



# Bristol Global Mobility Sustainability Strategy 2022 – 2025

In Partnership With Planet Mark

November 2021



# SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

**1** NO POVERTY

**2** ZERO HUNGER

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**5** GENDER EQUALITY

**6** CLEAN WATER AND SANITATION

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**10** REDUCED INEQUALITIES

**11** SUSTAINABLE CITIES AND COMMUNITIES

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**15** LIFE ON LAND

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

**17** PARTNERSHIPS FOR THE GOALS

  
SUSTAINABLE DEVELOPMENT GOALS

# Move The World

Our sustainability strategy

**Our vision is to**  
move the world closer together through  
impactful connections, to improve lives and  
protect the planet.





- Our core service is to move people safely and comfortably from one place to another and improve their lives in the process
- In a world where we are very divided politically, emotionally, intellectually – we will bring people together through impactful connections and mutual respect
- Creating a culture of caring means caring for the individual, their families, society, and the planet.
- It applies to all stakeholders. Clients, suppliers, partners, employees, and other stakeholders can all play their part in driving change.
- We will improve their lives in the process of moving and do it in a way that protects the environment
- We all benefit from an improved society and connect with the people and the culture of the place we move people to.

# Foreword

Bristol Global Mobility **Move The World** Initiative is a **new exciting** chapter of our business, but we do want to be very clear, Bristol has no plans between **2022 to 2025** to use any supplier more, or less based on their emissions. Whilst we want to make great strides and need both **clients and suppliers** to work with us to meet **our goals**, we also want to do this **collaboratively**, not everyone has the **resources** to make great movements in this field but hope you try to do as much as you can internally if not with **Bristol**. We at some stages may not be able to even meet our own ambitions, but we will try, whilst making sure that our **journey is sustainable** as well.

Bristol very much recognise that we work with a **global** client and supplier **network** who have very **different abilities** to engage with sustainability, with many factors being far outside of your control. Which is why we are trying to give our information and strategy to you for **free**, so you can see what we are **trying to achieve**, and hopefully **engage with you** on it.



Strategy name	<h1>Move The World</h1>			
Vision statement	<b>To move the world closer together through impactful connections, to improve lives and protect the planet.</b>			
Focus areas	<b>Connecting our employees</b>	<b>Connecting our suppliers</b>	<b>Connecting our clients</b>	<b>Connecting our world</b>
Sustainability issues & long-term goals	Accountability	Health and safety	Client satisfaction	Climate action
	Employee growth			Sustainable lifestyles
	Wellbeing	Supplier engagement	Efficiencies	Social justice
	Culture	Risk management	Innovation	Charities and communities
	Communications			
Yearly targets				

# Our Focus Areas

## Connecting our people

We aim to create a future fit for all by creating a culture of care and putting people at the heart of our business.

## Connecting our suppliers

We aim to improve our industry by collaborating with our suppliers and partners.

## Connecting our clients

We aim to consistently improve our client service through impactful innovation.

## Connecting our world

We will lead by example to improve society and the environment.

# 2022 Goals



Ensure 50% of FTE staff complete a mental health programme



Achieve a minimum of 80% in positive health and wellbeing rates on our employee satisfaction survey



Maintain over 90% completion rate of employee satisfaction survey



Include DSP & Temporary living in emissions data capture with Planet Mark for 2021



Host round tables with our BristolNet supply chain to provide insight into our initiative and listen to our suppliers in how we can collaborate in the future

# 2022 Goals



Host a global annual sustainable living day



Produce two industry-recognised thought leadership pieces related to one of our material sustainability issues



Release 2021 data on emission publicly to ensure transparency on our journey



Engage in round tables with clients on emission data and the potential for future efforts in data captured and future ideas to support reductions and off setting



Include DSP & Temporary living in emissions data capture providing clients with a more complete understanding of mobility program emissions



## 2022 Goals

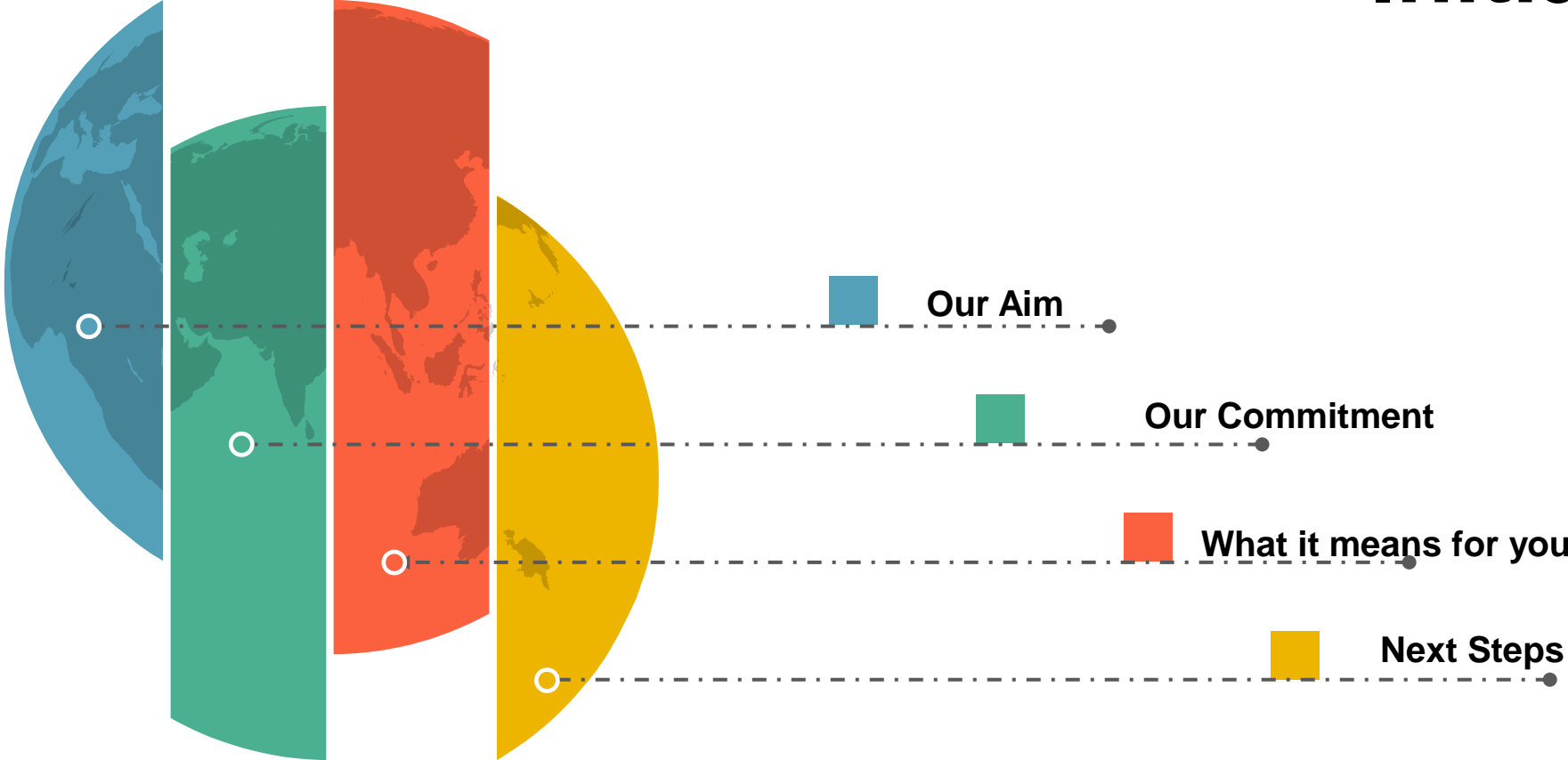


To offer electric or hybrid car hire when service is authorised in every location possible



Aim to make meaningful carbon reductions by 2024

# Bristol Global Sustainability Initiative



# Bristol Global Sustainability Initiative

## Our Aim

The aim of the Bristol sustainability initiative is to make Bristol better, and hopefully in turn this will help start conversations with our clients and suppliers about how we can make a change in the world that will leave it in a better condition for future generations.

The journey we are going through is just that, a journey. We expect that this will take time and that we will meet hurdles and challenges along the way; but our aim is to be better, to be honest and transparent in everything we are doing

The final result will be Net Zero, but we want our commitment to this to be thought out and a target we can achieve. The infrastructure is not there yet, and so we are consulting in the deepest and most meaningful way we can with experts in this field and with our suppliers in the hope to set a Net Zero target in 2022, so it is a collaborative target and a journey we can make together.

# Bristol Global Sustainability Initiative

## Our commitment

Our commitment is to be open, honest, collaborative and dedicated to achieving a better world for us all.

In order to do this, we recognize we must be agents of change ourselves, to show our commitment and be held to it.

Bristol is making a commitment to not make profit out of our sustainability initiative. This means we are publishing our strategy for our clients, suppliers and competitors to hold us accountable to. We are giving our clients and suppliers the emission data we are paying for away for free. This, we hope, will give information on emissions, start a conversation and hopefully support those interested in making change. We will be publishing our achievements, our failures and our ideas. We will be engaging openly with everyone we can and we will be honest if we do not meet our target and explain why we have not.

We expect to achieve our targets and recognise we may fail in some areas, but most of all we will change and we will make the world better.

# Bristol Global Sustainability Initiative

## What this means for you?

Bristol are setting out on commitment which will span decades. We want to be realistic and honest, in the first few years our ambition is primarily to understand our scope 1, 2 & 3 emissions which we are partnering with Planet Mark on. From there we will be looking at implementing reduction process and plans which are achievable for our supply chain, based on the financial and technological infrastructure available to them.

We will be making ambitious targets for ourselves, but this is our journey and not one we will force or push onto any other company. We wish to work with everyone possible, and in that collaboration make great strides.

This, for you, means as much or little engagement as you would like up until 2024 and 2025, where we will then aim to support into greater change.



# Bristol Global Sustainability Initiative

## Next Steps

We have sent our clients and suppliers all the emission data we have. We know there will be questions beyond/outside of the FAQ document, so Bristol will be setting up client and supplier roundtables in November and December to talk through our commitment and goals

We will then release the information that comes from these roundtables, so questions and answers that benefit all are available.

In 2022 we will be increasing the data fields of our emissions to include Destination Services and Temporary Living. We will be reaching out to our providers in these fields to discuss this also.

Bristol will submit our data to Planet Mark, report our emissions and then share the information with our clients and suppliers.

# Connecting Our Employees

Material Issue	2024 Goals	Tactics:
<b>Accountability</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>Publicly report against all our long-term sustainability goals on an annual basis in a transparent way regarding our progress and what we've learned along the way; including the good, the bad, and the ugly</li> <li>Ensure zero modern slavery and exploitation in our business</li> <li>Achieve the highest data quality score (20 points) with The Planet Mark Certification</li> </ul>	<ul style="list-style-type: none"> <li>Launch this strategy publicly</li> <li>Reviews of successes vs failures and implement processes to improve whilst encouraging ideas to improve</li> <li>Outside review and collaboration</li> <li>Promoting accountability within the business, as a means of increasing trust.</li> <li>Tools and templates for suppliers to take action on, and can even take to other pitch and tenders</li> <li>Built into associate development plans and job descriptions at every level</li> <li>Strong governance for each of the sustainability goals all the way up to the exec, and all the way across to those carrying out the actions</li> <li>Get RFP list of sustainability questions asked</li> <li>Review best practices and implement</li> <li>Open conversations and provide information to suppliers</li> <li>Implement checks</li> <li>Learn from others</li> <li>Work with others</li> <li>Partner with a human rights and exploitation specialist to map risks and develop a strategy</li> </ul>

# Connecting Our Employees

Material Issue	2024 Goals	Tactics:
<b>Employee growth</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Ensure 100% of staff have a tracked development process with embedded goals and/or targets from our sustainability strategy</li> <li>• Develop a structured mentoring programme to create cross-learnings and a one-team ethos</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all staff have received bespoke sustainability training for each department</li> <li>• Fully recognising the challenges and open a conversation on how to overcome them</li> <li>• Sustainability to have an internal communications and engagement strategy for employees</li> <li>• Understand how each team/department contributes to the sustainability strategy, and why this is important for the team success</li> <li>• Use this understanding when setting targets/goals within development process to be aligned to material issues in the sustainability strategy as translatable for the role/department of the individual</li> </ul>



# Connecting Our Employees

Material Issue	2024 Goals	Tactics:
<b>Wellbeing</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Achieve a minimum of 80% in positive health and wellbeing rates on our employee satisfaction survey</li> <li>• Maintain over 90% completion rate of employee satisfaction survey</li> <li>• Ensure 50% of FTE staff complete a comprehensive mental health programme</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on our colleagues' mental health and overall wellbeing bringing in and supporting new initiatives to reduce turnover, sickness absence and become an Employer of choice.</li> <li>• Track return rate based on office as a measure of engagement</li> <li>• A mental health programme can be specific to different regions; what is needed and what is accessible to offer staff. For example a half-day mental health training programme in partnership with a charity</li> <li>• Create an internal campaign to communicate the positive impact of wellbeing initiatives and encourage uptake in them</li> <li>• Create staff survey to understand areas of priority and areas that need increased investment</li> <li>• Establish annual review process and data gathering tools to communicate progress</li> </ul>

# Connecting Our Employees

Material Issue	2024 Goals	Tactics:
<b>Culture</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Be a recognised employer of choice in our industry</li> <li>• Implement a standardised, aligned approach to culture across regions so that the Bristol Global Mobility Culture is true in every office</li> <li>• Demonstrate how our company values are embedded into every part of the business</li> <li>• Implement a structured approach to communicating with and listening to clients and colleagues about their issues</li> <li>• Increase feedback from clients for implementing change within Bristol Global Mobility</li> <li>• Achieve 80% positive inclusion rating on our employee survey</li> </ul>	<ul style="list-style-type: none"> <li>• Create a culture of innovation</li> <li>• Industry recognition such as an award, high ratings on websites such as Glassdoor</li> <li>• Establish a clear corporate purpose</li> <li>• Establish clear values</li> <li>• Run workshops and internal engagement programmes around our purpose, vision, mission, and values. Workshops should include how to create them, and how to embed them.</li> <li>• Embed purpose and values in every part of the business</li> <li>• Embed stakeholder feedback in to governance</li> <li>• Embed thought-leadership into culture development to ensure Bristol Global always have an understanding of how the workplace should evolve in-line with culture and the changing work environment/stakeholder needs and priorities</li> <li>• Implement a client advisory group</li> </ul>

# Connecting Our Employees

Material Issue	2024 Goals	Tactics:
<b>Communications</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Implement a sustainability communication plan within 3 months of launching our sustainability strategy</li> <li>• Pro-active engagement with key stakeholders on material issues to achieve mutual goals</li> <li>• Communicate the top 3 things achieved that quarter</li> </ul>	<ul style="list-style-type: none"> <li>• Map the communication and engagements needed to achieve our sustainability goals</li> <li>• Mapping stakeholders and understanding how they talk and action sustainability, and how to communicate with them</li> <li>• Strategic 6-month communications plan (internal and external)</li> <li>• External transparent reporting</li> <li>• Act with intent and be meaningful; must understand that sustainability reporting and communications is a specialist skill and upskill accordingly</li> <li>• Link comms targets to sustainability targets</li> <li>• Run workshops and internal engagement programmes around the sustainability strategy</li> </ul>

# Connecting our suppliers

Material Issue	2024 Goals	Tactics:
<b>Health and safety</b>	<b>Our goals...</b> <ul style="list-style-type: none"><li>• Deliver enhanced health and safety awareness training to enable every employee to identify and prevent risks</li></ul>	<ul style="list-style-type: none"><li>• Specific training around COVID-19 risks</li><li>• Identification of staff who are more likely to be in environments to spot health and safety risks</li><li>• Encourage feedback from staff to innovate on how to keep staff, suppliers, assignees, and clients safe in different situations and geographies.</li></ul>

# Connecting our suppliers

Material Issue	2024 Goals	Tactics:
<b>Supplier engagement</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Review and implement a sustainable procurement policy with associated action plans</li> <li>• Engage our tier one suppliers on our key material issues to improve their sustainability practices</li> <li>• Expand engagement to tier two suppliers within three years</li> <li>• Map biodiversity risks and opportunities along our supply chain</li> <li>• Map slavery and exploitation risks along supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with sustainable procurement specialists or otherwise review best-practice in the development of our own sustainable procurement policy</li> <li>• Development of a Supplier Charter to encourage and promote their sustainability credentials</li> <li>• Include sustainability as a primary topic in supplier engagement forums</li> <li>• Client and supplier round table</li> <li>• Openness with suppliers</li> <li>• Supplier partnerships</li> <li>• Investing in supplier sustainability goals and working with them on their journey</li> <li>• Asking questions of suppliers regarding diversity</li> <li>• Create supplier networks</li> <li>• Encourage suppliers to measure their sustainability data and share with us in a transparent way so we can all progress together</li> </ul>

# Connecting our suppliers

Material Issue	2024 Goals	Tactics:
<b>Risk management</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Include our material sustainably issues in our risk register</li> <li>• Report against the UN TCFD (Task Force on Climate-Related Financial Disclosures) Framework on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Process: identification, assessment, mitigation, monitoring, and reporting risks</li> <li>• Embed sustainability risks/material issues into the risk register and management process</li> <li>• Partner with issue-experts to keep us informed of upcoming risks and how they correspond to the risk register. This should go beyond lawyers and legislative requirements and encompass all aspects of social, environmental, and economic risks which could impact the business (e.g. another pandemic, climate risk, social injustice, supply chain risks, regional socio-political stability)</li> </ul>

# Connecting our clients

Material Issue	2024 Goals	Tactics:
<b>Client satisfaction</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Maintain a client satisfaction rate above 90%</li> <li>• Maintain an assignee satisfaction rate above 98%</li> <li>• Improve and communicate how we contribute to our client’s sustainability related goals</li> </ul>	<ul style="list-style-type: none"> <li>• Create a customer journey map to understand all sustainability-related touch points and contribute to our client’s sustainability goals</li> <li>• Sustainability training and support for client facing roles</li> <li>• Review of best practices and consistent approach to them</li> <li>• With experience, consult on sustainability initiatives within our industry</li> <li>• Best practices to improve quality and satisfaction in terms of sustainability, led by our teams and kept consistent</li> <li>• Sending out surveys to clients and relocating employees regarding sustainability practices and behaviours</li> <li>• Feedback from client RFIs and client conversations into sustainability governance</li> <li>• Ensure fair representation and voice of clients to feed back through Bristol’s governance</li> </ul>

# Connecting our clients

Material Issue	2024 Goals	Tactics:
<b>Innovation</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Produce two industry-recognised thought leadership pieces related to one of our material sustainability issues.</li> <li>• Stakeholder engagement on climate change physical risk</li> <li>• Assignee engagement on local environmental and social incidents when they occur</li> <li>• Create a system to capture and reward innovative ideas within Bristol Group</li> </ul>	<ul style="list-style-type: none"> <li>• Curate a knowledge-management system to ensure Bristol Global always understand how the world of work is moving, and to ensure we stay ahead of the curve</li> <li>• Instil 'permission to fail' into the culture</li> <li>• Create a system to capture and reward new ideas</li> <li>• Utilise the new, expanded risk register to spot opportunities for innovation</li> <li>• Put in place standard procedure for protocol of environmental and social disasters and communicating with assignee appropriately</li> <li>• Use data to engage stakeholders</li> </ul>



# Connecting our world

Material Issue	2024 Goals	Tactics:
<b>Climate action</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Create a sustainable travel policy</li> <li>• Achieve Planet Mark Certification year on year include improved scope 3 coverage</li> <li>• Hold a Net Zero Carbon target setting workshop to understand what is achievable and by what date</li> <li>• Introduce suppliers to the carbon footprinting data as it relates to their relationship with Bristol Global Mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 10% reduction in carbon emissions (per FTE) from travel</li> <li>• Hold a workshop on the importance and requirements to become Net Zero Carbon, and understand what date and work would be required</li> <li>• Continue to measure and reduce carbon footprint annually</li> <li>• Create a sustainable travel policy based on good-practice guidance and industry standards. Understand ramifications of travelling non-sustainably and how best to offset this.</li> <li>• Further planning, review and coordination with Planet Mark. This sets us apart from other RMC's so with guidance we can effectively work on reporting and reducing emissions</li> <li>• Supplier/client sustainability roundtable and workshop held by Bristol</li> <li>• Reforestation as part of climate action (separated from any carbon reduction and net zero targets)</li> <li>• Producing a corporate environmental policy</li> <li>• Identify partners at a local level to collaborate with</li> </ul>

# Connecting our world

Material Issue	2024 Goals	Tactics:
<b>Sustainable lifestyles</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Create a sustainable lifestyles toolkit and provide bespoke resources for employees and clients to embrace it.</li> <li>• Host a global annual sustainable living day</li> </ul>	<ul style="list-style-type: none"> <li>• Empower staff to take climate action at work and at home through employee engagement programmes</li> <li>• Understand which offices are the biggest consumers of energy and polluters and take targeted action</li> <li>• Encouraging recycling in and out of the office</li> <li>• Promote transport schemes – car share, cycle to work etc.</li> </ul>

# Connecting our world

Material Issue	2024 Goals	Tactics:
<b>Social justice</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Widen the access to our profession by improving our recruitment process and participating in external collaborative programmes.</li> <li>• Map the diversity of our workforce on an annual basis</li> <li>• Engage our client on the complexity of employee mobility for the individual depending on their protective characteristics.</li> </ul>	<ul style="list-style-type: none"> <li>• Measure and map the demographic make-up of our employees at every level across the business and set goals to represent the local populations in the areas that we work</li> <li>• Consistently improve our bespoke and detailed cultural guidance to clients based on their protective characteristics</li> <li>• Partner with local specialists to access previously un-tapped talent pools</li> <li>• Partner with local specialists to promote careers at Bristol Global to those who would otherwise not consider it</li> <li>• Host careers events</li> <li>• Work with recruiters to find candidates who can make Bristol Global a better company by being a more diverse company</li> <li>• Map access to the profession and associated barriers</li> <li>• Review our recruitment process, use of language, where we advertise roles, and the whole pathway to be more inclusive and target talent not previously hired.</li> </ul>

# Connecting our world

Material Issue	2024 Goals	Tactics:
<b>Charities and communities</b>	<p><b>Our goals...</b></p> <ul style="list-style-type: none"> <li>• Establish a strategic charity partnership in line with our sustainability goals</li> <li>• Achieve a year-on-year increase in staff volunteering</li> <li>• Increase our Planet Mark certified social value year-on-year</li> </ul>	<ul style="list-style-type: none"> <li>• Identify which issues staff most want to take action on and shortlist relevant charities.</li> <li>• Establish how employees can volunteer their time to help out with charity initiatives.</li> <li>• Pick strategic, long-term partner for global engagement</li> <li>• Growing support for the charity beyond fundraising into pro-bono and skills-based support</li> <li>• Consider a global charity as well as regional and local charities</li> <li>• Understand which local charities have the best impact most aligned to what Bristol is trying to achieve</li> <li>• Understand what an effective charity and community organisation partnership looks like in terms of good-practice shared goals and mutual support</li> </ul>

# Thank you

We would ask that if you have any questions at this time you refer to the FAQ's document, we have sent you, otherwise further questions can be sent to [Sustainability@Bristolglobal.com](mailto:Sustainability@Bristolglobal.com)

Please note that currently we are not able to build upon data for any supplier or client to make it more specific. Due to the size and complexity of this project it will be a structure approach for all clients and suppliers.

