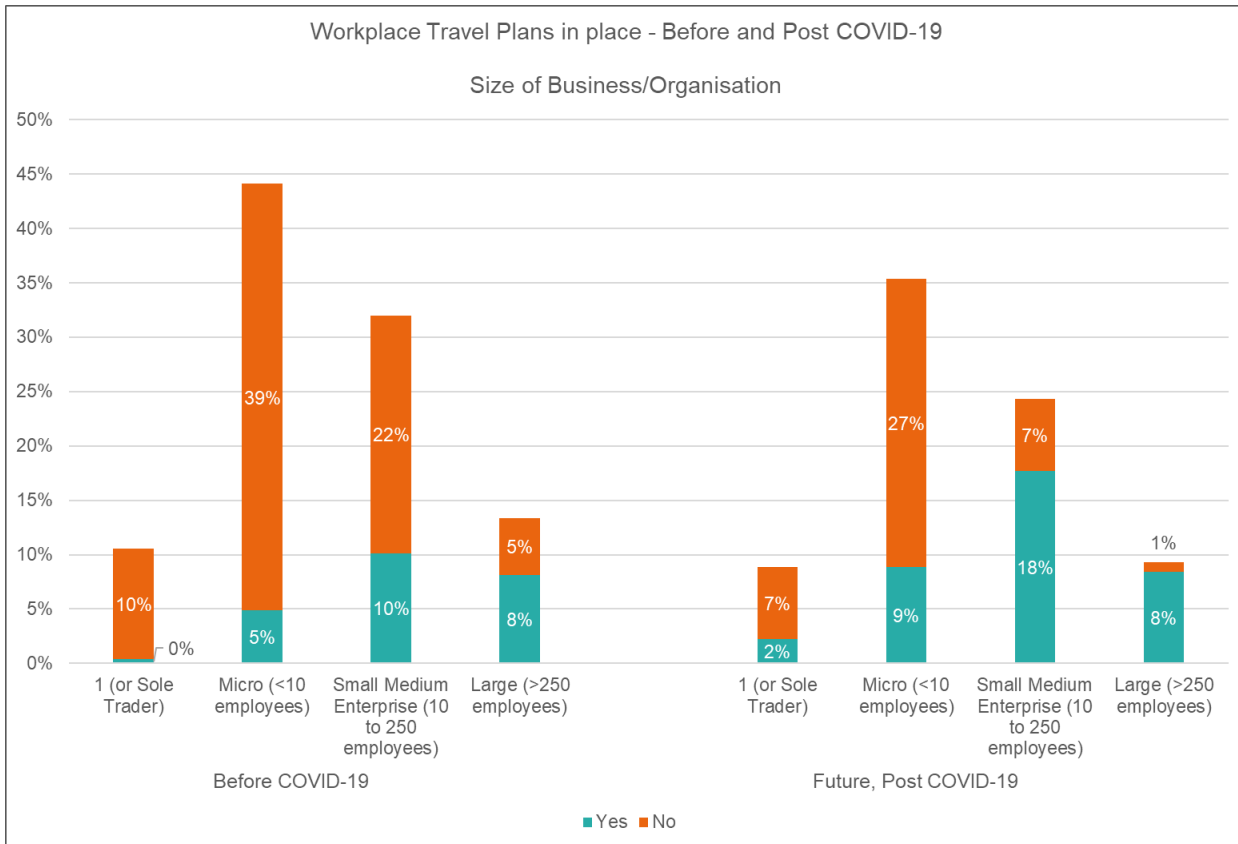


Future support or plans for home working



Workplace Travel Planning

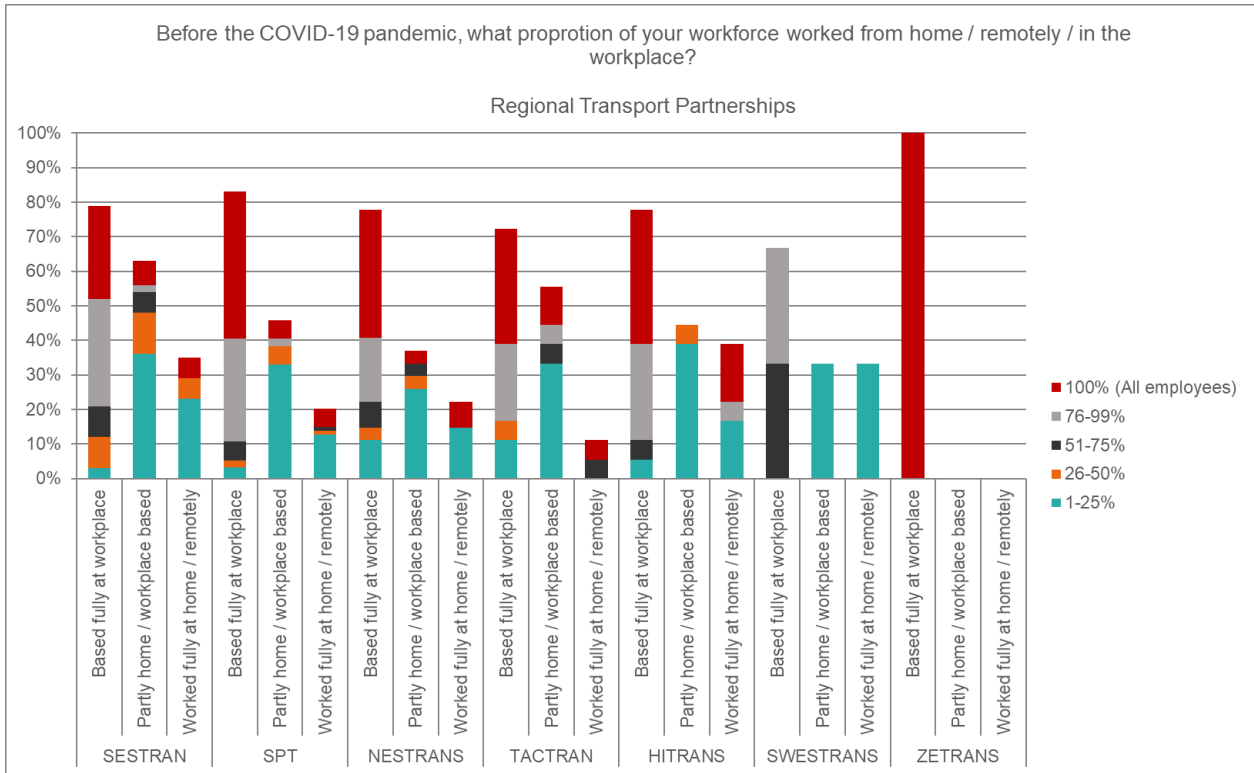
Before COVID-19 and Future, Post COVID-19



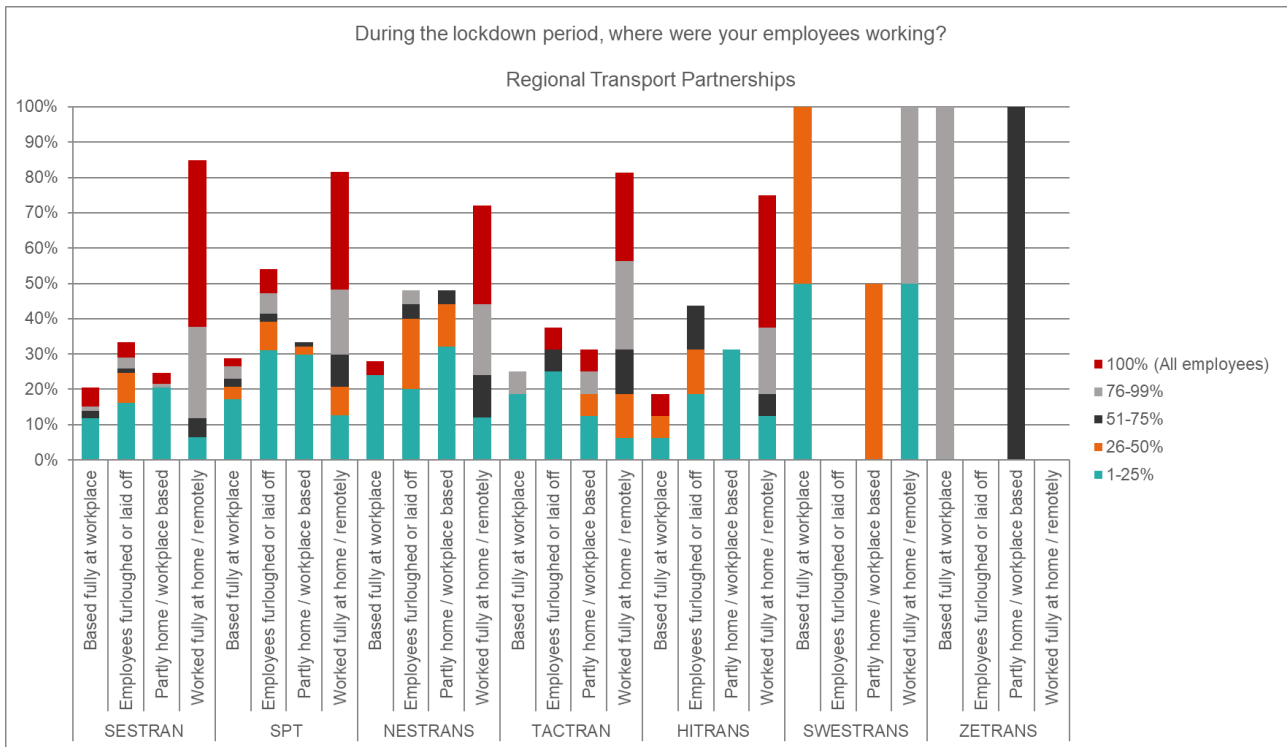
Annex 2 – Detailed Analysis by Regional Transport Partnership

Workplace / Journeys to Work

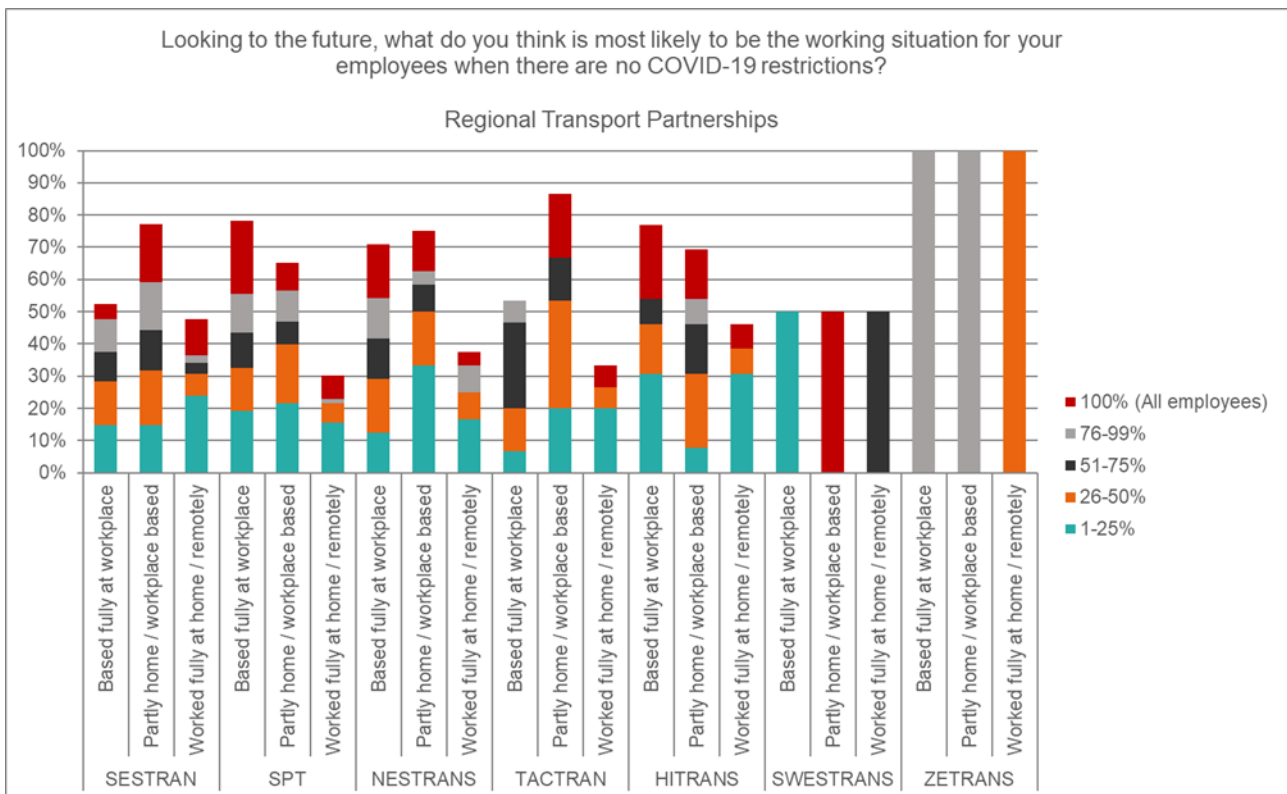
Proportion of workforce working from home / remotely / in the workplace Before COVID-19



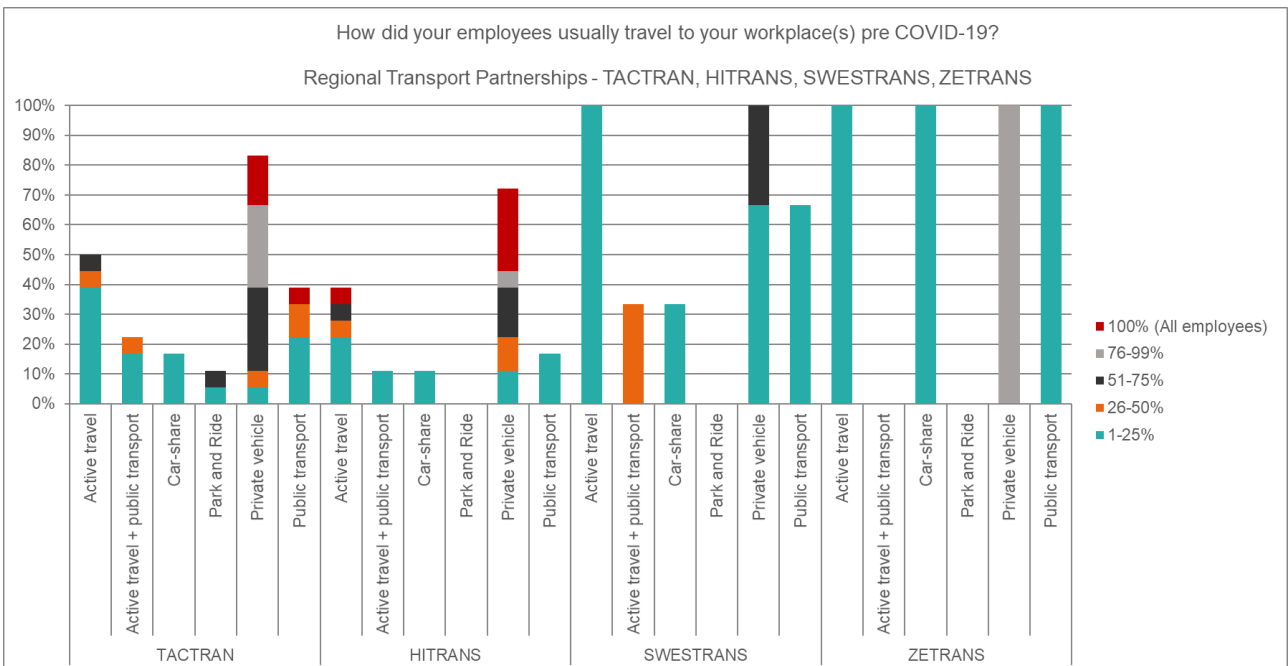
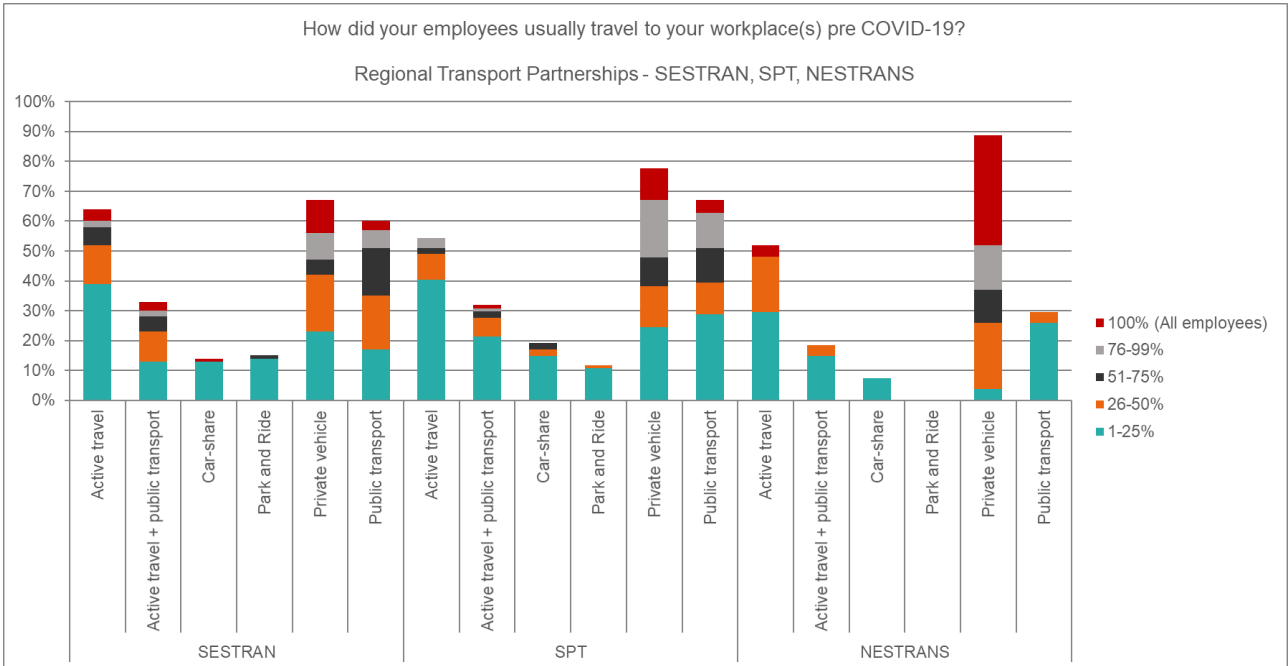
During lockdown (March-June)



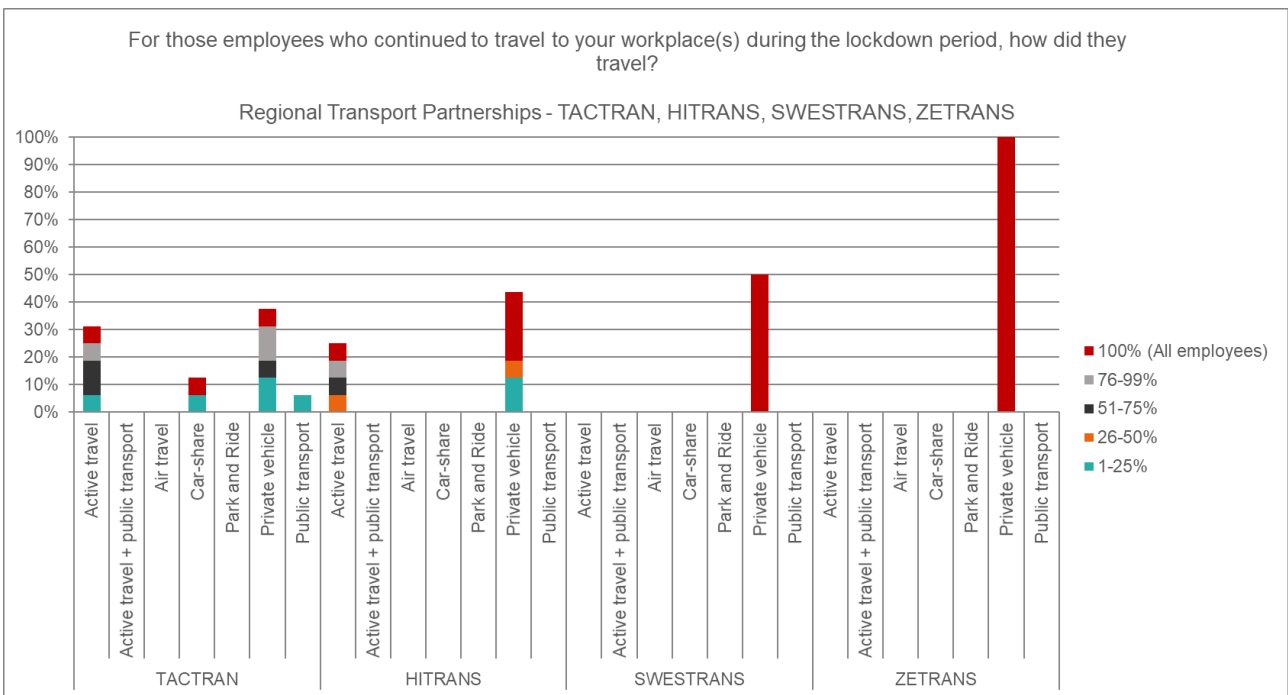
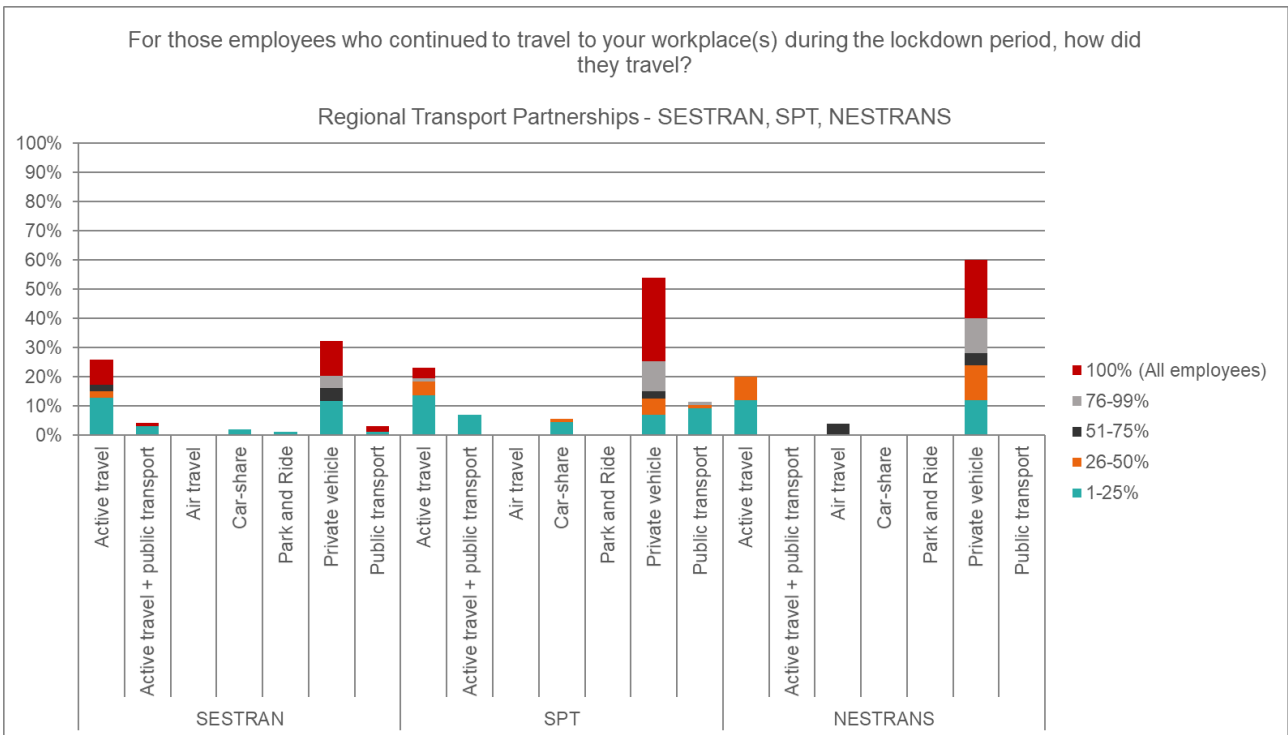
Future, Post COVID-19



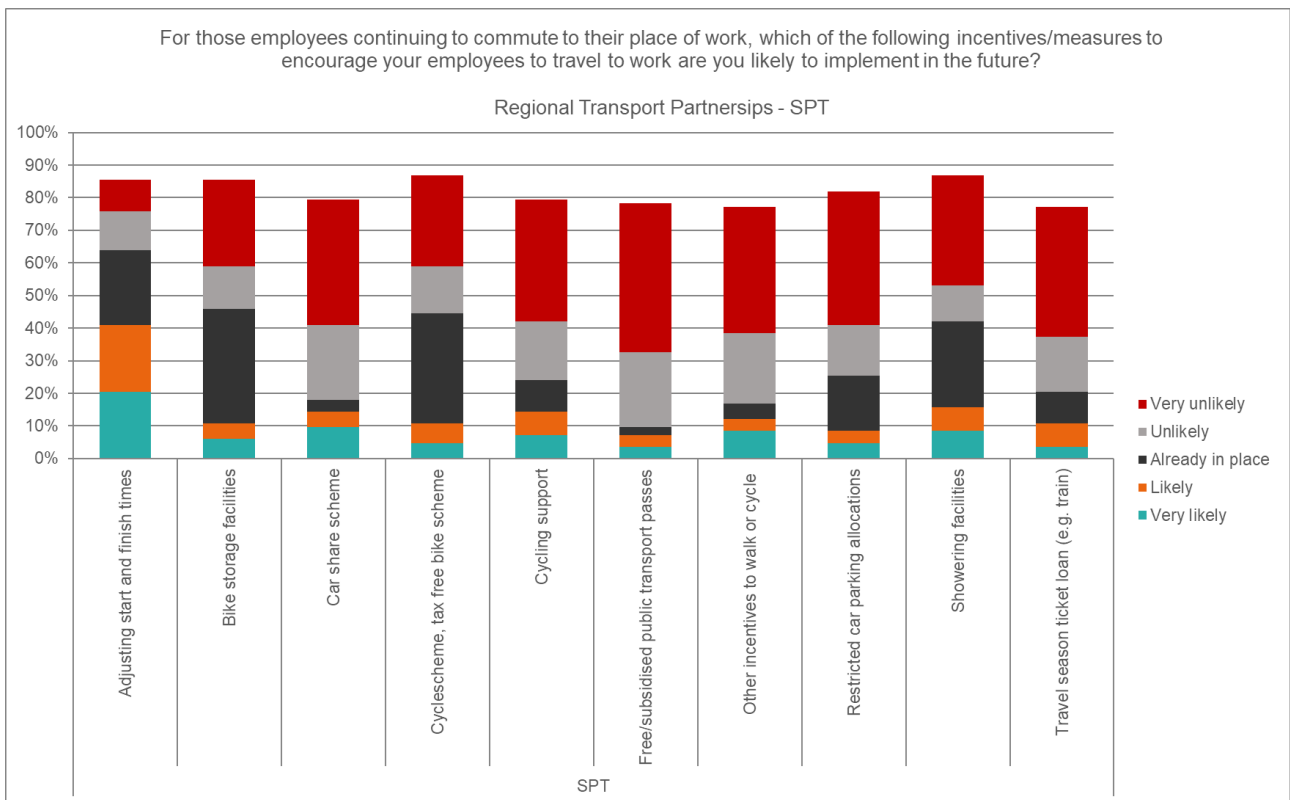
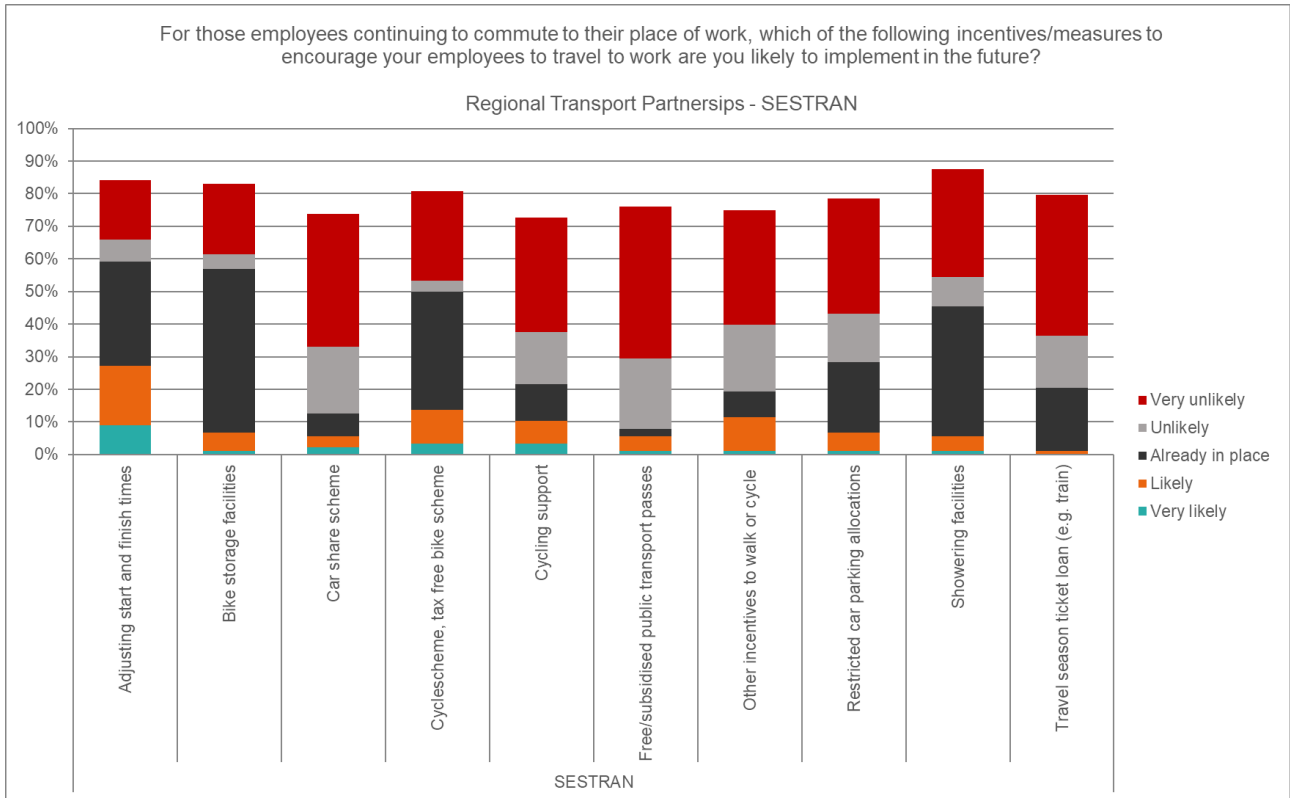
Employees Journeys to Work Before COVID-19

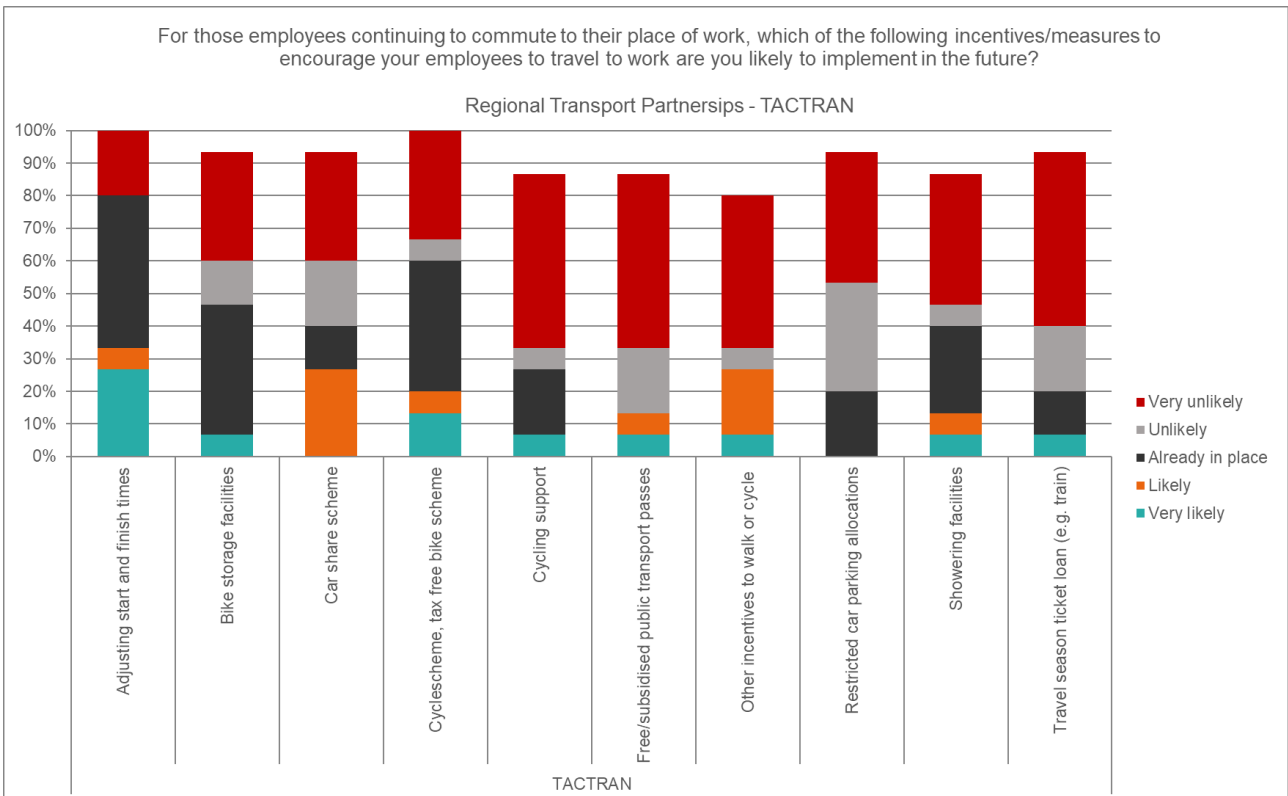
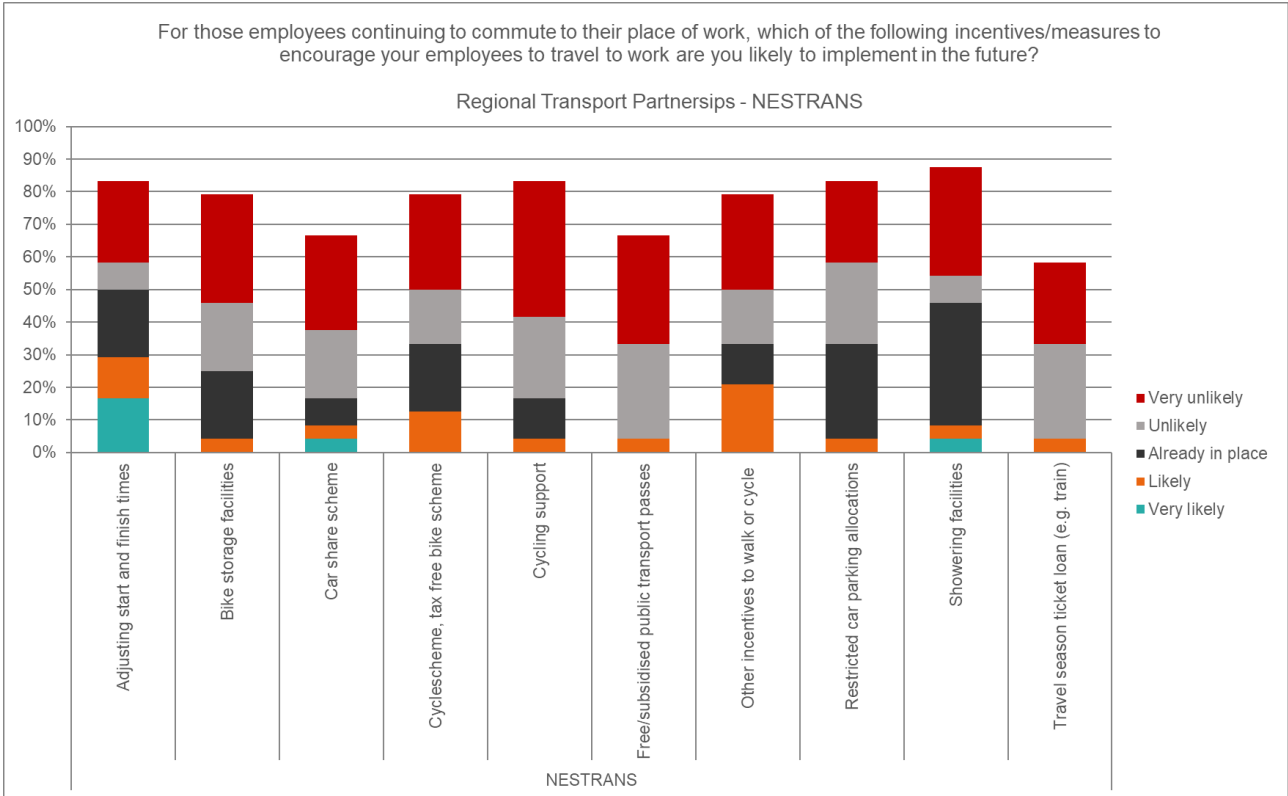


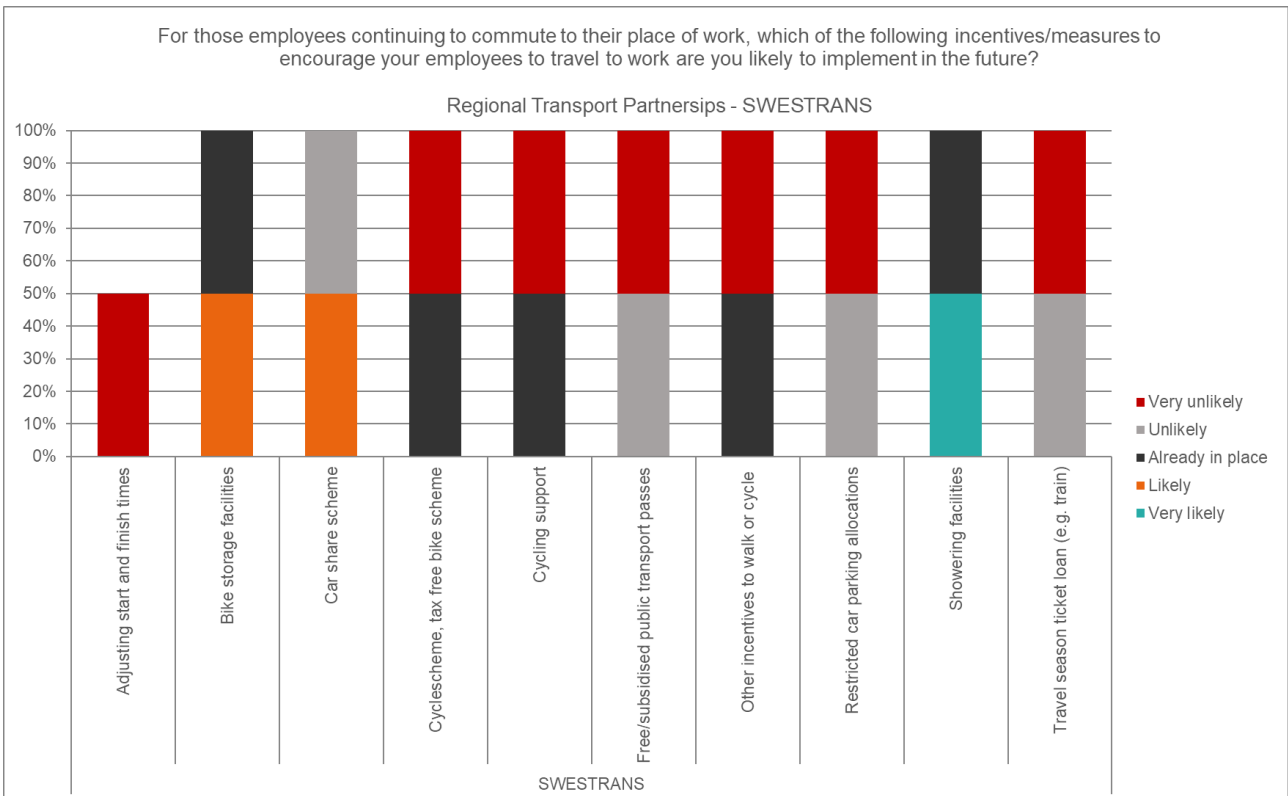
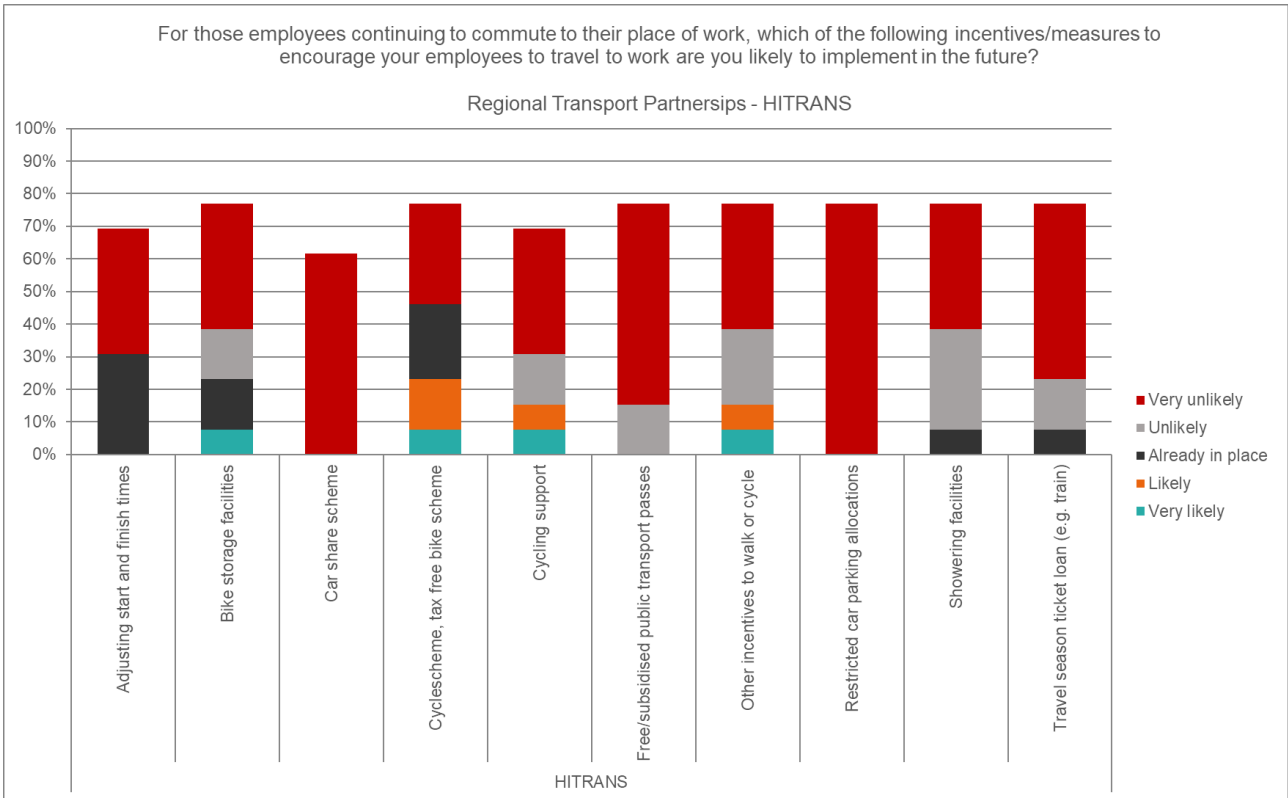
During lockdown (March-June)

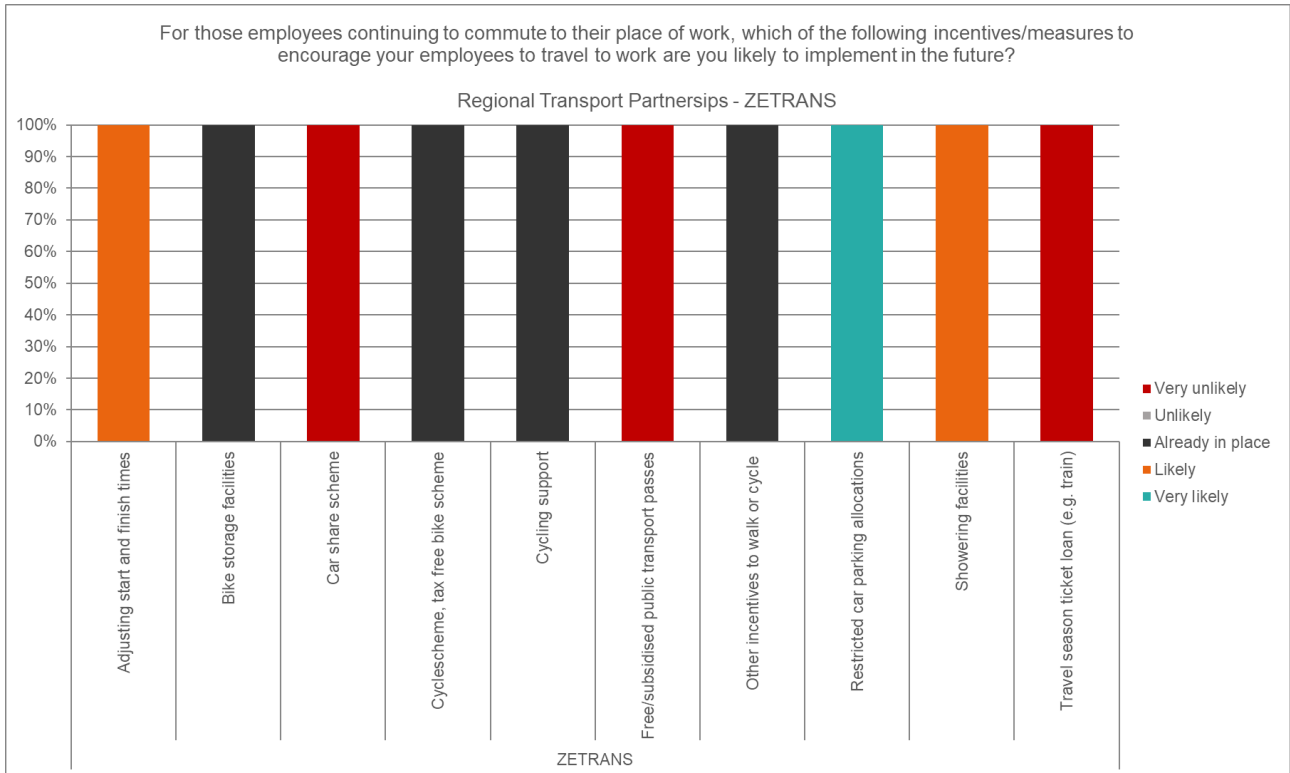


Future, Post COVID-19

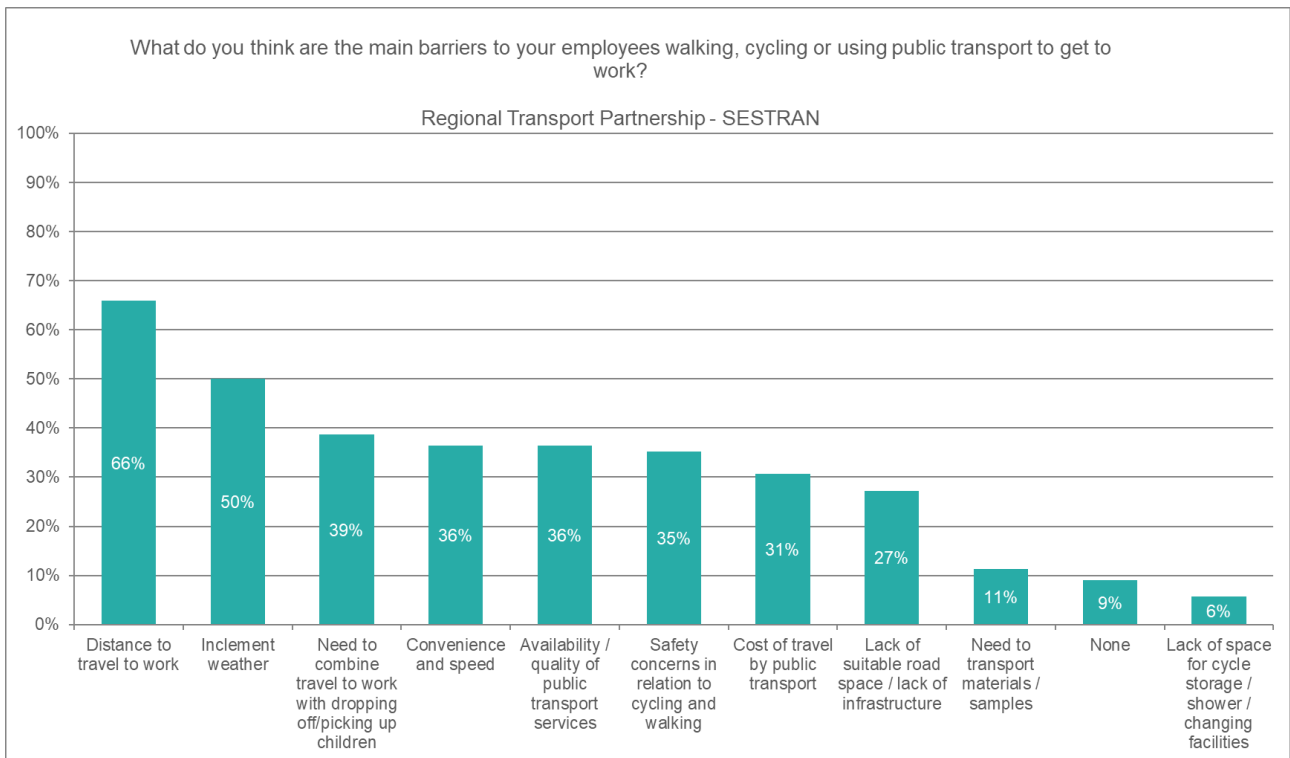


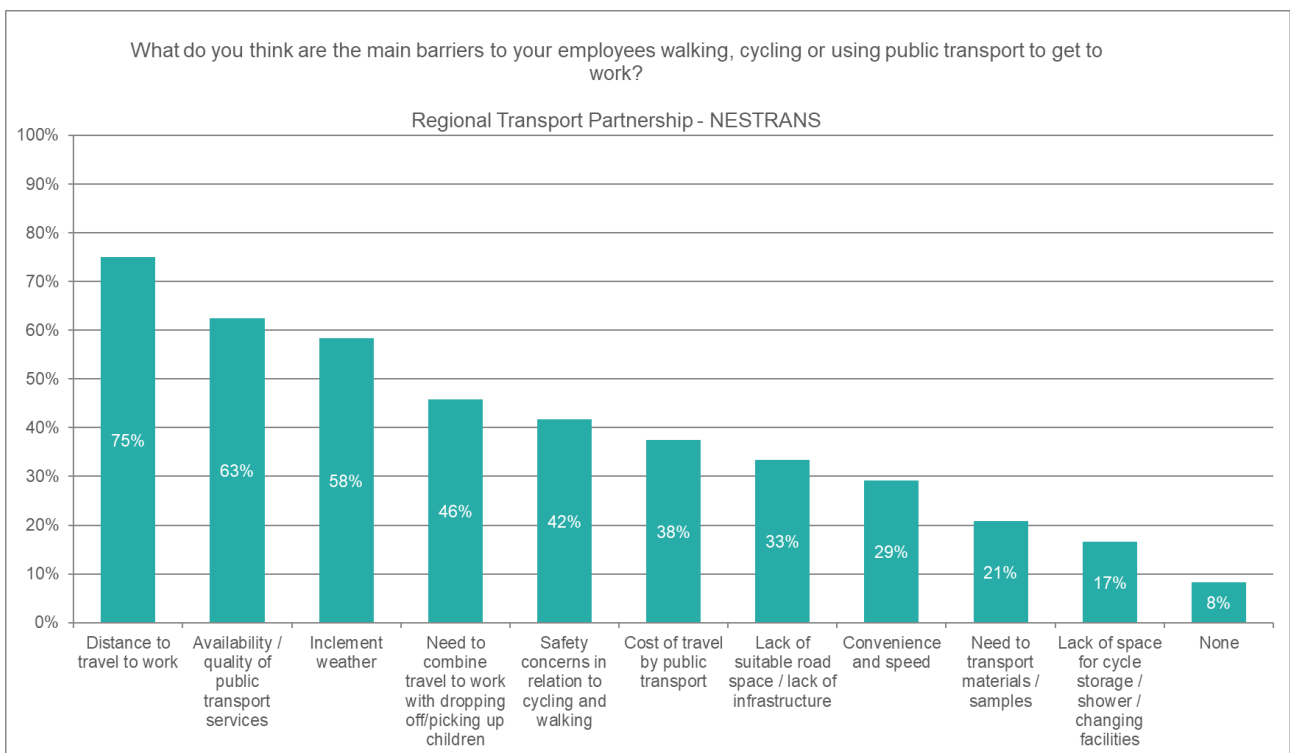
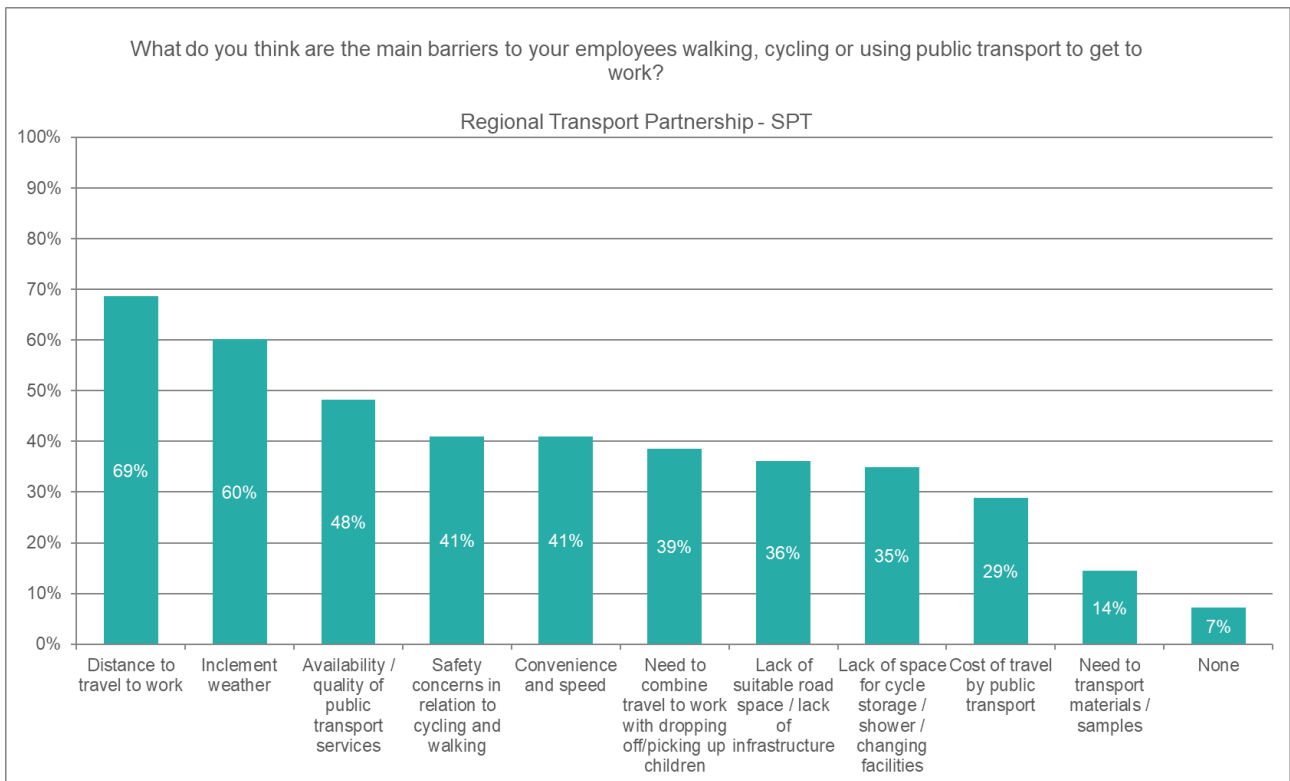


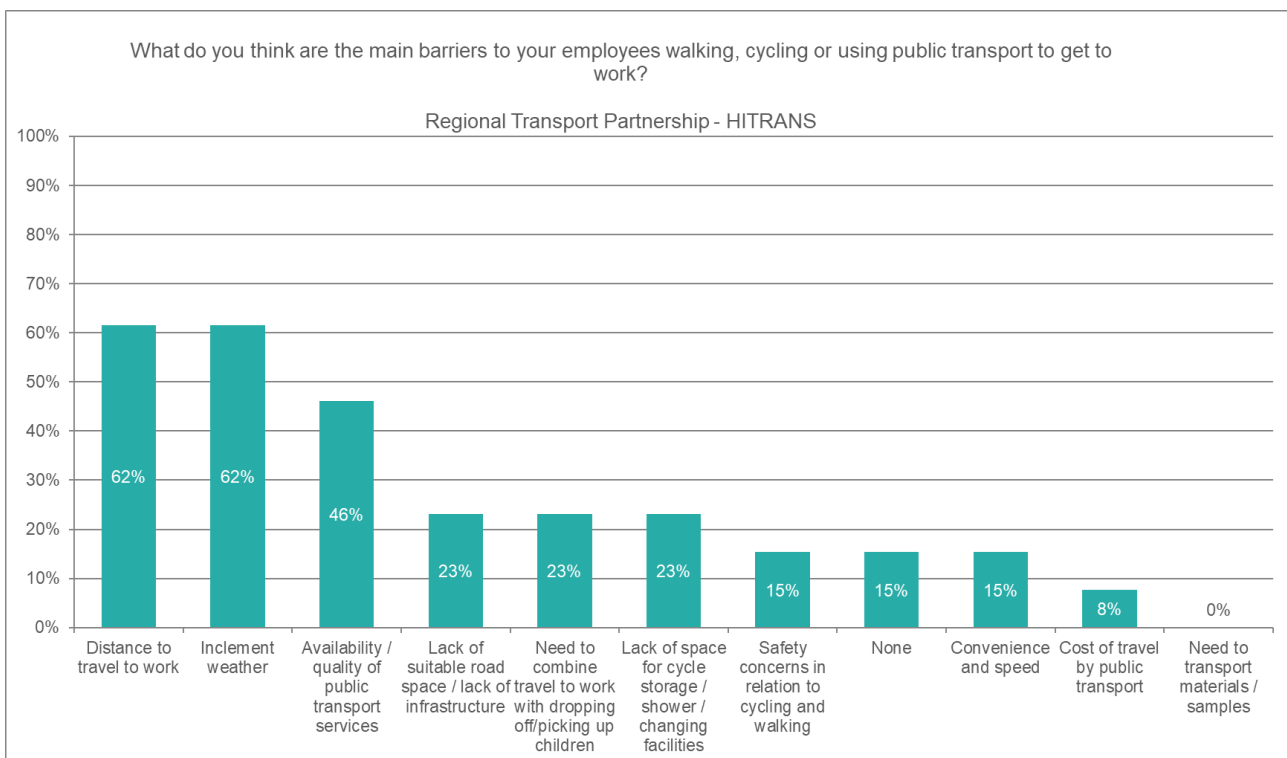
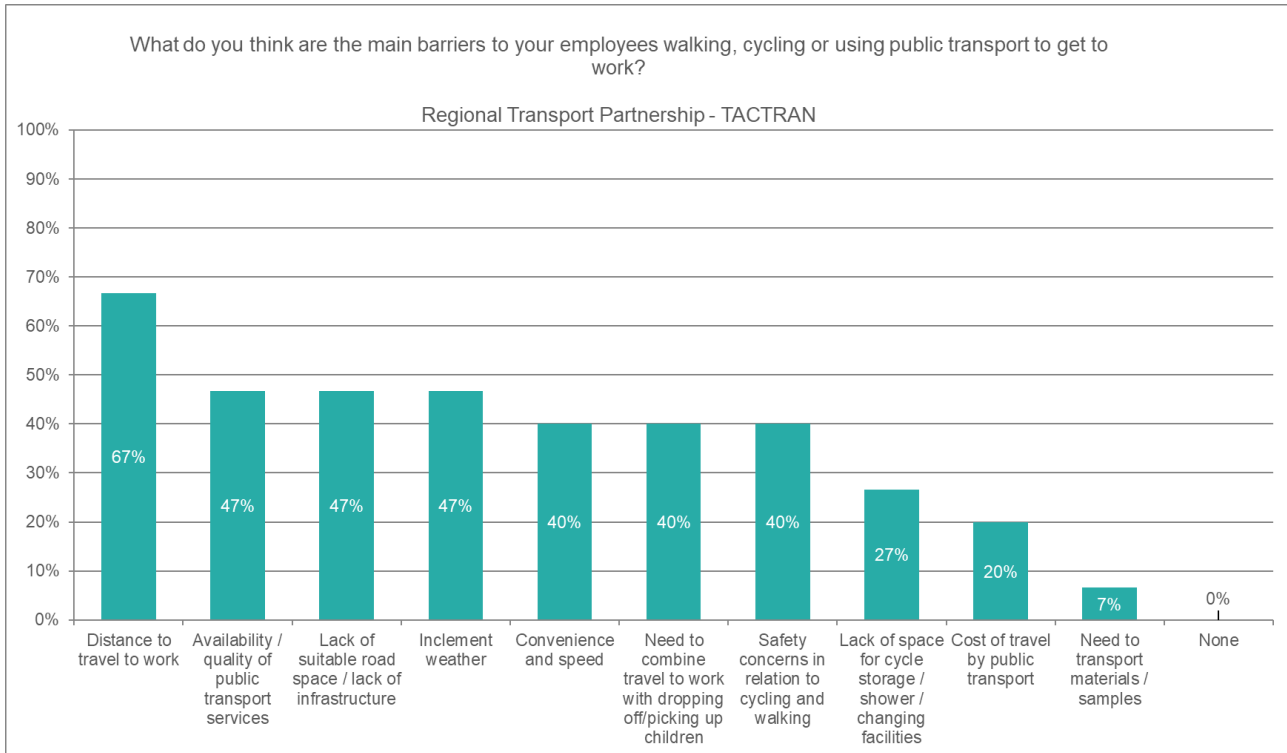


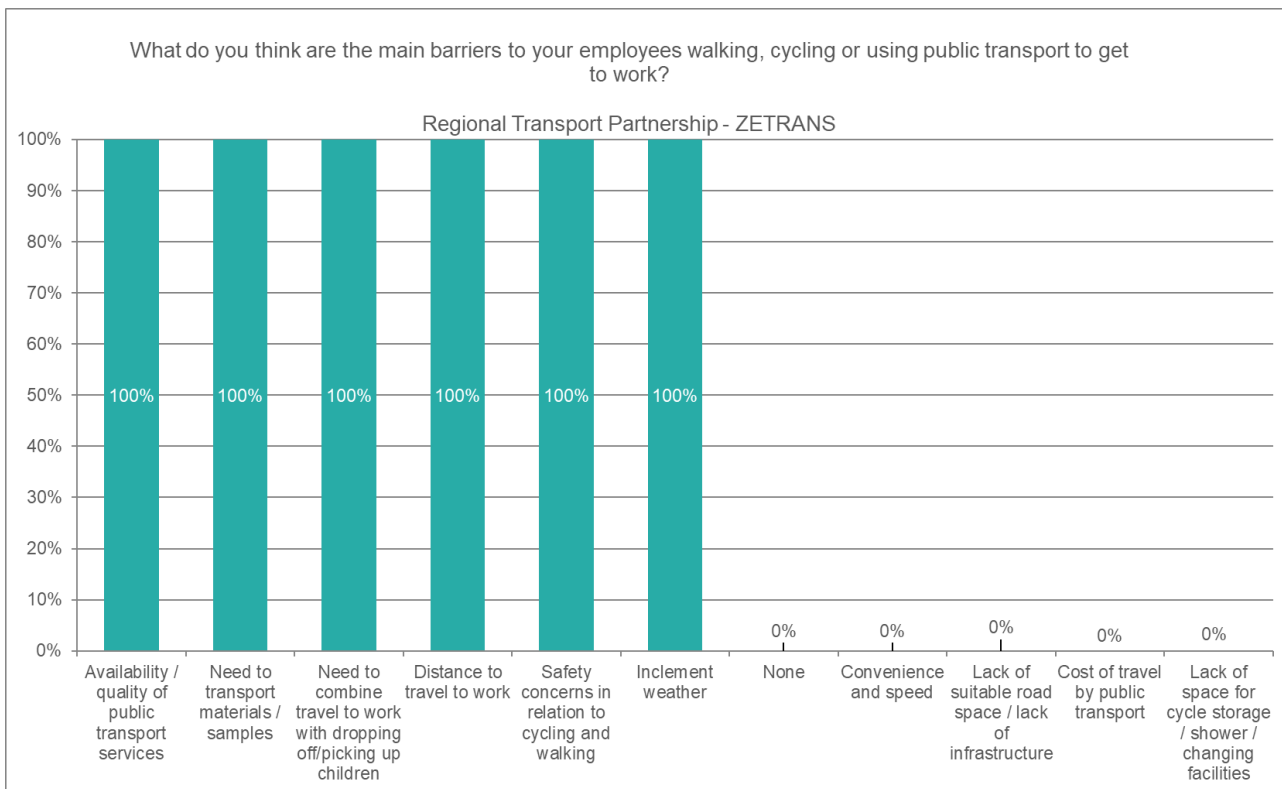


Barriers to walking, cycling or using public transport for employees getting to work



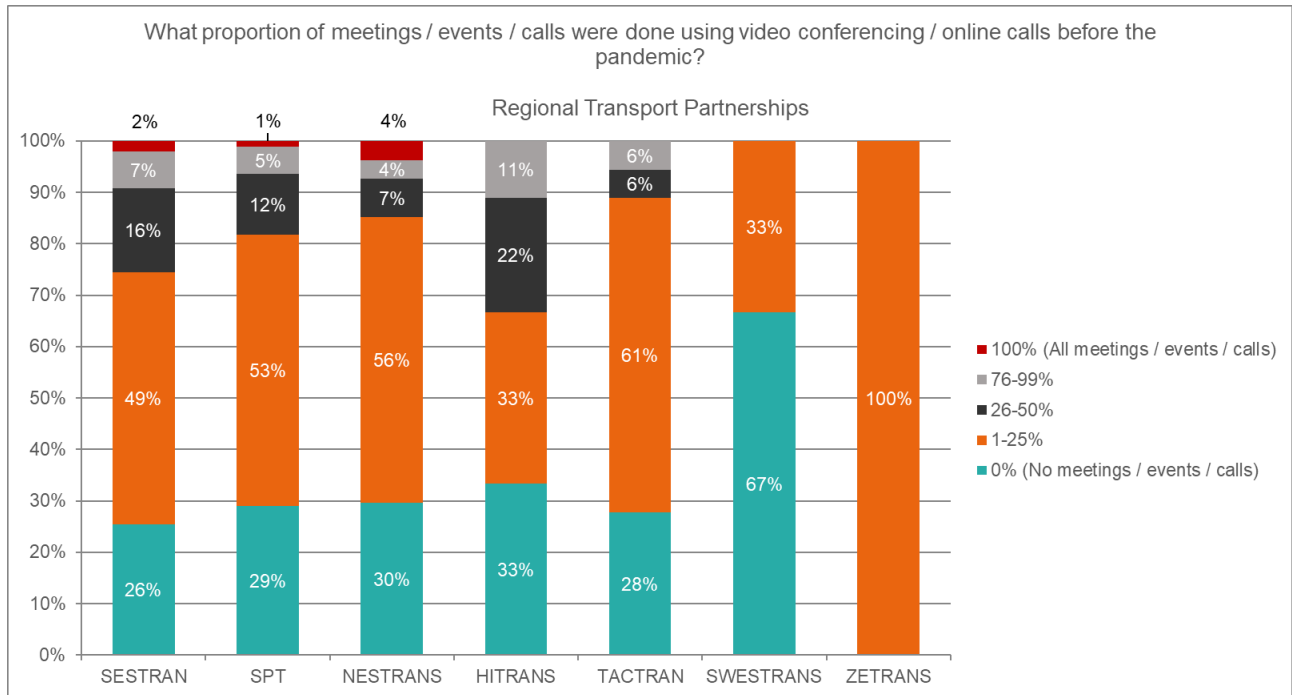




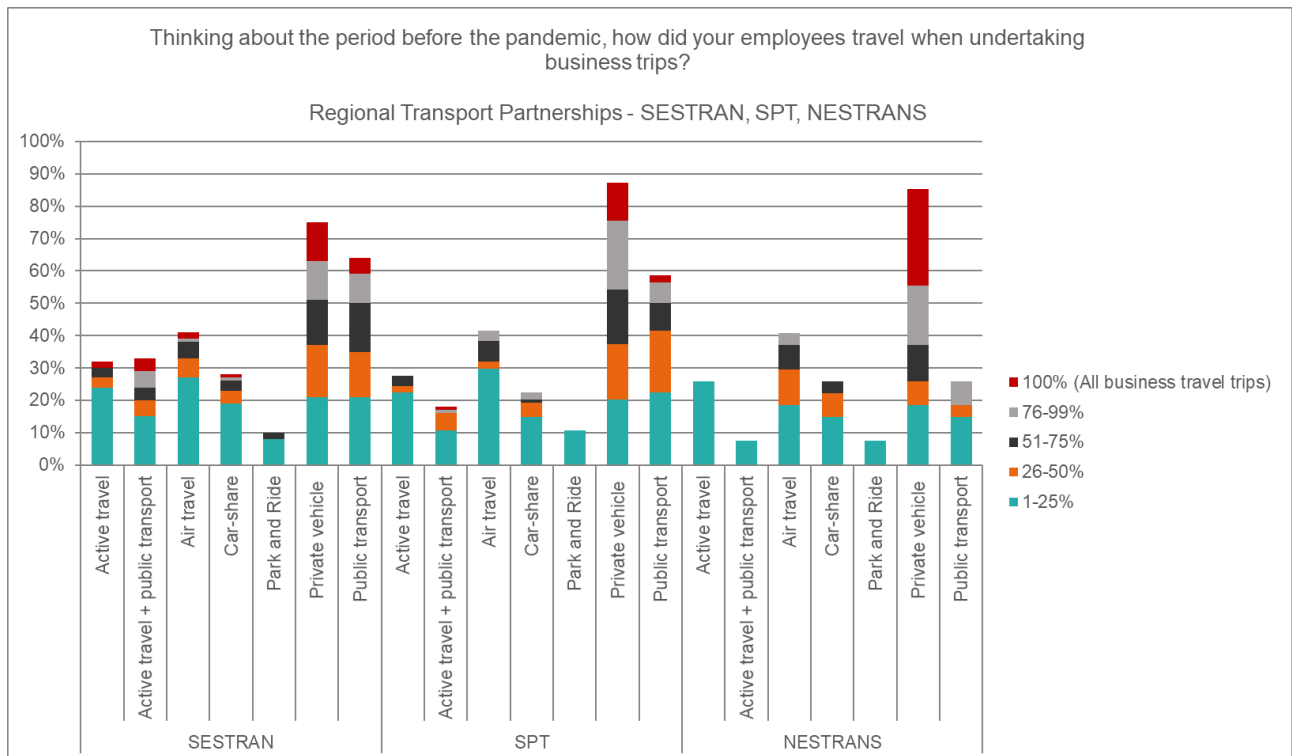


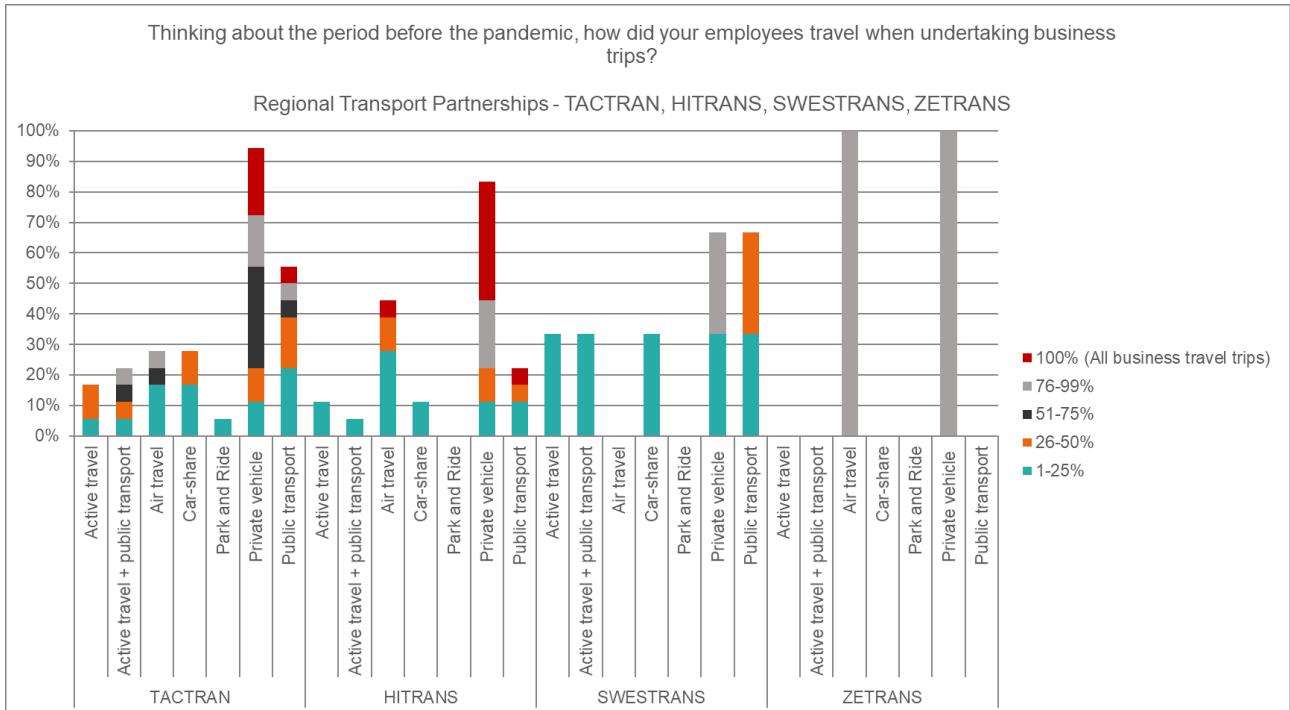
Business Travel

Proportion of meetings/events/calls using online contact

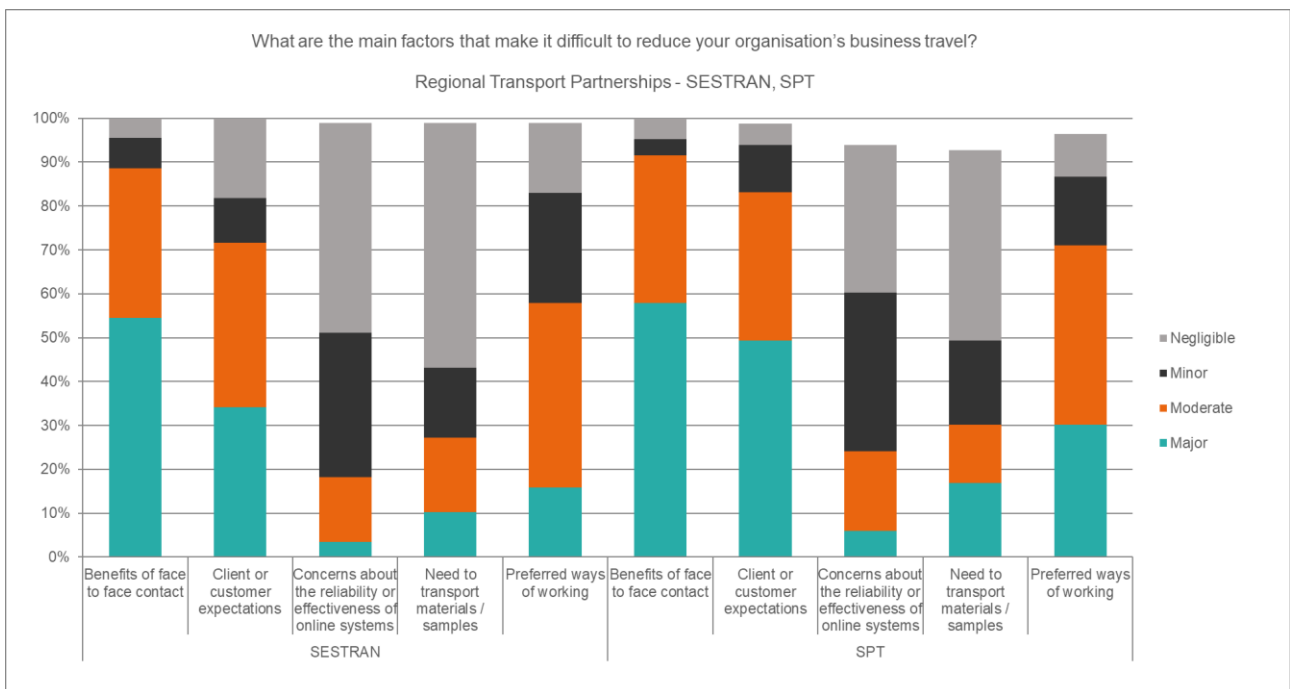


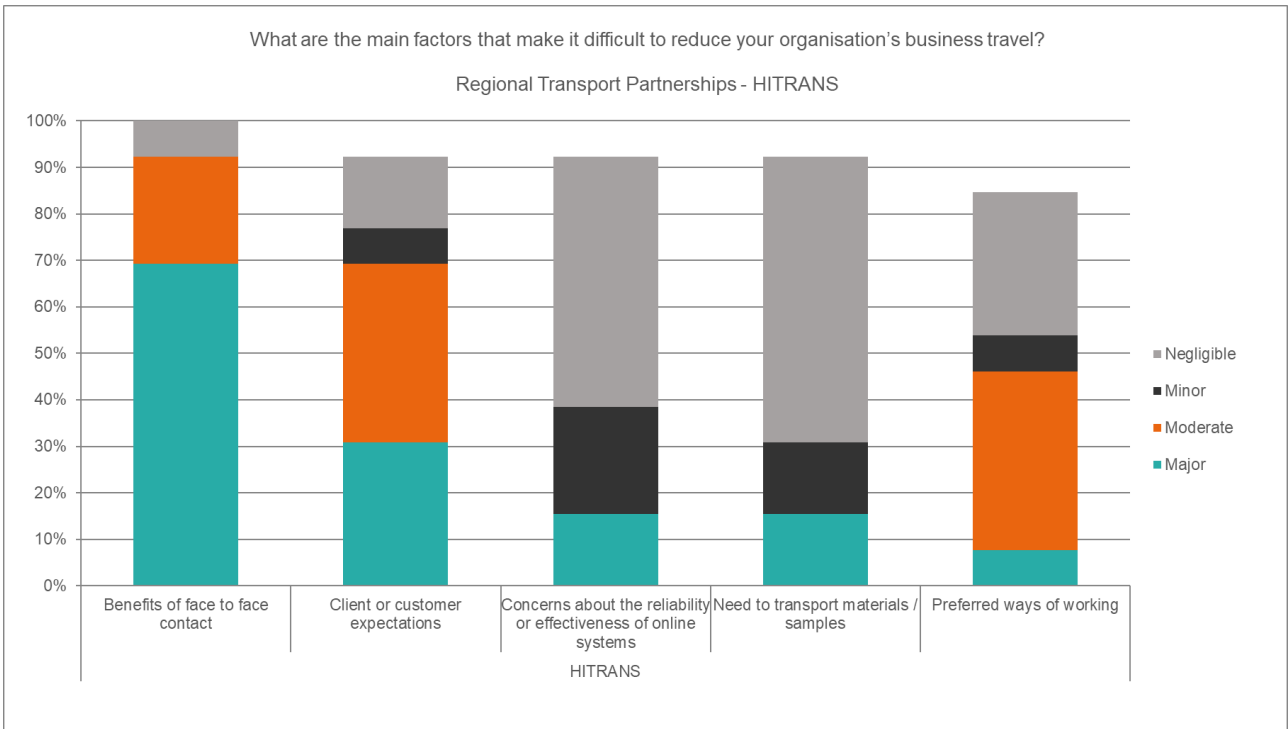
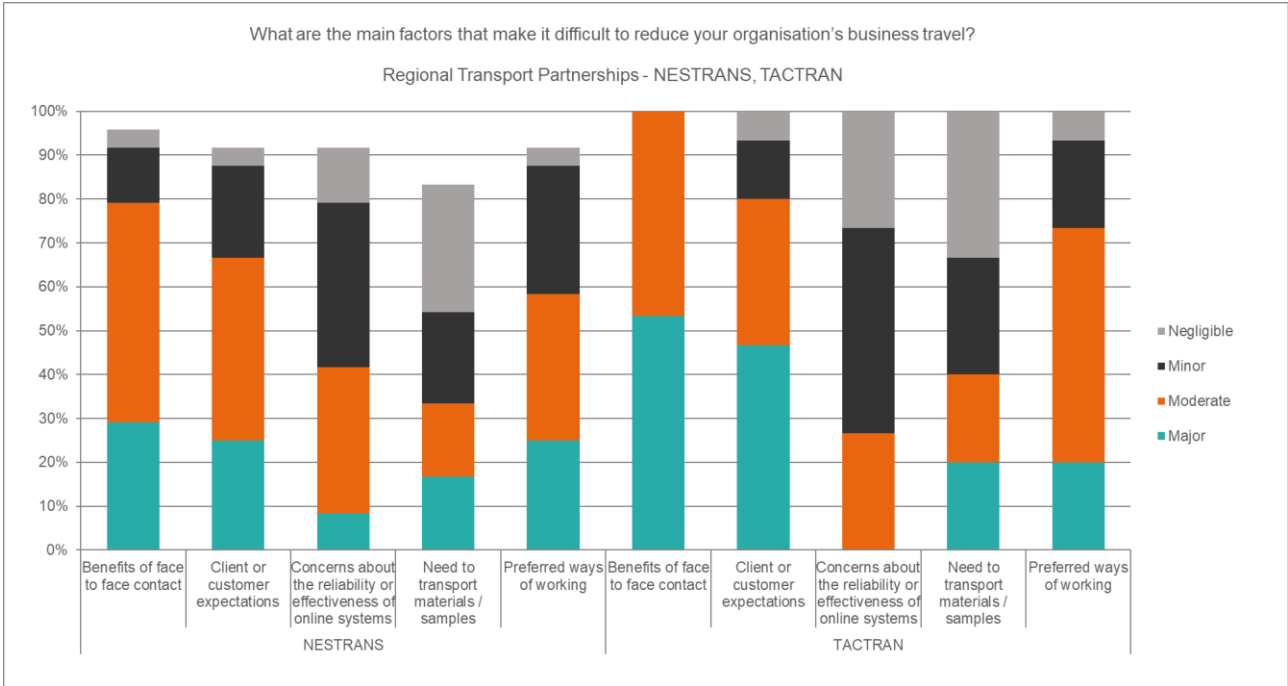
Mode of transport for business travel Before COVID-19

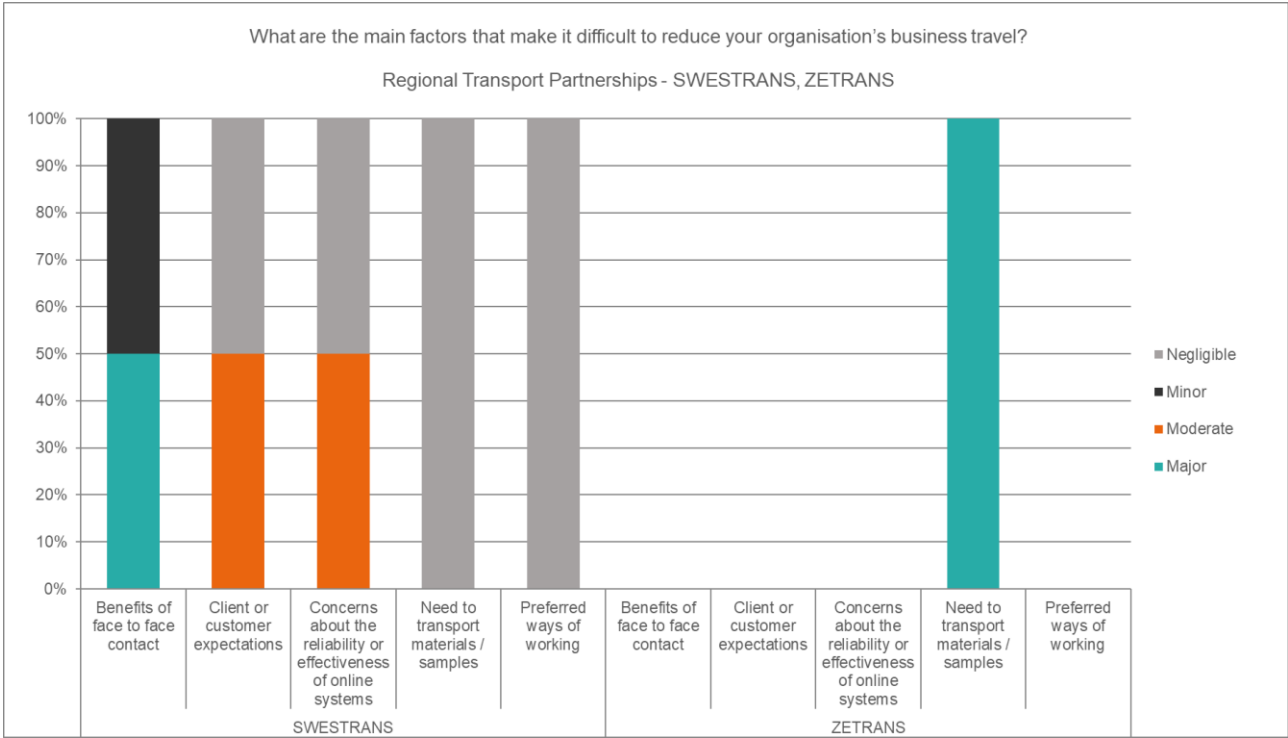




Barriers to reducing business travel

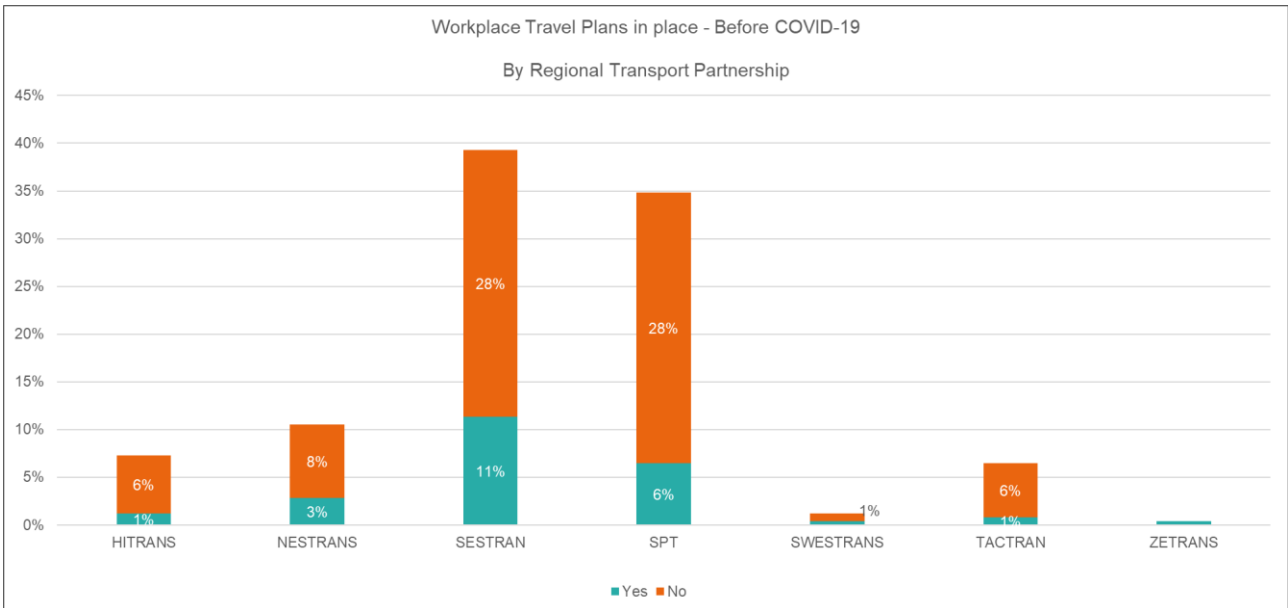




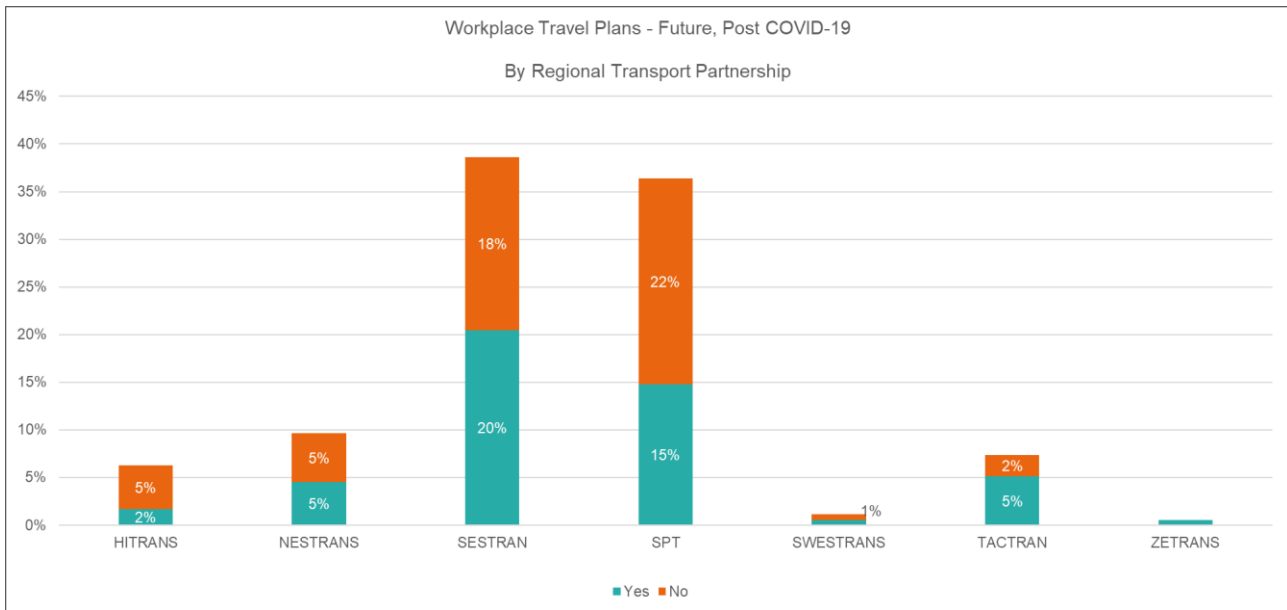


Workplace Travel Planning

Before COVID-19



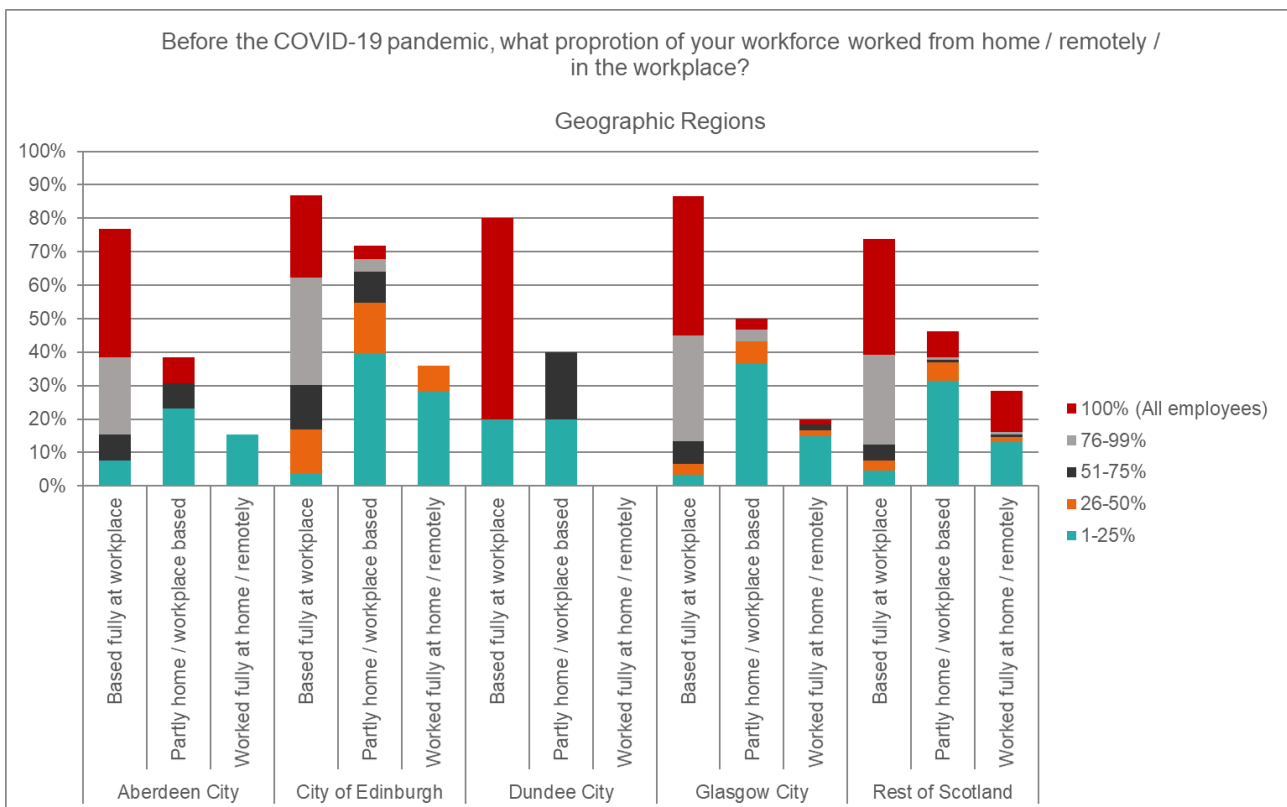
Future, Post COVID-19



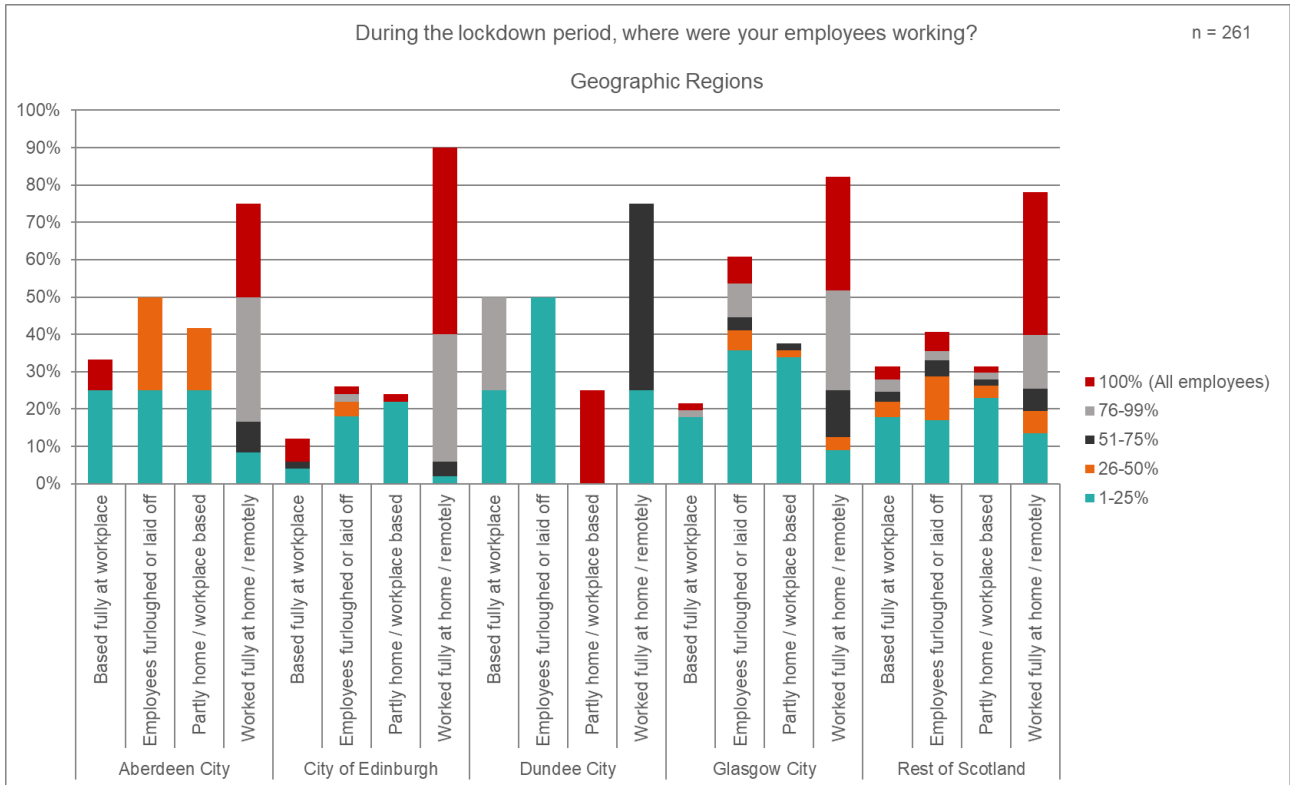
Annex 2 – Detailed Analysis by Geographic Region

Workplace / Journeys to Work

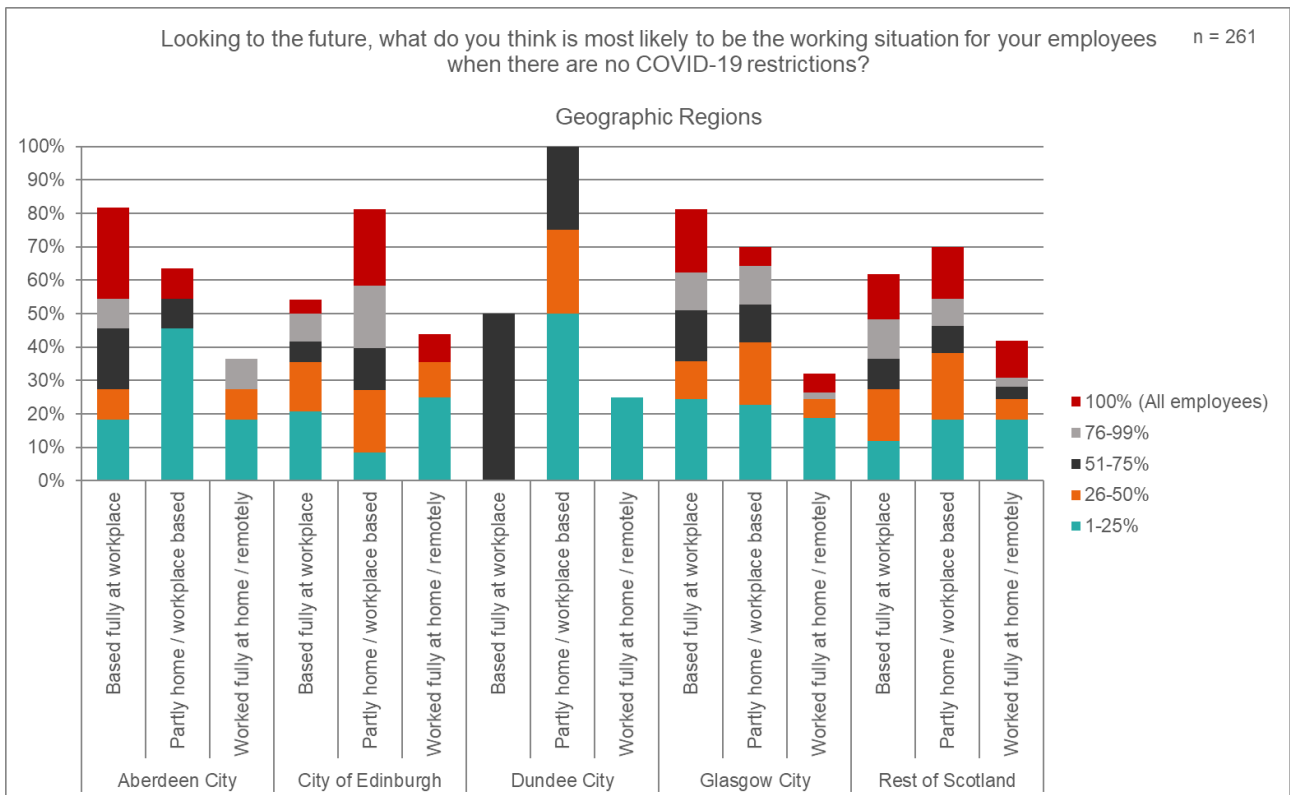
Proportion of workforce working from home / remotely / in the workplace Before COVID-19



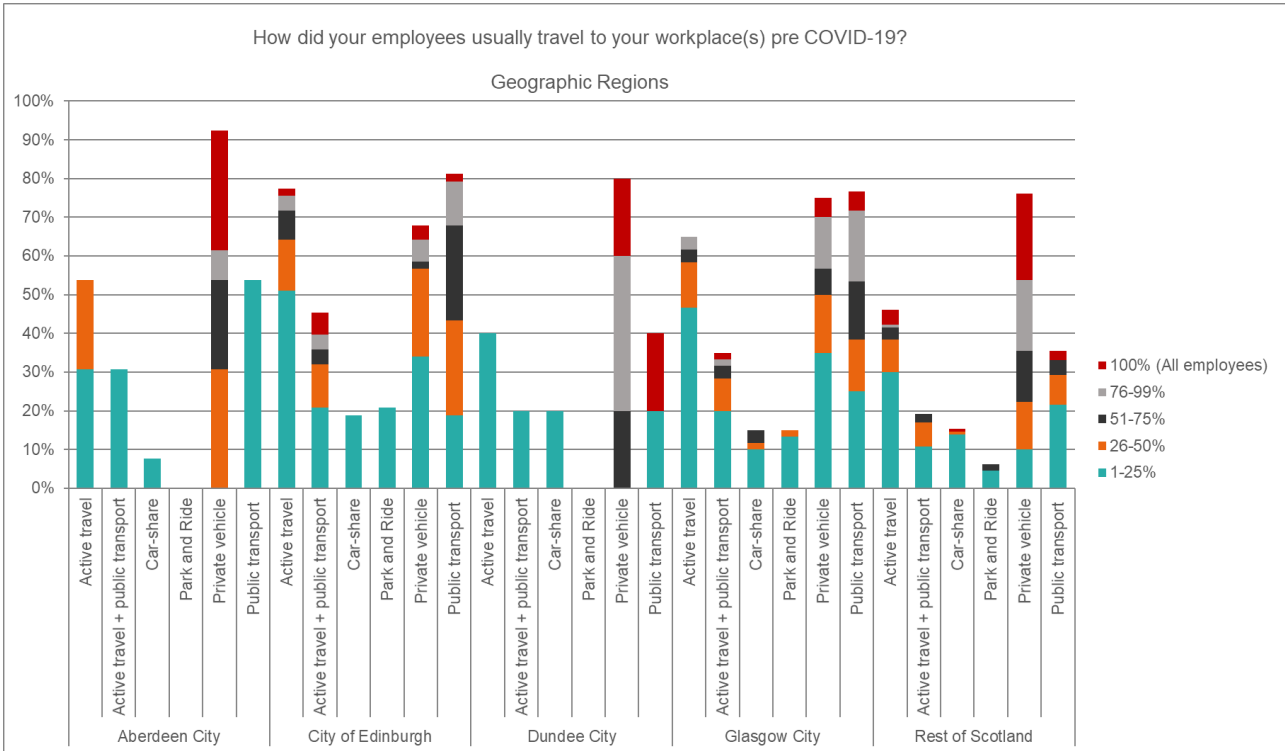
During lockdown (March-June)



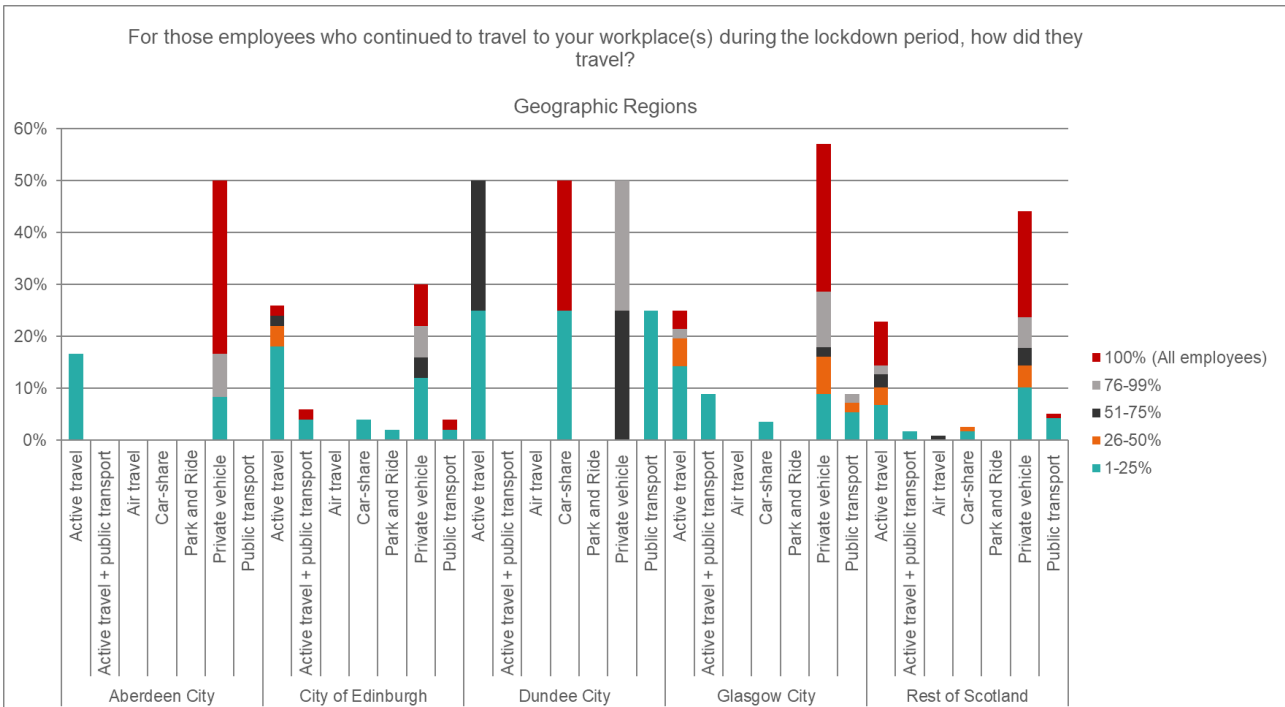
Future, Post COVID-19



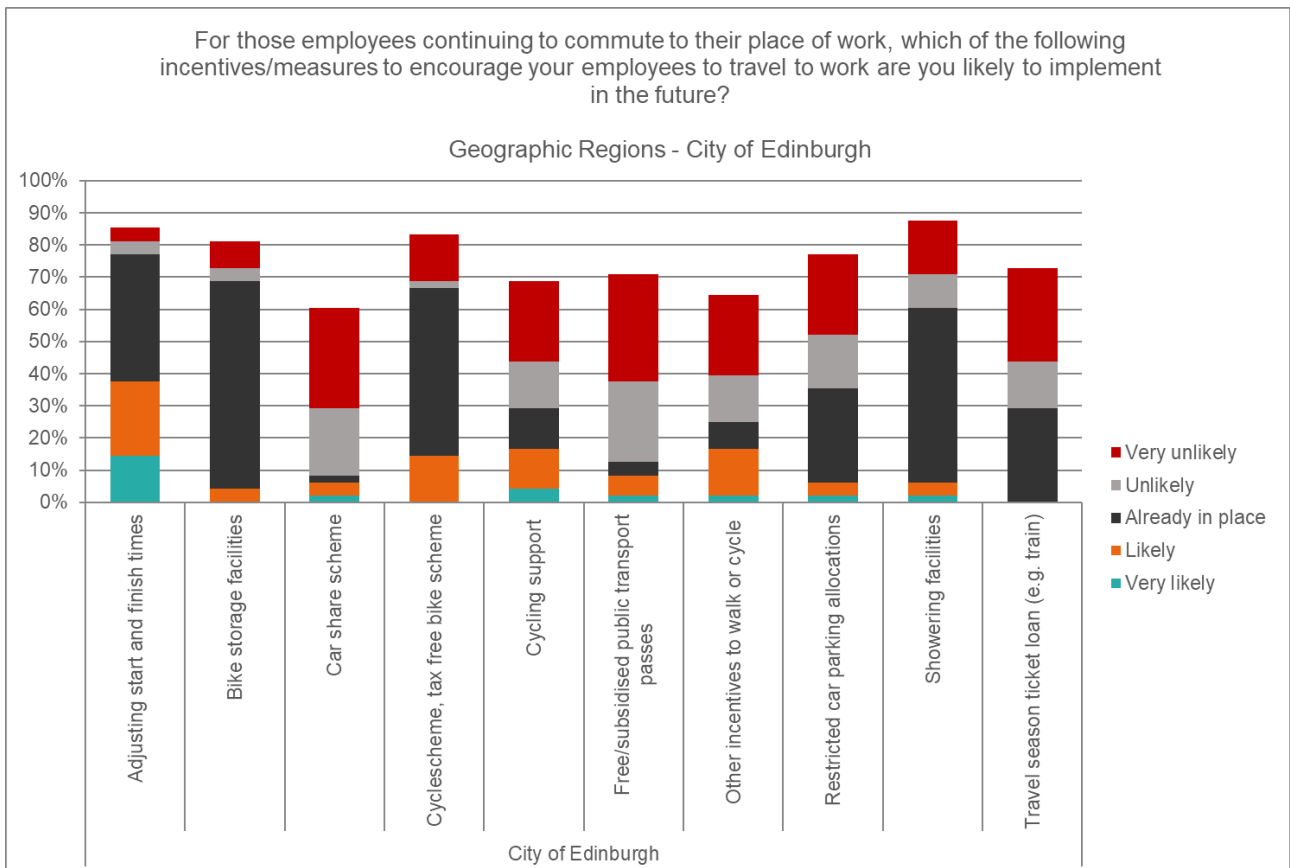
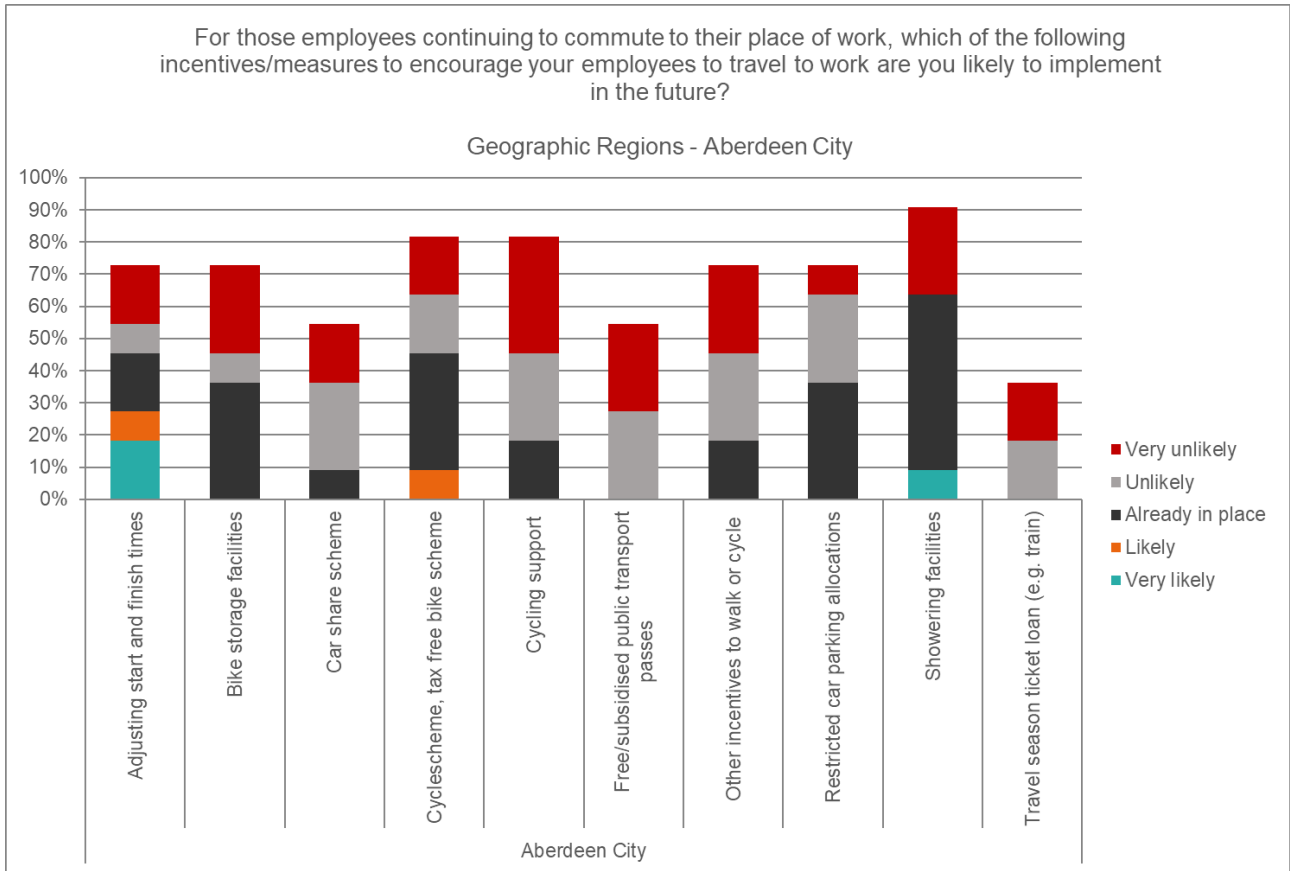
Employees Journeys to Work Before COVID-19

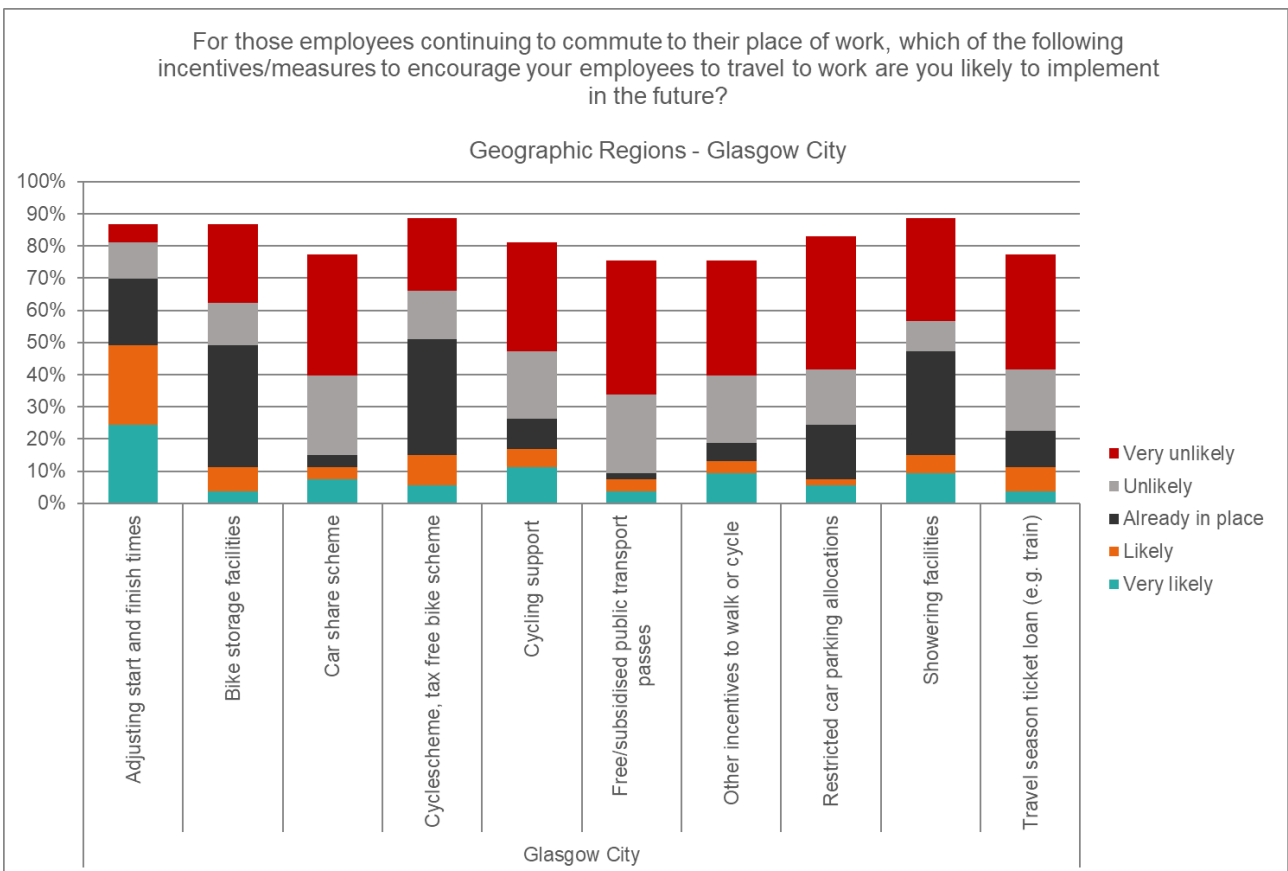
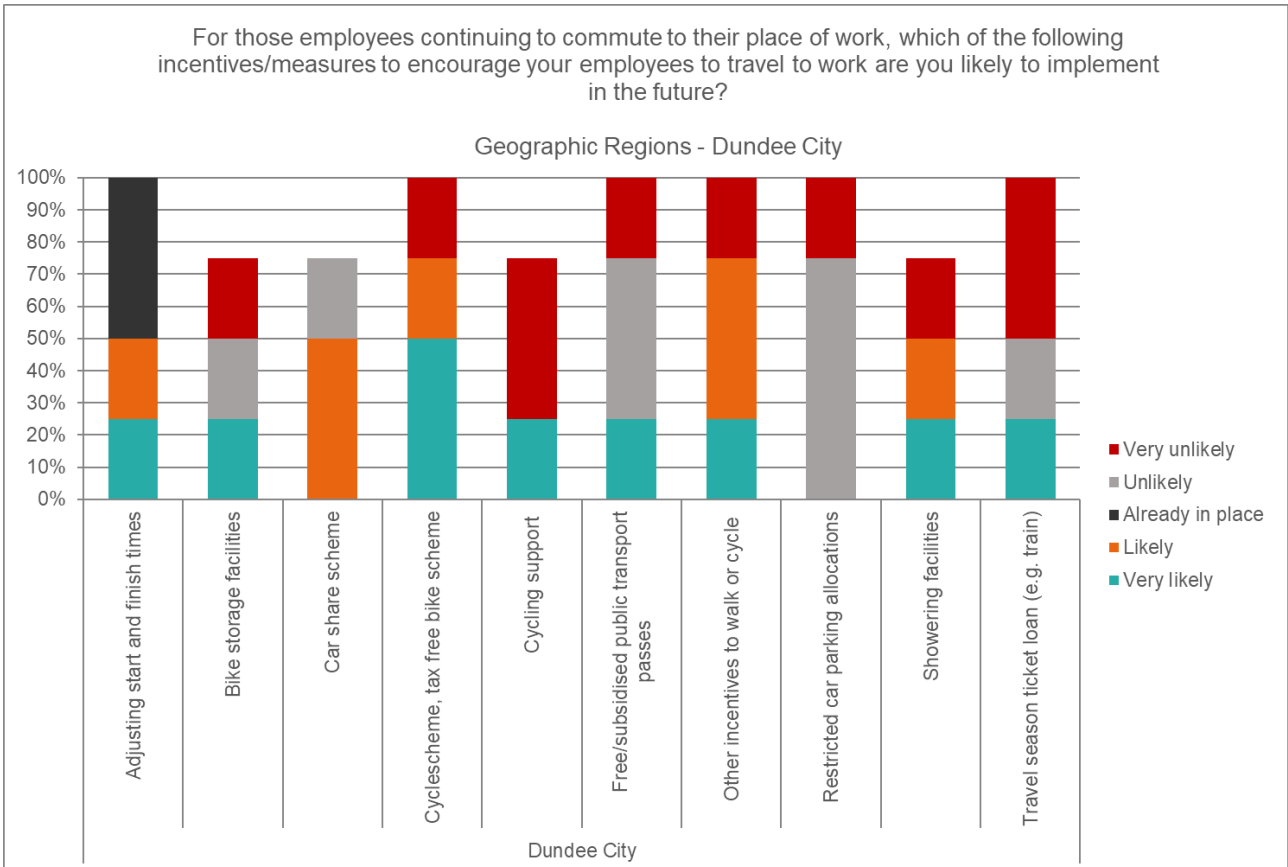


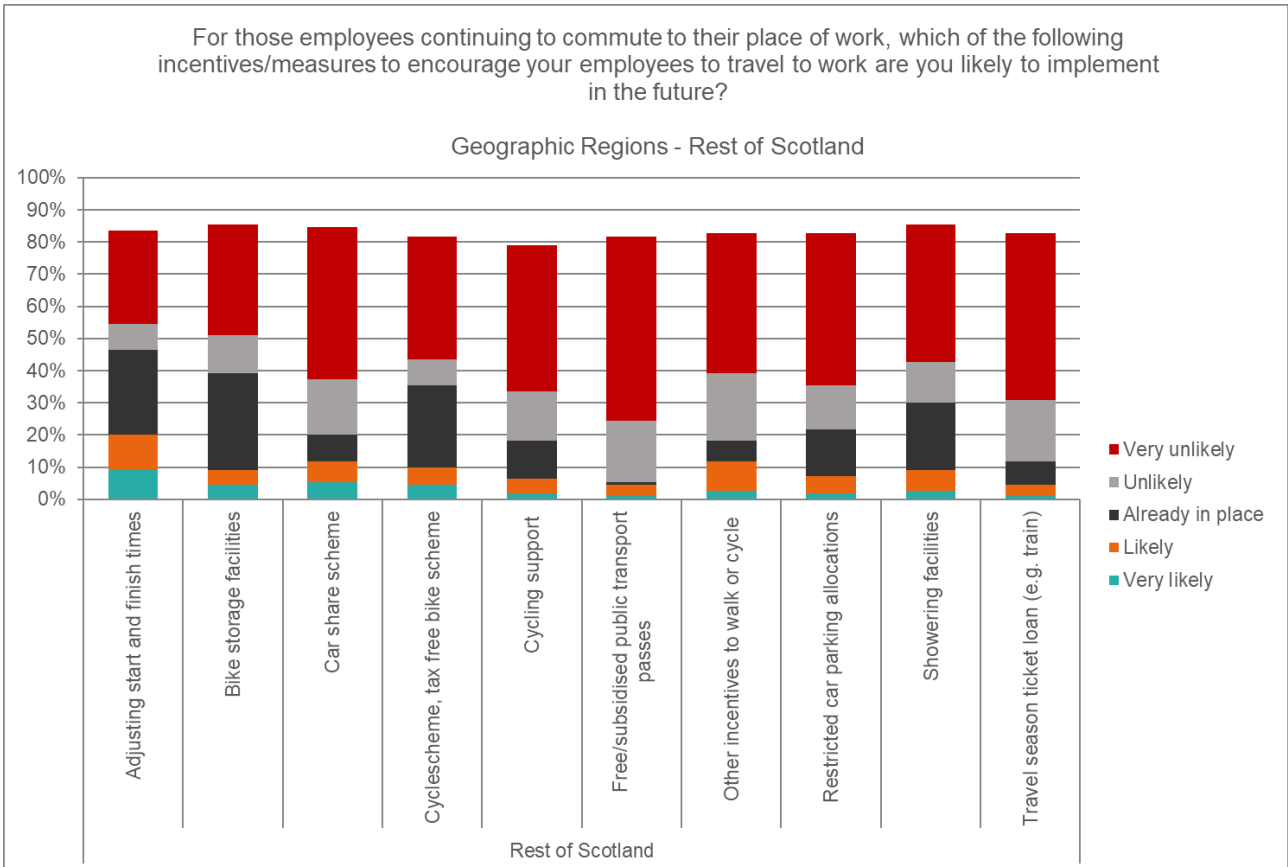
During lockdown (March-June)



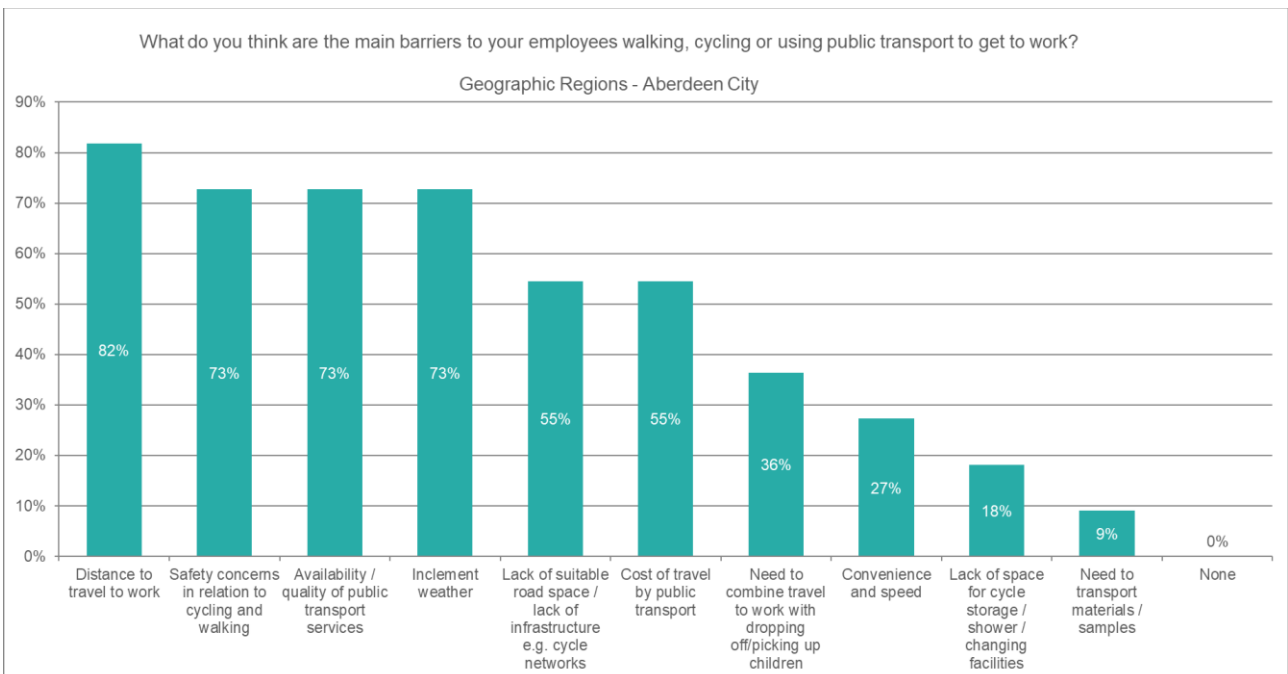
Future, Post COVID-19

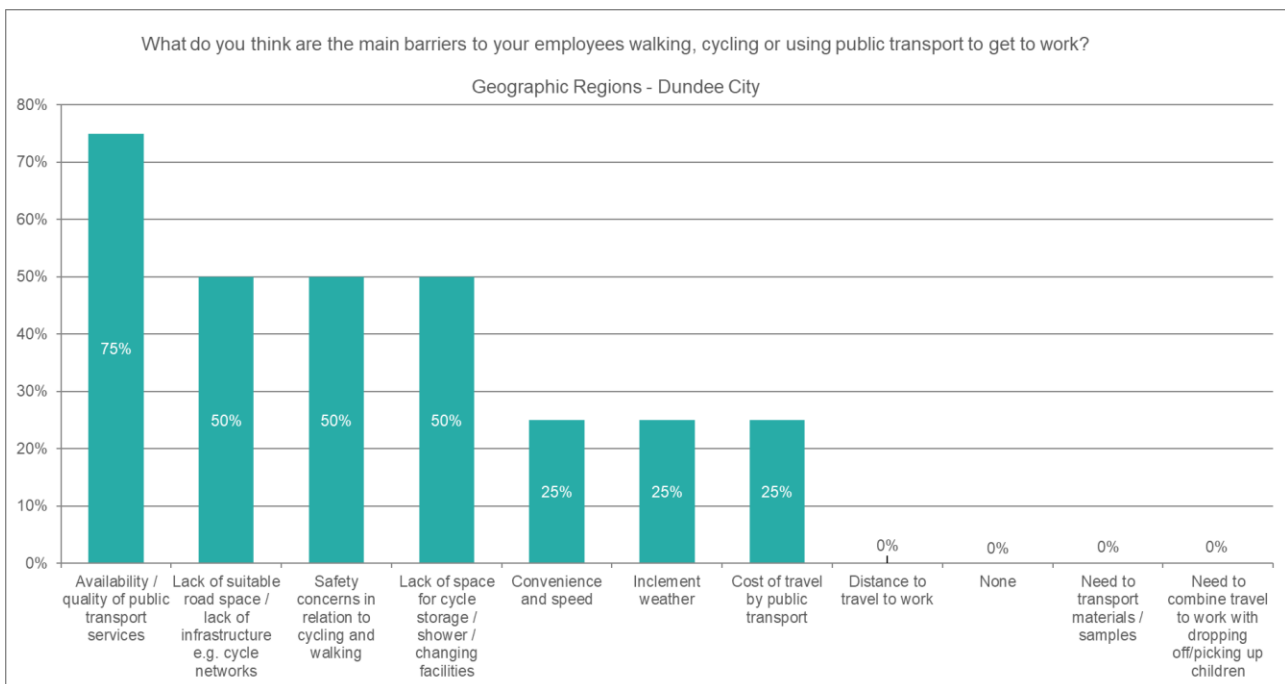
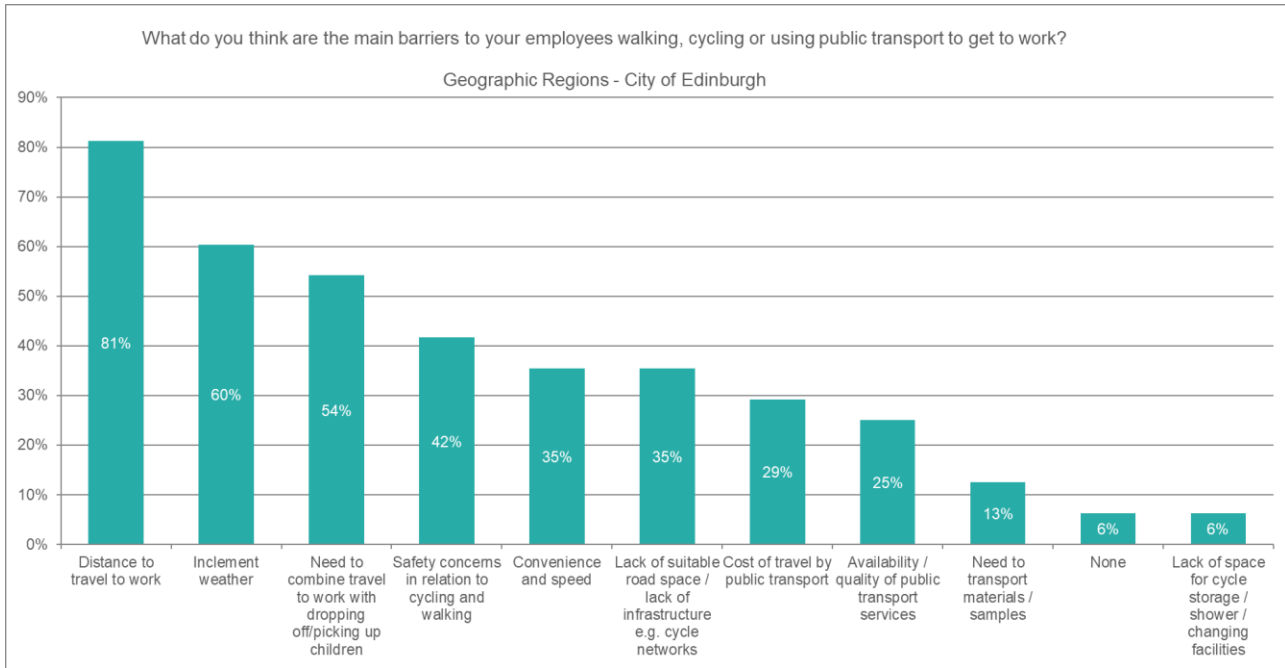


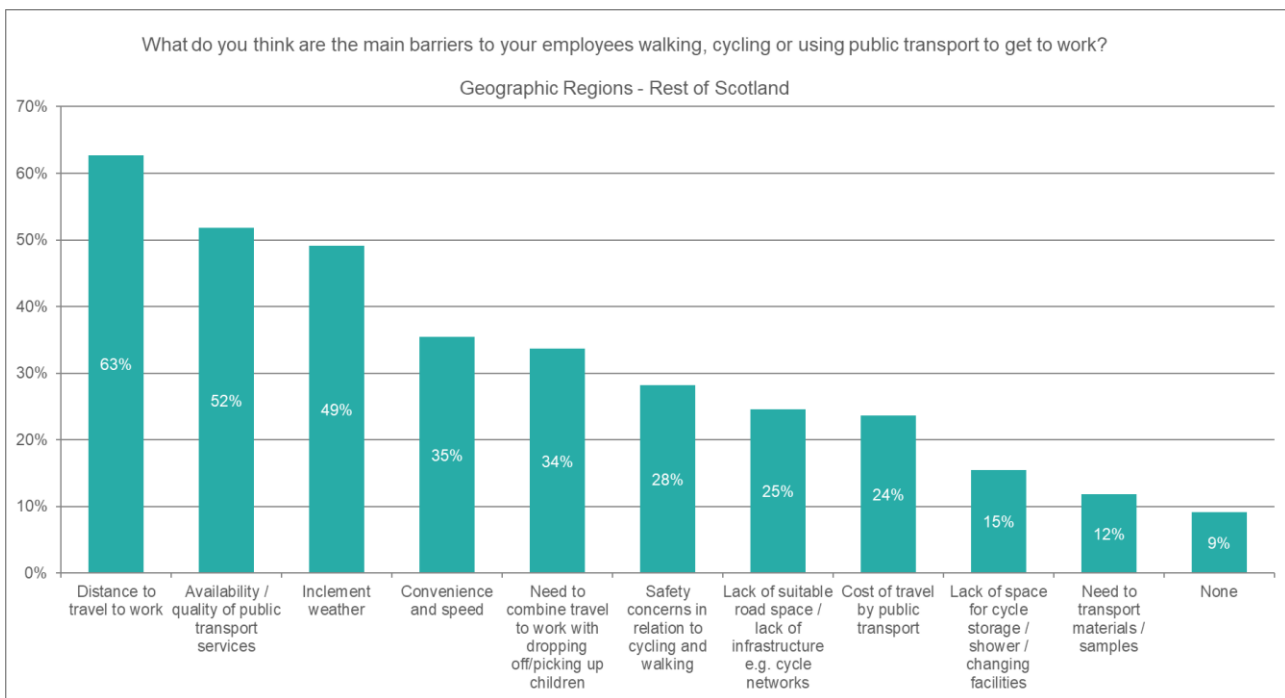
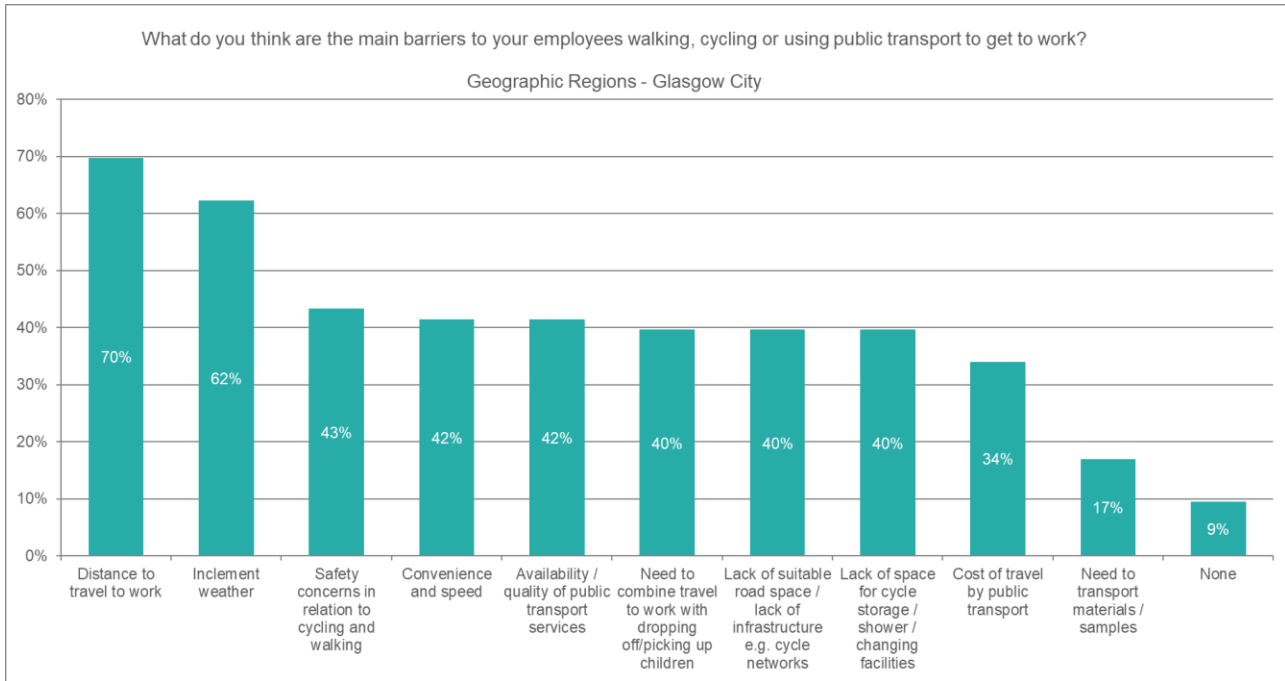




Barriers to walking, cycling or using public transport for employees getting to work

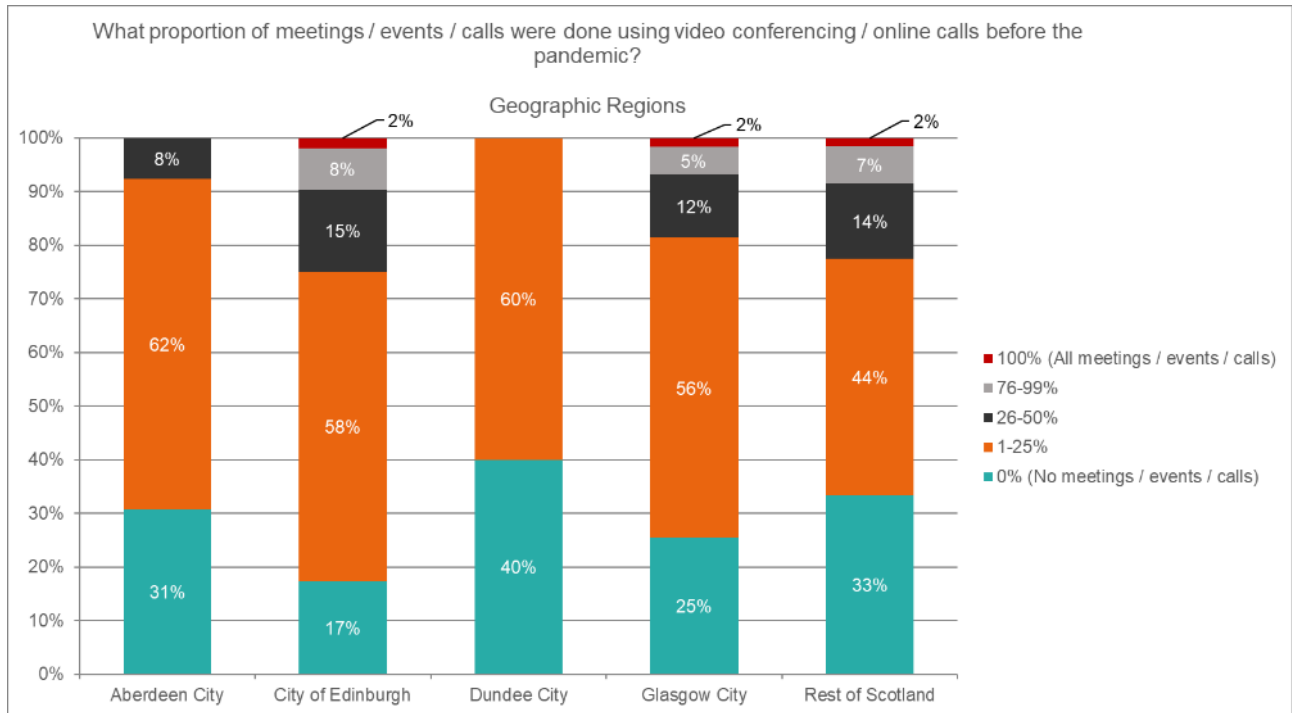




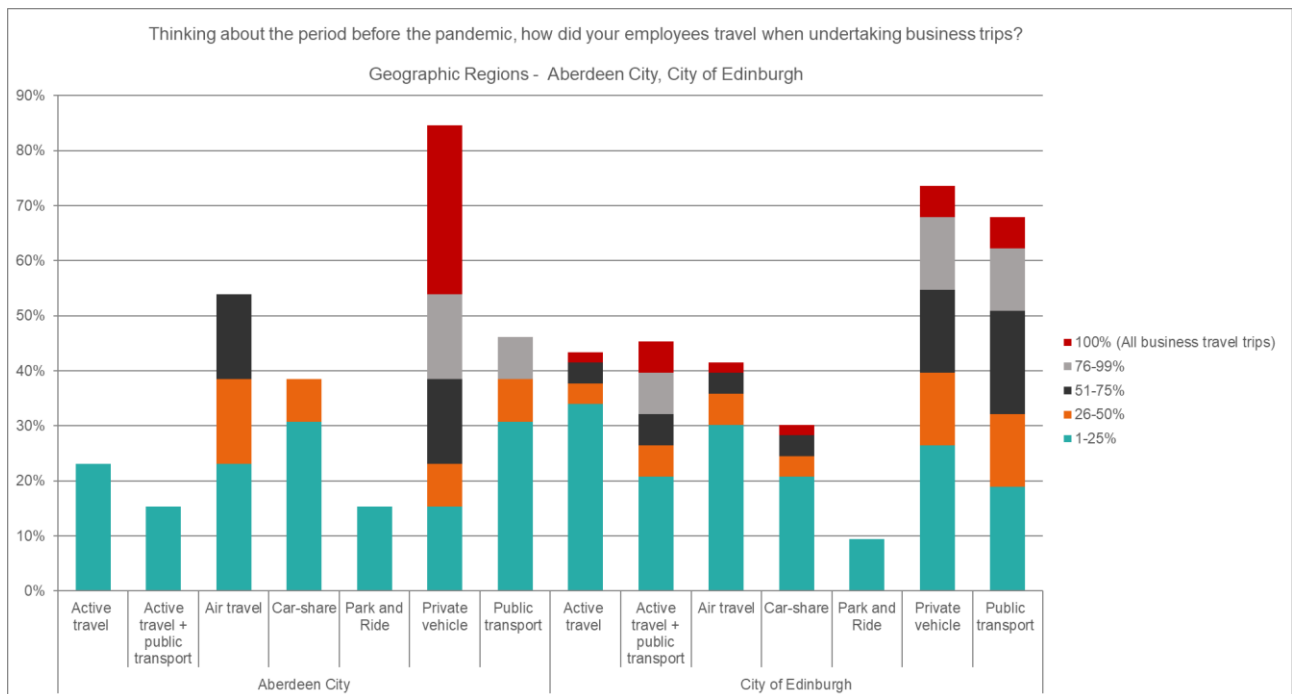


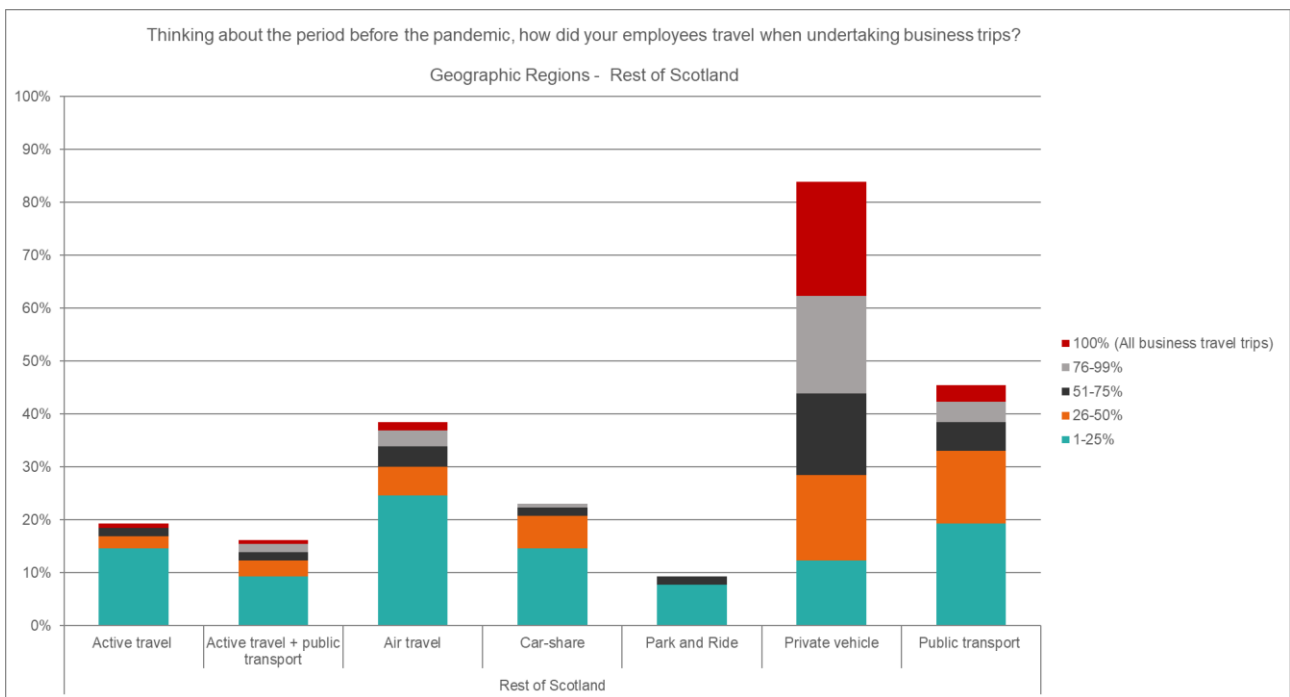
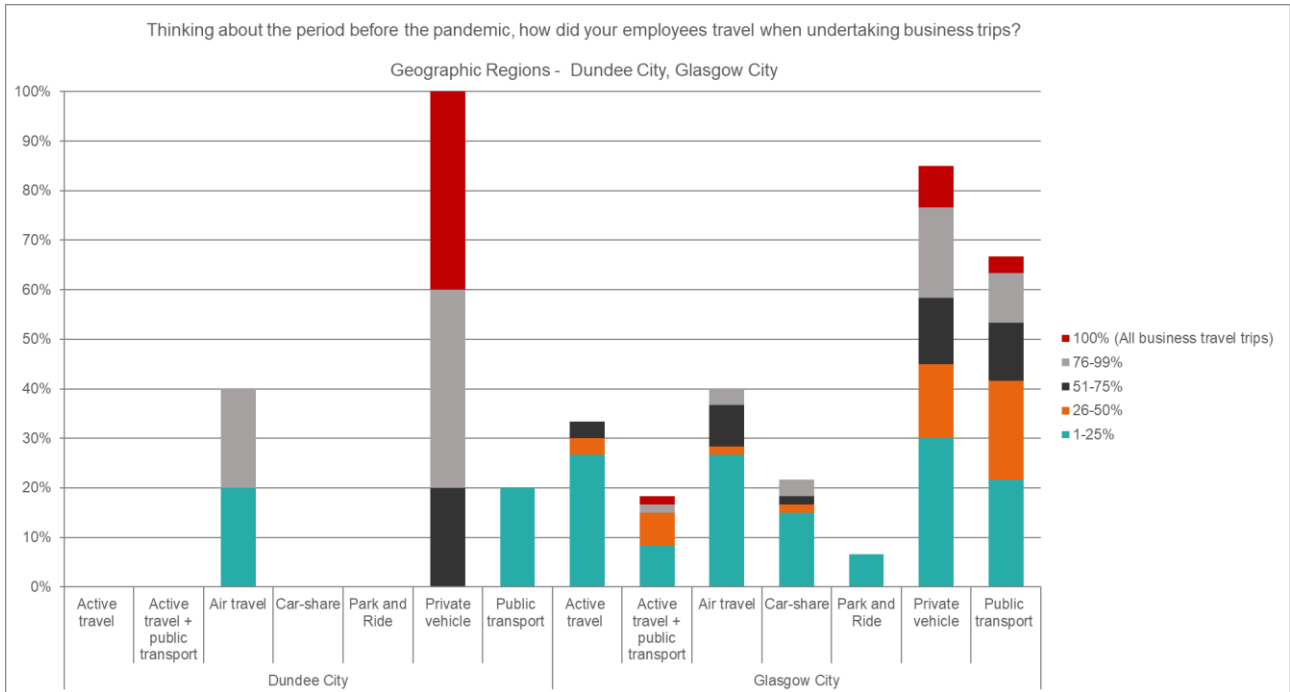
Business Travel

Proportion of meetings/events/calls using online contact

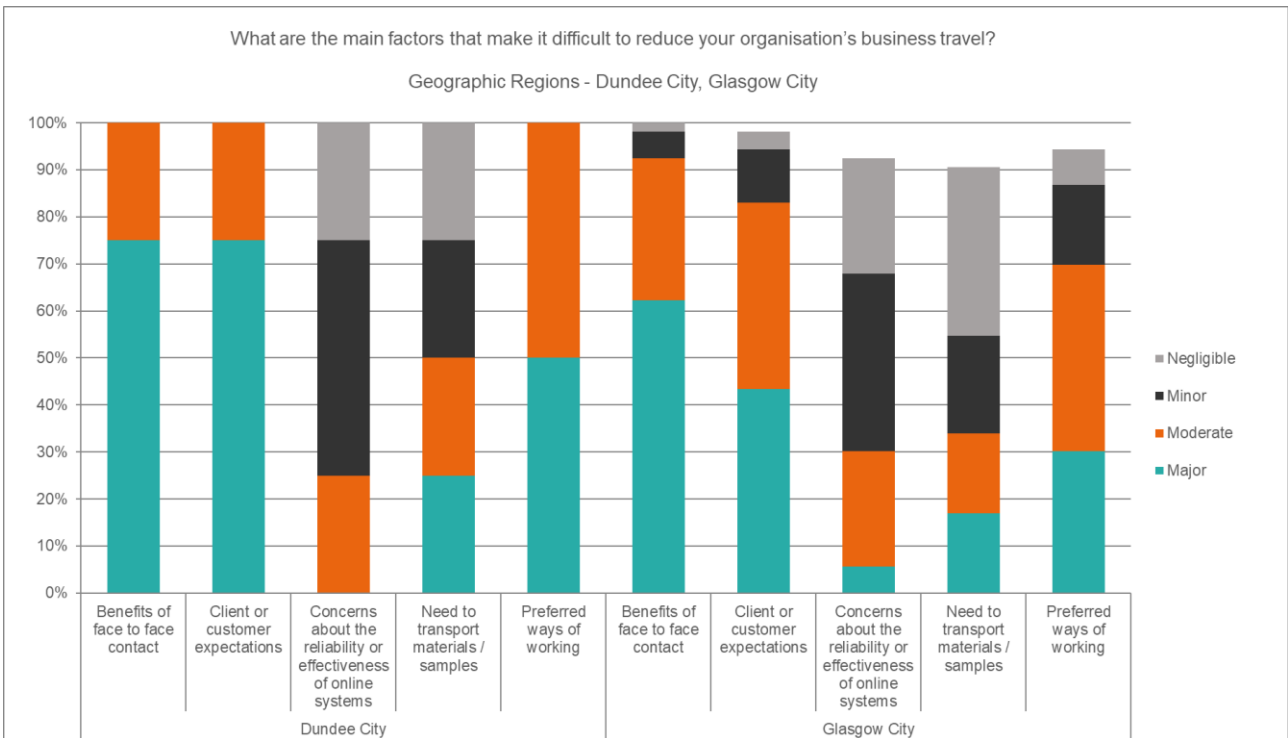


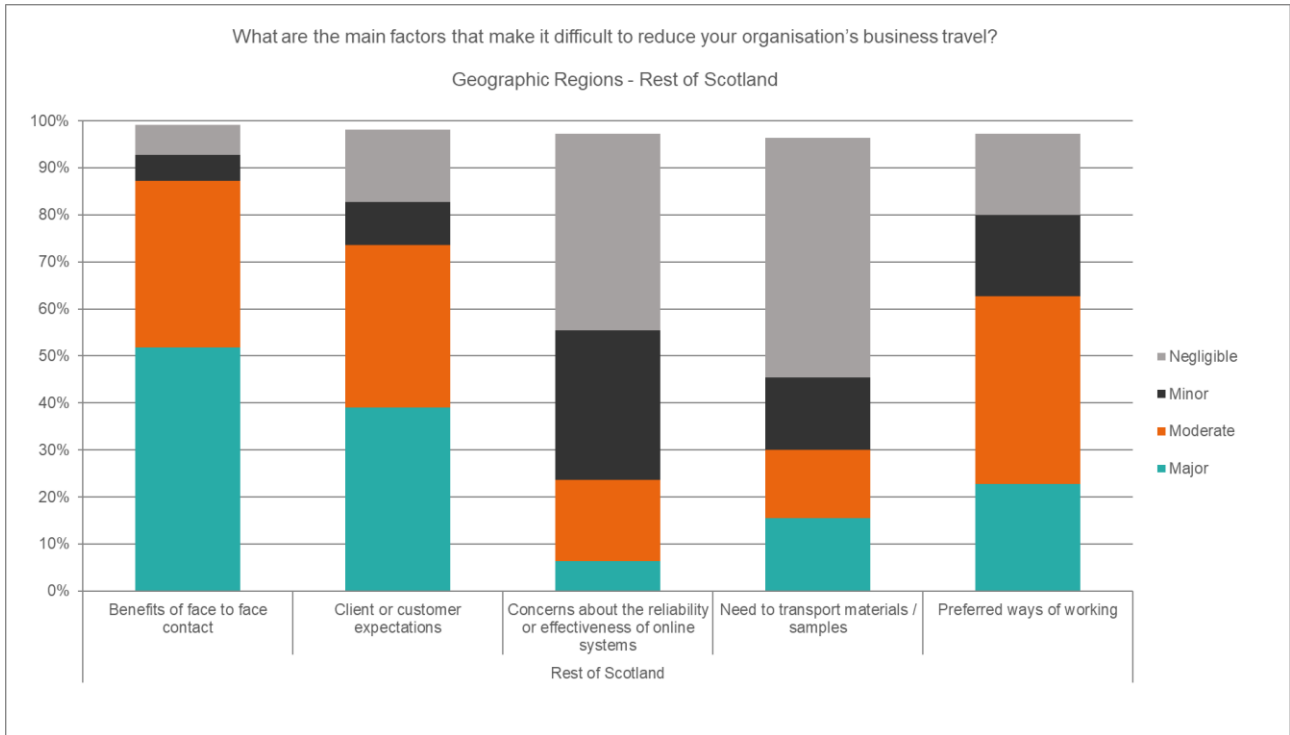
Mode of transport for business travel Before COVID-19





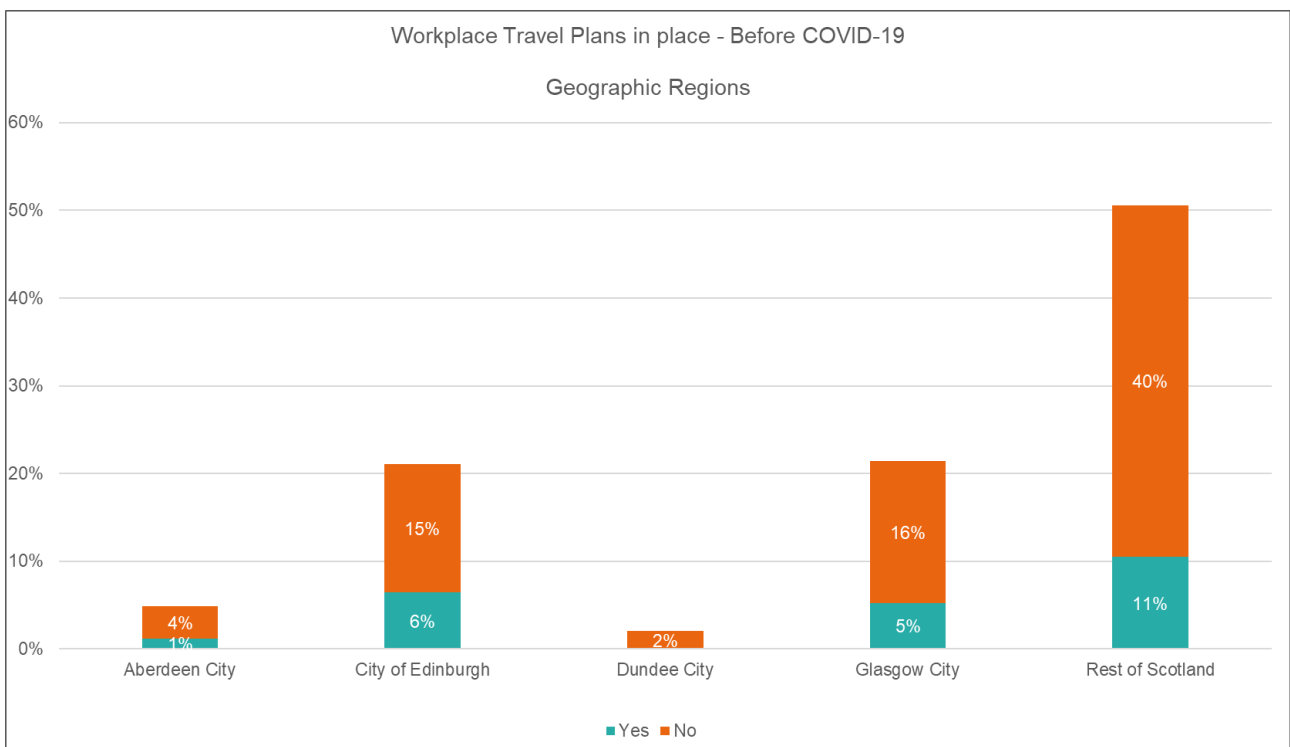
Barriers to reducing business travel



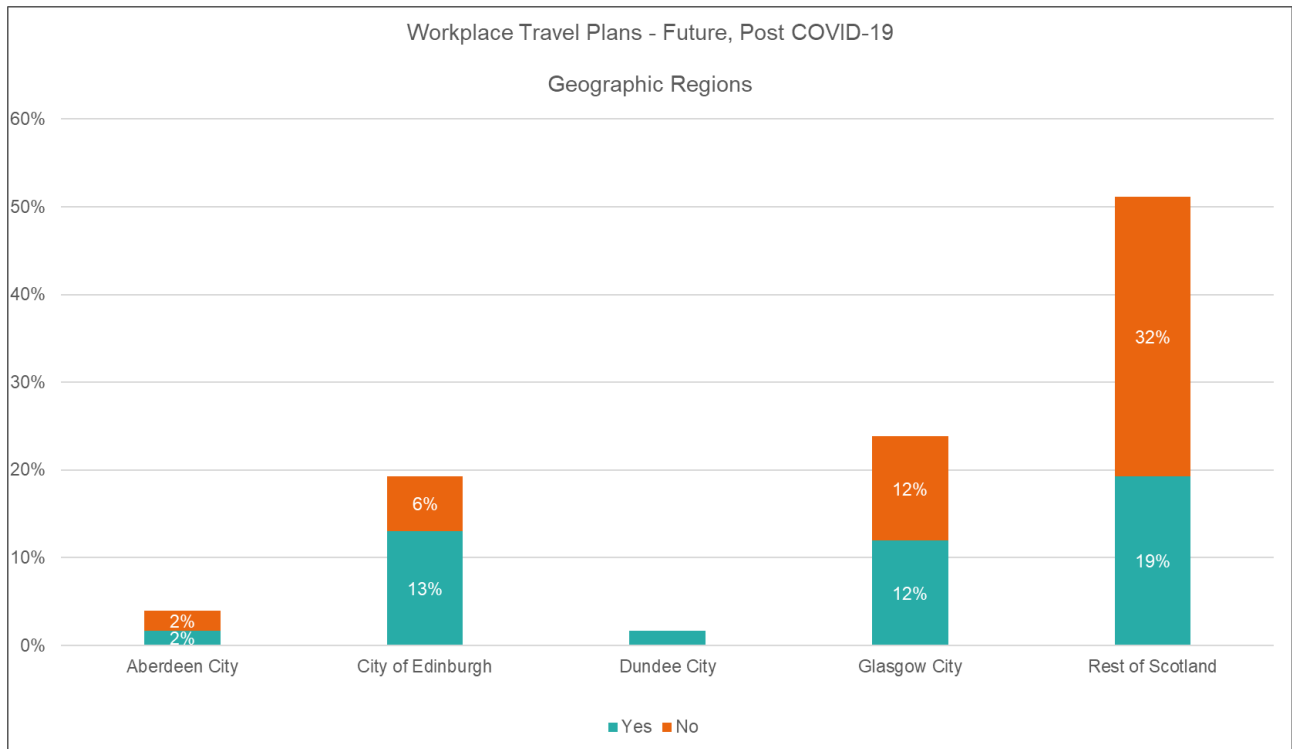


Workplace Travel Planning

Before COVID-19



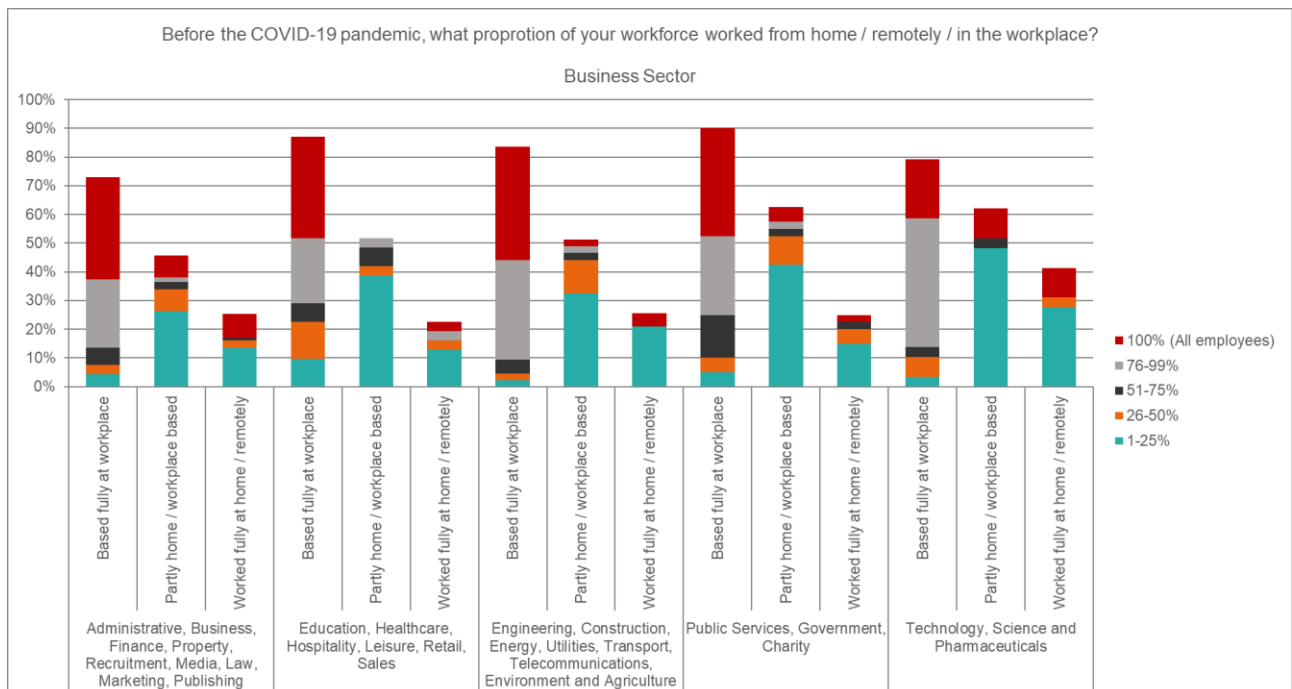
Future, Post COVID-19



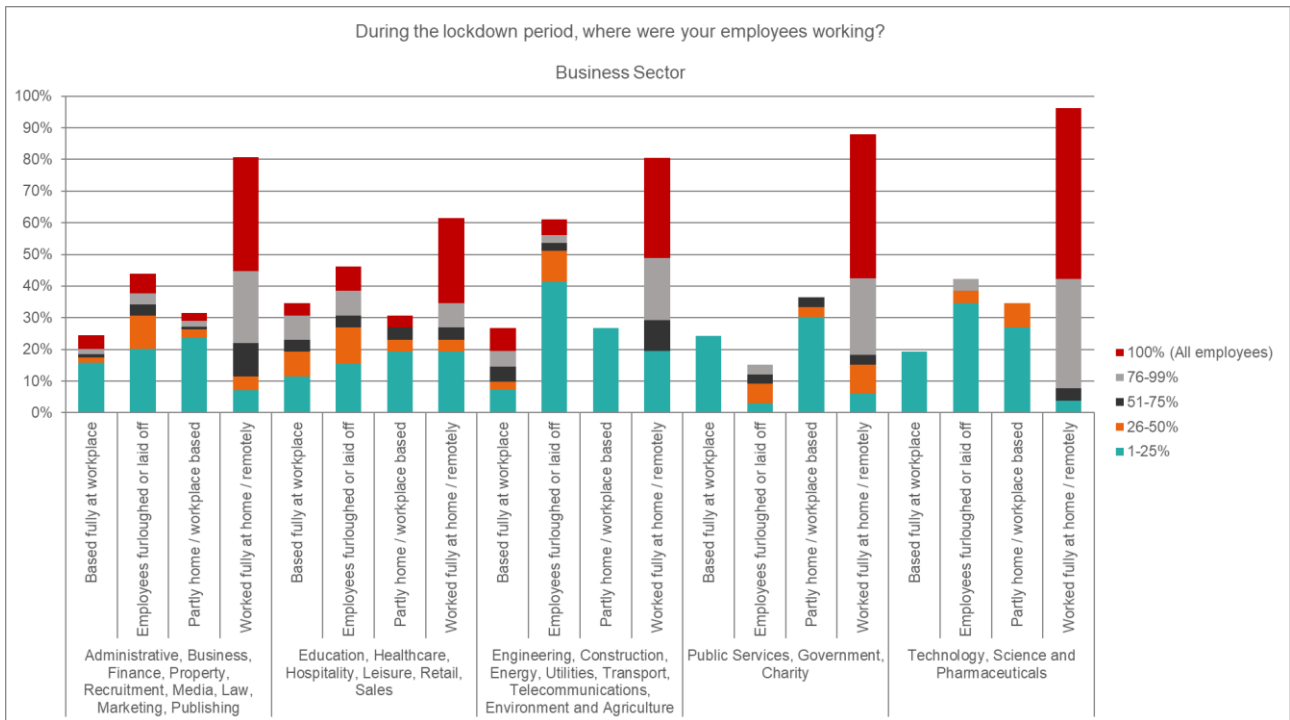
Annex 2 – Detailed Analysis by Business Sector

Workplace / Journeys to Work

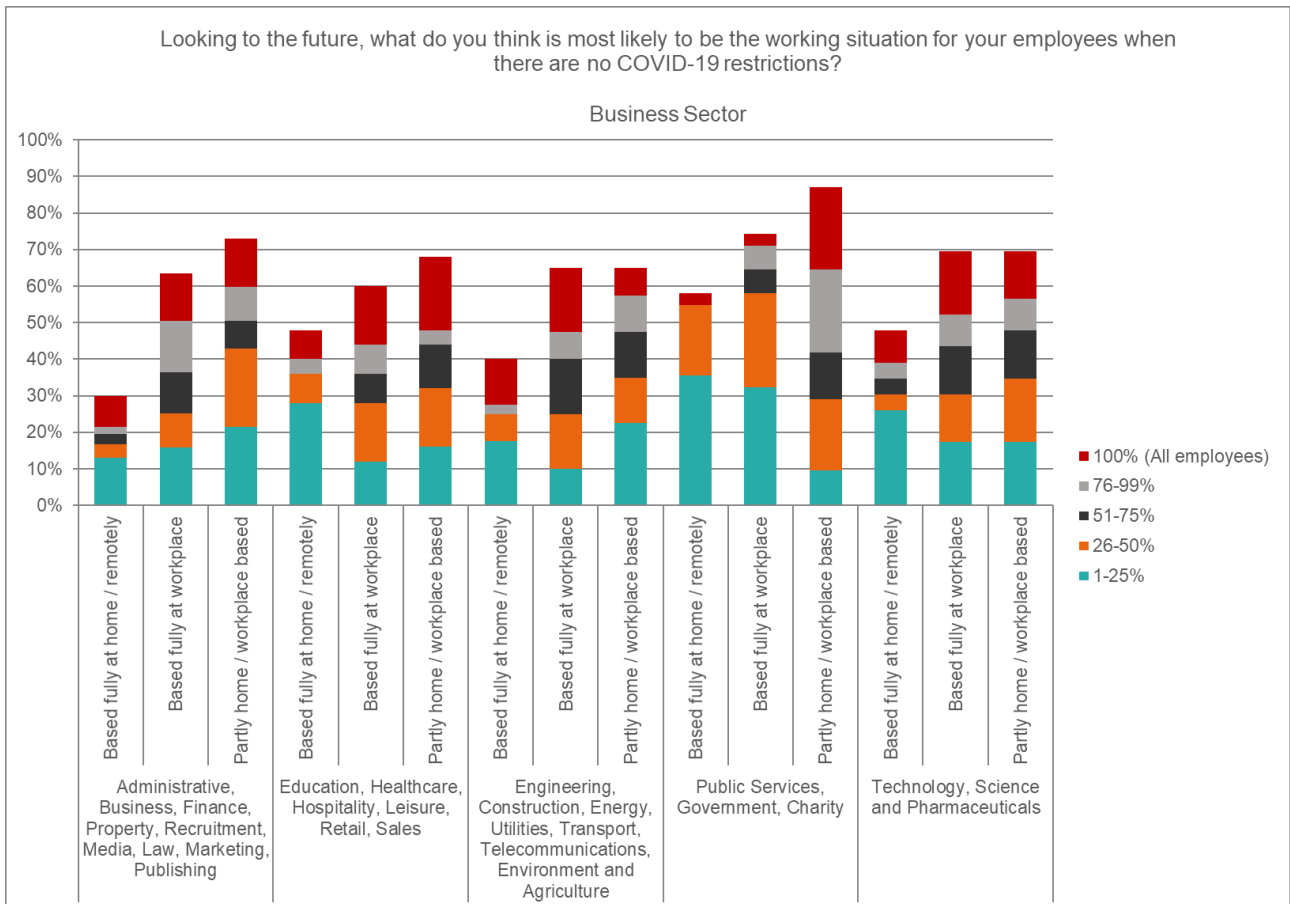
Proportion of workforce working from home / remotely / in the workplace Before COVID-19



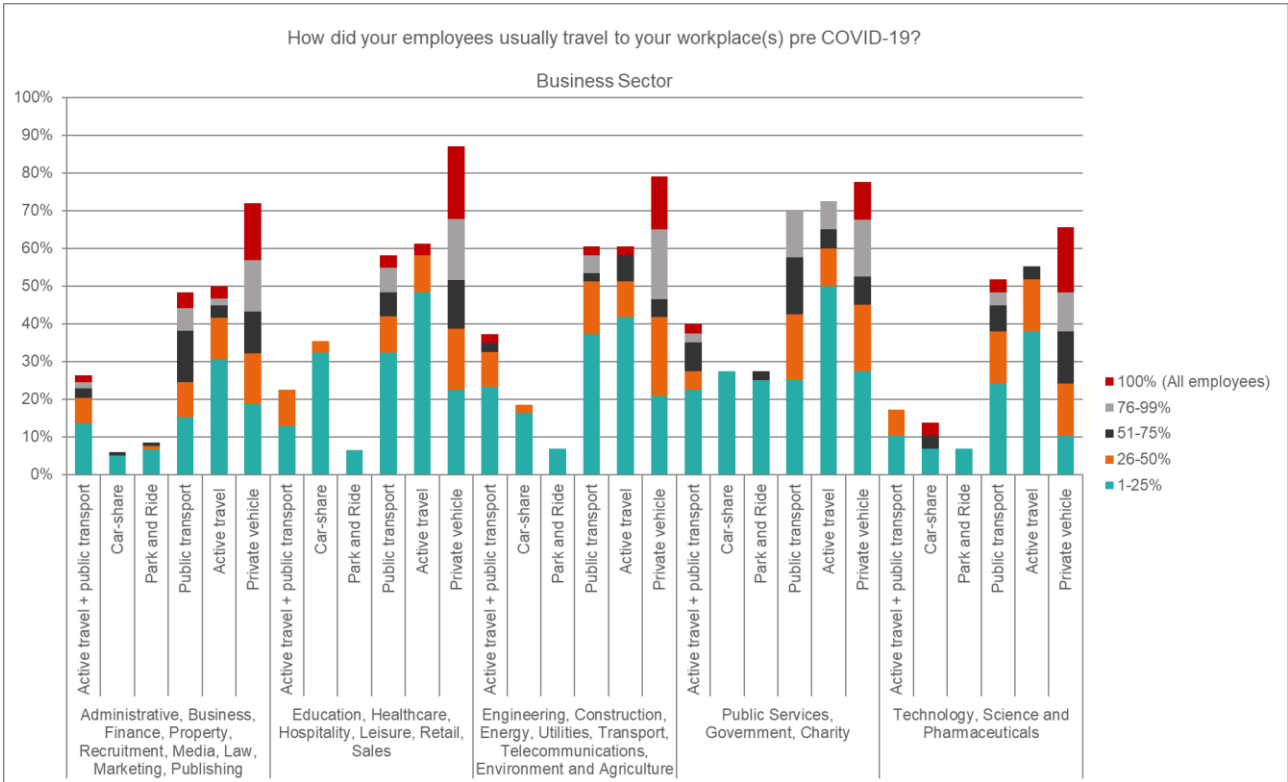
During lockdown (March-June)



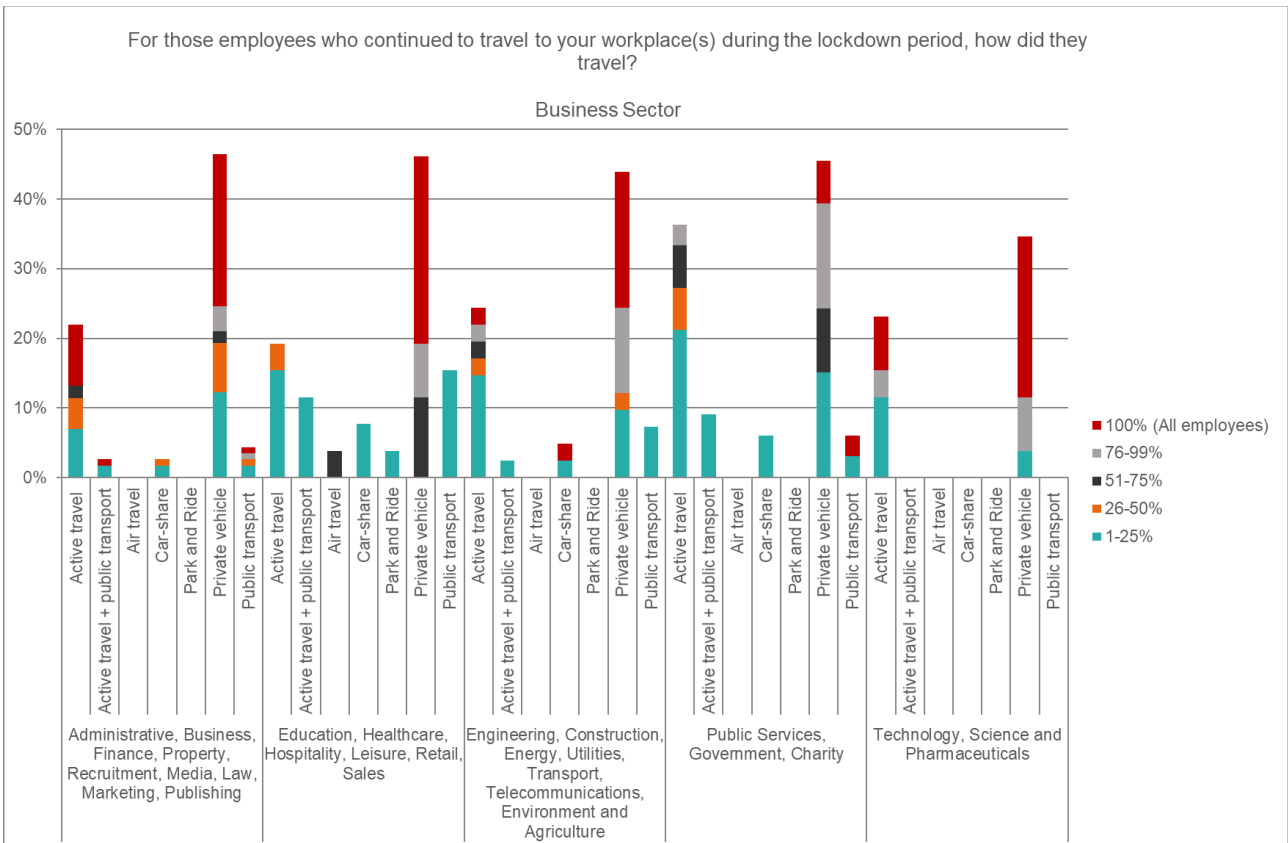
Future, Post COVID-19



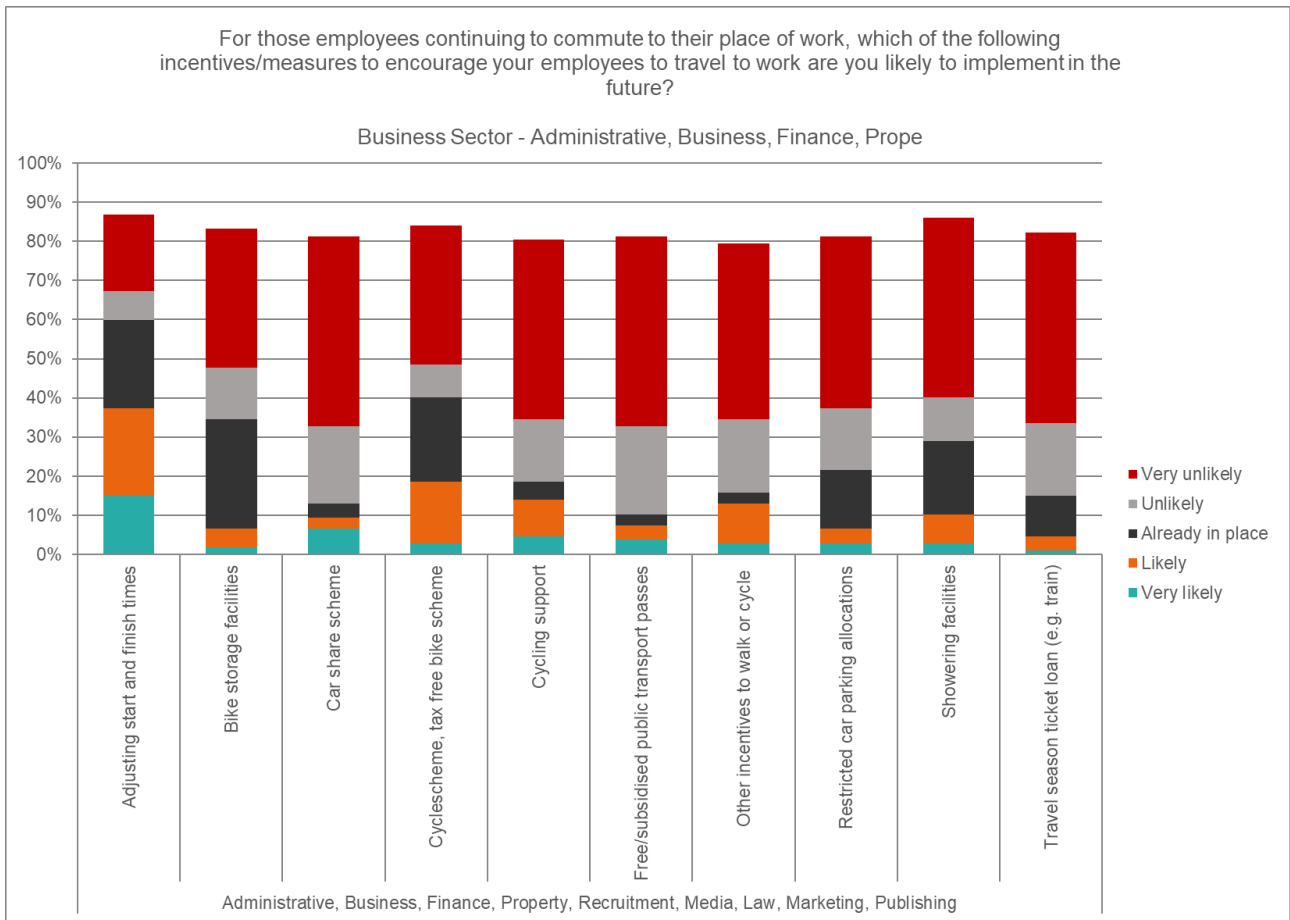
Employees Journeys to Work Before COVID-19

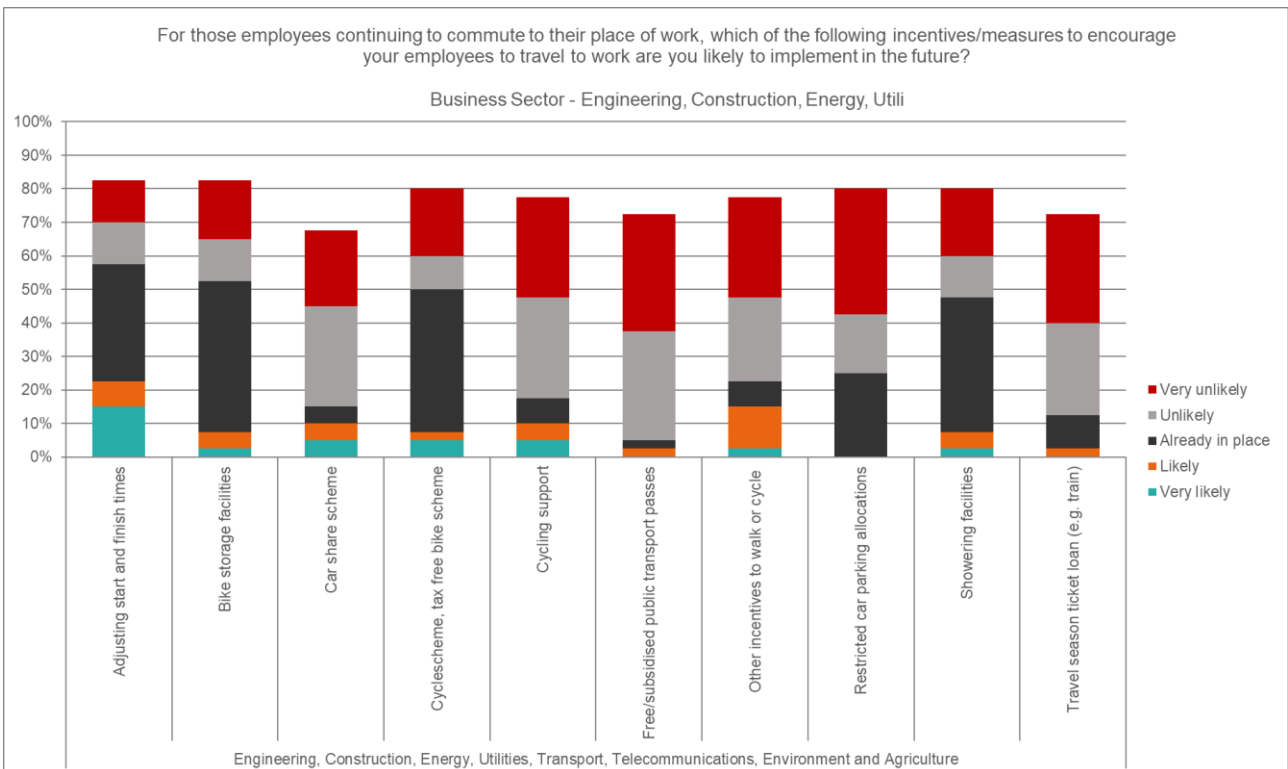
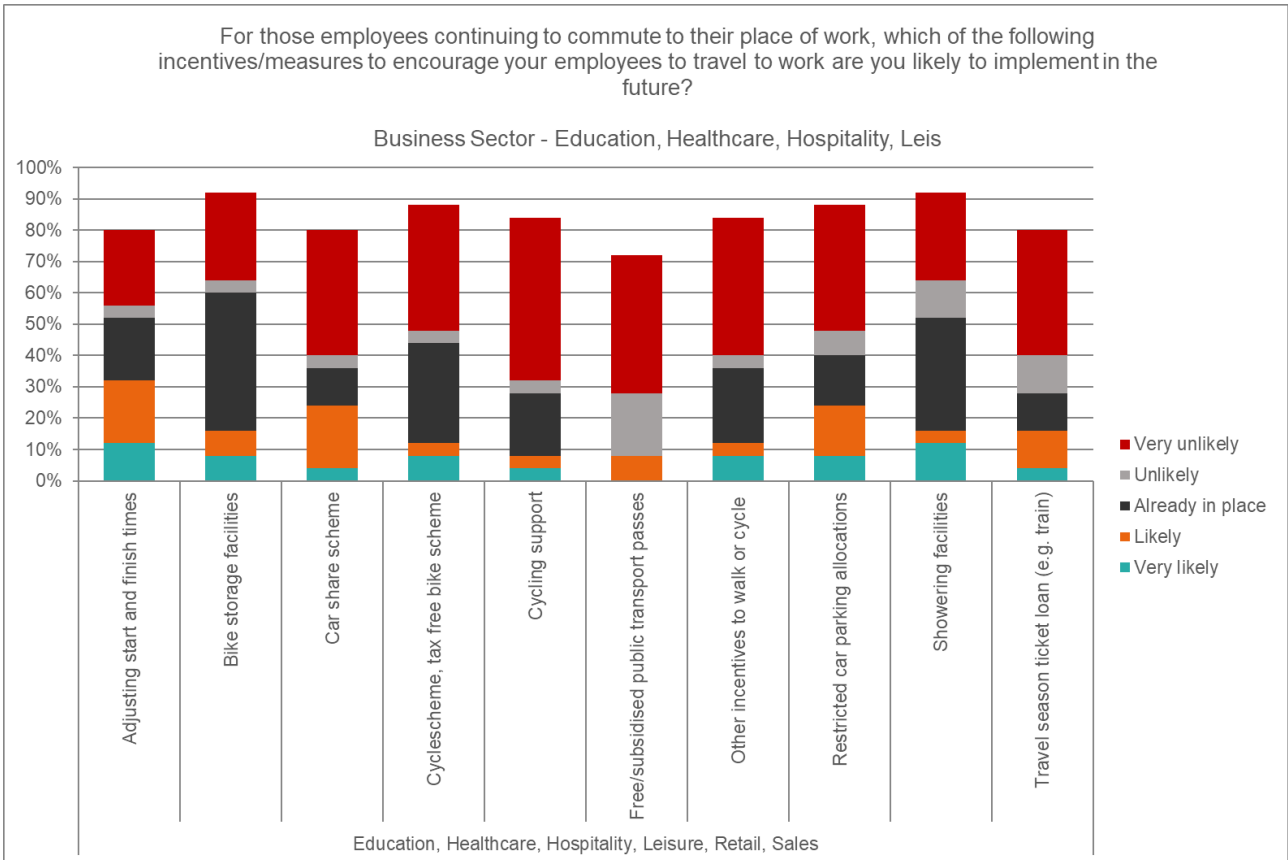


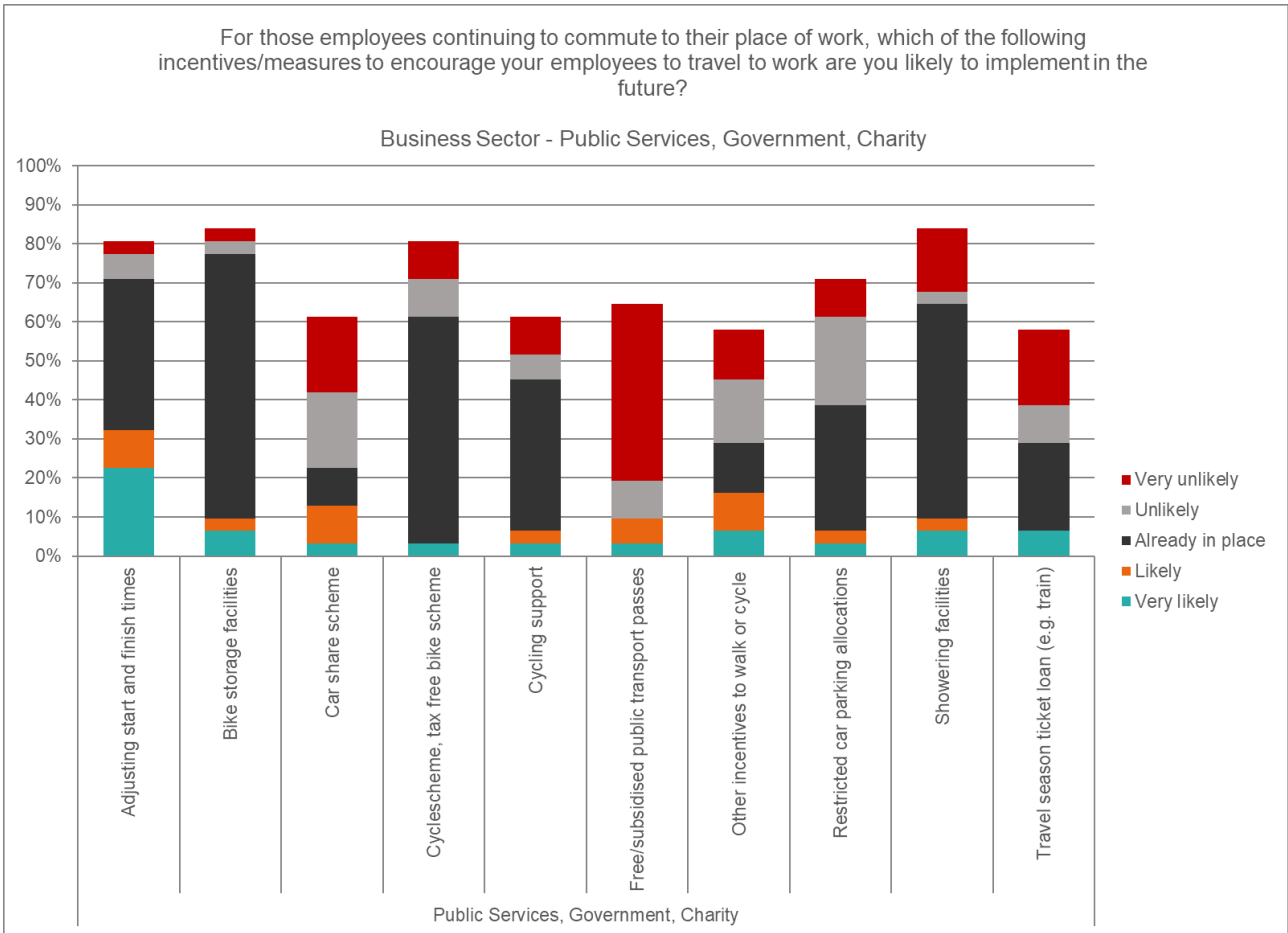
During lockdown (March-June)

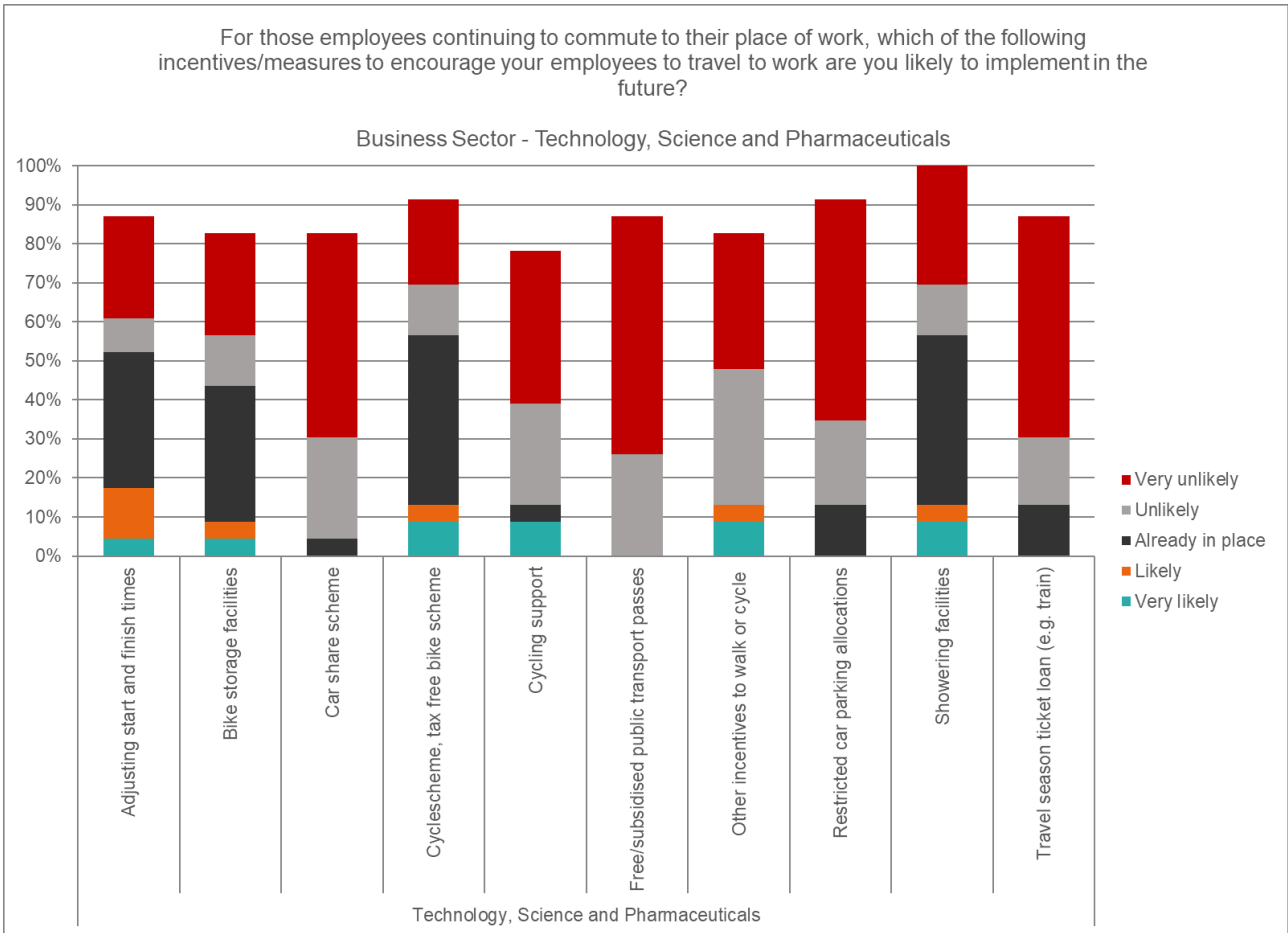


Future, Post COVID-19

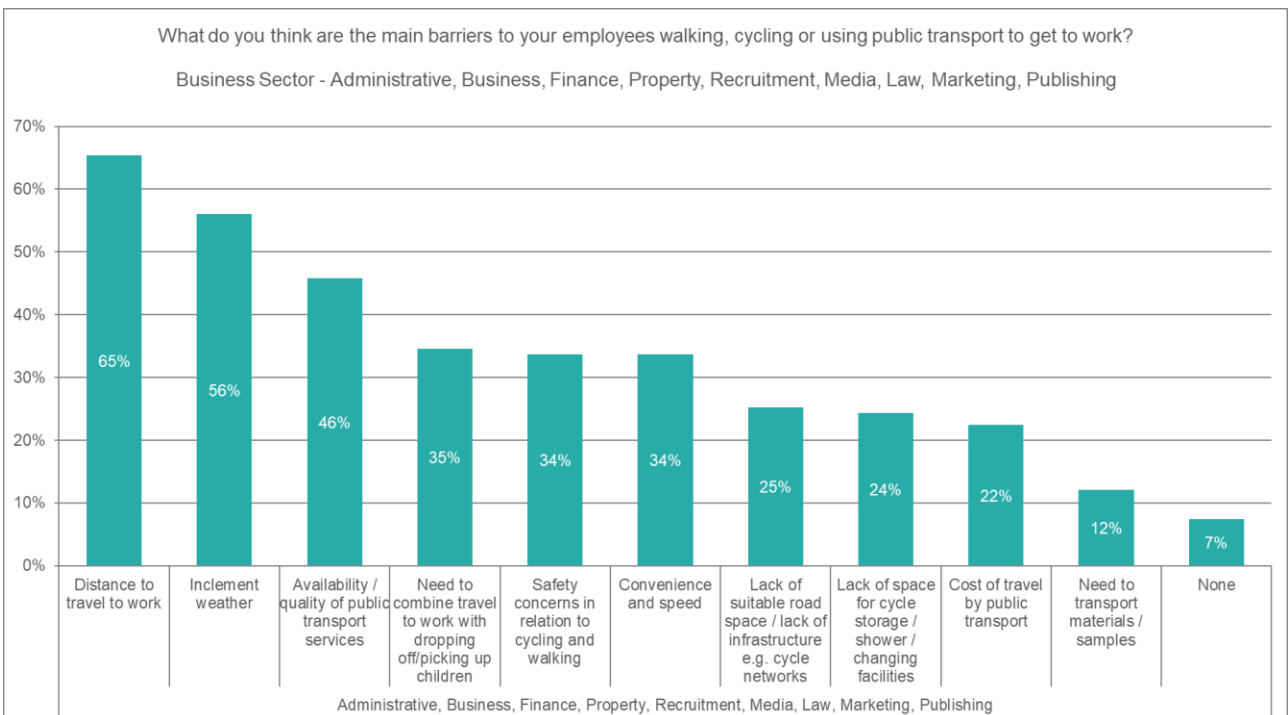


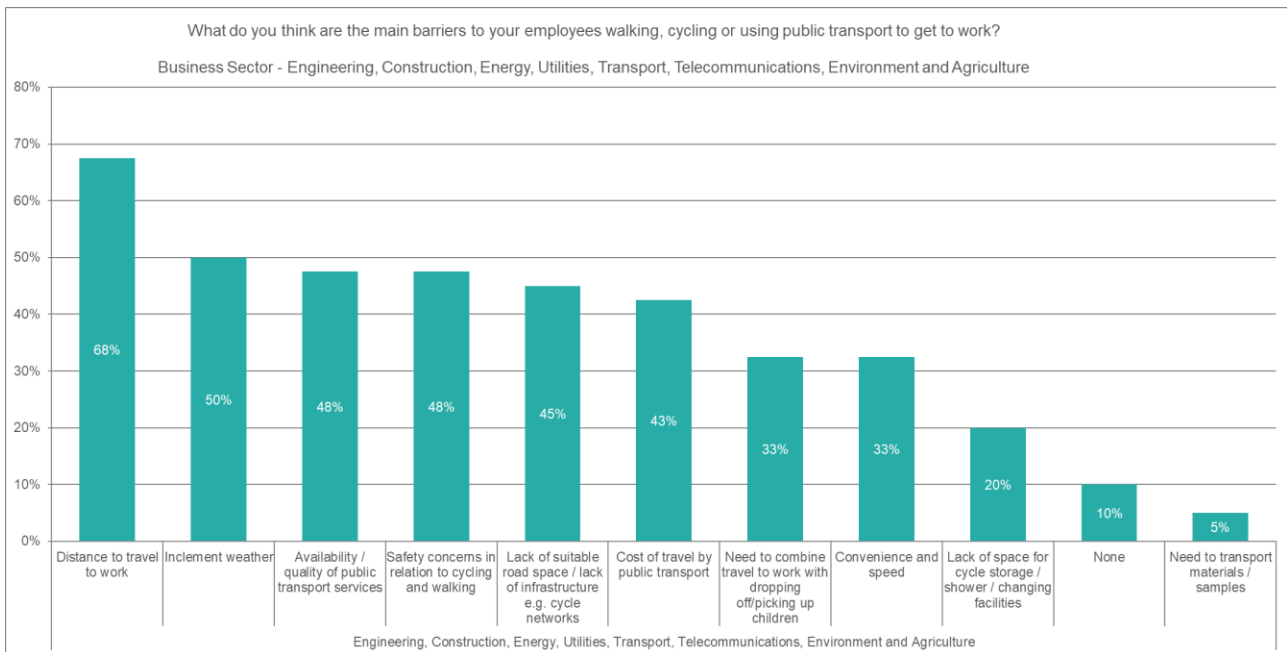
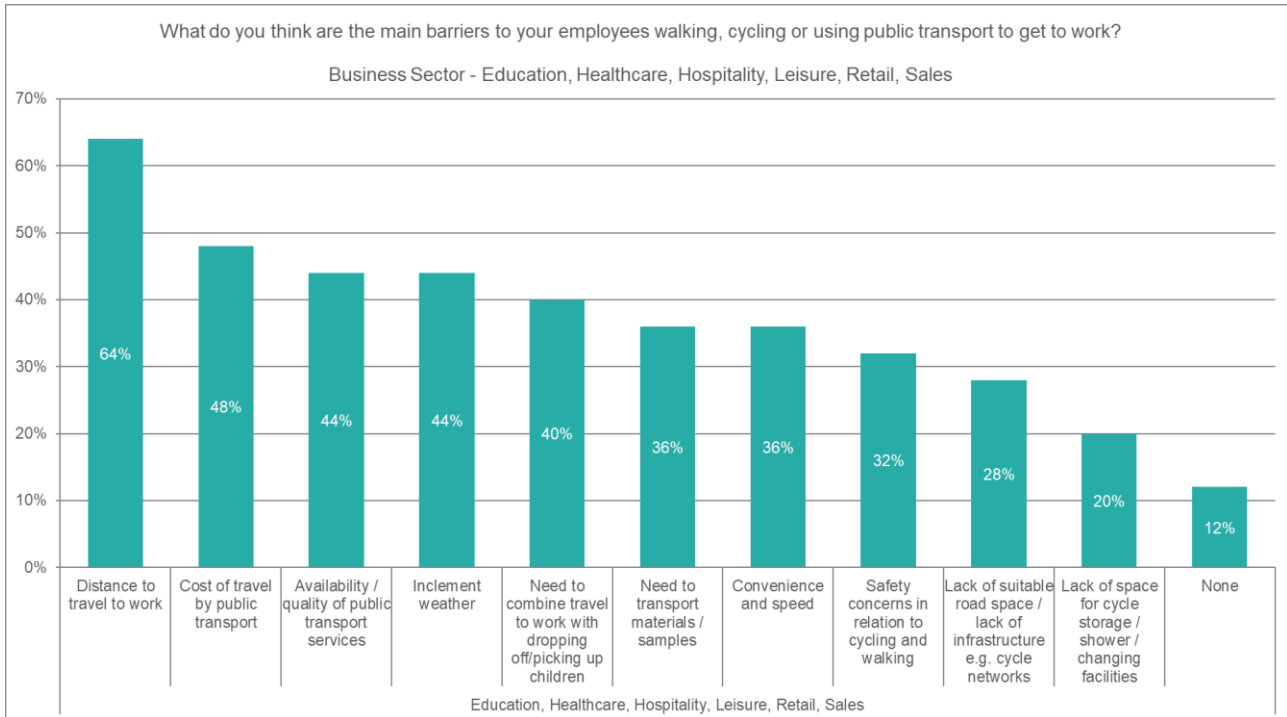


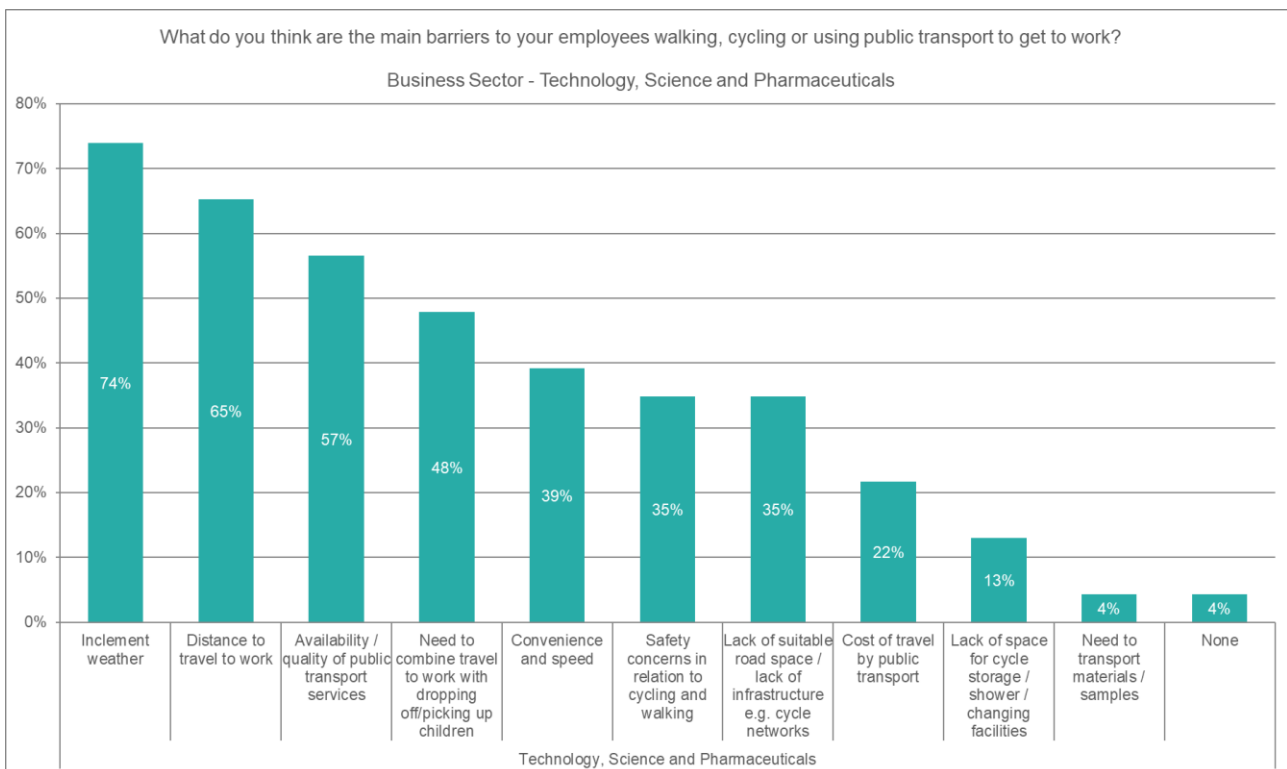
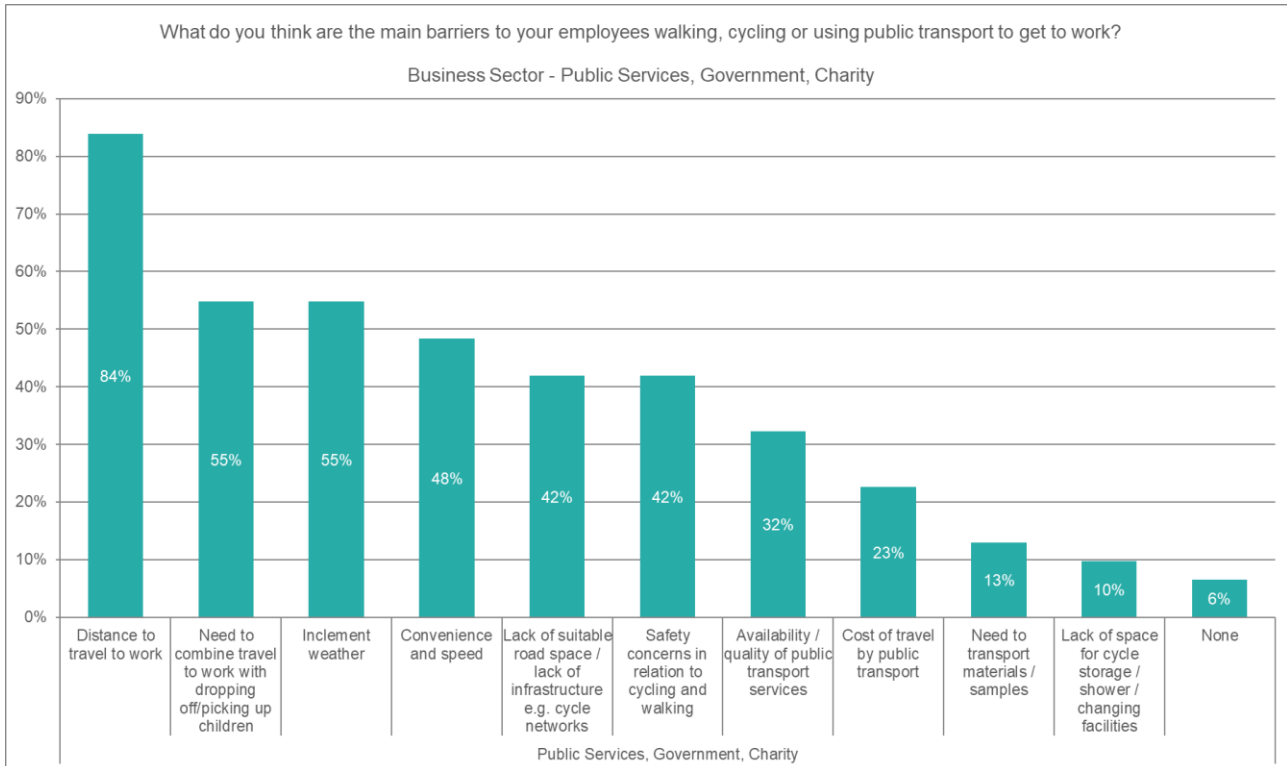




Barriers to walking, cycling or using public transport for employees getting to work

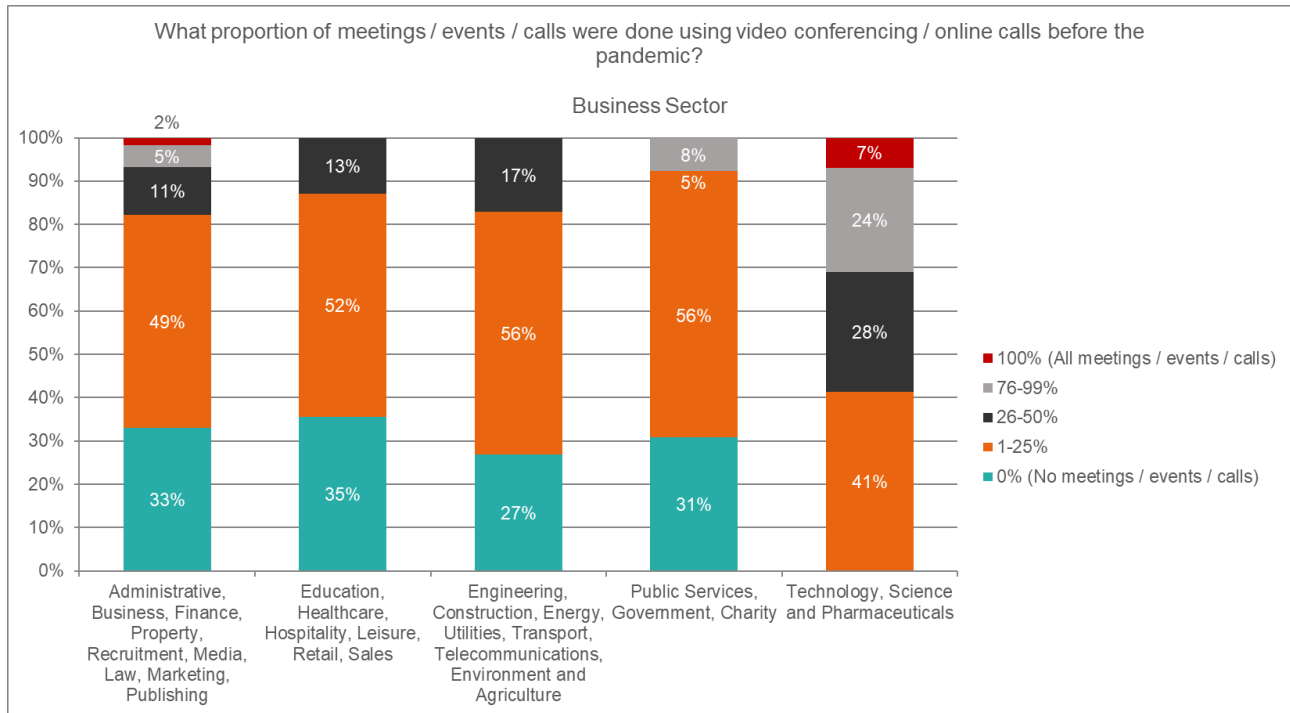




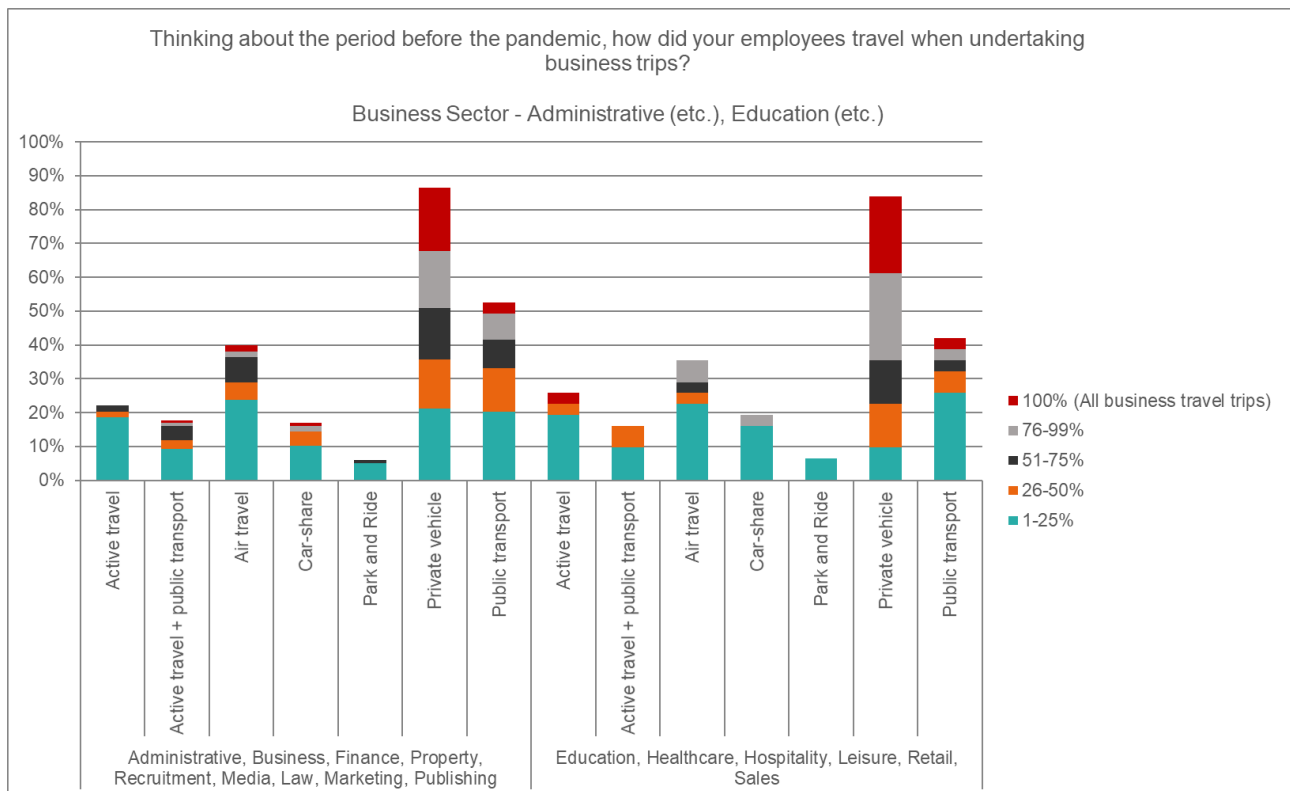


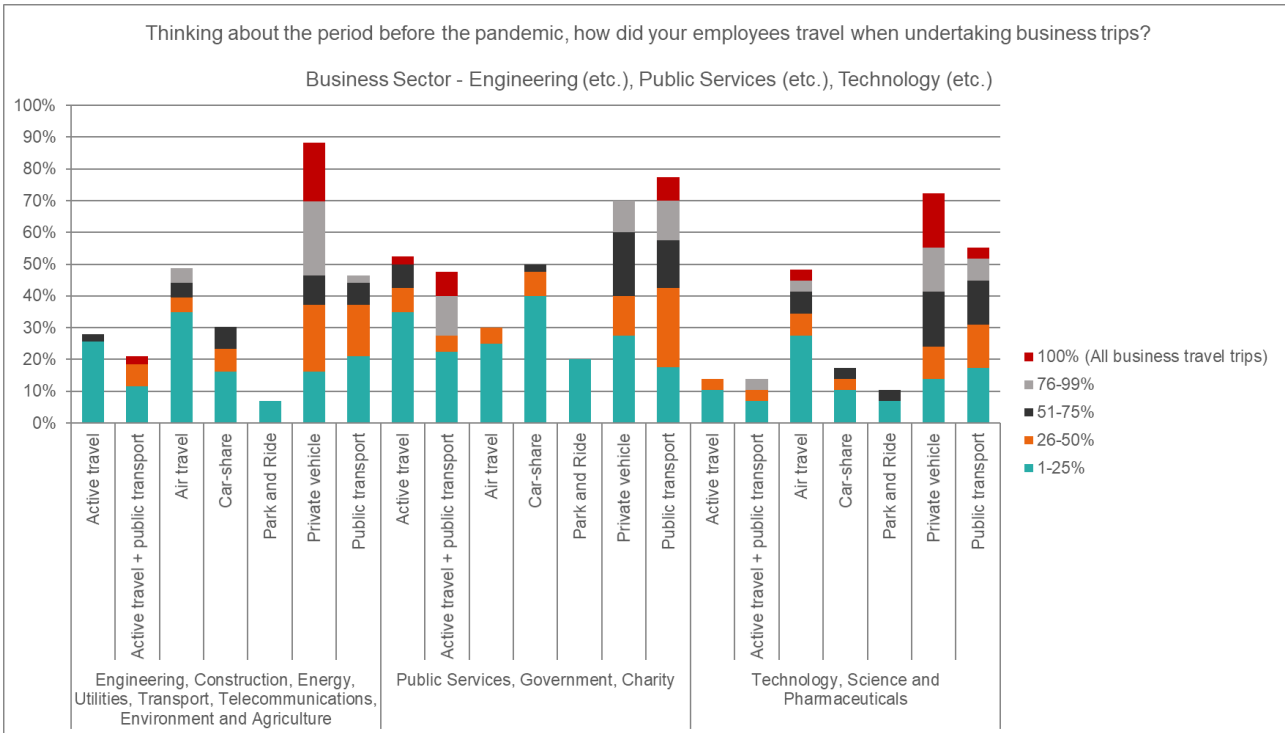
Business Travel

Proportion of meetings/events/calls using online contact

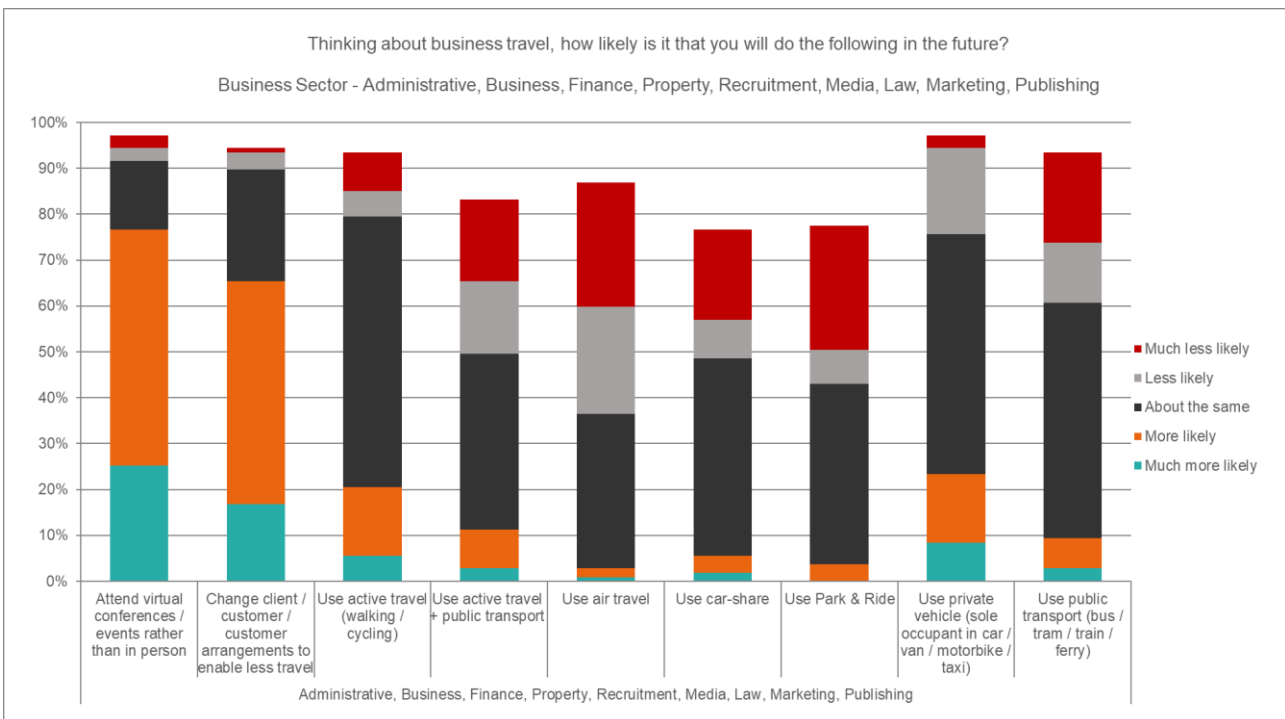


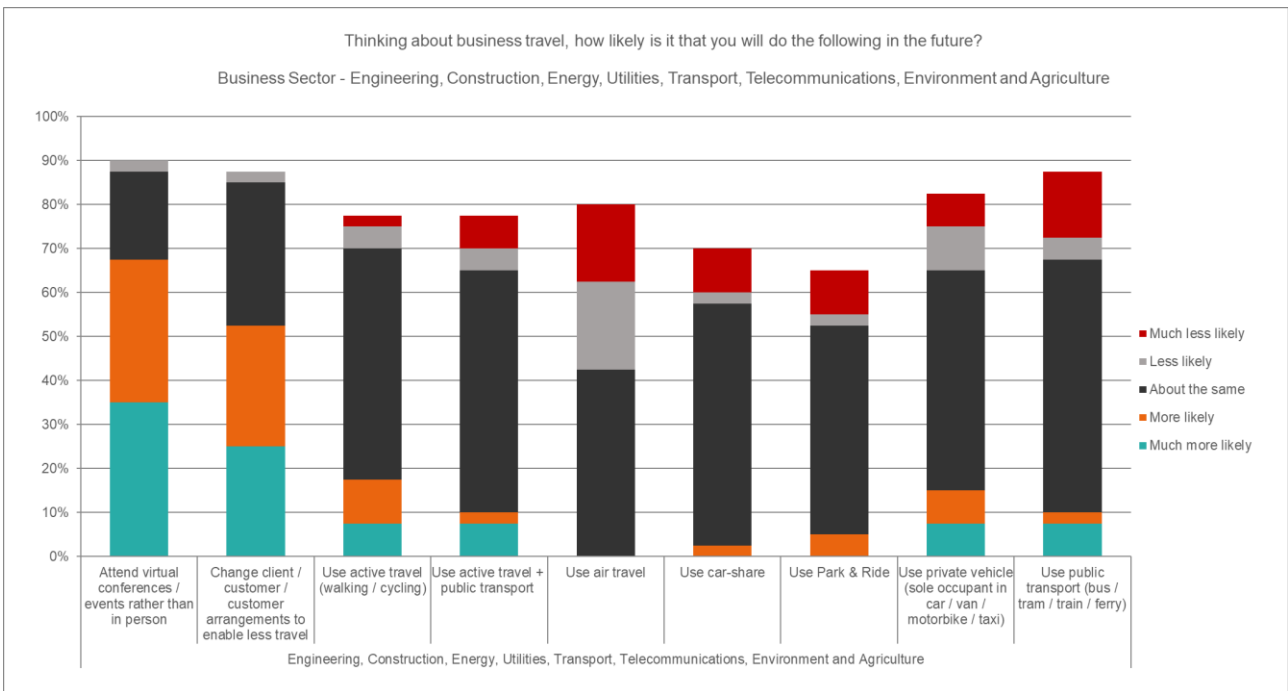
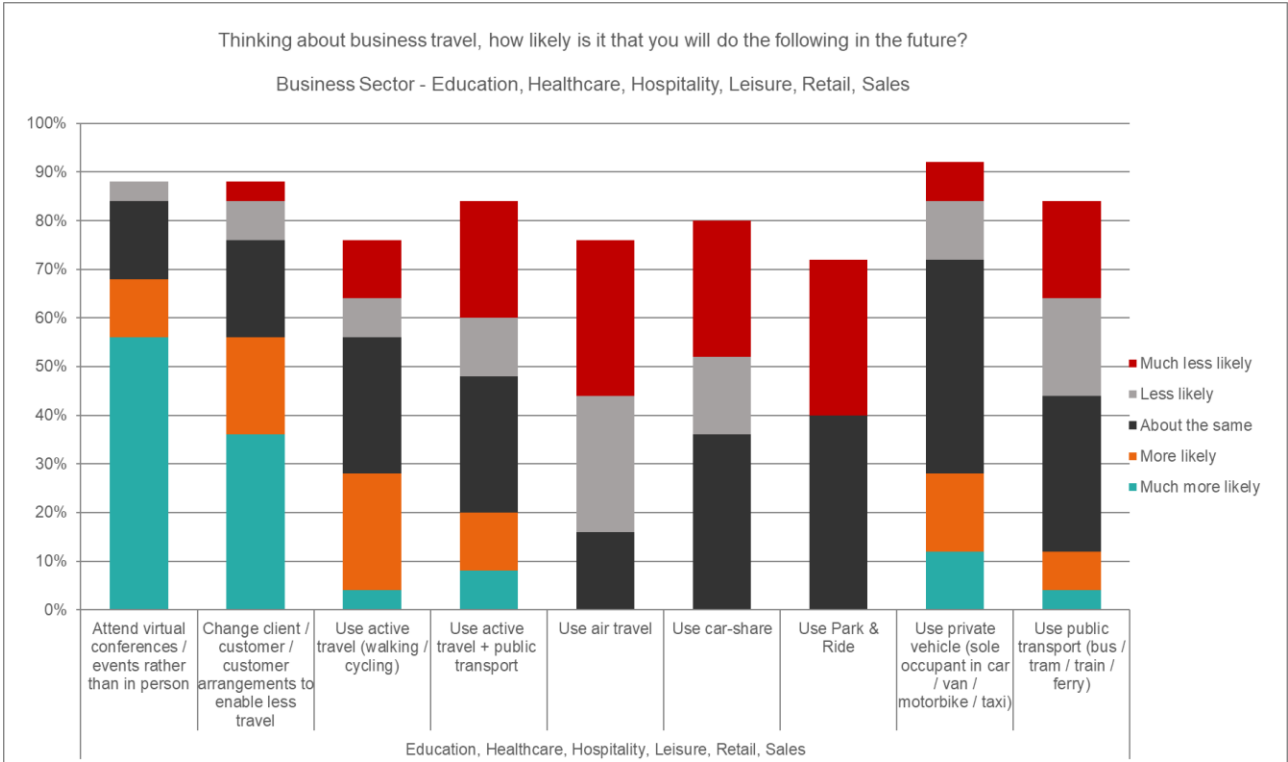
Mode of transport for business travel Before COVID-19

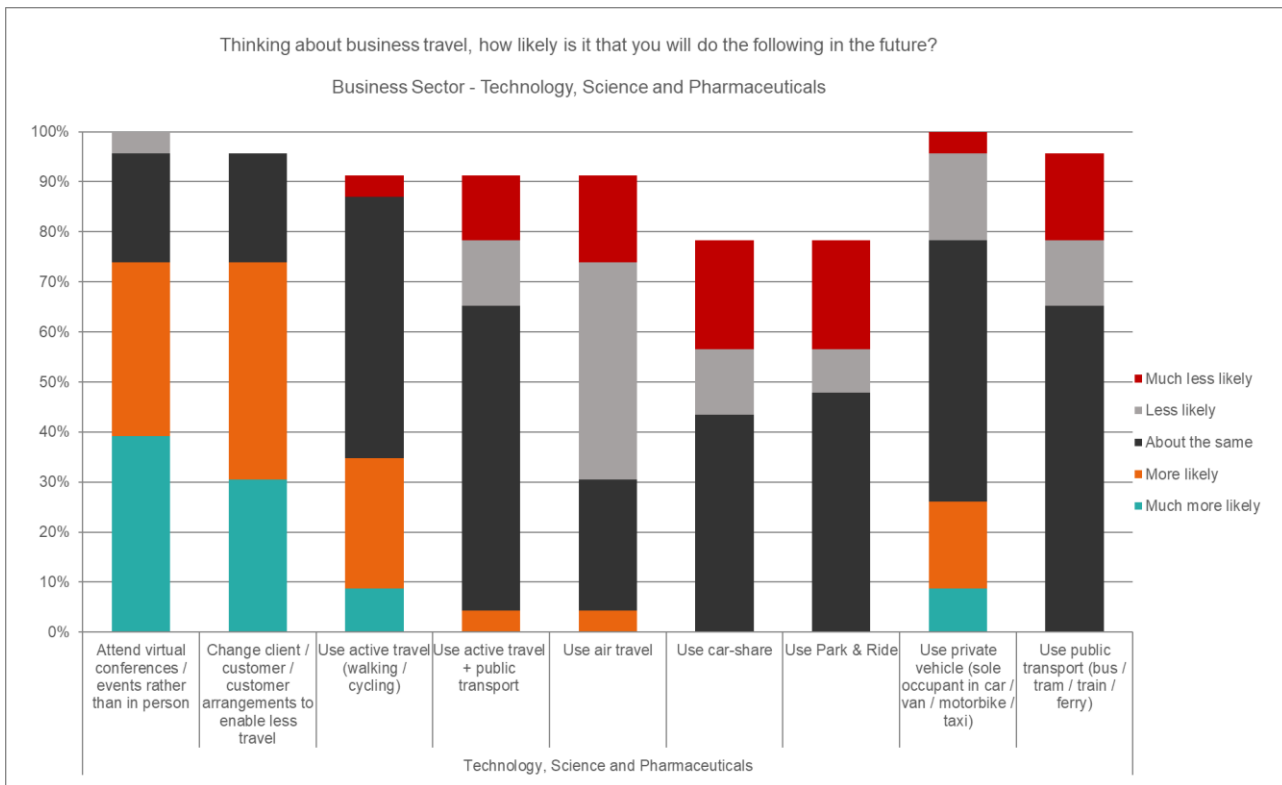
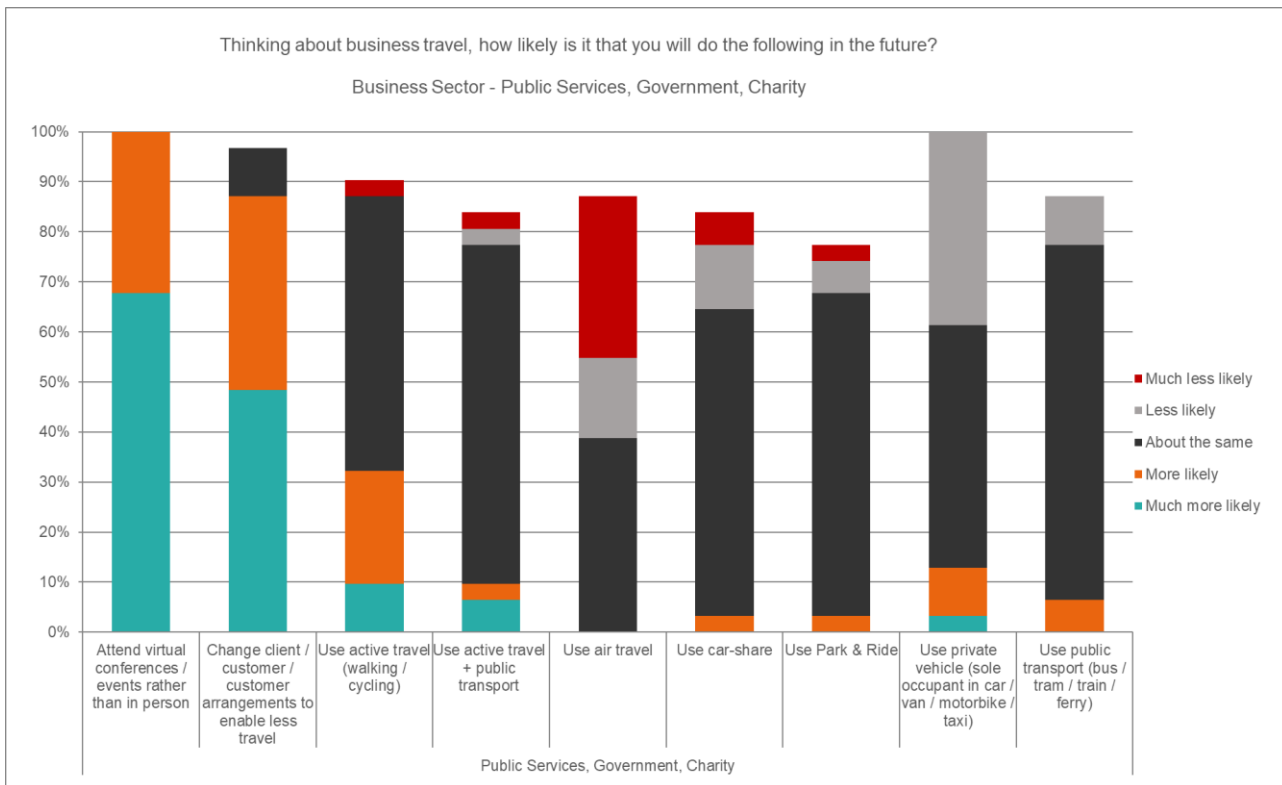




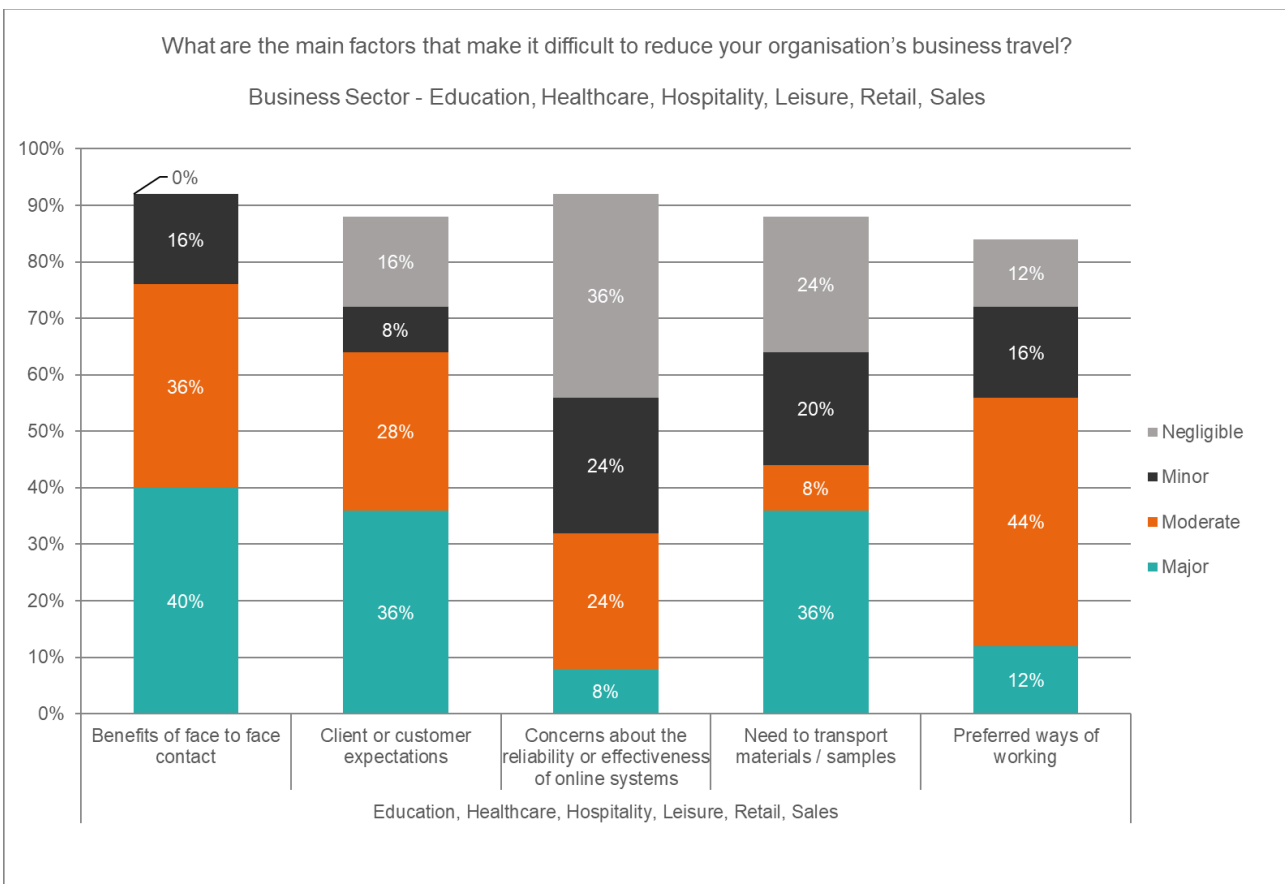
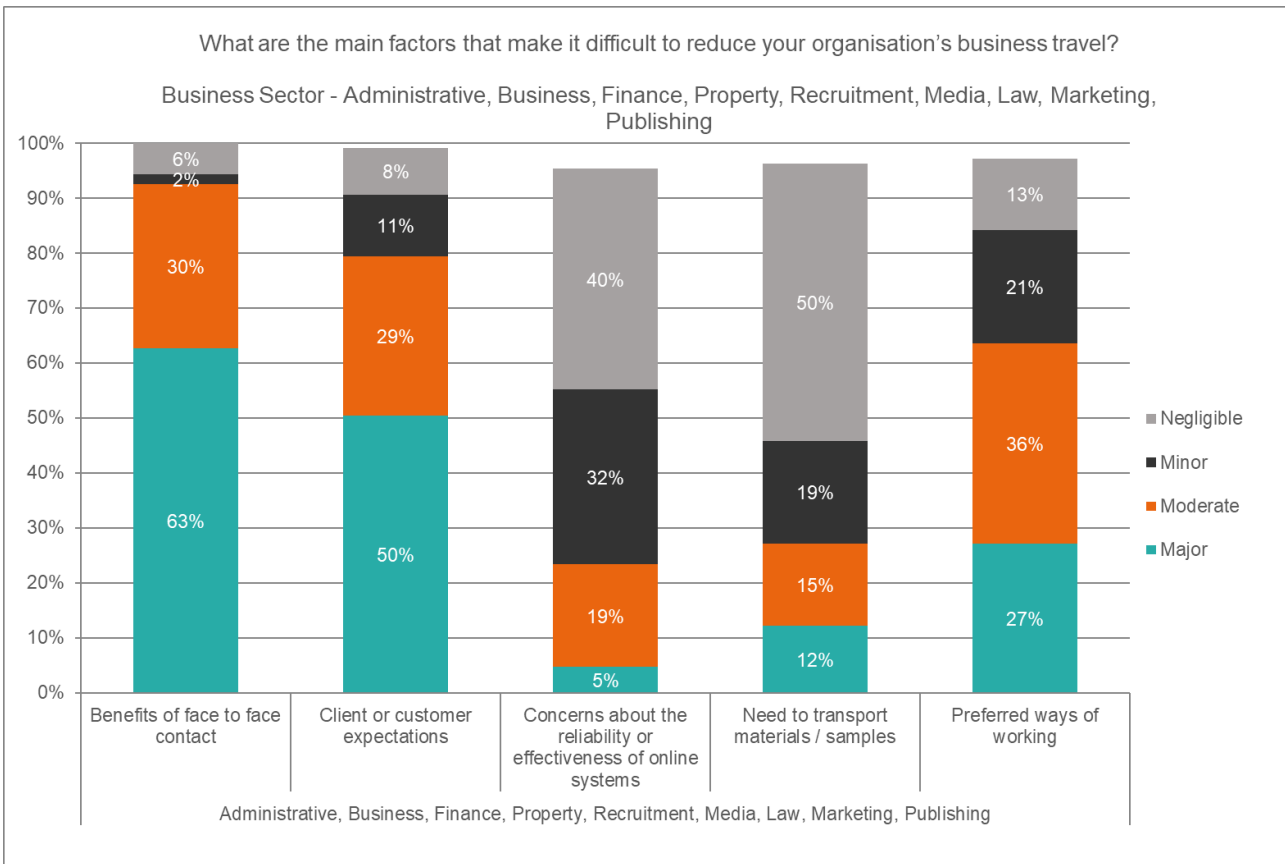
After the pandemic: Options for business travel

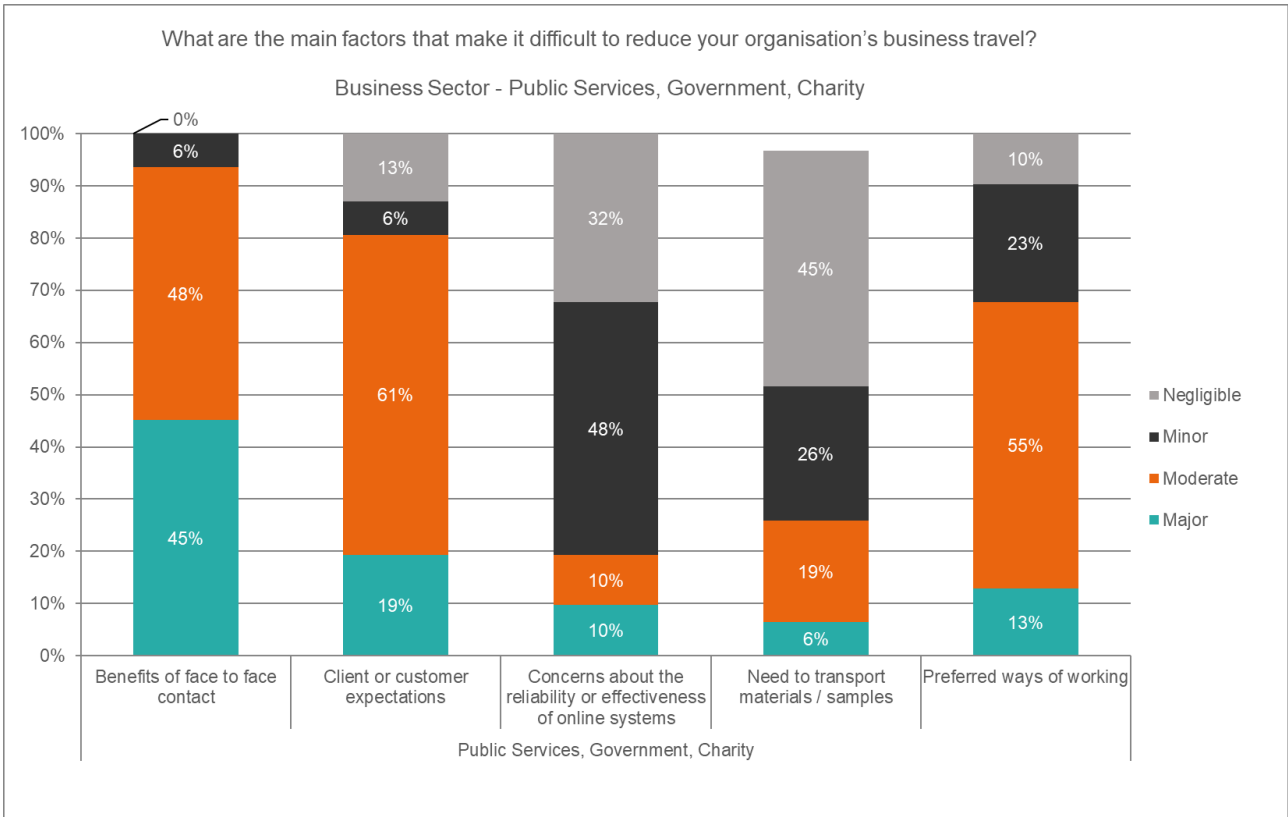
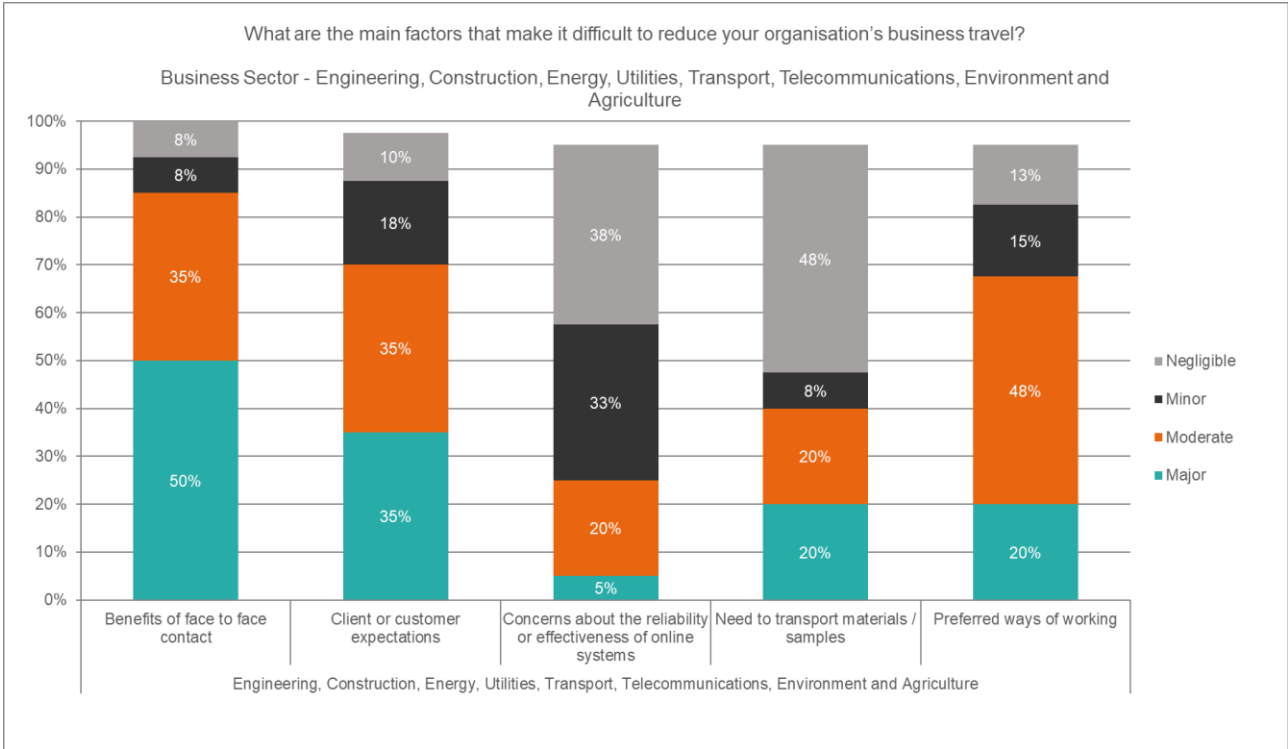


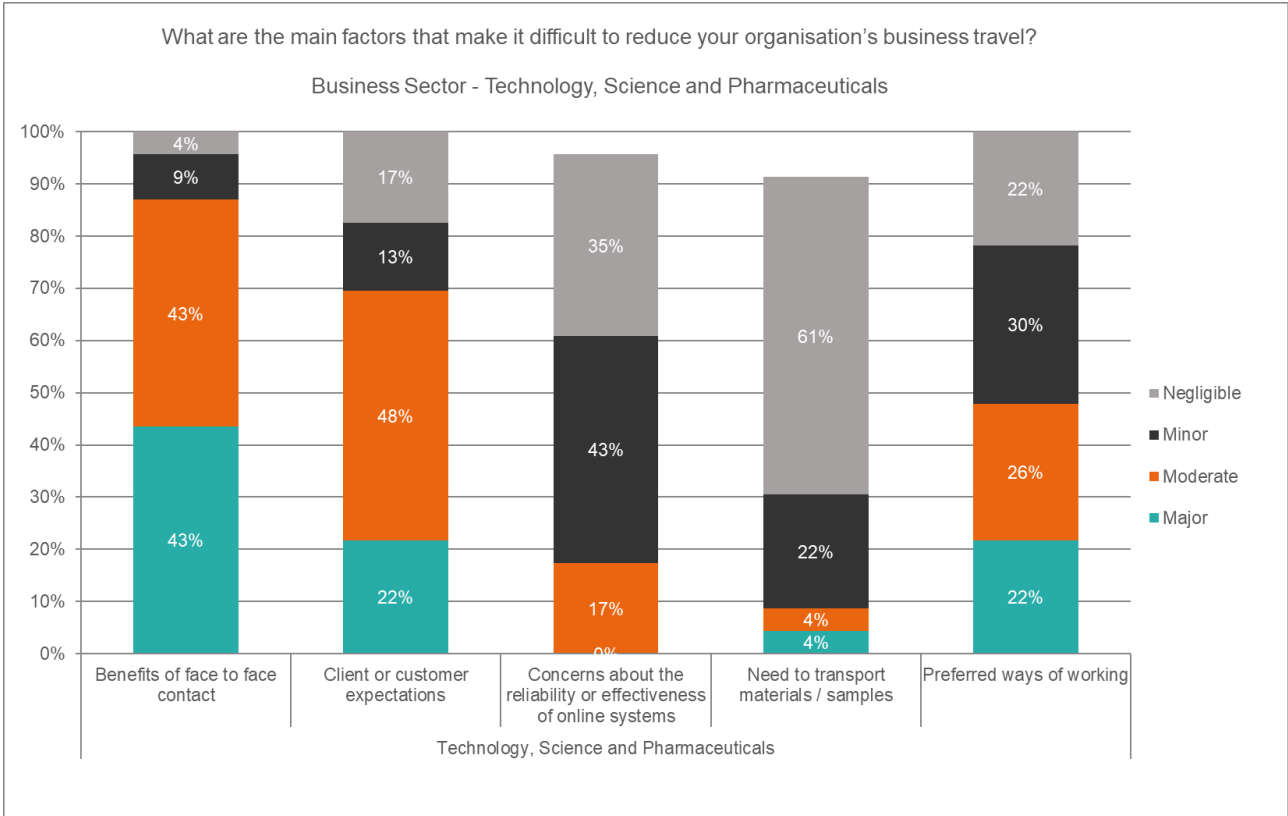




Barriers to reducing business travel

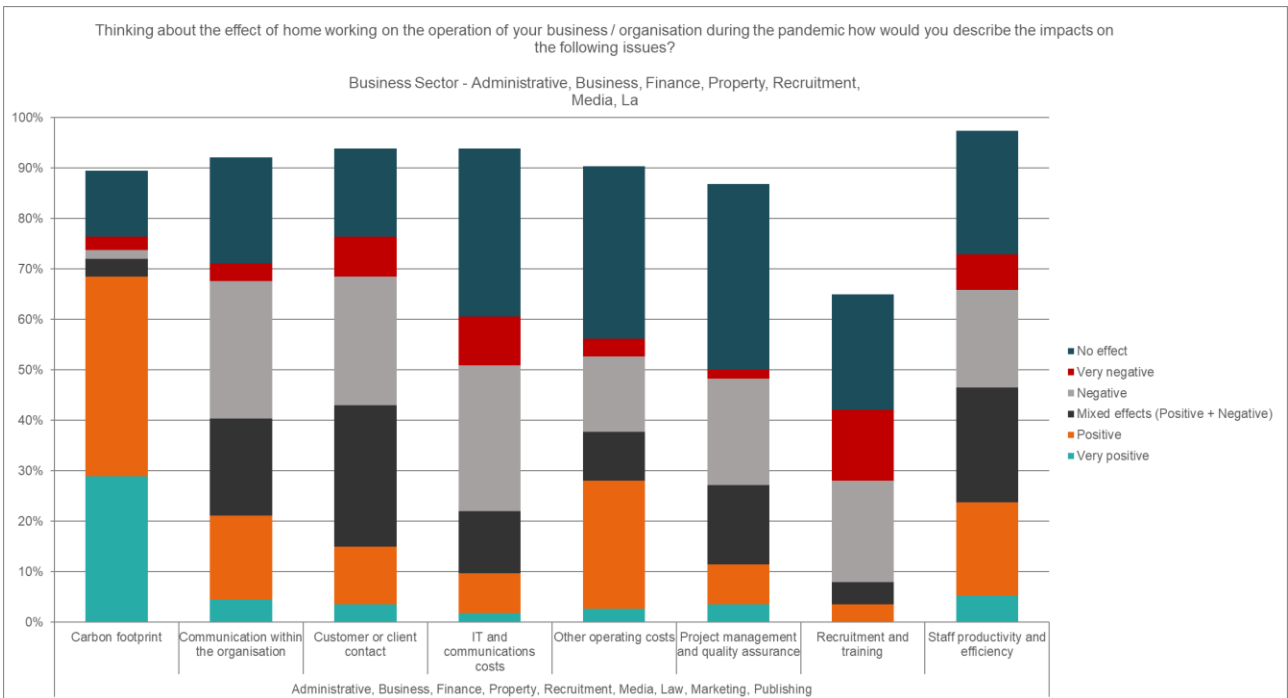


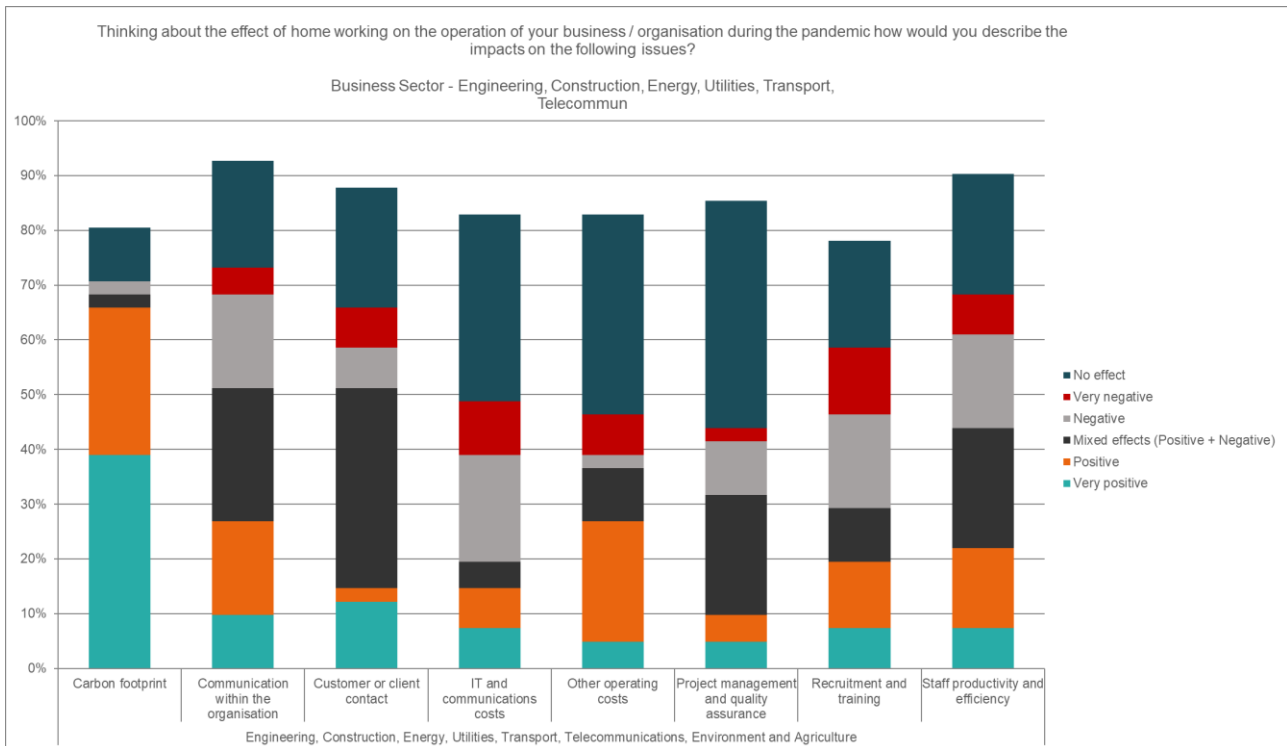
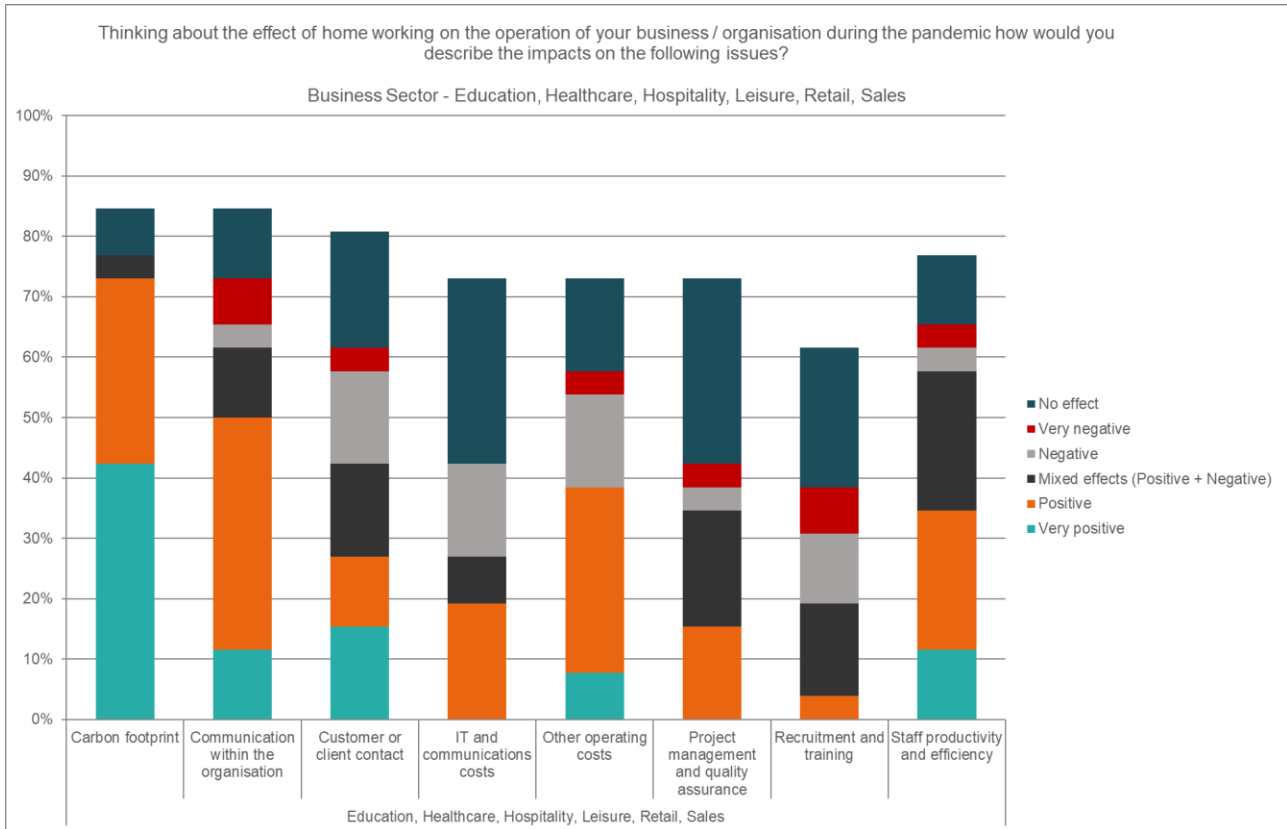


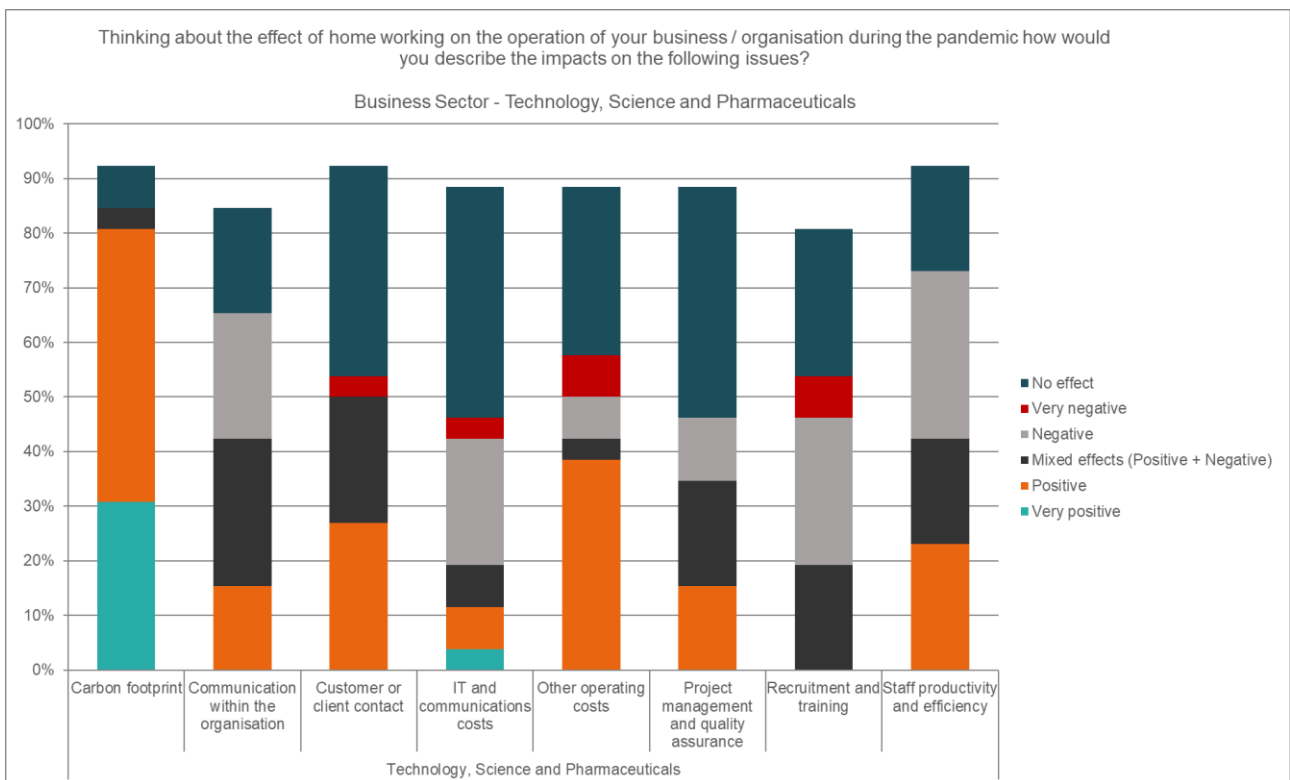
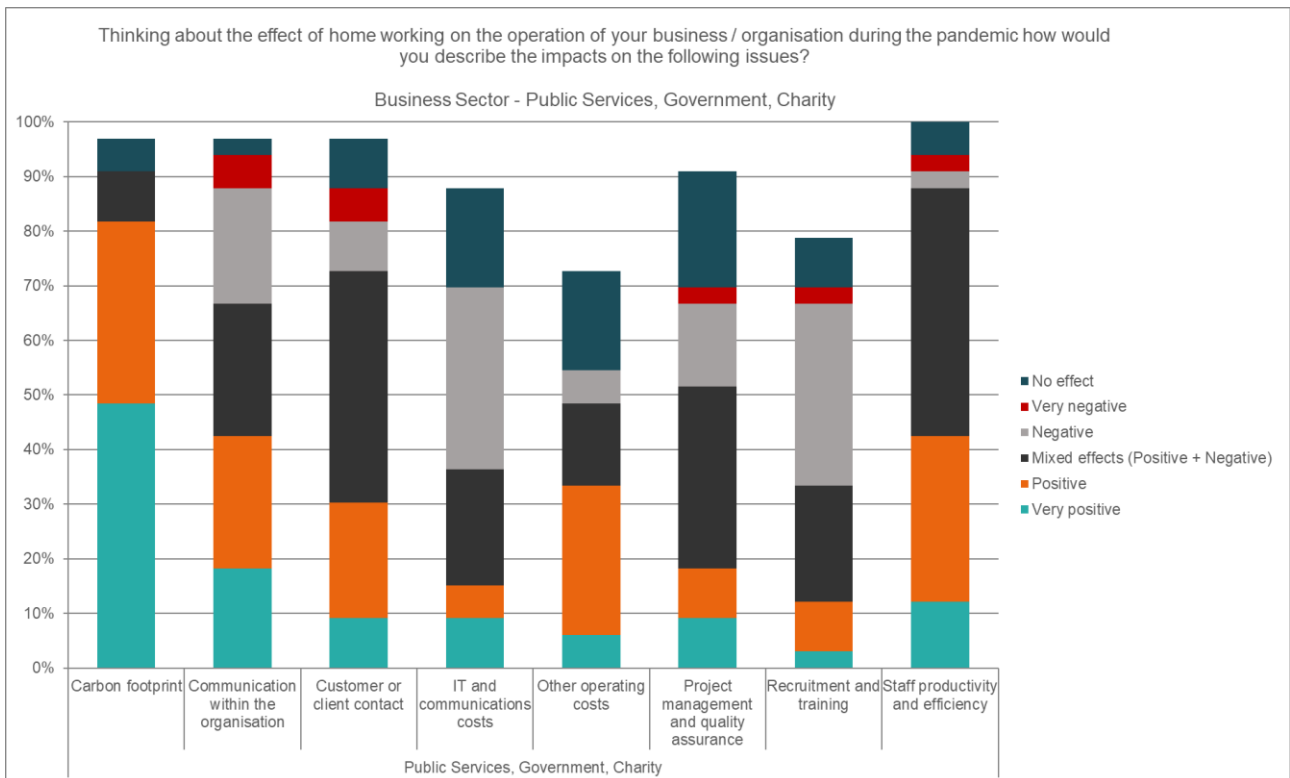


Impacts of Home Working on Business and Staff

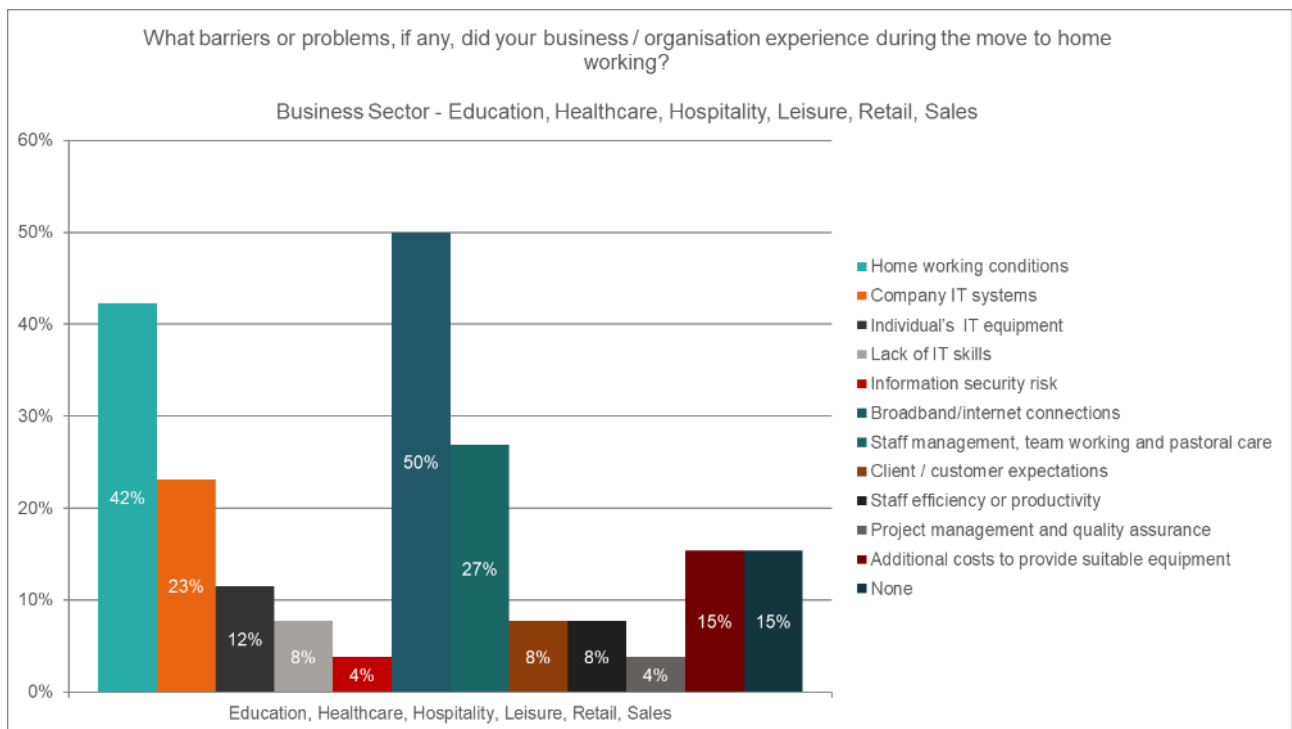
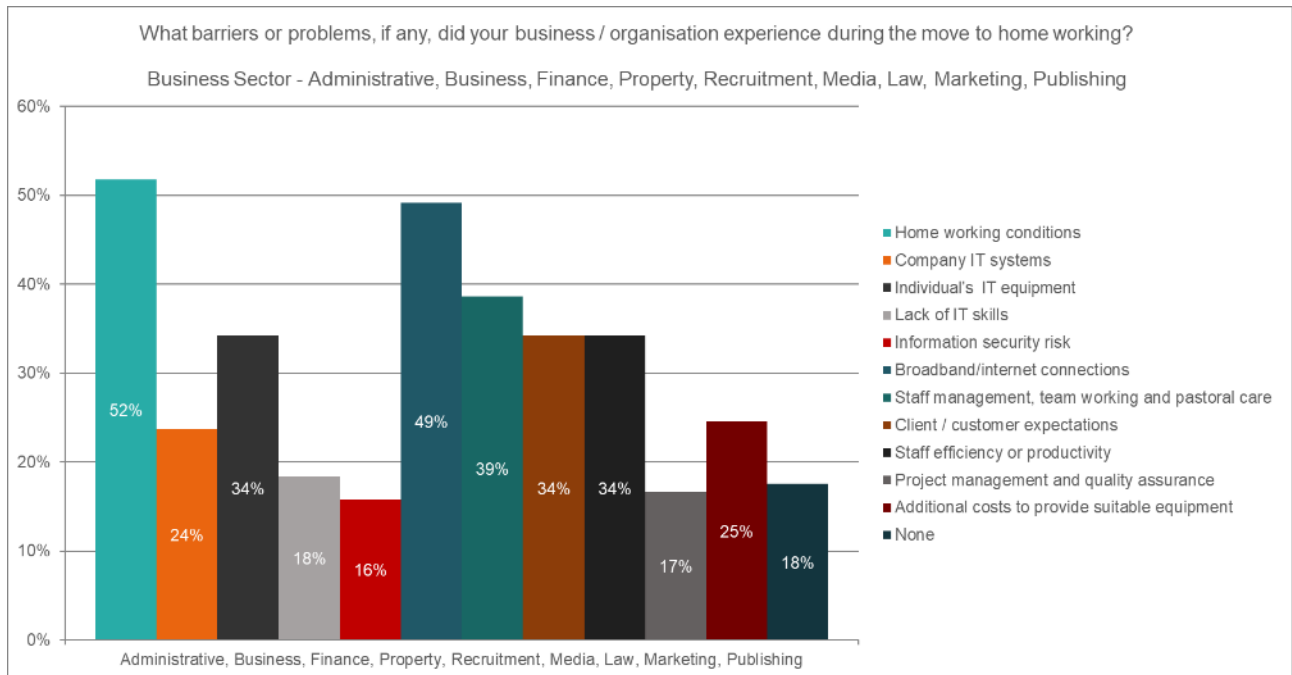
Effects on operation of business / organisation

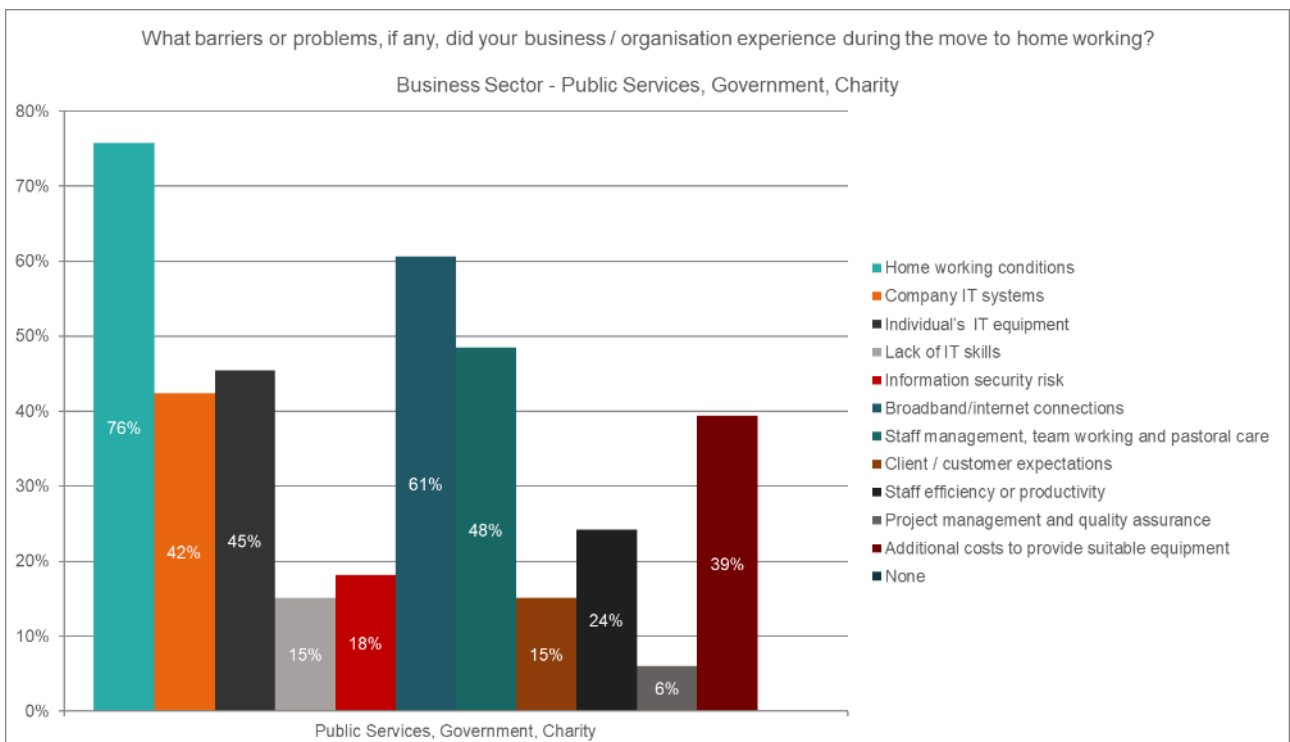
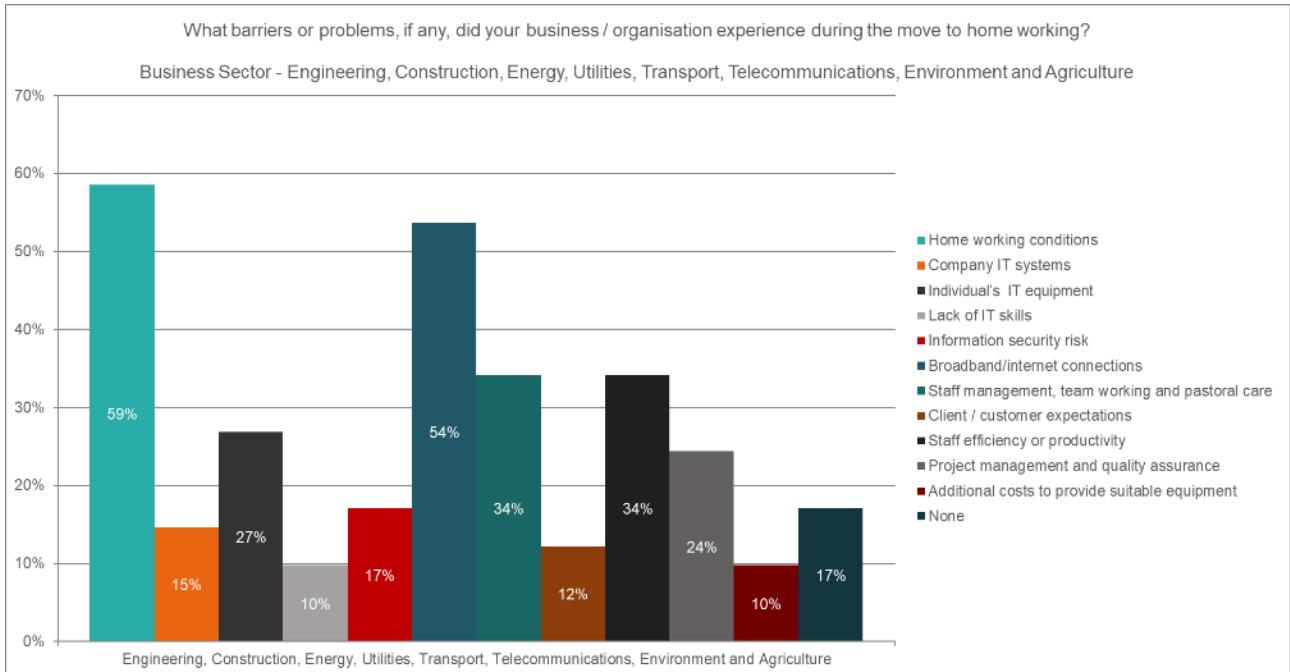


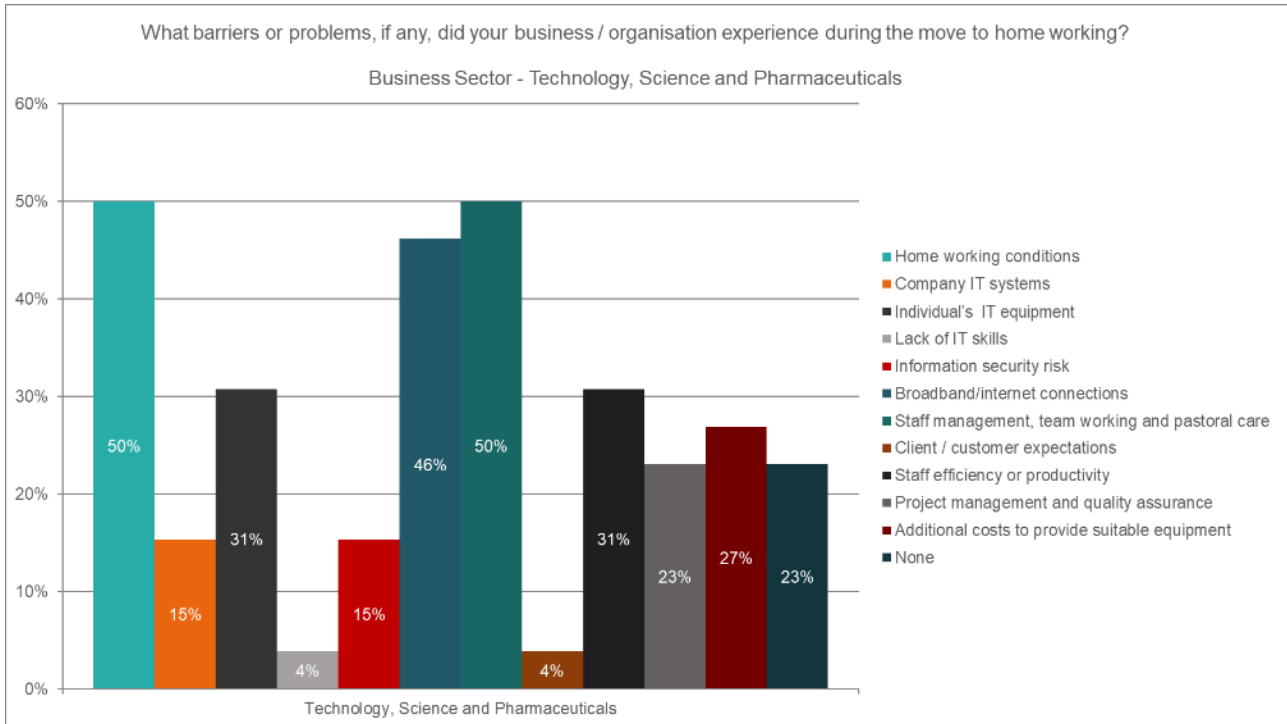




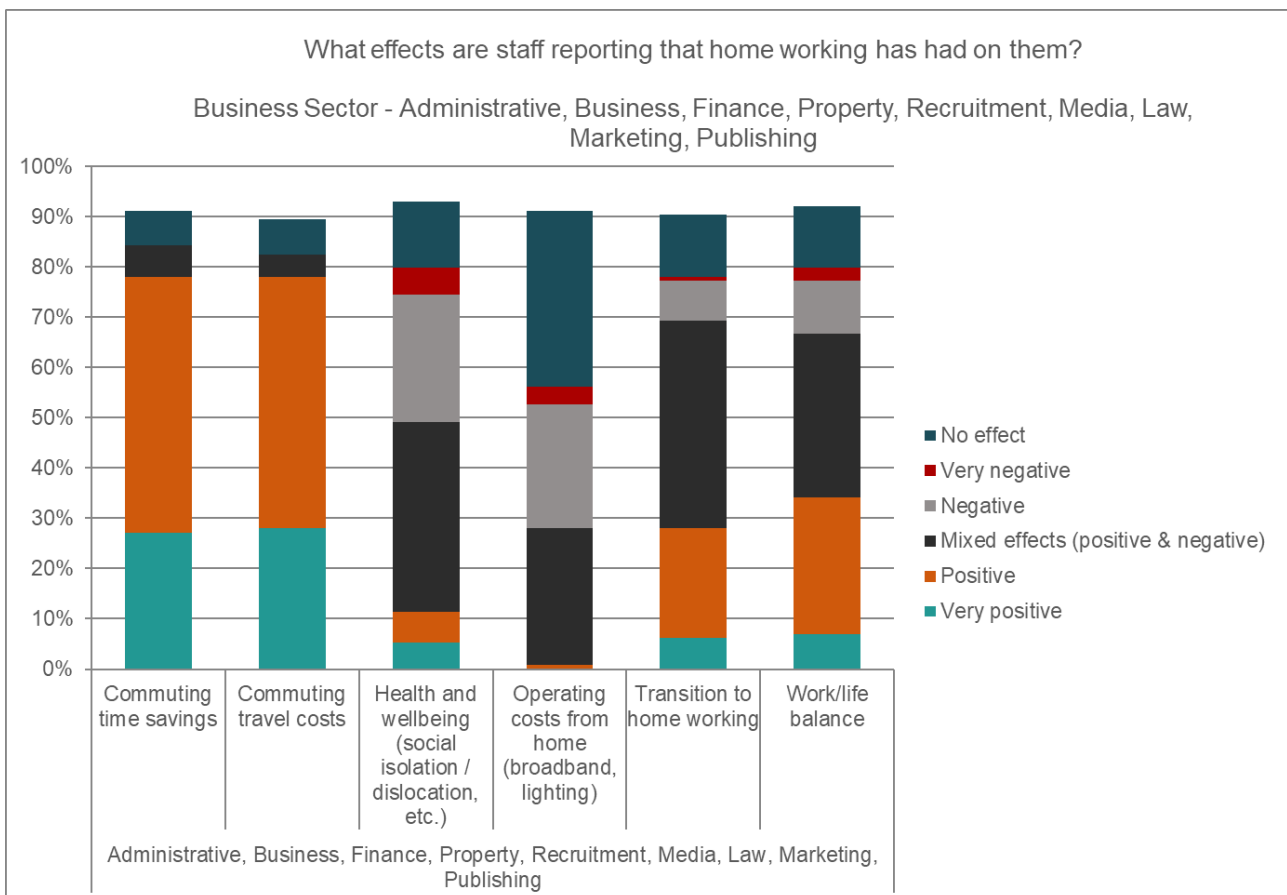
Barriers to home working

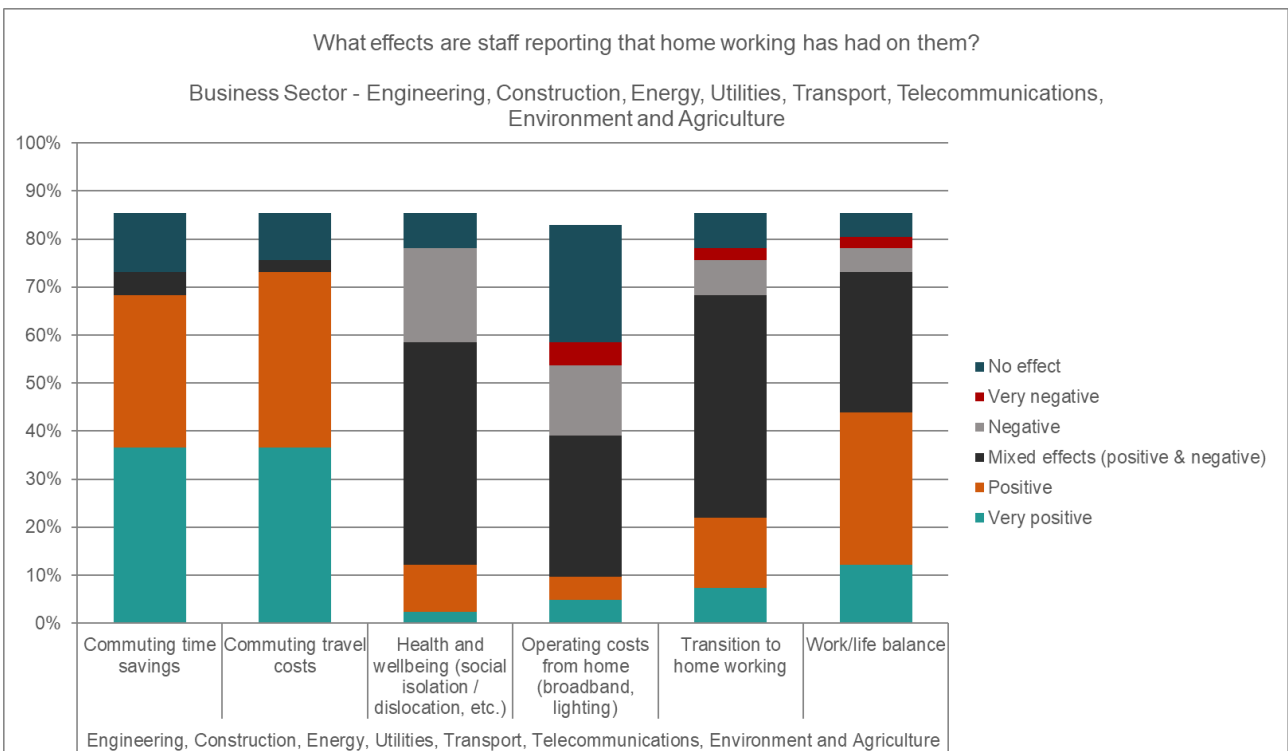
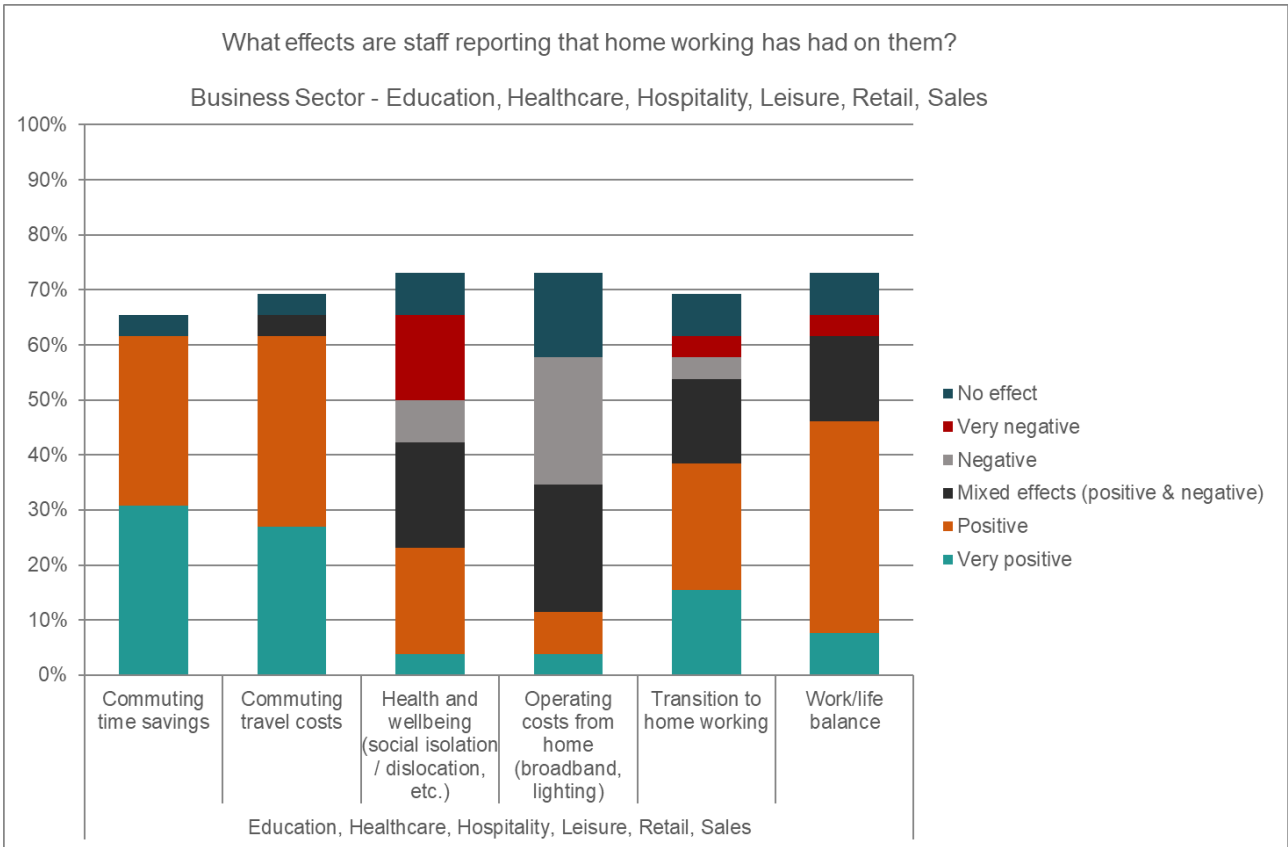


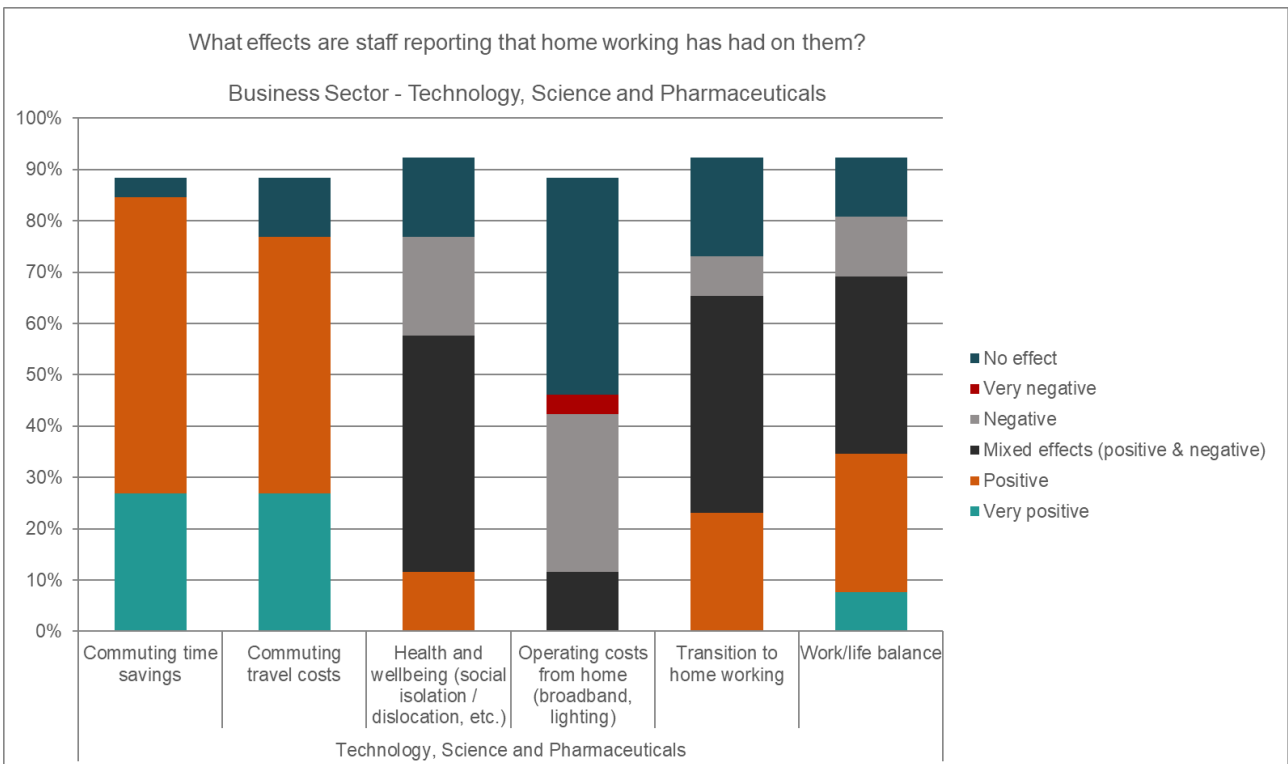
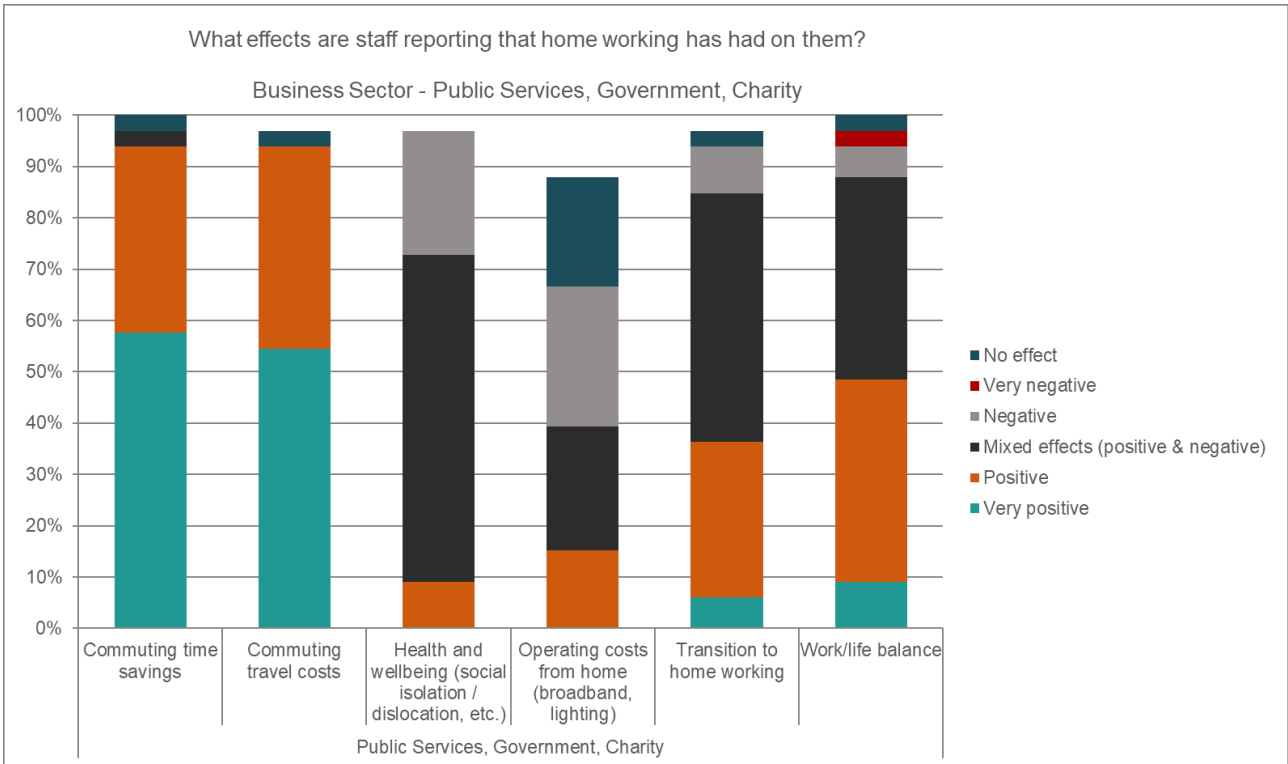




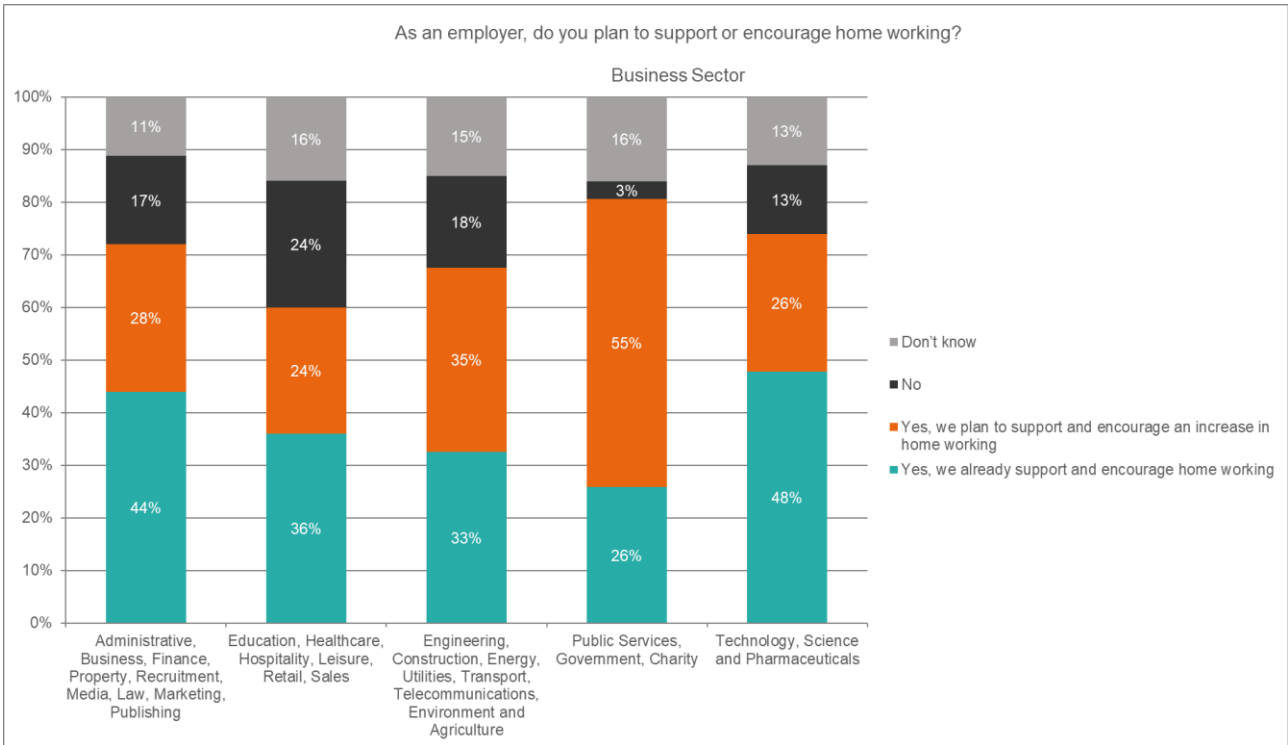
Impacts of home working reported by staff





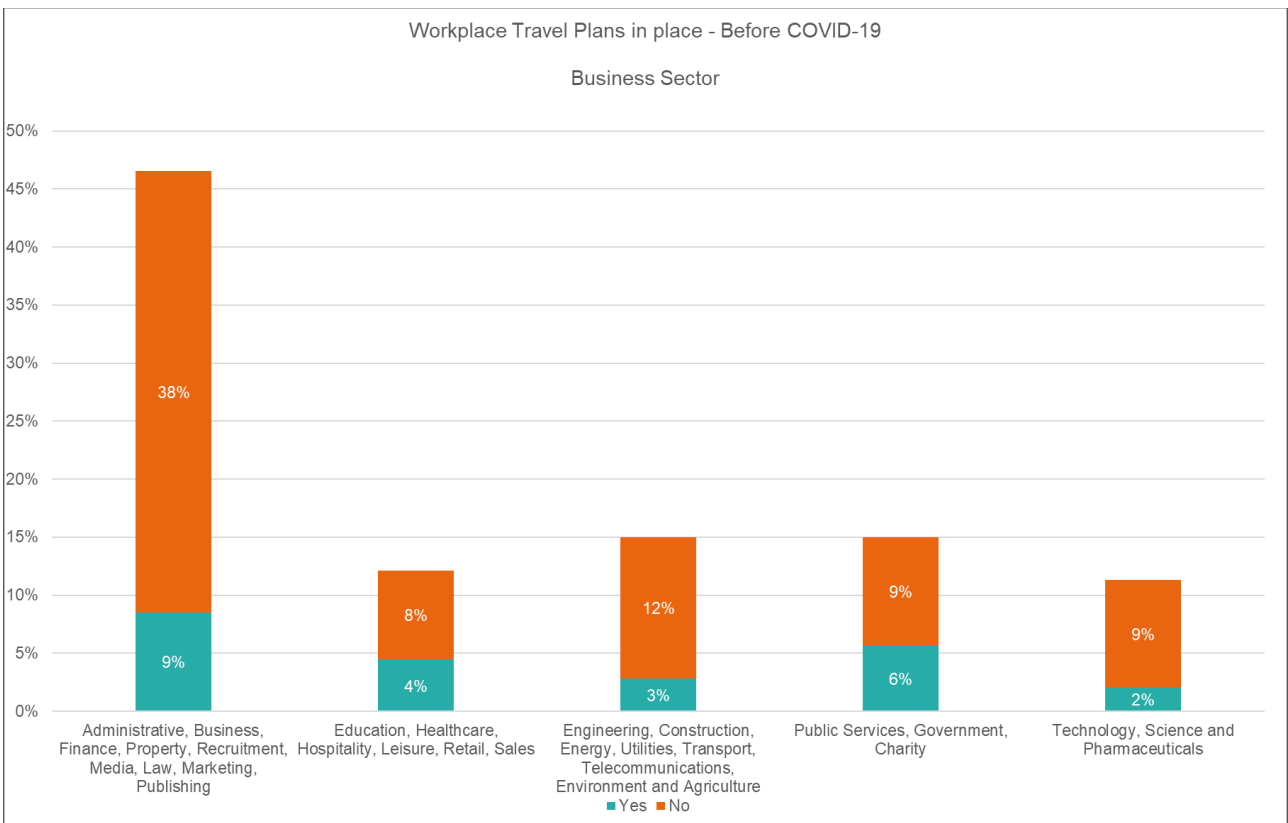


Future support or plans for home working

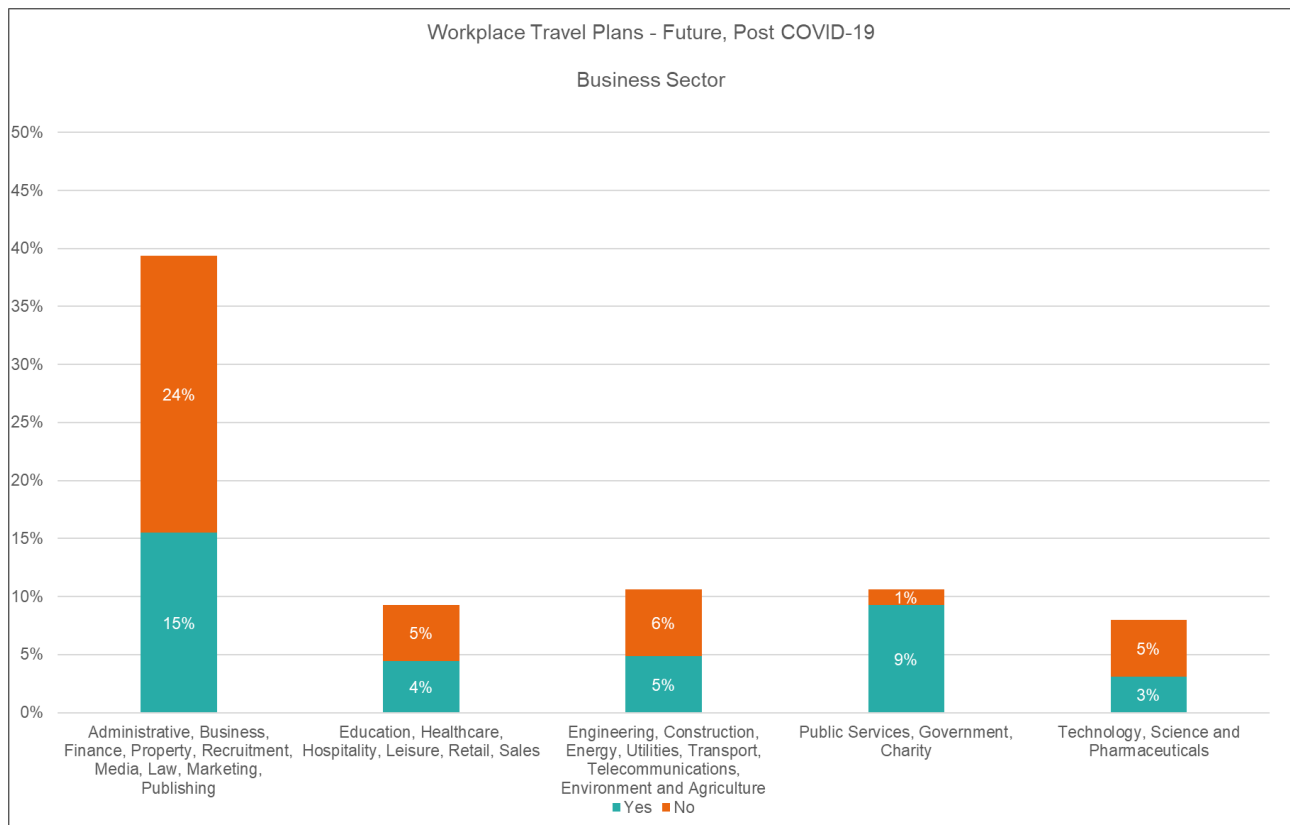


Workplace Travel Planning

Before COVID-19



Future, Post COVID-19



Annex 3 – Detailed Recommendations by Location, Size of Business and Sector Grouping

Annex 3 – Detailed Recommendations by Location, Size of Business and Sector Grouping

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
Public Transport					
<p>Public transport use dropped dramatically during the lockdown and the survey results suggest it will be slow to return to previous levels. The survey revealed concerns about the convenience and cost of public transport were an important barrier, as well as safety in relation to virus transmission.</p> <p>Recommendation 1: Make public transport attractive, safe, convenient and affordable, particularly for journeys to work that cannot be made by active travel modes.</p>	<ul style="list-style-type: none"> • Critical to patronage recovery is the provision of safe public transport and the communication of this to people travelling in Scotland. In tandem with Transport Scotland's Transport Transition Plan which will inform passengers about when and how to safely access public transport, a publicity campaign should be launched with local authorities and other key stakeholders to encourage a return to public transport and discourage car use. • Incentives for employees to switch to public transport for their journeys to work and business travel. • Financial incentives for employers offering loans or discounted travel passes. • Free or discounted fares for time limited period to reinstate confidence levels in public transport. • Integration and co-ordination of public transport – routes, timetables and smart ticketing. • More flexible season ticket pricing to reflect likelihood that many commuters will travel to their workplace on fewer days of the week than previously. • Bus transport priority in urban areas to reduce journey times relative to private car. • Continue roll out of Wi-Fi on buses and trains, increasing speed and capacity as appropriate. • Tackle overcrowding on key routes since this is likely to be a significant deterrent post Covid – increasing capacity / frequency and monitor and review of timetables to reflect post-Covid travel to work patterns. • Local authorities should be required to produce local integrated transport plans that outline how they will permanently reprioritise provision locally to ensure a sustainable transport system based on active travel, shared and public transport that responds to and meets the needs of the community. 	<ul style="list-style-type: none"> • Distance to travel to work was identified as the main barrier to walking, cycling and using public transport to get to work in all RTPs areas (availability/quality of public transport services also identified as the main barrier in ZETRANS). Availability/quality of public transport services was identified as the second barrier for 63% of respondents in NESTRANS, 50% of respondents in SWESTRANS, and 47% of respondents in TACTRAN. • In rural areas where there is greater dependence on the private car, work with local authorities to steer employment development into locations accessible by public transport. • In rural areas, work with public transport providers and employers to ensure services (routes, timetabling) take account of journey to work patterns. • Targeted action in rural areas to increase provision, availability and quality of public transport services. Consider 'book a bus' schemes whereby rural dwellers book the 'bus' (car/minibus) the day before for a fixed-route service and pay bus rather than taxi prices. • Targeted action in urban areas outwith Edinburgh and Glasgow to encourage public transport use for commuting. • Targeted action in larger urban areas where there was greatest reliance on public transport before the pandemic. 	<ul style="list-style-type: none"> • Availability/quality of public transport services was identified as the main barrier by 32% of sole traders to using public transport to get to work. Micro businesses and large organisations identified it as the third greatest barrier to using public transport to get to work. • Around a third of sole traders and micro businesses stated that they would be less likely to use public transport in the future. Targeted action focusing on smaller employers to encourage use of public transport. • Incentives to encourage small businesses to locate in accessible locations. 	<ul style="list-style-type: none"> • Availability/quality of public transport services was identified as a barrier by 57% of businesses in the Technology, etc. sector, 48% in the Engineering, etc. sector, and 46% in the Administrative, etc. sector. Only 32% of businesses in the Public Services, etc. sector identified it as a barrier. • Targeted action focusing on the Education, etc. sector as 40% of businesses would be less likely to use public transport in the future, with approximately a third stating the same in the Administrative, etc. sector and Technology, etc. sector. 	<p>TS, Local Authorities, RTPs, operators</p>

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
<p>The survey found that a lasting effect of the pandemic is likely to be a more flexible approach to working patterns/hours, with an increase in people working partly from home and partly at their workplace, differing start and finish times and use of measures such as compressed hours. This could change patterns of travel demand for public transport.</p> <p>Recommendation 2: Ensure that public transport provision reflects the requirements of more flexible or variable working patterns/hours.</p>	<ul style="list-style-type: none"> • Monitor public transport use during and following the recovery period and respond to changing demand. • Changes in timetables may be needed to reflect a flattening of peak morning and evening travel, while the increase in home working may create additional capacity which can be reallocated by route or time of day. • More flexible season ticket pricing to reflect likelihood that many commuters will travel to their workplace on fewer days of the week than previously 	<ul style="list-style-type: none"> • Shift to full or partial home working appears likely to be more sustained in SESTRAN area (particularly Edinburgh) than SPT. However, it is likely to be a notable trend across all areas. • Improved broadband connections in areas outside larger towns and cities to support the increase in home working. 	<ul style="list-style-type: none"> • Sole traders are most likely to be based fully at home/remotely in the future while large organisations are most likely to shift to partial home working. Micro businesses are most likely to continue to be fully based at the workplace. 	<ul style="list-style-type: none"> • Shift to full or partial home working is more likely in the Public Services, etc. sector, with the Engineering, etc. sector and Technology, etc. sector most likely to have the most employees fully based at the workplace. 	<p>TS, RTPs, operators, broadband providers</p>
<p>The survey found that the perceived cost of public transport is seen as a barrier to sustainable travel.</p> <p>Recommendation 3: Explore ways to address the perceived and actual costs of public transport relative to other modes of transport.</p>	<ul style="list-style-type: none"> • Integrated review of public transport fare structures (including season tickets and peak travel costs) and fixed and marginal costs of private vehicle travel (depreciation, fuel, parking) to incentivise public transport use. • Information campaign for active travel and public transport modes comparing likely cost, emissions and journey time with private transport. 	<ul style="list-style-type: none"> • Cost of travel by public transport was identified as a barrier by 50% of respondents in SWESTRANS and 38% in NESTRANS. 	<ul style="list-style-type: none"> • Cost of travel by public transport was identified as a barrier by 46% of large organisations and 36% of SMEs. 	<ul style="list-style-type: none"> • Cost of travel by public transport was identified as a barrier by 48% of businesses in the Education, etc. sector (second highest barrier after 'distance to travel to work') and 43% of businesses in the Engineering, etc. sector. 	<p>TS, RTPs, operators</p>
Active Travel					
<p>The survey found that concerns about provision of walking and cycling infrastructure, concerns about safety and the distance that people travel to work are key barriers to sustainable travel.</p> <p>Recommendation 4: Improve walking and cycling infrastructure to address issues of safety and quality.</p>	<ul style="list-style-type: none"> • Work with local authorities to significantly improve walking infrastructure including footway width, lighting, increased pedestrian phases on signal-controlled crossings. • Work with local authorities and Sustrans to significantly improve cycling infrastructure for journeys to work, including continuous networks of safe cycle path / segregated lanes, cycle priority at junctions, removal of parking bays and reallocation of road space to cyclists. • Continued implementation of 'pop up' space for walking and cycling with these schemes being made permanent segregated facilities via ongoing investment. • Retention or creation of walking and cycling only streets in local and town centres. Legislating to protect space for walking and 	<ul style="list-style-type: none"> • Lack of suitable road space/lack of cycle networks identified as the second greatest barrier to using active travel to get to work in SWESTRANS and in Dundee City; third greatest barrier in TACTRAN; fourth greatest barrier in HITRANS. Targeted action to improve infrastructure for active travel in these areas. • Safety concerns in relation to cycling and walking identified as the main barrier for employees in the ZETRANS area; second main barrier in Aberdeen City; third main 	<ul style="list-style-type: none"> • Lack of suitable road space/lack of infrastructure identified as the third greatest barrier for sole traders to use active travel to get to work. • Safety concerns in relation to cycling and walking identified as the fourth greatest barrier for sole traders and employees of large organisations. • Lack of space for cycle storage/shower/changing facilities is not ranked highly as a barrier to using active travel to get to work. 	<ul style="list-style-type: none"> • Lack of suitable road space/lack of infrastructure identified as the fifth greatest barrier for employees in the Engineering, etc. sector and Public Services, etc. sector. • Safety concerns in relation to cycling and walking identified as the fourth greatest barrier for employees in the Engineering, etc. sector to use active travel. • Lack of space for cycle storage/shower/changing facilities is not ranked 	<p>TS, RTPs, LAs, Sustrans, SG</p>

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
	<p>cycling within local and town centres will have long-term benefits for personal and environmental health and make it easier to act against infringements against active travel when they do occur, such as illegal or pavement parking and the use of vehicles in restricted areas.</p> <ul style="list-style-type: none"> • An E-bike/scooter grant purchase scheme which will support the take up of E-bikes/scooters to allow longer journeys to work using this mode of transport. • Construction of segregated cycling 'super highways' designed to facilitate sustainable commuting up to the range of E-bikes/scooters to all of Scotland's major towns and cities. • Work with local authorities and employers to provide dedicated or public secure parking for bikes at or close to workplaces and transport hubs. • Planning – provision of showers and bike storage in new development. • Realtime travel planning information (web and apps) for active travel and public transport modes suggesting safe routes and comparing likely cost, emissions and journey time with private transport. 	<p>barrier in Dundee City and Glasgow City. Targeted action to address safety concerns in these areas.</p> <ul style="list-style-type: none"> • Lack of space for cycle storage/shower/changing facilities is not ranked highly as a barrier to using active travel to get to work, except in Dundee City where it is ranked as the fourth main barrier to using active travel. Targeted action to provide more bike storage and changing facilities in Dundee City. • Support for use of electric bikes in larger settlements with longer commutes. • Targeted action in larger settlements where commuting distances may be longer. 	<ul style="list-style-type: none"> • 65% of employees in large organisations would be more likely to use active travel for business travel in the future. Significantly less for micro businesses and sole traders (less than 20%), with 17% of micro businesses stating that they are less likely to use active travel in the future. 	<p>highly as a barrier to using active travel to get to work.</p> <ul style="list-style-type: none"> • Employees in the Public Services, etc. sector and Technology, etc. sector most likely to use active travel for business. 20% of employees in the Education, etc. sector would be less likely to use active travel in the future. 	
<p>The survey found that public and third sector employers generally provided more support to employees using active travel or public transport to get to work.</p> <p>Recommendation 5: Work with private sector employers to increase support for active travel modes, building on public sector leadership in this area.</p>	<ul style="list-style-type: none"> • Incentives for businesses to enter into cycle loan schemes. • Financial incentives for employers / landlords to provide secure parking and showering / changing facilities. • Work with planners to require the provision of cycle parking and showering facilities in new employment development, including provision of shared facilities serving multiple business locations. 	<ul style="list-style-type: none"> • Targeted action within the RTP areas of NESTRANS and HITRANS to encourage employers to bring forward measures to support walking and cycling. • Low number of businesses outwith the cities have currently or plan to provide incentives for cycling, walking or public transport. Targeted action outwith the cities to encourage employers to explore ways of supporting active travel modes. • Targeted action in Aberdeen and Dundee where relatively few employers have currently or plan to provide incentives for cycling, walking or public transport. 	<ul style="list-style-type: none"> • Large organisations are much more likely to either have measures/incentives already in place to encourage and support active travel or are likely to implement them in the future (over 90% have/will put in bike storage facilities, Cyclescheme, showering facilities) – comparable to micro businesses and sole traders at approx. less than 30% for these measures/incentives. • Targeted action (liaison, publicity, incentives) focused on sole traders, micro businesses and SMEs to encourage the use of cycle loan schemes and the provision of secure bike parking and showering / changing facilities. 	<ul style="list-style-type: none"> • The Public Services, etc. sector is most likely to either have measures/incentives already in place to encourage and support active travel or are likely to implement them in the future. Targeted action in Administrative, etc. sector and Technology, etc. sector to encourage the use of cycle loan schemes and the provision of secure bike parking and showering / changing facilities. • Sharing best practice from public/charitable sectors to private sector – costs, practicalities, benefits. 	<p>SG, Local Authorities, employers, landlords</p>

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
Private Car Travel					
<p>The survey suggested that use of the private car for journeys to work and for business travel is high, particularly outside larger towns and cities and that this may increase during the recovery phase. Demand for travel by private car must be actively restrained otherwise the outcome of the crisis will be that the Scottish Government's decarbonisation obligations will become more difficult to meet.</p> <p>Recommendation 6: Promote 'car restraint' - Making journeys to work and for business by private vehicle less attractive.</p>	<ul style="list-style-type: none"> • In tandem with Transport Scotland's Transport Transition Plan, a publicity campaign should be launched with local authorities and other key stakeholders to encourage a return to public transport, walking, cycling and wheeling and discourage car use. There needs to be clear communication on what is acceptable travel, with active travel and public transport use encouraged as a first choice and car journeys discouraged. • To provide an alternative for residual private car journeys that cannot be easily walked or cycled or done by public transport, shared mobility, such as car clubs and car pooling, should be facilitated more widely so that road space is utilised more efficiently. An information campaign may be necessary to inform and reassure the public of the safety of car sharing post-Covid given that it was discouraged at times during the pandemic. • Work with local authorities to identify temporary reallocations of road-space that can be made permanent. • Work with local authorities to progress delayed proposals for low emission zones in city centres. • Address the apparent tension between city centre traffic restraint, the temporary shift to private transport and the need to support economic recovery. This may require further research, liaison with chambers of commerce, co-ordination with planning responses to town centre decline. • Control town centre parking provision and pricing. • Work with employers to reduce workplace parking or explore further financial measures to make it unattractive such as Workplace Parking Levies to be paid by employers over a certain size in a specified area based on the number of parking places they provide. • Support the growth in electric vehicles for business travel, car hire and car sharing schemes through financial incentives. • Encourage more use of car sharing clubs to reduce car ownership, thus changing the cost/ease comparison between car and 	<ul style="list-style-type: none"> • Targeted action in city centres which are likely to experience the greatest shift from public transport to private transport use during recovery from the pandemic. • In Aberdeen and Dundee (high car dependency for journeys to work) and smaller towns there may be an opportunity to capitalise on the rise in active travel that took place during lockdown, using targeted action to discourage greater car use. This could include reductions in town centre parking, increased parking fees and positive measures to support sustainable modes. • Car dependency is greater in more rural areas, but alternatives (public transport or active travel) are less viable in many cases. 	<ul style="list-style-type: none"> • 46% of large organisations (>250 employees) reported that they would be less likely to use private car travel for business travel (double the amount identified for sole traders, micro businesses and SMEs). Targeted action focusing on smaller employers to encourage use of public transport and active travel. • Around a third of sole traders, micro businesses and large organisations would be less likely to use car-share in the future (10% for micro businesses). • Incentives to encourage small businesses to locate in accessible locations. • Targeted action and provision of incentives to encourage small businesses to replace diesel cars and vans with zero emissions options. 	<ul style="list-style-type: none"> • Targeted action focussing on Administrative, etc. sector, Education, etc. sector, and Technology, etc. sector as 70% have reported that they will use private cars either more or at the same level for business travel as before the pandemic. • Targeted action focusing on Technology, etc. sector, Administrative, etc. sector, and Engineering, etc. sector as they are least likely to implement a car sharing scheme. The Technology, etc. sector is least likely to restrict car parking allocations in the future. • 44% of employees in the Education, etc. sector and 35% in the Technology, etc. sector would be less likely to use car-share in the future for business travel. 	<p>TS, LAs, Sustrans, Chambers of Commerce, SG</p>

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
	<p>public transport use. Advertising campaign stressing benefits of car club membership combined with PT use over car ownership.</p> <ul style="list-style-type: none"> Introduce a road use charging mechanism which would be based on distance travelled, time of day, location, and level of emissions and impact on the environment of the vehicle. The revenue from journeys on local roads should be retained by local authorities to fund road maintenance, modal shift and public transport improvements. 				
Park and Ride/Shared Use Transport Facilities					
<p>The survey confirmed that the length of journeys to work is a key disincentive to the use of sustainable modes. Mixed mode journeys may help capitalise on increasing walking and cycling during lockdown and help reduce the number of vehicles entering town centres.</p> <p>Recommendation 7: Further develop measures to encourage mixed mode journeys including park and ride, park and stride, ride and stride.</p>	<ul style="list-style-type: none"> Integrated ticketing and car park pricing to make park and ride as easy and seamless as possible. Incentives for employees to switch to using park and ride services for their journeys to work and business travel. Free or discounted fares for time limited period to reinstate confidence levels in public transport. Provision of safe pedestrian routes from peripheral parking areas to employment areas – including reallocation of road space where appropriate Provision of safe pedestrian routes serving city centre rail and bus termini. Bus transport priority in urban areas to reduce journey times relative to private car, with dedicated services for park and ride facilities. Parking restraint in town centres. Support the expansion of shared use transport facilities, including bike share, e-bike schemes and e-scooters, which will increase the number of bikes/scooters available, broaden the extent of the network and ultimately reduce costs for users. Review options for additional park and cycle/walk sites nearer city/town centres. 	<ul style="list-style-type: none"> Encourage the wider use of park and ride or park and stride in smaller towns (alongside improved walking, cycling and public transport provision and reallocation of town centre road space). 	<ul style="list-style-type: none"> Targeted action focusing on sole traders and micro businesses as approximately a third of businesses in these sectors reported that they would be less likely to use a combination of active travel and public transport while 40% would be less likely to use park and ride facilities for business travel in the future. Notably lower for SMEs and large organisations (20% or lower). 	<ul style="list-style-type: none"> Targeted action focusing on Administrative, etc. sector, Technology, etc. sector, and Education, etc. sector as approximately a third of businesses in these sectors reported that they would be less likely to use park and ride facilities or a combination of active travel and public transport for business travel in the future. 	<p>TS, LAs, RTPs</p>
Workplace Travel Plans					
<p>The survey found that relatively few organisations had prepared Workplace Travel Plans though an increased number planned to prepare or update plans to respond to the pandemic and recovery.</p>	<ul style="list-style-type: none"> Campaign to explain, demonstrate the benefits and outline the support and advice available. 	<ul style="list-style-type: none"> Action needed in all RTP areas, but particularly outside the SESTRAN and SPT areas. 	<ul style="list-style-type: none"> Action needed across all sizes of businesses, particularly micro businesses. 	<ul style="list-style-type: none"> Action needed across all business sectors, particularly HITRANS and SPT where more businesses said they would be unlikely to prepare a WTP rather than prepare one. 	<p>TS, Local Authorities, RTPs, employers</p>

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
Recommendation 8: Act to support and encourage employers' preparation of Workplace Travel Plans.					
<p>The survey revealed uncertainty around the overall carbon effect of a move to partial or complete home-based working given the increase in domestic power and heat demand and increase in on-line activity.</p> <p>Recommendation 9: Research changes in organisation carbon footprints taking account of employees' year-round domestic heating, lighting and power consumption, energy demands of online working / video conferencing, changes in office use and changes in travel patterns.</p>	<ul style="list-style-type: none"> Support businesses and organisations in recording and monitoring their carbon footprints taking account of employees' year-round domestic heating, lighting and power consumption, energy demands of online working / video conferencing, changes in office use and changes in travel patterns. 	<ul style="list-style-type: none"> Action needed in all RTP areas. 	<ul style="list-style-type: none"> Action needed across all sizes of businesses. 	<ul style="list-style-type: none"> Action needed across all business sectors. 	TS, SG, employers
Support for Home Working					
<p>Poor broadband provision was identified as a key barrier to home-working and on-line business contact, particularly in rural areas.</p> <p>Recommendation 10: Prioritise further upgrades to broadband infrastructure across Scotland.</p>	<ul style="list-style-type: none"> To support remote working, the immediate strategic investment priority for government should be to accelerate the provision of high-speed broadband (fixed and 5G mobile) across all of Scotland. Recent Scottish Government initiatives on digital inclusion and the provision of connected devices to disadvantaged groups of people should be mainstreamed to all those that can benefit from them. 	<ul style="list-style-type: none"> Particularly in rural areas. 	<ul style="list-style-type: none"> Broadband/internet connections was identified by SMEs as the main barrier to home working (79%); and the second main barrier for large organisations (59%) and micro businesses (37%). 	<ul style="list-style-type: none"> Broadband/internet connections was identified by businesses in the Education, etc. sector as the main barrier to home working (50%); and the second main barrier for the Administrative, etc. sector (49%), Engineering, etc. sector (54%), Public Services, etc. sector (61%). 	SG, broadband providers
<p>The survey found that smaller organisations found it harder to move online during the lockdown and are less well equipped to conduct business online.</p> <p>Recommendation 11: Target action to help smaller organisations make the transition to online working, where</p>	<ul style="list-style-type: none"> Best practice. Mentors and technical advice. Publicity campaign emphasising time, financial and carbon benefits of on-line business contact. 	<ul style="list-style-type: none"> Targeted action in Aberdeen and Dundee where pre-Covid use of online contact was lower. 	<ul style="list-style-type: none"> Sole traders and micro businesses were less likely to use online contact pre-Covid. Targeted action to help smaller organisations make the transition to online working, where appropriate to their operations. 	<ul style="list-style-type: none"> Education, etc. sector and Engineering, etc. sector were less likely to use online contact pre-Covid. Targeted action to help businesses in these sectors make the transition to online working, where appropriate to their operations. 	SG, Enterprise Network

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
appropriate to their operations.					
<p>The survey found that staff productivity, internal comms, and the processes of recruiting, on-boarding and training staff had impacted smaller and medium sized organisations. By contrast, larger organisations indicated benefits in these areas.</p> <p>Recommendation 12: Sharing best practice in replicating in-person contact, recruiting, on-boarding and training staff in an online environment.</p>	<ul style="list-style-type: none"> Work with large employers and Chartered Institute of Professional Development to identify and share best practice. 		<ul style="list-style-type: none"> Sharing best practice from larger organisations where effects on internal comms, staff productivity, recruiting, on-boarding and training staff was more positive / less negative than for SMEs and smaller organisations. 	<ul style="list-style-type: none"> Share best practice from Public Services, etc. sector and Education, etc. sector internal comms, staff productivity, recruiting, on-boarding and training staff more positive / less negative than for other sectors. 	SG, Enterprise Network, CIPD
<p>A key finding from the research is that homeworking can be problematic for some people and this is not always linked to protected characteristics but may reflect domestic circumstances or caring responsibilities.</p> <p>Recommendation 13: Develop and share best practice on identifying and supporting employees with specific needs or vulnerabilities relating to home working and / or online working.</p>			<ul style="list-style-type: none"> Home working conditions (e.g. lack of suitable workspace, carer responsibilities, unsafe home environment) was identified as the greatest barrier to home working for micro and large businesses; the second greatest barrier for SMEs and sole traders. Employees health and wellbeing (social isolation, dislocation, etc.) from the move to home working was more positive / less negative for large organisations than for SMEs and smaller organisations. 	<ul style="list-style-type: none"> Home working conditions (e.g. lack of suitable workspace, carer responsibilities, unsafe home environment) was identified as the greatest barrier to home working for all sectors, except the Education, etc. sector. Employees health and wellbeing (social isolation, dislocation, etc.) from the move to home working was more positive / less negative for employees in the Education, etc. sector than for the other sectors. 	SG, CIPD
Planning and Built Environment					
<p>An implied effect of the pandemic is a change in the way that organisations will use office space. Greater home working could reduce the requirement for office space and could also reduce the number of customers for town centre shops and cafes. This, in combination</p>	<ul style="list-style-type: none"> Research into the potential for redefinition of physical extent of town centres, changes of use from office and retail to residential, moves to smaller office footprints. Reallocate parts of the public realm to make more space for queuing and non-motorised moving not only encourages active travel but discourages the use of motor vehicles and leads to lower emissions. 	<ul style="list-style-type: none"> Most pressing in larger employment centres including Edinburgh, Glasgow, Aberdeen, Dundee, Inverness and Stirling. 	<ul style="list-style-type: none"> Large organisations are most likely to shift to partial home working and therefore may require less office space in the future. 	<ul style="list-style-type: none"> Changes in working practices most likely in the office-based sectors including the Public Services, etc. sector and Administrative, etc. sector which are often based in town and city centres. 	SG, LAs

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
<p>with wider trends to on-line shopping, could have a lasting impact on the economic vitality of town centres with potential increases in vacant office and retail space.</p> <p>Recommendation 14: Develop national and local planning responses to the potential long-term drop in demand for town and city centre office space and in retail activity associated with town and city centre employment.</p>	<ul style="list-style-type: none"> Transport planning should be more joined up with built environment and land use planning to enable space allocation to public transport and shared mobility links. 				
<p>The survey confirmed that homeworking was difficult for people lacking suitable space at home and could blur the boundaries between work and home life. One option would be to support the development of local shared workspaces where people could work remotely without the need to commute to their normal workplace.</p> <p>Recommendation 15: Develop national and local planning policy responses to support the development of local workplace hubs to allow remote working, particularly for those whose home environment is unsuitable.</p>	<ul style="list-style-type: none"> Investigate feasibility of local workplace hubs to allow remote working, particularly for those whose home environment is unsuitable. 	<ul style="list-style-type: none"> Most pressing in rural areas but also densely populated centres where people are likely to live in shared accommodation. 	<ul style="list-style-type: none"> Most likely to be suitable for those working in SMEs and large organisations. 	<ul style="list-style-type: none"> Most likely to be suitable for those in office-based sectors such as the Public Services, etc. sector and Administrative, etc. sector rather than the Education, etc. sector, Technology, etc. sector or Engineering, etc. sector. 	SG, LAs
<p>There may also be ways of designing home working space, or flexible space, into new homes, reflecting the increasing demand for home working.</p> <p>Recommendation 16: Develop national and local planning policy responses to encourage housebuilders to design</p>					SG, LAs

Issue and headline recommendation	Detailed measures	Variation by location	Variation by size	Variation by sector	Who should lead
<p>greater flexibility into new homes in order to allow part time home working.</p>					
<p>The survey confirmed that the distance that people travel to work is a key barrier to sustainable travel. While home working may address this partially, there may also be ways of ensuring that the potential for homes and workplaces to be located closer to each other is reflected in the way our towns and cities develop.</p> <p>Recommendation 17: Develop national and local planning policy responses to address length of people's journeys to work which is universally identified as the key barrier to sustainable travel.</p>	<ul style="list-style-type: none"> • Encourage mixed use development. • Encourage residential uses in town and city centres. • Discourage employment development in peripheral locations poorly served by public transport and active travel. 	<ul style="list-style-type: none"> • Distance to travel to work was identified as the main barrier to using sustainable transport for employees in all RTP areas and all geographic regions, except Dundee City. 	<ul style="list-style-type: none"> • Distance to travel to work was identified as the main barrier to using sustainable transport for employees in micro businesses, SMEs and large organisations. 	<ul style="list-style-type: none"> • Distance to travel to work was identified as the main barrier to using sustainable transport for employees in all sectors, except in the Technology, etc. sector. 	<p>SG, LAs</p>

Annex 4 – The Business Working Practices, Travel and COVID-19 Survey

Annex 4 – The Business Working Practices, Travel and COVID-19 Survey



Help inform Scotland's response to the COVID-19 pandemic and the Climate Emergency

This survey will provide Transport Scotland with a snapshot of employers' experience of working from home / flexible working, business travel and commuting before the COVID-19 pandemic, during the lockdown (March-June), and in the longer term as we recover from the pandemic.

The results will be analysed to identify barriers and opportunities to sustainable working and travel practices which will inform future policies, shape Scotland's response to the Climate Emergency, and help businesses to fulfil the [Scottish Business Pledge](#).

Please complete this survey if you have insight into your business's / organisation's working and travel practices. Please discuss with colleagues to provide one entry where possible.

The survey is targeted at organisations who could move to home working during the pandemic. Please answer to your best ability; we understand your future plans may not yet be known. It should take 15 - 20 minutes to complete and will be open until **21st August 2020**.

At the end of the survey, you will have the opportunity to opt into participating in a short follow-up discussion and/or receiving the findings for your sector once the survey results have been analysed.

If you have any questions about the survey, please contact employersurvey@landuse.co.uk

This survey is being run by [LUC](#) and [The University of Edinburgh](#) on behalf of [Transport Scotland](#) and the [ClimateXChange](#).

Thank you for your time.



Help inform Scotland's response to the COVID-19 pandemic and the Climate Emergency

Consultation Privacy Statement

1. Consultation Privacy Statement

- LUC will only use your Personal Data solely for the purpose of the survey and for no other purpose. The Personal Data might include contact details including:
 - Name
 - Address
 - Contact details (including email address)
 - Any opinions that you include in response to the survey

- LUC will only share the Personal Data with Transport Scotland, ClimateXChange & The University of Edinburgh.

- LUC will only retain your Personal Data for as long as it is necessary to analyse and report the survey results.

[Tick box] I acknowledge and agree to the above terms

[Tick box] If you would like to see LUC's Consultation Privacy Statement please tick this box



Help inform Scotland's response to the COVID-19 pandemic and the Climate Emergency

Part 1: About your Business / Organisation

2. Business / Organisation Name

(This is optional but providing your business name will help us filter out duplicate responses if more than one person in your organisation has completed this survey)

3. Which of the following best describes your business's / organisation's primary function?

- Accountancy, Banking and Finance
- Business, Consulting and Management
- Administrative, Office Support
- Charity
- Education
- Energy and Utilities
- Engineering and Construction
- Environment and Agriculture
- Government and Public Services
- Healthcare
- Hospitality and Events Management
- Insurance
- Law
- Law Enforcement and Security
- Leisure, Sport and Tourism
- Marketing, Advertising and PR
- Media and Entertainment

- Property / Real Estate
- Publishing
- Recruitment and HR
- Retail
- Sales
- Science and Pharmaceuticals
- Social Care
- Technology
- Telecommunications
- Other (please specify)

4. Location

(Please note this is a survey of businesses and organisations in Scotland only. Please choose your location from the list)

- | | | |
|--|---|--|
| <input type="checkbox"/> Aberdeen City | <input type="checkbox"/> East Lothian | <input type="checkbox"/> North Lanarkshire |
| <input type="checkbox"/> Aberdeenshire | <input type="checkbox"/> East Renfrewshire | <input type="checkbox"/> Orkney Islands |
| <input type="checkbox"/> Angus | <input type="checkbox"/> Falkirk | <input type="checkbox"/> Perth and Kinross |
| <input type="checkbox"/> Argyll and Bute | <input type="checkbox"/> Fife | <input type="checkbox"/> Renfrewshire |
| <input type="checkbox"/> City of Edinburgh | <input type="checkbox"/> Glasgow City | <input type="checkbox"/> Scottish Borders |
| <input type="checkbox"/> Clackmannanshire | <input type="checkbox"/> Highland | <input type="checkbox"/> Shetland Islands |
| <input type="checkbox"/> Dumfries and Galloway | <input type="checkbox"/> Inverclyde | <input type="checkbox"/> South Ayrshire |
| <input type="checkbox"/> Dundee City | <input type="checkbox"/> Midlothian | <input type="checkbox"/> South Lanarkshire |
| <input type="checkbox"/> East Ayrshire | <input type="checkbox"/> Moray | <input type="checkbox"/> Stirling |
| <input type="checkbox"/> East Dunbartonshire | <input type="checkbox"/> Na h-Eileanan Siar | <input type="checkbox"/> West Dunbartonshire |
| | <input type="checkbox"/> North Ayrshire | <input type="checkbox"/> West Lothian |

5. Number of Employees

- 1 (or Sole Trader)
- Micro (<10 employees)
- Small Medium Enterprise (10 to 250 employees)
- Large (>250 employees)



Help inform Scotland’s response to the COVID-19 pandemic and the Climate Emergency

Part 2: Before the COVID-19 Pandemic

6. Before the COVID-19 pandemic, what proportion of your workforce worked from home / remotely / in the workplace? (please choose an approximate percentage on each line)

	0% (No employees)	1-25%	26-50%	51-75%	76-99%	100% (All employees)
Based fully at workplace						
Partly home / workplace based						
Worked fully at home / remotely						
Other (e.g. commercial traveller)						

7. How familiar are you with how your employees travel to work? (please choose one option)

- Very familiar
- Somewhat familiar
- Unfamiliar

8. How did your employees usually travel to your workplace(s) pre COVID-19? (please choose an approximate percentage on each line)

	0% (No employees)	1-25%	26-50%	51-75%	76-99%	100% (All employees)	Don't know
Active travel (walking / cycling / wheeling)							
Public transport (bus / tram / train / ferry)							
Active travel + public transport							
Private vehicle (sole occupant in car / van / motorbike / taxi)							
Car-share							
Park and ride							
Other (please specify)							

9. What proportion of meetings / events / calls were done using video conferencing / online calls before the pandemic? (please choose an approximate percentage)

	0% (No meetings / events / calls)	1-25%	26-50%	51-75%	76-99%	100% (All meetings / events / calls)	Don't know
Meetings / events/ calls using video conferencing / online calls pre COVID-19							

10. What are the main reasons for business travel (i.e. travel undertaken for work) in your business / organisation? (please choose all that apply)

- Attending meetings
- Attending conferences / events / trade shows
- Customer / supplier visits
- Site visits / field surveys
- Business travel is not necessary at my business / organisation
- Other (please specify)

11. Thinking about the period before the pandemic, how did your employees travel when undertaking these business trips? (please choose an approximate percentage on each line)

	0% (No business travel trips)	1-25%	26-50%	51-75%	76-99%	100% (All business travel trips)	Don't know
Active travel (walking / cycling / wheeling)							
Public transport (bus / tram / train / ferry)							
Active travel + public transport							
Private vehicle (sole occupant in car / van / motorbike / taxi)							
Car-share							
Park and ride							
Air travel							
Other (please specify)							

12. Did your business / organisation have a Workplace Travel Plan in place before the pandemic?

- Yes
- No
- Don't know



Help inform Scotland’s response to the COVID-19 pandemic and the Climate Emergency

Part 3: During the Pandemic Lockdown (March-June)

13. During the lockdown period, where were your employees working? (please choose an approximate percentage on each line)

	0% (No employees)	1-25%	26-50%	51-75%	76-99%	100% (All employees)
Based fully at workplace						
Partly home / workplace based						
Worked fully at home / remotely						
Employees furloughed or laid off						
Other (e.g. commercial traveller)						

14. For those employees who continued to travel to your workplace(s) during the lockdown period, how did they travel? (please choose an approximate percentage on each line)

	0% (No employees)	1-25%	26-50%	51-75%	76-99%	100% (All employees)	Don't know
Active travel (walking / cycling / wheeling)							
Public transport (bus / tram / train / ferry)							
Active travel + public transport							

Private vehicle (sole occupant in car / van / motorbike / taxi)							
Car-share							
Park and ride							
Air travel							
Other (please specify)							

15. During this period, to what extent were you able to replace face to face client meetings, conferences, events etc. with online (e.g. video conferencing, online calls, etc.) or phone contact?
(please select the statement you most agree with)

- It was not possible to replace these activities with video conferencing, online contact or phone contact.
- Some video conferencing or online/phone contact was possible, but business / organisation activity was compromised.
- These activities moved online with little change in frequency/contact.
- These activities moved online with an increase in frequency/contact.
- Activities of this kind are not part of my business's / organisation's work.

16. Thinking about the effect of home working on the operation of your business / organisation during the pandemic how would you describe the impacts on the following issues? (please choose one response on each line)

	Very positive	Positive	No effect	Mixed effects (positive & negative)	Negative	Very negative	Not applicable	Don't know
Customer or client contact								
Staff productivity and efficiency								
Communication within the organisation (e.g. within teams or between management and employees, or informal communication between colleagues)								
Recruitment and training								
Project management								

and quality assurance								
IT and communications costs								
Other operating costs								
Carbon footprint								
Other (please specify)								

17. What effects are staff reporting that home working has had on them? (please choose one response on each line)

	Very positive	Positive	No effect	Mixed effects (positive & negative)	Negative	Very negative	Not applicable	Don't know
Transition to home working								
Health and wellbeing (social isolation / dislocation, etc.)								
Work/life balance								
Commuting time savings								
Commuting travel costs								
Operating costs from home (broadband, lighting)								
Other (please specify)								

18. Are you aware of any employees being particularly disadvantaged by the move to home working

(e.g. young people, people on lower salaries, people with carer responsibilities, people with disabilities, older people, people living in shared flats, etc.)

- No / don't know
- Yes – please explain

19. What barriers or problems, if any, did your business / organisation experience during the move to home working? (please choose all that apply)

None
Company IT systems
Individual's IT equipment
Lack of IT skills
Broadband/internet connections
Information security risk
Home working conditions (e.g. lack of suitable workspace, carer responsibilities, unsafe home environment)
Staff management, team working and pastoral care
Client / customer expectations
Staff efficiency or productivity
Project management and quality assurance
Additional costs to provide suitable equipment, including adaptations to meet H&S standards
Other (please specify)



Help inform Scotland’s response to the COVID-19 pandemic and the Climate Emergency

Part 4: Post COVID-19

20. As an employer, do you plan to support or encourage home working?

- Yes, we already support and encourage home working
- Yes, we plan to support and encourage an increase in home working
- Don't know
- No, please explain why

21. Looking to the future, what do you think is most likely to be the working situation for your employees when there are no COVID-19 restrictions? (please choose an approximate percentage on each line)

	0% (No employees)	1-25%	26-50%	51-75%	76-99%	100% (All employees)	Don't know
Based fully at workplace							
Partly home / workplace based							
Based fully at home / remotely							
Other (e.g. commercial traveller)							

22. For those employees continuing to commute to their place of work, which of the following incentives/measures to encourage your employees to travel to work are you likely to implement in the future? (please choose one response on each line)

	Already in place	Very likely	Likely	Unlikely	Very unlikely	Don't know
Cyclescheme, tax free bike scheme						
Bike storage facilities						
Cycling support (e.g. cycle training or maintenance events)						
Showering facilities						
Other incentives to walk or cycle (e.g. free breakfast on Cycle to Work day, providing free hi vis jackets, etc.)						
Adjusting start and finish times to avoid peak times on public transport / during winter months						
Travel season ticket loan (e.g. train)						
Free/subsidised public transport passes						
Restricted car parking allocations						
Car share scheme						
Other (please specify)						

23. What do you think are the main barriers to your employees walking, cycling or using public transport to get to work? (please choose all that apply)

Distance to travel to work
Availability / quality of public transport services
Cost of travel by public transport
Lack of suitable road space / lack of infrastructure (e.g. cycle networks)
Safety concerns in relation to cycling and walking
Lack of space for cycle storage / shower / changing facilities
Convenience and speed
Inclement weather
Need to combine travel to work with dropping off/picking up children
Need to transport materials / samples

Don't know
Other (please specify)

24. Thinking about business travel, how likely is it that you will do the following in the future? (please choose one response on each line)

	Much more likely	More likely	About the same	Less likely	Much less likely	Don't know
Attend virtual conferences / events rather than in person						
Change client / customer arrangements to enable less travel						
Use active travel (walking / cycling / wheeling)						
Use public transport (bus / tram / train / ferry)						
Use active travel + public transport						
Use private vehicle (sole occupant in car / van / motorbike / taxi)						
Use car-share						
Use Park & Ride						
Use air travel						

25. What are the main factors that make it difficult to reduce your organisation's business travel? (please choose one response on each line)

	Major	Moderate	Minor	Negligible
Client or customer expectations				
Benefits of face to face contact				
Preferred ways of working				
Need to transport materials / samples				
Concerns about the reliability or effectiveness of online systems				
Other (please specify)				

26. In light of experience during the pandemic and the importance of tackling the climate emergency, is it likely that you will prepare or revise a Workplace Travel Plan during the recovery from the pandemic?

- Yes
- No
- Don't know

27. Would you welcome support and advice to help you prepare a Workplace Travel Plan and reduce your business's / organisation's carbon footprint?

- Yes
- No
- Don't know

28. What measures could the Scottish Government implement that would support you to allow more home working and to use more sustainable modes of transport for staff commuting and business travel?

29. Please provide any other comments or information about your business's / organisation's travel, staff travel and working practices either during lockdown, now or in the future.

Annex 5 – Interview Notes from 10 Businesses/Organisations

Annex 5 – Interview Notes from 10 Businesses/Organisations

Interview Notes

Abbreviations

PT – Public transport

AT – Active travel

PT+AT – Public transport and active travel

F2F – Face to Face

WFH – Working from home

FT – Full time

Interview 1

Company/organisation

Sector: Technology, Science and Pharmaceuticals

Location: Aberdeen and Dundee

Number of employees: >250

Summary of the survey responses

- Pre COVID-19
 - o Majority of staff based fully at workplace and travelled to work in private car.
 - o Small proportion of meetings done using video conferencing/online calls.
 - o Academic research organization, staff regularly travel to attend conferences, project meetings, conduct fieldwork.
 - o **Business travel is 72% air travel**, 21% rail and 8% car travel.
- Lockdown
 - o Majority of staff worked fully at home/remotely.
 - o Not sure of impacts on employees travel but suspect public transport reduced significantly.
 - o Able to replace face to face meetings with online contact – activities moved online with an increase in frequency/contact.
 - o Effect of home working on operation of business:
 - o Mixed effects - Customer contact, project management and quality assurance.
 - o Negative - staff productivity and efficiency, IT and communication costs, recruitment and training, communication within the organization.
 - o Positive - carbon footprint and other operating costs
 - o ***Informal communication has suffered hugely, outweighing potential gains in other areas at all staff meetings. Carbon***

footprint has gone down if you only look at the site energy consumption.

- Effects on staff from home working:
 - Negative – Transition to home working; health and wellbeing; work/life balance; operating costs from home.
 - Positive – Commuting time savings; commuting travel costs.
 - ***Difficult to average out different people’s experience – when it has been bad it has been really bad, when it’s being good, it’s been ok, so negative on balance.***
 - ***People with caring responsibilities have really struggled, which unfortunately is also biased towards women. People with slower broadband, especially in rural areas, have struggled. It is also difficult for people with smaller or shared accommodation. More senior staff have generally been more able to work from home, more junior staff have been less able to do so and have either been furloughed or asked to travel to the workplace to carry out essential tasks.***
- Barriers to move to home working:
 - Home working conditions, company IT systems, individual IT systems, lack of IT skills, broadband/internet connections, information security risk, staff management, staff efficiency, project management and additional costs to provide suitable equipment. Note that in most cases these have been overcome. The main remaining difficulties are around caring responsibilities, home workspace suitability (including internet connections), staff mental health and informal communication.
- Future
 - Incentives already in place – Cyclescheme, bike storage facilities, showering facilities. Very likely to adjust start and finish times. Unlikely to provide cycle support, free/subsidised public transport passes, restricted car parking allocations; car-share scheme.
 - Main barriers for staff to actively travel to work include distance, availability of public transport or active travel infrastructure, costs, safety concerns, weather, multi-stop journey.
 - ***More likely to attend virtual events and change client/customer arrangements to travel less.*** However active travel, public transport use, mix of active and public travel, private vehicle, car share, park and ride will remain the same. It is indicated that ***air travel will be less likely.***
 - Will prepare a Workplace Travel Plan.
 - Key factors that make it difficult to reduce business travel: benefits of face to face contact, and preferred way of working. Less of an impact has client or customer expectations.
 - ***Scottish Government could provide better broadband access across the country to enable easier home working, safer cycle routes to work, facilities (pavements, cycle paths) that are more weather-resilient and better lit, public transport provided as a public service to bring service levels up and/or costs to the individual down.***

Follow-up discussion responses

Broad topic	Question	Response
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<p>Commuting</p>	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Organisation has 2 sites: Invergarry outside Dundee, one in west end of Aberdeen. Staff survey: 39% live within 5 miles of Dundee site on same side of Tay. So rate of cycling could be a bit higher. Walking: probably a higher than usual % of staff live within walking distance (compared to other large institutions) but they don't. Issue is house prices near their sites so difficult to get decent place within reasonable walking distance.</p> <p>Also large % of staff who live rurally, which makes cycling/PT more problematic. Bus service to Invergarry has decreased over time. Aberdeen site is difficult to commute to by rail.</p> <p>Interviewee's predecessor was more into transport, made a travel plan and looked into charging for parking, but case for that is difficult to make because no scarcity of parking at their sites. Car sharing also difficult. So, interviewee feels it's difficult to discourage car use, more about addressing barriers to other travel.</p>
<p>Business travel</p>	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Strong reliance on air travel pre-COVID, both within and beyond UK. Future will be something between now and what was the case. Barriers to online conferencing are being overcome but there was a strong attachment to F2F contact and flying to achieve that.</p> <p>An employee wrote a blog post about experience of attending an online conference and there was some commenting on that about the future. Interviewee hopes there will always be the option to attend virtually in</p>

		<p>future, but thinks that organising hybrid (online+F2F) conferences as opposed to online-only) is challenging.</p> <p>Apart from conferences, lots of travel for project meetings, lots of EU-funded projects involving international collaboration. In Future there will still be desire for in-person project meetings.</p> <p>Role for government: improving Scotland's transport links to European continent – rail links, and ferry links.</p>
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>Travel plan 2015. Lack of capacity to review it – his focus is carbon reductions in general and energy projects, so focus on travel is backseat. Hasn't even had much time to implement recommendations from the 2015 travel plan.</p> <p>Commuting: not easy to influence travel mode, but can influence where staff can work, so organisation have asked staff how/where they want to work in future and over half want a hybrid model of WFH/ workplace, small % want to WFH completely. So will be less commuting in future.</p> <p>Looking at model for conference attendance to try to reduce business travel (e.g. possibly restricting travel to those who are presenting or otherwise taking an active role)</p>
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Communications: "most people have figured something out." Organisation use Webex platform, where you can set up different chat groups and communicate informally that way. Some groups run (virtual) coffee mornings to chat.</p> <p>Formal contacts: open house where CEO speaks to staff</p>

		<p>body, about 1/3 staff attend. Was monthly previously, weekly during lockdown, fortnightly now.</p> <p>Productivity: 96 staff furloughed, mainly because either the nature of their job meant they couldn't WFH or they had impossible home circumstances.</p> <p>In future, there'll be continued reliance on online meetings. Organisation is working on a 1-2 year timeline, 2 years is long-term for them and they don't expect to see return to pre-pandemic normal in that time.</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>Those who couldn't WFH were in some cases furloughed (on full pay). Organisation didn't do anything to mitigate broadband issues (couldn't afford BB dongles), also couldn't do anything about lack of space to WFH. In case of childcare issues, some were furloughed, staff also allowed use of other leave (e.g. special leave) – which didn't mitigate career implications but did mitigate financial implications. Lower paid staff were more impacted not just because of less space but also because the work they do tends to be more hands on e.g. in glasshouses and labs.</p> <p>People already returning to office and other sites so fewer problems now. But they will have a capacity problem as restrictions lift if everyone who wants to come back does.</p>
Longer term plans	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote</p>	<p>Did not ask due to time constraints and partially covered at least in other responses.</p>

	working and provided reassurance it can be done without impacting your operations?	
Online meetings + conferences	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>Things are better than if this had happened 3-4 yrs ago, because they have better IS systems for online meetings. So internal meetings, things improved quickly from March/April and are OK now despite occasional glitches.</p> <p>External mtgs: slower and still subject to problems and issues</p>
Office footprint and location	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Yes, they'll review amount of space, which ties into already existing plans to rent out space to other orgs and make their space more of a science hub rather than just offices for them. Not likely to review location – Invergarry site is next to the land they use for experiments. Aberdeen location is in expensive part of the city, will rent space to make money rather than sell.</p>
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>Extremely important. Have a corporate plan for 2016-2021, based on UN SDGs, one of which is mitigating climate change. They're a public body under the Climate Change Act so subject to duties on public bodies to mitigate and adapt to climate change. Also their work is very much to do with climate change e.g. mitigation through land use</p> <p>Yes, they have to report annually on carbon emissions. Includes business travel, but not commuting. Interviewee is focused on what's compulsory (commuting not) and there are issues with data collection for</p>

		<p>commuting. He's occasionally done a 'back of the envelope' calculation and found commuting footprint is somewhere between 200-700 tonnes annually – roughly same as business travel (500 tonnes/annum).</p>
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Interview 2

Company/organization

Sector: Education, Healthcare, Hospitality, Leisure, Retail, Sales

Location: Edinburgh City

Number of employees: 10 – 250

Summary of the survey responses

- Pre COVID-19
 - o **Majority of staff was working partly from home and the office** (51 – 75%) and less than 50% worked full time from the office.
 - o Majority of staff (76% - 99%) use private vehicles for daily commutes.
 - o Between 26 % and 50% of meetings were carried out in a form of video conferences.
 - o Business travel - attending meetings, conferences, events, trade shows, and customer / supplier visits and field visits. Staff mainly travelled using private cars (76 – 99%) and some using public transport (1 – 25%).
 - o The business did not have a Workplace Travel Plan before the pandemic.
- Lockdown
 - o Majority of people (75% - 99%) were working from home, and **between 1 and 25% were furloughed or laid off**. No one was commuting during the lockdown as the offices were closed.
 - o Able to replace face to face meetings with online contact – activities moved online with an increase in frequency/contact.
 - o Effect of home working on operation of business:
 - o Very negative effects - communication within the organisation and recruitment and training.
 - o Negative effects - customer or client contacts and project management and quality assurance.
 - o Mixed effects - staff productivity and efficiency.
 - o No effects on IT and communications costs and lack of data on the effects on other operating costs.
 - o Very positive effects on carbon footprint.
 - o Effects on staff from home working:
 - o Mixed effects - transition to home working,
 - o Very negative for health and wellbeing
 - o Negative - operating costs from home and work/life balance.

- Positive effects - work/life balance, commuting time savings and commuting costs savings.
 - Disadvantaged employees - ***people with certain disabilities (autism) have suffered severely from isolation.***
 - Key barriers for the business: home working conditions, broadband issues, information security risks, client expectations and additional costs to produce suitable equipment.
- Future
- **All employees partly home/workplace based**
 - Future travel to work - cycling scheme, bike storage and shower facilities are already in place. Cycling support, other initiatives to walk and cycle, travel season ticketed free/subsidized bus passes, restricted car parking and car share scheme are very unlikely to happen. Adjusting working time to avoid peak times is likely to happen.
 - Main barriers for staff to actively travel to work include distance, availability of public transport or active travel infrastructure, costs, weather, and the need to transport materials.
 - More likely to attend virtual events and change client/customer arrangements to travel less. However active travel, public transport use, will remain the same. It is indicated that use of private cars will be less likely.
 - Key factors that make it difficult to reduce business travel: client expectations, benefits of face to face contact, and the need to transport materials. It was noted that employees often have to travel to remote locations where public travel costs become too high.
 - The organisation will not prepare Workplace Travel Plan during the recovery from the pandemic and in it not interested in advice on reducing emissions from transport.
 - **Scottish Government could provide *more dedicated cycle routes, more EV charging points, manage road works and closures better.***
 - **Finally, it is noted that *most client meeting can be moved online, however much of the teaching requires face-to-face contact, despite online trials during lockdown.***
 - ***Mostly travel to remote locations where there are no public transport links.***

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what</p>	<p>Very reliant on car use pre-COVID because part of job (in terms of training delivery) is going out and visiting clients and car is needed for that, which means it's also used to commute in to work. PT is simply not available. Staff get money from Organisation for using car, as well as claiming mileage, and if they lose the</p>

	<p>would need to happen to encourage greater use of these modes?</p>	<p>car payments (because of COVID) that will be a big loss. Another issue is not knowing where going when visiting clients – it’s easier to find somewhere in a car than by PT. “People use their car as a map.”</p> <p>I suggested car pool for Organisation so staff could commute by PT then use Organisation car to do visits; he doesn’t think this is viable as wouldn’t get enough use (seemed to be suggesting there would be several days when no need to use car for visits, which somewhat contradicts idea that it’s necessary to use car to commute daily because of visits during work time? Maybe this is about habits? But also he just didn’t seem keen on the car pool idea).</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Very reliant on car use (see above). Office location is part of the problem as it’s not in town, it’s out by South Gyle. Thinks there will be less travel post-pandemic as more work will continue online than previously.</p> <p>Did not seem to think organisation is very interested in promoting greener practices. He said his boss’s boss previously required his boss to travel rather than use videoconferencing (including within-UK flights).</p>
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>Interviewee wasn’t clear what a travel plan is. I tried to explain but I’m not sure he really understood. His response to Q about place of travel plan post pandemic is that there is a new CEO who’s keen that people WFH and interviewee expects</p>

		that there will be much less flying.
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Challenges: communications within organisation, recruitment and training. Not able to put measures in place to address challenges. If anything, they're getting worse. GDPR and data security concerns causing issue with access to data. He has to use organisation laptop rather than own computer which would be easier to use (large monitor etc) because can't access data except on organisation laptop. Systems designed for some things aren't appropriate. Learners with specific learning needs can't always do online training.</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>N.B. Survey answer saying autistic employees suffering badly from isolation – this is actually learners that organisation is involved in training, not employees. For staff: loads of redundancies (500 people across whole business, c. 10 in Scotland), which impacts on communications because there are things you can't say. Issues re software and managers not making decisions. Again, he seemed not to be able to answer about any mitigation strategies. Plans for home working in future: mitigate problems by being able to do some in-person work so things will be better than when everything is online.</p> <p>Ideas re support for homeworking: need to have rights enshrined in law e.g. he is v concerned about health and safety with people not having proper equipment (like office chairs) etc. So,</p>

		government need to ensure proper conditions. Also BT and connectivity is a problem – need investment in connectivity infrastructure. That needs to be a massive priority for the government.
Longer term plans	In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?	Benefits of changes include lack of physical paperwork; pandemic has forced a paperless office. Also, being able to do training sessions with learners more frequently than previously, now these have shifted online. Post-pandemic, he expects they will continue quite a lot of online training because of this benefit. e.g. will hold online networking classes frequently, with a couple per year in-person for those who would struggle with all online.
Online meetings + conferences	How successful has the switch to online meetings been for your business? Any difference between internal and external meetings? What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events? Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?	Switch to online has benefits: was meeting in-person about every 2.5 months (with learners – he deal with people in apprenticeships). Now meeting more often and as learners are at home they can be more honest than when line managers are present. Internal comms: “we just don’t do it anymore” – they’ve just stopped having meetings because of time pressures and need to do other work to gain income. Will not return to previous ways once pandemic is over. Won’t go back to fully classroom-based learning. (see future plans, above)
Office footprint and location	Do you think you will review the amount of office space that your organisation requires?	Yes, will review space because won’t need the classrooms anymore (or not as many) because classes will be mostly online.

	Do you think that you will review your office location in the light of changing working practices?	Also thinks review of location is likely.
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>Not important to Organisation; doesn't really recognise that Scotland exists. But he personally thinks climate change is very important and that 2045 is too late, should be aiming for net zero 10-15 years earlier; that would be achievable.</p> <p>Independence might help to make this happen; going into independence relying on oil and gas income would be stupid.</p> <p>He thinks monitoring is done regarding consumables and power, but not travel (he's not certain about this but has never seen any report which includes travel emissions). Organisation is not reporting on a lot of important things like equality issues so he's not confident they will be doing C footprint. And what they do monitor will be because of costs rather than environmental concern.</p>

Interview 3

Company/organization

Sector: Public services, Government, Charity

Location: Edinburgh City

Number of employees: >250

Summary of the survey responses:

- Pre COVID-19
 - o **Majority of staff was working at the offices/labs** (51 – 75%), only between 26 – 50%% were working partly working from home and the office and between 1 and 25% were fully working remotely.
 - o **Majority of staff (51% - 75%) use public transport for daily commutes.** 26 – 50% pf people use a mix of active travel and public transport.
 - o Less than a quarter of meetings were carried out in a form of video conferences.

- Business travel - attending meetings, conferences, events, trade shows. Staff mainly travelled using public transport, or a mix of active travel and public transport.
- Business had a Workplace Travel Plan before the pandemic.
- Lockdown
 - All employees worked fully at home.
 - Able to replace face to face meetings with online contact – activities moved online with little change in frequency/contact.
 - Effect of home working on operation of business:
 - Positive effects for communication within the company, and carbon footprint.
 - Negative effects were evidenced for staff productivity and efficiency.
 - Effects on staff from home working:
 - Mixed effects - health and wellbeing and work/life balance.
 - Positive effects - transition to home working, commuting time savings and commuting costs savings.
 - Disadvantaged employees - **younger staff found it more difficult to seek training and knowledge development from senior staff.**
 - Key barriers with the move to home working: home working conditions, individual's IT equipment, broadband issues, staff management, teamwork and pastoral care, staff efficiency and productivity and additional costs to provide staff with suitable equipment.
- Future
 - **Partial working in the office and home (51-75%), between 26 and 50% of staff will be working from the office full time** and between 1 and 25% will be working remotely full time.
 - Incentives/measures - cycling scheme, bike storage and adjustment of working times to avoid peak times are already in place. Cycling support, other initiatives to walk and cycle, shower facilities are likely to be supported. *Decisions on means to support staff still have to be made.*
 - Main barriers for staff to actively travel to work include distance, availability of public transport or active travel infrastructure, costs, safety concerns, lack of cycle storage space/shower/ changing facilities, convenience and speed, weather, multi-stop journey.
 - Much more likely to attend virtual events and change client/customer arrangements to travel less. Use of active travel, public transport or a mix of both for business travel is more likely. Private car use and air travel are less likely, car sharing and park and ride will remain the same.
 - Key factors that make it difficult to reduce business travel: customer expectations, benefits of face to face contact, and preferred way of working.
 - Will prepare Workplace Travel Plan during the recovery from the pandemic.
 - **Scottish Government could provide better broadband access across the country to enable easier home working, cheaper and more reliable public transport and investment in cycle paths.**
 - **IT has worked very well. Some loss of staff productivity and everything taking a bit more time, but staff have adapted very well to ensure audit of public body's accounts has continued. In no hurry to return to working in the office and likely to be a phased approach - limited numbers, for a couple of days a week etc.**

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Pre-COVID: mostly PT or mix of AT + PT so not v dependent on car use. WFH now. After COVID, think more WFH; no-one will be forced to return to office unless comfortable. Expectation or even encouragement from management to WFH at least PT. They did survey about staff preferences, most staff likely to go for mix WFH/office.</p> <p>Organisation will continue to encourage PT and AT – it's the norm because not enough car parking space (c 3 spaces at Ed/Glasgow offices). In offices other than Ed/Glasgow they might use cars more often.</p> <p>(N.B. I got impression that answers given were basically about Ed/Glasgow offices.)</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Transport is biggest source of emissions so if need to get to net-zero then need to reduce travel. Used to think need to travel to audit, now found that's not true, possible to audit remotely. Short to medium-term more will be done from home online. Longer-term, people might start travelling more as they forget how things are now, but for carbon footprint reasons will be encouraging less car use.</p>
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>They had travel plan because of need to reduce emissions and transport is largest source. Had a car scheme where people above a particular grade were entitled to office car, but that's been phased out – new people/moving up to that</p>

		<p>grade haven't been given a car for 7-8 years, though cars haven't been taken away from those who had them.</p> <p>Will need to look at travel as part of longer-term strategy. Management is of view "it's what you do, not where you do it that's important" so updated plan is likely to be produced to minimise travel.</p>
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Ongoing challenges. Big issue is just keeping in touch. Some people finding it harder to WFH than others due to childcare, mental health (missing colleagues, loneliness). Also challenges training new young staff. Just doing the best they can at the moment, regular team catch-ups, managers expected to find out how teams are doing; this will continue.</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>Buddy system so those further through training are allocated to buddy new trainees to attempt to keep contact and so new trainees find it easier to ask questions. In future, get-togethers will be high up priority list so new staff get enough training. They are looking at prioritising regular catch-up meetings when able to get back to offices.</p>
Longer term plans	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?</p>	<p>Didn't ask due to time pressures and covered to a certain extent by other Qs.</p>

<p>Online meetings + conferences</p>	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>Internal meetings worked quite well as able to use MS Teams and IT has worked OK. But meetings need more planning than just being able to informally step up to people's desks and ask for a few minutes, and it's difficult to replicate that kind of contact.</p> <p>External: lots of people like using zoom but they're not allowed to because of security issues, so have to use personal laptops not work devices to use zoom. With some other organisations, have had to use telephone and that's not as good as being able to see people.</p>
<p>Office footprint and location</p>	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>"That would be the obvious place to go but I'm not sure we're going to rush into that." Depends on conditions of lease. Ed/Glasgow offices are both leased. Wouldn't be easy to hive off space to other organisations so reducing space would require moving and not clear whether/when possible because of lease.</p>
<p>Climate emergency</p>	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>Very important because we are a government organisation. Want to be seen as leading. They take climate change seriously; at same time, getting to net zero is getting harder, low lying fruit has been plucked. 80-85% emissions are transport-related, so further significant reductions can only come through reducing amount of travel, or offsetting. Offsetting is inevitable to get to net zero.</p> <p>They monitor and report on business travel, not commuting. Will need to start thinking about "what kind of emissions do we rack up through working from</p>

		home” – that’s not been looked at so far.
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Interview 4

Company/organization

Sector: Administrative, Business, Finance, Property, Recruitment, Media, Law, Marketing, Publishing

Location: Edinburgh City

Number of employees: <10

Summary of the survey responses

- Pre COVID-19
 - o 26 – 50% of staff was partially working from home and office, and between 26 % and 50% of staff had a different place of work, classed as ‘Other’.
 - o **Majority of staff (76% - 99%) used public transport** and between 26 and 50% used a private car.
 - o Less than a quarter of meetings were carried out in a form of video conferences.
 - o Business travel - attending meetings, customer / supplier visits and field visits.
 - o **Majority of staff (76% - 99%) used public transport for business travel**, 1 – 25% used a mix of active travel and public transport and between 26 and 50% used a private car.
 - o The business did not have a Workplace Travel Plan before the pandemic.
- Lockdown
 - o Majority of people (75% - 99%) were working from home, and between 1 and 25% were working at ‘other’ location. Those who had to commute during the lockdown used private cars.
 - o Some video conferencing or other online contact was possible, but business / organisation activity was compromised.
 - o Effect of home working on operation of business:
 - o **Very negative effects - carbon footprint**
 - o Negative effects - client contact, staff productivity and efficiency and project management and quality assurance.
 - o Positive effects - other operating costs. *Note – home is the permanent office.*
 - o Effects on staff from home working:
 - o Positive effects - transition to home working, health and wellbeing, commuting time and costs savings
 - o No effect on work/life balance and operating costs from home.
 - o Key barriers for the business: lack of IT skills, staff efficiency and productivity, project management and quality assurance. It was also noted that **some of key business operations were impossible to carry out such as site visits, collecting and verifying real data.**
- Future
 - o Mix of home working, remote working and at other locations (client’s).

- Incentives/measures - bike storage and shower facilities already exist, so does adjustment of working time, subsidized travel passes and restrictions on car parking. It is unlikely that the company will encourage cycling schemes, cycling support, other initiatives to walk or cycle or travel season ticket.
- Main barriers for staff to actively travel to work include convenience and speed and weather.
- Key factors that make it difficult to reduce business travel: client's expectations, benefits of face to face contact, and preferred way of working, the need of transporting of materials and concerns over reliability of online systems.
- The organisation will not prepare Workplace Travel Plan during the recovery from the pandemic and it is not interested in advice on reducing emissions from transport.
- **People need to think about business travel and do what is best; one factor is environmental impact. I do about 30000 business miles per year by train because it works and because it lessens my environmental impact. Barriers to good practice need to be removed, but dictates on using public transport are in efficient, frustrating and ultimately fail. Another related point - cars should be taxed by weight to encourage smaller and lighter vehicles for any given purpose - this would push down the environmental impact steadily over time. Current policies are forcing and increase in CO2 emissions for some people. A broader approach that is not predicated on any given technology is needed long term.**

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Only 2 members of staff – interviewee and his wife – and the office has always been at home. So no travel to work – answers on survey were about travelling to visit clients i.e. business travel.</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram</p>	<p>Not reliant on air travel, but does c.30,000 miles by train per year visiting clients (in the construction industry). Survey responses were about the situation at the time when travel was almost banned – no travel beyond 5 miles. That's</p>

	<p>and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>what interviewee meant in survey comment by “dictates on using PT are inefficient and frustrating” and “current policies are forcing an increase in CO2 for some” – because no PT use allowed, people using cars.</p> <p>Currently he’s mostly working remotely. Will visit sites using car and could camp if necessary, wouldn’t bother him, but clients want remote visits. His work has halved because he hasn’t been able to conduct some of the business. He didn’t really have views on what would encourage PT use and the distances are too far for active travel (Birmingham, London, South Wales etc).</p>
<p>Travel planning</p>	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>No travel plan. I didn’t ask about this because only two staff and only himself travelling.</p>
<p>Home working</p>	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Has been WFH for 20 years so already had very good office set up at home.</p> <p>Challenges have come from trying to work remotely with clients. Had to learn to use tools such as Teams and Zoom and he uses them “as a respondent” when others set up the meetings – doesn’t know how to do this himself. Intends to become more familiar with these tools so that he can organise meetings. He’s found a lot of people find it difficult to access meetings if trying to do so using mobiles rather than computers. Negative impact of home working on carbon footprint</p>

		<p>because of having to use car for visits instead of train.</p> <p>Interviewee will continue working from home as that's what he's always done for this business, but hopes will not have to continue remote site visits/audits (though see below re online meetings).</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>Positive effects on health and wellbeing: he's at home more because travelling less (remote visits), so more time to do other things e.g. can go out for a walk in the middle of the day if it's good weather.</p>
Longer term plans	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?</p>	<p>Interviewee thinks whatever happens in future will have very small impact on his business. If everything goes back to normal he will be happy with that and will go back to pre-COVID work. If others want to continue remote working he will go along with that. He doesn't think it works as well (thinks people are somewhat deluded about what's really possible); over a screen you can be deliberately or – more usually – unintentionally misled because you're only seeing a snapshot of an issue, you can't get at a problem fully if you can't see it and are only being told about it.</p>
Online meetings + conferences	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from</p>	<p>Minor problems are getting resolved but major problems are not. People are keen to carry on remote working because it seems easier e.g. not having to travel to do an</p>

	<p>the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>audit, but again, he thinks people are kidding themselves about what's really possible (and may come to realise that).</p> <p>What he does in future in terms of communicating with clients will depend on their preferences.</p>
<p>Office footprint and location</p>	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Didn't ask given his circumstances – didn't seem relevant.</p>
<p>Climate emergency</p>	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>To his business it's not important at all, as the business isn't affected. But to him personally climate change is extremely important – though he thinks it won't affect him because of his age, it will affect his children etc. He believes climate change is greatest challenge facing humankind. Bit dubious about Scotland's commitment to net zero – need a broader approach, across whole world, and not just slogans.</p> <p>No monitoring/reporting of carbon footprint – he considers would be a waste of time to do so. For example, when visiting a construction site you fill in a form saying how you've travelled to site, how far etc – loads and loads of data is collected but the people who have it can't do anything with it. We already know how that travel by train is better than car for example. Interviewee's view is that people are distracted from action by collecting data. And people are angry about having to do the work (collecting the data?) for nothing.</p> <p>Govt should tax cars by weight. Electric cars not sensible for</p>

		<p>long distance rural journeys. Diesel more efficient. So should promote smaller, lighter diesel cars rather than big heavy ones.</p> <p>Need integrated strategy – bit frustrating that England and Wales have different policies from Scotland. Overall approach for Britain is needed rather than individual nations.</p>
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Interview 5

Company/organisation

Sector: Engineering, Construction, Energy, Utilities, Transport, Telecommunications, Environment and Agriculture

Location: Edinburgh City

Number of employees: >250

Summary of the survey responses

- Pre COVID-19
 - o Majority of staff was working at the offices/labs (51 – 75%), only between 1 – 25% were working partly or fully remotely.
 - o Majority of staff (26% - 50%) use private vehicles for daily commutes.
 - o Less than half of meetings were carried out in a form of video conferences.
 - o Business travel - attending meetings, conferences, events, trade shows, and field visits.
 - o **Staff mainly travelled using car share (51 – 75%),** using a private vehicle (26 – 50%) for business travel.
 - o The business did not have a Workplace Travel Plan before the pandemic.
- Lockdown
 - o Majority of people (76% - 99%) were working from home, only a small percentage worked partly at home and the office. Those who had to commute were using private cars.
 - o Able to replace face to face meetings with online contact – activities moved online with little change in frequency/contact.
 - o Effect of home working on operation of business:
 - o Negative effects - client or customer contact, staff productivity and efficiency, communication within the organisation, recruitment and training.
 - o No effect - project management and quality assurance and IT and communications costs
 - o Positive effects - other operating costs and carbon footprint.
 - o Effects on staff from home working:
 - o Mixed effects - transition to home working, health and wellbeing, operating costs from home.

- Positive effects - work/life balance, commuting time savings and commuting costs savings.
- Disadvantaged employees - *junior staff of people living alone did not enjoy the experience.*
- Key barriers for the business: home working conditions, company IT systems, broadband issues, information security risks, staff management, teamwork and pastoral care, staff efficiency and productivity.
- Future
 - **All employees will be partly home/workplace based.**
 - Incentives/measures - cycling scheme, bike storage and shower facilities already exist. Cycling support, other initiatives to walk and cycle are likely or very likely to happen. Adjusting working time to avoid peak times, travel season tickets, subsidized travel passes, car share schemes, and restricted car parking spaces are unlikely to happen.
 - Main barriers for staff to actively travel to work include distance, availability of active travel infrastructure, safety concerns, convenience and speed, weather, multi-stop journey.
 - **Much more likely to attend virtual events and change client/customer arrangements to travel less, use of active travel, use of public transport.** Use of private car and air travel will be less likely, car sharing and use of park and ride will be about the same.
 - Key factors that make it difficult to reduce business travel: client's expectations, benefits of face to face contact. Preferred way of working and the need of transporting of materials are of moderate concern.
 - The organisation will not prepare Workplace Travel Plan during the recovery from the pandemic; however, it is interested in advice on reducing emissions from transport.
 - **Scottish Government could provide more reliable video conferencing via Scots. We are a widely dispersed staff group based all over Scotland predominantly in rural areas so there are limits to how efficient or green we can make necessary travel Electric cars/vehicles and video/tele conferencing are the way to go.**

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Quite high dependence on car use; PT only used in Edinburgh, where it's easier. Future: c. 85% of staff wanted more flexibility re working at home, so expecting pattern will become something like 3 days in office and 2 days WFH. If wished, probably possible to work in an office FT. They will probably have a core hours concept where people have to be in office at certain times, depending on job.</p> <p>AT/PT not practical if long distance or lack of provision. Organisation involves variety of jobs, sites are all over the place; realistically, commuting by PT only possible for office based.</p> <p>More possible: car sharing, pool vehicles (which they already have); they're intending to move to all-electric fleet in future (?2025).</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Car share used a lot pre-COVID. Once over, plan to adopt 'COVID-safe measures' so adopting more online meetings etc. Also agreed to change offices into 'collaborative workspace' so go to office for meetings but not for other things e.g. individual writing a report. 'Smarter working' like SNH.</p> <p>Yes, would and do encourage PT use where sensible. Train used almost exclusively between Inverness-Edinburgh-Glasgow but other offices/work sites not practicable. Expect to use PT less after COVID because less travel, not</p>

		because of more use of other modes.
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>No travel plan. Never thought about it. COVID has got them thinking about a 'less travel plan' i.e. more about trying to reduce travel. He mentioned moral licensing (though didn't name it that himself) because of planting trees i.e. there's a bit of a tendency for them to think "we're planting so many trees, doing great stuff for the environment, so we don't need to worry about other stuff like travel" – but recognises that morally and practically that's not true.</p>
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Main challenges: as survey.</p> <p>Concerned that people will get tired of issues with WFH – they're starting to see more unhappiness. They were planning to re-open offices about now but have put that on hold. Hoping to be able to have more people coming back to offices. Measures: people who really need to are able to go into offices now. (That was the only thing he mentioned though long answer.)</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>Particular problem with new people coming in and not being able to learn directly from others. From beginning of lockdown they adopted a communications strategy; managers to be in touch with team at least weekly. Provided mental health advice and developed mental health first-aiders network to help confidentially. Commended by union for communications. Access to counselling and support. Note, some of their</p>

		<p>workers e.g. wildlife rangers are socially isolated anyway and there are c.1-2 suicides/year even in normal times, so they are aware of these issues anyway. They are planning for office to become a social working space, prioritising using it for getting together, not writing reports, so hopefully people will be less isolated.</p> <p>Need technical changes to allow more remote data capture e.g. out in the forest.</p>
Longer term plans	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)?</p> <p>If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?</p>	<p>Did not ask due to time pressures and covered to a certain extent by other Qs.</p>
Online meetings + conferences	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>External meetings are better because using better platforms than the one they're able to use as Scot Gov org (because of security concerns) – they're not videoconferencing. Internal communications are telephone-based.</p> <p>Remote working in rural areas can be problematic because of broadband speeds but their utilisation of networks has become lighter-touch (he explained how but I didn't catch it as was a bit techy – but basically doing things differently so need less bandwidth I think). That's made things a bit better but still issues for some (e.g. he was working in a "bunker" under a road with unstable internet/bandwidth).</p>

		<p>In future, stuff to do with finance is all being upgraded so that will 'kick a lot of things into the cloud' and update operational systems so will become more efficient. Will be more online meetings post-COVID than before. In-person time will be for creative and higher-level work.</p>
Office footprint and location	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Pondering that. Moving Inverness office into Scot Gov hub – that was planned anyway, but will plan for fewer desks than originally envisaged, and configured differently. Edinburgh office different – can't walk away from the inherited building, so aspirations "compromised by the need to fill it with bodies" – but could turn it into a Scot Gov hub if other organisations are interested.</p> <p>They probably need less office space in Edinburgh but are stuck due to lease options.</p>
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>Committed to government target because they are a government organisation. They are lucky in being able to meet their own target (about planting trees) but he has doubts about whether the overall targets for Scotland are do-able.</p> <p>Carbon reductions are core to their business.</p> <p>Monitoring & reporting: no, not as formally as before forestry was devolved, but they do it. Yes, does include business travel and commuting.</p>

Interview 6

Company/organisation

Sector: Administrative, Business, Finance, Property, Recruitment, Media, Law, Marketing, Publishing

Location: Glasgow City

Number of employees: <10

Summary of the survey responses

- Pre COVID-19
 - o **All staffed worked at the office.100% of staff commuted using public transport.**
 - o Between 26 and 50% of meetings were carried out in a form of video conferences.
 - o Business travel - attending meetings, conferences, events, trade shows, and customer / supplier visits.
 - o Staff mainly travelled using public transport or private vehicle (both between 26 and 50%) for business travel and only small percentage between 1 and 25% accounted for air travel.
 - o The business did not have a Workplace Travel Plan before the pandemic.
- Lockdown
 - o Majority of people (51% - 75%) were working from home, and between 1 and 25% were partially based at home and the office. The staff who continued to work from the office in majority relied on private vehicle (76 – 99%)
 - o Able to replace face to face meetings with online contact – activities moved online with little change in frequency/contact.
 - o Effect of home working on operation of business:
 - o Mixed effects - client or customer contact and staff productivity and efficiency, and carbon footprint.
 - o Negative effects for project management and quality assurance and IT and communications costs.
 - o Positive effects were noted for other operating costs.
 - o Effects on staff from home working:
 - o Mixed effects - home working.
 - o Negative effects - health and wellbeing, operating costs from home and work/life balance.
 - o Positive effects - commuting time savings and commuting costs savings.
 - o Key barriers for the business: home working conditions, company IT systems, individual's IT equipment, broadband issues, information security risks, staff management, teamwork and pastoral care, staff efficiency and productivity.
- Future
 - o **Majority of staff will be working at the office (51 – 75%)** and a minority will be partially working at home and at the office (26 and 50%).
 - o Incentives/measures - likely to adjust working times to avoid peak times and it is unlikely to arrange bicycle storage facility.

- Main barriers for staff to actively travel to work include distance, safety concerns, lack of storage / shower/ changing facilities, weather.
- More likely to attend virtual events and change client/customer arrangements. However active travel, public transport use, use of private vehicle will remain the same. It is indicated that air travel will be less likely.
- Key factors that make it difficult to reduce business travel: customer expectations, benefits of face to face contact. Less of an impact has preferred way of working.
- The organisation will prepare Workplace Travel Plan during the recovery from the pandemic and advice on reducing emissions from transport would be welcome.
- **Scottish Government could increase and improve park and ride facilities. At the next lease renewal date, we will cease the office lease or downsize which will damage the city's economy and do more economic harm than the benefits of a reduced carbon footprint.**

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Pre-COVID: public transport used because free or using mix of car then train. Now staff mostly WFH or mix of WFH and travelling to office by car.</p> <p>Interviewee intends to start cycling rather than using PT (due to COVID safety concerns and announcement re avoiding PT 7/10/2020) – will be doing trial runs to see what it's like. Didn't have much to say about what needs to happen to increase use of AT/PT (was v focused on current situation rather than beyond and doesn't see PT as appropriate at the moment).</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Interviewee is the one in the company who does business travel. Now doing it by car – more attractive as door-to-door and not having to mingle. Used to fly c.12 times/year and can see himself avoiding flights for a while due to safety concerns. He is “not very good at being environmentally-friendly” – he thinks this is because of his age, he wasn't brought up to be concerned about</p>

		environmental issues, and doesn't want to be "forced off the road by a no car zone in Glasgow or anything like that".
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>Didn't have a travel plan – interviewee says "I tended to travel when appropriate". Just doesn't see it as necessary to have a plan. (Very small business – only 3 staff.)</p> <p>In future he has ideas about what he'll do re travel (as above – less flying, less PT use), all based on safety concerns.</p>
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>From interviewee's point of view as boss, you can't be as clear how busy people are when WFH which he is concerned about. So he asks staff and believes he gets honest answers.</p> <p>Communication more difficult and time consuming. Mobile phone connections dodgy. Has learnt how to use MS Teams and Zoom. Can be quite efficient; not leaving desk makes you less fit but can pack a lot into the day. Has bought new IT – laptops. Took a long time to get IT kit because as a small company they kept getting bumped down queue as organisations putting in bigger orders were served first. Some work not practical on a laptop (e.g. payroll). People WFH with partners in same room – confidentiality issues.</p> <p>In the longer-term, believes some of the changes will be maintained as there will continue to be a mix of WFH and in office rather than a complete return to office.</p>

<p>Staff welfare</p>	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>Issues: WFH with children around. Puts pressure on them to be organised and keep boundaries.</p> <p>“It comes down to people being organised and imposing discipline” (interviewee obviously sees it as an individual responsibility but agreed when I asked whether one thing that could help would be more after-school provision so people are able to work 9-5 without children around).</p> <p>Will be happy to allow continued WFH as long as work is done.</p>
<p>Longer term plans</p>	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?</p>	<p>Won't be a complete return to normal. Mix of WFH and office. Some meetings will return to being in-person (see below) but there will continue to be more online meetings than pre-pandemic as people have learned it's possible.</p>
<p>Online meetings + conferences</p>	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>Mix of online and phone contact. Board mtgs: online. Getting an answer from people is easier by phone than other ways of communicating (e.g. email) – so he uses phone.</p> <p>No internal online meetings as so small – always phone. External: has taken time to adapt but thinks companies that his company invests in are making strides in adapting. He looks forward to in-person meetings again because it's useful to see people's reactions and that's harder online. Interviewee thinks it's necessary to have a partial return to in-person meetings</p>

		(every second or third meeting perhaps) but not completely.
Office footprint and location	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Already downsized Nov 2019. Feels he was over-stating the case in survey (where he said that when lease is up for renewal he will cancel or downsize). The company will wind up when he retires so ceasing lease will happen because of that. Pandemic has delayed retirement by c.18 months though (various reasons to do with company investments), so he will actually be looking to renew the lease. Not keen to move.</p>
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>Happy to participate in green/circular economy. Interviewee does have some concerns e.g. about rising sea levels, but he sees climate change somewhat as next generation's problem (again sees this as age-related).</p> <p>If he was applying for a grant and the grant-maker wants to know about carbon footprint "I'll give them a good answer" (when I ask for clarification he agreed that this would be a 'back of an envelope' calculation). But they're evolving without really thinking about carbon footprint. No formal monitoring.</p>

Interview 7

Company/organisation

Sector: Education, Healthcare, Hospitality, Leisure, Retail, Sales

Location: Glasgow City

Number of employees: >250

Summary of the survey responses

- Pre COVID-19
 - o Majority of staff was working at the offices (51 – 75%) and between 1 – 25% were working partly at home and at the office.
 - o Majority of staff use active travel and public transport (26 – 50%) for daily commutes.
 - o Less than a quarter of meetings were carried out in a form of video conferences.
 - o The key reasons for business travel at this organisation include attending meetings, conferences, events, trade shows, and customer / supplier visits and field visits.
 - o Staff mainly travelled for business using active travel, public transport, private vehicle, and air travel (all between 1 and 25%).
 - o **Intercampus travel is facilitated by taxi and it accounts for a considerable amount.**
 - o The business had a Workplace Travel Plan before the pandemic.
- Lockdown
 - o Majority of people (26% - 50%) were working from home, between 1 and 25% were based at the workplace or partially at home and workplace.
 - o Able to replace face to face meetings with online contact – activities moved online with an increase in frequency/contact.
 - o No data on effects of home working on organisation's operations, effects of home working on the staff, or key barriers for the business provided
- Future
 - o Between 26 and 50% of staff will be based at the workplace and similar amount will chose a flexible pattern (home and office).
 - o Incentives/measures - cycling scheme, bike storage and shower facilities, cycling support, other initiatives to walk and cycle, free/subsidized bus passes, restricted car parking and car share scheme are already in place.
 - o Main barriers for staff to actively travel to work include availability of public transport or active travel infrastructure, costs, safety concerns, lack of space for cycle storage / shower / changing facilities, convenience and speed.
 - o More likely to attend virtual conferences/events, active travel and use of private vehicles. Car share scheme and air travel will be less likely.
 - o Key factors that make it difficult to reduce business travel: benefits of face to face contact, and preferred way of working. **Making guidelines for more sustainable business travel mandatory and enforceable among staff.**
 - o The organisation will prepare Workplace Travel Plan during the recovery from the pandemic and advice on reducing emissions from transport would be welcome.
 - o Scottish Government could **continue to subsidise public transport cost to employees and develop integrated ticketing system, work to improve frequency and quality of public transport, make temporary infrastructure to enable social distancing and active travel permanent, develop low traffic neighbourhoods, provide high quality segregated cycle ways to complete a network, and clearly giving active travel options priority on the roads.**

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Pre-COVID, reasonable use of AT and PT. Major part of interviewee's role (travel and transport coordinator) is to encourage AT and PT. In future there will be more WFH so less commuting. During pandemic there's been more AT and less use of PT, people are being indirectly encouraged to use the car (because of PT restrictions/concerns). Uni needs to develop political will to encourage less car use and more AT/PT. Criteria-based car parking scheme was introduced – checking whether car parking really needed. At the moment though everyone who wants to can park on campus for a nominal sum. Plan is to go back to scheme in Jan (though depends on situation). Interviewee hopes criteria will be tightened up and less parking provided. Uni needs to put weight behind negotiations with transport providers. Scot Government could help with integrated ticketing, continuing to subsidise PT and regulate transport providers.</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Just before pandemic, business travel working group published guidance about reducing unnecessary air travel. Interviewee would like to see that guidance made mandatory. Possibilities to encourage train rather than flights within UK: addressing costs, Uni offering first class train instead of flights. Thinks there will be some continuation of online meetings rather than travel. A lot of people are re-</p>

		<p>thinking their air travel in interviewee's perception.</p> <p>Main campuses are 3 miles apart, too far to walk, bus infrequent and takes time. So lots of car use and Uber taxis. Problem with setting up a shuttle bus is that they're not allowed to compete with commercial service so this needs to be addressed.</p>
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>15 years ago they needed a building-specific travel plan because of a new building programme. Now it's to do with the climate change strategy and also thinking about how to manage rising numbers of students on campus. Won't be a specific recovery travel plan, it'll be a review and adaptation to the existing one, which needs to be reviewed regularly anyway. Last survey about travel was autumn 2019 and it would be useful to do another one post-pandemic.</p> <p>Uni have been preparing for launch of e-bike scheme (was going to happen anyway).</p>
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Doesn't have data on challenges (contacted HR and they said they couldn't provide it in the timescale). Can't answer these questions.</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If</p>	<p>Doesn't have data on staff welfare issues (contacted HR and they said they couldn't provide it in the timescale). Cannot answer these questions.</p>

	so, how? How will this influence your plans for home working in the future?	
Longer term plans	In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?	Interviewee assumes that there will be less pressure on car parking spaces because of more WFH. No-one has yet thought about implications of WFH on heating costs but interviewee thinks management will need to address that as winter comes (despite tax rebate available). Won't be a return to pre-COVID normal; there will be more remote working (though not as much as now), though there are some tech issues e.g. working on a laptop means getting used to things being smaller and laptop doesn't have all software that office computer has.
Online meetings + conferences	How successful has the switch to online meetings been for your business? Any difference between internal and external meetings? What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events? Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?	Interviewee can't speak for whole university, but her perspective is that internally people have got used to Zoom/MS Teams and are happy with using these. External meetings have been fine as long as organisations have compatible software – some don't, and this necessitates telephone communications. Future: a mix of online and in-person meetings. Some in-person meetings are irreplaceable, some people will want the social contact and the ability to catch-up informally, without having to plan meetings (e.g. meet by water cooler). Benefits of retaining some online meetings: easy, timesaving.
Office footprint and location	Do you think you will review the amount of office space that your organisation requires?	Don't know answers to either question.

	Do you think that you will review your office location in the light of changing working practices?	
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>All the policies say it's very important. It's important for sustainability colleagues, and many academics. For some people management doesn't work fast enough but will need to wait for final climate change strategy to see proposals and policies.</p> <p>Yes, they are required to monitor and report their carbon footprint, and this include both business travel and employees' journeys to work.</p>

Interview 8

Company/organisation

Sector: Administrative, Business, Finance, Property, Recruitment, Media, Law, Marketing, Publishing

Location: Highland

Number of employees: 1(or Sole Trader)

Summary of the survey responses

- Pre COVID-19
 - o **All staff worked at home/remotely**
 - o No meetings were carried out in a form of video conferences.
 - o Business travel – client visits. All undertaken in private vehicle. ***In the Highlands there is no other practical option.***
 - o The business did not have a Workplace Travel Plan before the pandemic.
- Lockdown
 - o All staff worked at home/remotely
 - o Some video conferencing or other online contact was possible, but business / organisation activity was compromised.
 - o Effect of home working on operation of business:
 - o No effect - client or customer contact, staff productivity, communication within the organisation, recruitment and training, project management and quality assurance, and IT and communication costs.
 - o Positive effects - other operating costs and carbon footprint.
 - o Effects on staff from home working:
 - o No effects - transition to home working, health and wellbeing, and work/life balance.

- Positive effects - commuting time savings, commuting costs savings, and operating costs from home.
- Key barriers for the business from home working: none. *Because I chose to leave full time employment to set up my company so I could benefit from working from home.*
- Future
 - The organisation is already supporting home working and the sole trader will continue working remotely in the future.
 - Incentives/measures – none
 - Main barriers for staff to actively travel to work include distance, availability of public transport or active travel infrastructure and public transport.
 - Future business travel will remain the same for all variables.
 - Key factors that make it difficult to reduce business travel: client expectations, benefits of face to face contact, and preferred way of working.
 - The organisation will not prepare Workplace Travel Plan during the recovery from the pandemic and it is not interested in advice on reducing emissions from transport, as already works from home.
 - Scottish Government could ***provide financial incentives for EVs, provide EV charging points, better public transport in rural areas. Specific strategies to address the problems faced in remote areas with replacing the combustion engine.***

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>Located in the highlands, no alternative option. Also works from home so no commuting.</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs</p>	<p>All business travel by car. With the restrictions during lockdown, I wasn't able to visit my clients which impacted my business. I'm more cautious of visiting clients now as some are not implementing the appropriate measures so I've altered how often I visit clients. Before COVID I would visit</p>

	to happen to encourage active travel or public transport use?	them no questions asked but now I assess whether it is absolutely necessary to visit. The amount of business travel I do in my car has been greatly reduced as a result. It's not possible to use any other means of travel other than car for business in the Highlands as using public transport is not an efficient use of time and now it's too risky.
Travel planning	Can you explain why your organisation decided not prepare a workplace travel plan? What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?	Irrelevant – sole trader
Home working	What are the main challenges to working from home for your business? What measures have you put in place to address these challenges?	I work from home on a permanent basis, but I did find the lack of face to face contact with clients difficult.
Staff welfare	The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?	Irrelevant – working from home pre-COVID.
Longer term plans	In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it	Not relevant, works for home.

	can be done without impacting your operations?	
Online meetings + conferences	<p>Pre COVID, no meetings were carried out online.</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>I was able to move some meetings online but some in person meetings can't be done using video conferencing. Some people's IT skills and knowledge of software are limited which made group meetings challenging.</p>
Office footprint and location	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Not relevant, works for home.</p>
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>I am conscious of climate change but the only way I could contribute would be using my car less for business travel which I am doing now anyways. Road tax shouldn't be introduced across the country as rural areas would be penalised as there is no other realistic option but to travel by car. I looked into buying an electric vehicle but it is too expensive.</p>

Interview 9

Company/organisation

Sector: Technology, Science and Pharmaceuticals

Location: Scottish Borders

Number of employees: 10 – 250

Summary of the survey responses

- Pre COVID-19
 - o Majority of staff was working at the offices (76 – 99%), only between 1 – 25% were working partly or fully remotely.
 - o **All employee's car-share** for daily commutes.

- 26 and 50% of meetings were carried out in a form of video conferences.
- Business travel - conferences, events, trade shows, and customer / supplier visits.
- Staff mainly travelled using public transport (26 – 50%), private vehicle (51 – 75%), and air travel (1 – 25%).
- The business had a Workplace Travel Plan before the pandemic.
- Lockdown
 - All staff worked from home, and between **1 and 25% of people were furloughed or laid off**. No travel.
 - Able to replace face to face meetings with online contact – activities moved online with an increase in frequency/contact.
 - Effect of home working on operation of business:
 - No effect on client or customer contact, project management and quality assurance, IT and communications costs.
 - Mixed effects - staff productivity and efficiency, communication within the organisation, and recruitment and training.
 - Positive effects - operating costs and carbon footprint.
 - Effects on staff from home working:
 - No effect - transition to home working
 - Mixed effects -health and wellbeing, positive for work/life balance.
 - Very positive effects were noted for commuting time savings and negative effects for operating costs from home.
 - Key barriers for the business: broadband issues, staff management, teamwork and pastoral care, staff efficiency and productivity.
- Future
 - Majority of staff will either fully work at home/remotely (51-75%) or will split its time between home working and the office (51-75%).
 - Incentives/measures - cycling scheme, bike storage are already in place. All other measures are very unlikely to happen.
 - Main barriers for staff to actively travel to work include distance, weather. It was noted that the offices are located on a remote farm where there is no public transport.
 - Future business travel will remain the same for all aspects, except for **private car use which will be much more likely and air travel which is expected to be more likely**.
 - Key factors that make it difficult to reduce business travel: client or customer expectations, benefits of face to face contact, and preferred way of working.
 - The organisation will prepare Workplace Travel Plan during the recovery from the pandemic however it is not interested in advice on reducing emissions from transport.
 - ***With virtually all staff working from home we are likely to carry on this way for some time; although it is better for our business model to have two main business groups having daily face-to-face contact= our support team and our development team. As our two offices are very remotely based there is no other option but to travel to it in private vehicles. In the future we will look at a more centralised, accessible head office but we have no plans for the immediate future to change this.***

Follow-up discussion responses

Broad topic	Question	Response
Commuting	<p>How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>It was indicated that the offices are located remotely and there is no viable alternative of public transport to get to work.</p>
Business travel	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>There is no public transport within 6 miles from the office, therefore people have to rely on private vehicles.</p> <p>All people work from home, so there is no travel at this moment, however I would imagine that people will be more cautious about car sharing and will prefer travelling individually.</p> <p>As I said, there is no public transport nearby, and active travel is only possible for some because of the hilly landscape and weather.</p>
Travel planning	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	
Home working	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p>	<p>As a software developer we mainly work on our laptops, and the transition has been relatively smooth.</p>

	<p>Do you think you will maintain these changes in the longer term?</p>	<p>Previously people worked from home because of snow and bad weather so we had all the systems in place and people knew what to expect.</p> <p>This time it was more about providing the equipment – chairs, screens, etc.</p> <p>Key challenges included lack of F2F interaction to solve simple problems.</p> <p>At this moment, we don't know how long these measures will be in place, we hope to have people back to the office. However, the situation is so uncertain that we don't know.</p>
<p>Staff welfare</p>	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>We found two staff members aged around 50 particularly stressed with this situation. One of them has underlying conditions and is taking care of a relative. As a company we are trying to take care of them and they will probably be the last to come back to the office.</p>
<p>Longer term plans</p>	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it can be done without impacting your operations?</p>	<p>Some staff already has had worked partially from the office and home.</p> <p>We can see the benefits of working from home (i.e. commute time, costs) however the ability of working remotely will more depend on the role a person has. Two of our developers already work remotely as their job is quite independent. As of the support team, we'd rather have them back at least for some days.</p> <p>The whole transition hasn't impacted our operations, we only occasionally struggle with broadband connections.</p>

		Otherwise, everything has been in place before the pandemic and the model of working has been tested.
Online meetings + conferences	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>In terms of online meetings, they have been rather successful. We only had some minor issues with MS Teams, but that's all really.</p> <p>Normally we would occasionally visit clients, and obviously face-to-face contact would be different than online, but I cannot say that it negative impacted us.</p> <p>Benefits are definitely time savings, disbenefits is getting to know clients in a less formal setting.</p> <p>Hard to say what is going to happen, probably to some degree we will go back.</p> <p>Internal meetings are not as good, we are keeping in touch, 2 weekly catch ups and social time with the whole team just to keep everyone updated and know how everyone is doing. But we miss on the informal interactions in the office.</p>
Office footprint and location	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Not until the next year, but it will certainly be possible.</p> <p>The space has never been packed too tightly so we still have reasonable amount of space. It is already designed as a co-working space rather than a traditional office.</p> <p>We have already been considering changing the location of the office due to broadband connection and because the pandemic we are reviewing it.</p>
Climate emergency	How important is the issue of climate change, and Scotland's commitment	It is important to us. Our key emissions are electricity and fuel

	<p>to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>for commute. So with the pandemic we have saved on fuel.</p> <p>We do not report and monitor on our carbon footprint. We know how people travel to work and to business meetings.</p>
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Interview 10

Company/organisation

Sector: Public Services, Government, Charity

Location: South Ayrshire

Number of employees: >250

Summary of the survey responses

- Pre COVID-19
 - o Majority of staff was working at the workplaces (76 – 99%), between 1 – 25% were working partly or fully remotely or in some other work arrangement.
 - o Majority of staff (76% - 99%) use private vehicles for daily commutes.
 - o Less than a quarter of meetings were carried out in a form of video conferences.
 - o Business travel - attending meetings, conferences, events, trade shows, and customer / supplier visits and field visits.
 - o Staff mainly travelled using private vehicle (51 – 75%), less so using active travel, public transport, car share, park and ride or air travel for business travel.
 - o The business did not have a Workplace Travel Plan before the pandemic.
- Lockdown
 - o Majority of people (51% - 75%) were working from home, less so worked at the offices/labs, was partly based at home or in other working arrangements. **Employees who had to commute mainly relied on private vehicles.**
 - o **Some video conferencing or other online contact was possible, but business / organisation activity was compromised.**
 - o Effect of home working on operation of business:
 - o Mixed effects - client or customer contact and project management and quality assurance.
 - o Positive effects - operating costs and carbon footprint.
 - o Negative effects -staff productivity and efficiency, communication within the organisation, recruitment and training, and IT and communications costs.
 - o Effects on staff from home working:
 - o Mixed effects - transition to home working, health and wellbeing, from home and work/life balance.
 - o Very positive effects were noted for commuting time savings, commuting costs savings and other costs from home.

- Disadvantaged employees - **those with caring responsibilities were affected, as the balance of working from home and caring (and attempting to educate children where applicable) added a degree of pressure.**
- Key barriers for the business: home working conditions, individual's IT equipment, broadband issues, information security risks.
- Future
 - Future working may see a change in working patterns, and more equal distribution across different working arrangements, fully at the workplace, mix between home and workplace, fully remotely, and other arrangements.
 - Incentives/measures -travel to work, it is indicated that cycling scheme and cycling support are already in place. Bike storage facilities, showering facilities, other initiatives to encourage walking and cycling are very likely to happen.
 - Main barriers for staff to actively travel to work include distance, availability of public transport or active travel infrastructure, convenience and speed, lack of space for cycle storage/shower/changing facilities, safety concerns, weather, multi-stop journey and the need to transport samples.
 - Much more likely to attend virtual conferences/events, to change client arrangements to enable less travel and to use active travel. Use of private cars and air travel will be less likely.
 - The organisation will prepare Workplace Travel Plan during the recovery from the pandemic and advice on reducing emissions from transport would be welcome.
 - Scottish Government could **require inclusion of staff commuting and all business travel within public bodies reporting, require targets for reductions, provide continued increased funding for appropriate infrastructure for walking and cycling including appropriate prioritisation of space at critical locations. When we move to phase 4 public transport will require major support and promotion to counteract the switch to private car which has been required by the need to stop the spread of COVID.**
 - **We are keen to ensure a green recovery from COVID going forward where we take this opportunity to move to a more sustainable way of doing business that allows us to deliver services while responding to the climate emergency in line with national targets.**

Follow-up discussion responses

Broad topic	Question	Response
Commuting	How reliant are your employees on car use and public transport to get to work? Has this changed during the pandemic and what do you see happening once the pandemic is over? As an organisation, would you be willing to discourage commuting	Majority of staff currently commutes to work using private vehicles. Yes, we have been trying to discourage commuting by private vehicles for a long time now. COVID pandemic has definitely been a game

	<p>by car and encourage active travel and public transport use?</p> <p>Do you think active travel modes are a realistic option for your staff, what would need to happen to encourage greater use of these modes?</p>	<p>changer, and people no longer have to travel to work.</p> <p>In terms of active travel modes, for a proportion of staff it is realistic already. Some people live within 2 miles walk or 5 miles cycle to work, and this is how they commute. For those who live further away, the offices are well served by rail services. It is a realistic option for some staff.</p> <p>We recognize we need to work on better facilities for people who want to cycle to work (bike storage, showers etc.).</p> <p>The future uptake of such transport modes will depend on the operating model after the pandemic.</p> <p>Currently, there are infrastructure works going on to enable socially distanced walking and cycling and these measures should stay in place.</p>
<p>Business travel</p>	<p>How reliant is your organisation on car use and air travel for business travel? Has this changed during the pandemic and what do you see happening once the pandemic is over?</p> <p>As an organisation, would you want to encourage people to use rail, tram and bus services in preference to private car or air travel? What needs to happen to encourage active travel or public transport use?</p>	<p>Yes – certainty. We try to encourage higher uptake of sustainable travel for business purposes. We have had a hierarchy of travel mores pre-COVID. Where private vehicles have been at the bottom of the list. We’ve also implemented the idea that you shouldn’t travel if you don’t need to.</p> <p>Pandemic has highlighted the importance of the hierarchy as well.</p> <p>Pre-COVID we have been encouraging more of digital collaboration – trying to make that transition happen. Probably a year ago we wouldn’t believe that working from home on such scale was possible.</p> <p>The administration part to public transport travel wasn’t</p>

		<p>great at the council – people would have to pay it themselves and then claim it back. So even though we have been promoting sustainable travel, the mechanisms did not back that approach.</p> <p>We've also had an initiative 'Hire on the wire' – internal car pull car (an internal car club initiative). However, over the pandemic the demand for this service was zero, and the lease of the cars has finished and we won't be extending it. It is also a positive sign, because it doesn't mean that the meetings didn't happen, but that they have taken place online without a need for travel.</p>
<p>Travel planning</p>	<p>Can you explain why your organisation decided to prepare / not prepare a workplace travel plan?</p> <p>What role do you see for a workplace travel plan during recovery from the pandemic and in the longer term?</p>	<p>Over 10 years ago, we have had a travel planning officer at the council as there were funds for such position. Over time, such funds have been cut. Travel plan is a sort of substitution to this. Some buildings have individual travel plans, many schools have travel plans.</p> <p>We've decided to produce the document because we have pledged quite stretching GHG emissions reductions targets for the council, and we will have to deliver the reductions.</p> <p>Renewed need to refocus – relooking at that area.</p>
<p>Home working</p>	<p>What were the main challenges to the move to home working for the operation of your business?</p> <p>What measures did you put in place to address these challenges?</p> <p>Do you think you will maintain these changes in the longer term?</p>	<p>Recently conducted a survey amongst Council staff. Key issues around switching to home working include: technical aspect around laptops, some people had laptops, some didn't, ICT kit wasn't consistent across. Also, we haven't rolled out Office 365 pre-COVID, and that would have hugely supported out</p>

		<p>work from home (will be rolling this out soon).</p> <p>Challenges of the physical set up at home, some people have additional space where they can work, others don't.</p> <p>Challenges around physical wellbeing of the employees.</p> <p>Currently we don't have any support mechanism to support mental and physical wellbeing (isolation).</p>
Staff welfare	<p>The survey identified that younger staff, staff with caring/schooling responsibilities, staff with existing health issues, staff with unsafe home environments and staff on low incomes have been particularly disadvantaged by home working. Have you been able to mitigate the negative impacts of home working experienced by these employees? If so, how? How will this influence your plans for home working in the future?</p>	<p>Particularly disadvantage group: those with caring responsibilities.</p> <p>We have focused on consideration of individual circumstances, good work from managers, flexibility and trust.</p> <p>We tried to figure out what suits an employee best and when they will be able to deliver.</p> <p>There definitely was an element of trust, but the managers have overall been good. There is a variation in frequency of communication (frequency and formality has varied) and lack of consistency across.</p> <p>From the survey we have pulled 4 key themes on which we will be focusing in the coming months and they include: collaboration, communication, wellbeing, ICT physical kit and network capacity.</p>
Longer term plans	<p>In the future, what do you think the experience of the shift to home working will mean for your organisation (benefits/impacts)? If/when the pandemic is over, do you think you will return to normal or has it speeded the deployment of remote working and provided reassurance it</p>	<p>We are currently looking at a new operating model – we need to think very carefully about that, not only because of the COVID rules and restrictions, but also considering the green</p>

	can be done without impacting your operations?	recovery, and our GHG emissions reductions targets.
Online meetings + conferences	<p>How successful has the switch to online meetings been for your business? Any difference between internal and external meetings?</p> <p>What have been the benefits and disbenefits for your organisation from the move to online meetings and virtual conferences/events?</p> <p>Do you think you will return to your previous ways of communicating with clients and attending conferences if/when the pandemic is over?</p>	<p>We can say we have been successful at switching to online meetings – obviously we were forced to do it. As mentioned before, we don't have the functionality that other councils have (Office 365) so we got by.</p>
Office footprint and location	<p>Do you think you will review the amount of office space that your organisation requires?</p> <p>Do you think that you will review your office location in the light of changing working practices?</p>	<p>Yes definitely – we cannot keep the number of assets we have, more thinking about the GHG emissions and costs if we were to retrofit them.</p> <p>There are many other factors, we have some historic buildings we have already had plans sell off ad to relocate offices from these buildings.</p>
Climate emergency	<p>How important is the issue of climate change, and Scotland's commitment to achieve net zero by 2045, to your organisation?</p> <p>Do you monitor and report on your carbon footprint? Does this include business travel and employees' journeys to work?</p>	<p>Yes, and we do report (have the duty for public organisations). Monitoring includes business travel but doesn't include staff commuting.</p>

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