

Enterprise and Learning Committee

EL(3) 01-10 (p5) : 14 January 2010

Generating Jobs in the Green Economy – BT Submission – Covering paper

My name is Dr Gaynor Lloyd-Davies, and I work in the role of BT 's Client Industry Executive operating within public sector in Wales . I live and work out of Anglesey , North Wales – one of BT's 3,420 Employees in Wales. Around 80% of BT employees in Wales work flexibly in some way. This includes 340 registered BT Homeworkers (9% of the direct Welsh workforce).

BT has a long track record in the sustainability and green economy in Wales and in the rest of the UK. BT Wales recently responded to the Welsh Assembly Government's consultation on the Green Jobs Strategy for Wales (please see attached). In addition one of our Senior Managers with expertise in our corporate sustainability was recently placed on a yearlong secondment into "Business in the Community "in the role of Programme Director for the Low Carbon Zone in Wales, which is another demonstration of our serious commitment within the Green Economy in Wales

I noted that the Enterprise & Learning Committee are carrying out an inquiry into " Generating Jobs in the Green Economy" , and I would like to take this opportunity to provide some additional information from BT Wales which I hope that you could pass onto the committee and fold into your discussions into the New Year. I note that the intention was to elicit input and to have two meetings incorporating potential presentations from consultation providers. I also note from the website that the intention is to generate a report in January on the findings of the committee post deliberation. I have seen and read the contributions from participants to date, and having read the terms of reference have identified a potential area where BT could potentially further inform the committee debate. I have cut and pasted this element below.

· The advice and support measures needed to improve energy efficiency in Wales (for example in housing, business and the public sector), and the associated skills requirements and potential economic benefits.

During the Welsh Labour leadership election, the current First Minister noted that BT was one of the "Anchor companies" within Wales, and it is in this capacity that I am writing this email , by offering to share best practice and learning from our BT corporate experience and sustainable global business practice with regards to the "Green Economy".

For a number of years, BT has been a staunch proponent of agile working. According to our data our implementation of flexible working saves our company approximately “£500mn per annum” in building management costs, heating and electricity bills. As well as the tangible business benefits of implementing flexible working, there are social benefit, including:

- Improved working conditions improve employee retention.
- 99% of women return to BT after maternity leave.
- Absenteeism at BT has fallen to just over 3%.
- BT’s staff who are agile are 21% more productive than those who are not.

BT believes that its agile working model can and should be exported to the public sector, and to a large number of those employed directly by the Assembly Government. To this end, representatives from the BT group would be more than happy to discuss sharing best business practice with Assembly Government officials.

Please do not hesitate in contacting me if BT can be of service in providing further information and dialogue to inform this important Inquiry by the Enterprise and Learning Committee.

Gaynor E Lloyd-Davies



Bringing it all together

Green Jobs Strategy consultation response: BT

Introduction

1. By the year 2031 BT futurologists have predicted that many businesses will no longer have dedicated buildings for their office operations, instead adopting a *“shared coffee-shop approach with wireless broadband and low energy laptops and furniture will include near-field wireless technology to recharge portable personal appliances without cables”*¹. In short, *“buildings will be smart, wireless and flexible”*² allowing businesses to simultaneously address both the green and financial aspects of the sustainability agenda.
2. Wales must not only improve its knowledge based economy, but also utilise its excellent environmental education credentials to develop advanced research and development projects into high-tech solutions to the sustainability questions facing the country. Whereas the traditional manufacturing side of the Welsh economy will continue to decline in the coming years, there are ample opportunities to develop technology start-ups and exploit existing projects such as the Centre for Alternative Technology (Machynlleth), the IGER at Aberystwyth and the Research & Enterprise Partnership between Aberystwyth and Bangor universities.
3. To aid Wales’ steps towards a truly 21st century, sustainable economy, the Welsh Assembly Government must:
 - Focus on changing the attitude of business leaders towards flexible and agile working and the general re-organisation which will come as a result of changing to a sustainable business model.
 - Support the development of R&D projects across Wales, particularly in the green technology sector and continue to support R&D spinout from universities.
 - Further invest in transport infrastructure, particularly a high speed rail line to London and better links to the rest of the UK.

¹ *Robin looks into the future*, Robin Mannings 15 December 2008, <http://www.btplc.com/today/art82972.html>

² *Robin looks into the future*, Robin Mannings 15 December 2008, <http://www.btplc.com/today/art82972.html>

- Re-focus agricultural development away from traditional methods to new techniques such as using renewable energy to heat and power greenhouses.
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Question 1: Do you think that our aims and commitments are clear and realistic, particularly in view of the current economic situation?

4. BT believes that the Welsh Assembly Government is committed to combating the causes and effects of climate change. Its consultation on the green jobs agenda is both timely and thought provoking. The Assembly Government has clearly recognised that as a small country, Wales can no longer continue to use natural resources at the current (growing) rate, however BT would be wary of commenting further on the aims outlined in this document before seeing the specific policies which will eventually emanate from it.
5. One of the most challenging and yet unaddressed factors in this document is the sea-change which must come in both the Assembly Government and businesses approach to the sustainability agenda. The 'operational' aspect must be addressed, in terms of installing new technology and newer, more efficient infrastructure, but the unacknowledged factor in this document is an approach to tackling the attitude towards sustainability which currently exists in Welsh business.
6. The Assembly Government must also make a commitment to ensuring that the business case is put forward for adopting more green business practices. If the profit making potential of adopting green business practices is not made clear in documents such as this, then businesses in Wales will simply not make the transition towards a sustainable business model.
7. To ensure that the profitability case is best made across Wales, BT would recommend that the Assembly Government seek the advice, and a closer programme of engagement with larger corporate bodies (such as BT) that have a proven track record in the sustainability field. BT has long been a subscriber to and an advocate of the importance of the green agenda and first adopted more green business practices not only because of the financial and business benefits, but also due to the environmental benefits. Our green business credentials are well-established and to date, BT:
 - Set its first carbon reduction target in 1992.

- Has used conferencing services to avoid emitting more than 97,000 tonnes of CO2 in 2006/07.
 - Has over 10,000 home-workers, which has significantly reduced employee's commuting emissions
 - Has new data-centre facilities which are designed to use 60% less power than previous designs.
8. BT supportive of the commitments laid out in section 2.1, and firmly believes that the adoption of 'greener' working practices and encouraging the growth of green business practices will not only deliver on the business aims of the strategy, but also on the environmental.
9. However, simply "*encouraging*" (p.5) businesses to take up these challenges will not be enough. A strong business case needs to be made for the adoption of green business practices, and in our role as a world leader in sustainability (we have topped the Dow Jones Global Sustainability Index³ in our sector for the last eight years).
10. On the specific commitments of 2.1, BT would like to see the Assembly Government expand on the following points:

"support and encourage companies"

- There needs to be a set of realistic and applicable tools which companies and businesses can use in order to make the transition towards "*greener working practices*" (p.5).
- BT's suggestion would be to formally adopt something along the line of BT's Carbon Impact Assessment scheme which allows businesses and organisations to see how much carbon they are creating and see how much they could reduce by changing certain aspects of their business. For smaller businesses and homes, BT has created its 'carbon calculator', which can be viewed online, [here](#).

"contribute to a vibrant, innovative and knowledge-driven economy"

- Businesses, universities and the growing Technium network in Wales are constantly contributing to the development of a knowledge-based economy, however this strategy does not specifically outline how

³ "BT Group again reaffirmed its position as sustainability leader in the telecommunications sector. While being an above-average performer for most sustainability criteria, the company continues to excel particularly in the environmental and social dimensions", Dow Jones Sustainability Index, 2007, *Corporate Social Responsibility*, BT, September 2008.

these three key elements of the Welsh economy could be effectively engaged with and used to further develop the 'green technology' sector, or how these organisations could collaborate with each other in order to incubate more 'green' orientated innovation.

- As noted in the 2006 Stern review *"innovation driven by strong policy will ultimately reduce the carbon intensity of our economies"*⁴. The new challenges that face the Welsh economy can be tackled through innovation and research and development.

In terms of innovation, BT would like to draw the Assembly Government's attention to a process which it has been using in its data centres to lessen the impact of large server systems on the environment:

BT has been utilising improvements from within the ICT sector to aid its own 'greening' aims, including utilising a new technology known as 'virtualisation', which allows BT to use many of its large servers as one single computing unit. This enables the computing power and storage capacity of our data centres to be used much more efficiently, allowing us to deliver the same quality services, but using fewer machines.

"strive to maximise the positive social outcomes"

- This consultation and eventual implementation must result in tangible projects. BT agrees that there should be social as well as financial and environmental outcomes, however the specifics of how these social outcomes will be achieved are missing from this consultation document.

11. For a number of years, BT has been a staunch proponent of agile working. According to our data our implementation of flexible working saves our company approximately *"£500mn per annum"*⁵ in building management costs, heating and electricity bills. As well as the tangible business benefits of implementing flexible working, there are social benefit, including:

- Improved working conditions improve employee retention.
- 99% of women return to BT after maternity leave.
- Absenteeism at BT has fallen to just over 3%.

⁴ The Stern Review Report on the Economics of Climate Change, Executive Summary, October 2006, http://www.hm-treasury.gov.uk/d/Executive_Summary.pdf

⁵ BT's Written Evidence to the National Assembly for Wales Sustainability Committee's Review into Carbon Reduction, 2008

- BT's staff who are agile are 21% more productive than those who are not.
12. BT believes that its agile working model can and should be exported to the public sector, and to a large number of those employed directly by the Assembly Government. To this end, representatives from the BT group would be more than happy to discuss sharing best business practice with Assembly Government officials in the coming months.
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Question 2: Are you responding on behalf of an organisation or as an individual?

13. BT is a multi-national commercial organisation which specialises in delivering ICT solutions and products to businesses and individuals. BT employs 3,800 people in Wales, and with salaries of 30% above the Welsh average, makes a contribution of £237mn annually to the Welsh economy.
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Question 3: Are you currently greening your organisation?

14. BT's green credentials are well established and reach back as far as 1992 when the organisation set its own carbon reduction target. Since that time BT has become a world leader in the field of sustainable business growth and green business practices. It was apparent that the adoption of these green business practices also resulted in commercial benefits, which is a message which should be communicated to businesses and the public sector. BT would encourage the dissemination of best green business practice across Wales, as they would bring significant financial benefits to Welsh businesses.
15. We believe that sharing these practices and our experiences not only with the Assembly Government through consultation processes such as this but also with the wider business community (as well as community and voluntary groups and our customers) is part of being a good corporate citizen in the modern age.
16. Across the wider BT group, the organisation is being 'greened' in the following ways:

- Our agile and flexible working programmes for our staff have ensured that we and our employees have avoided emitting approximately 7,000 tonnes of CO2 a year, on a net basis.
- We are currently applying to build and generate energy from wind farms across the UK, which should be capable of meeting 25% of our electricity needs. However, the business case for this investment depends on being able to sell the associated Renewable Obligation Certificates (ROCs) in order to subsidise construction costs. The new Carbon Reduction Commitment rules would prevent organisations from reporting the electricity from their own wind farms as zero carbon if they sell their ROCs, so BT (and other organisations with similar plans) is having to reconsider the feasibility of such developments.
- Our California headquarters will soon be powered by solar energy – with the solar panels generating approximately 917,000 kWh per year, which will in turn reduce the carbon emissions of that building by more than 290 tonnes. The business case for this investment relied heavily on the tax incentives/subsidies available in California.
- In 2008, BT launched a programme known as the “Lower Carbon Office”, which aims to not only reduce the carbon emissions of BT buildings across the UK (BT Centre in London is an example) but also empower other businesses and organisations to lower their carbon emissions through a simple four stage process of analysing; planning; implementing and monitoring.

17. BT also offers schemes such as the Carbon Impact Assessment programme and the online Carbon Calculator.

18. To partially address some of the carbon-heavy effects of using mass amounts of ICT in business, BT has utilised new ‘virtualisation’ technology to great effect. This increases the speed and efficiency of networked systems, without having to rely on large amounts of physical server space, which in turn can cost money to house, maintain and cool throughout a working year⁶.

⁶ Our main project in this area to date has reduced a 1500-server data centre down to just over 100 servers, saving £600,000 per year.

BT is not only in a unique position to showcase these programmes and initiatives but also to allow businesses and organisations (both in the public and private sectors) to learn from BT and adopt those programmes which best suit each individual operational model. BT does not believe that the Assembly Government can or should prescribe a 'one-size fits all' programme in order to achieve the 3% reduction target as set out in the One Wales agenda.

Question 4: Please list any environmental support organisations that you are aware of. Please mark those that you have received advice from.

19. BT works with a number of environmental organisations across its UK operations. Most recently, we have worked with the Carbon Trust to achieve the Carbon Trust Standard in our business operations. This Standard is awarded to organisations who can demonstrate a continued commitment to measuring, managing and reducing their carbon footprint.
20. BT Americas has been working with SunTech Energy Solutions and Solar Power Partners to develop a state of the art solar array which will include a sun tracking system to maximize the production of renewable energy. This system has been in operation since December 2008, and BT expects to reduce carbon emissions by approximately 300 tonnes annually as well as decrease its overall power costs for the El Segundo site in California.
21. In the UK, BT is also working with a number of specialist environmental consultancies to develop our windfarm projects. These include; White, Young & Green; PMSS; Enviros; ERM and Sgurr Energy.

Question 5: What action(s) (by the Welsh Assembly Government) might convince, or enable, your organisation to improve your 'green' credentials?

22. BT's green credentials are recognised as being among some of the best in the UK and across the world. This puts BT in a strong position to comment on the Assembly Government's approach to tackling the green jobs and sustainability agenda.
23. BT would suggest that the Assembly Government go further than the UK central government in offering incentives to private sector companies who create new renewable energy sources. Providing a financial incentive to a company would

ensure that they have a tangible business reason for developing a particular green business practice.

To this end, BT would like to offer the following example of how the Assembly Government could drive business to 'green' their operations, but also create new 'green jobs':

If the Assembly Government offered a financial incentive to companies operating in Wales, to encourage them to develop new renewable energy sources, this would have the dual effect of reducing Welsh greenhouse gas emissions and creating demand for new green businesses. Renewable energy companies will react by creating new renewable energy projects in Wales, thereby creating many new green jobs.

Question 6: Do you believe that the actions proposed in Chapter 3 will lead to a coherent network of support for organisations intending to future-proof their operations, products, services or premises?

24. Although BT is broadly supportive of the actions proposed in Chapter 3, we would need to see the details of the policy before committing our full support. However, we acknowledge that the provision of a network of support and advice will be an essential part of delivering on the Assembly Government's green aims. This is an area in which large corporate bodies, such as BT, can play a vital role. The experience which BT has in the sustainability field will be invaluable in advising smaller companies and organisations from the public sector on how to more effectively make the transition towards a more green business model.
25. In terms of supporting businesses, BT recognises the importance to support SMEs, particularly in Wales, however even though larger corporate bodies may not need direct financial support from the Assembly Government, there is a need for the Assembly Government, and SMEs and the training sector to engage more proactively with larger corporate organisations who have valuable experiences, both in a business and personnel context, which may be of use to small green startups and to the Assembly Government.
26. BT is concerned that in order to fully future-proof business operations, products, services and premises there needs to be a renewed focus on tackling the management culture across the sectors and the opposition which still exists to the green and sustainability agendas.

27. "Action A: Businesses Fit for the Future"

- Although BT welcomes the renewed focus on the green agenda, and acknowledges that this will and indeed should form an integral part of whatever comes to replace FS4B, this needs to be more fully developed that simply allowing organisations access to a "*specialist dedicated team*" or to "*business advisers and relationship managers*" (p.10).

28. In BT's experience, businesses in Wales are supported by the Assembly Government, and have been for a number of years. There is support available for growing one's business and there is support for developing new ideas, potentially in partnership with higher education institutions (HEIs) through new programmes such as A4B.

29. However, providing "*support*" and "*advice*" (p.10) is not enough. Businesses (including SMEs) must be able to see not only leadership from the Assembly Government on these issues, but also real results – businesses in Wales must be able to see the benefits which will come of 'greening' their operations; this is a vital area in which the Assembly Government can excel.

30. BT welcomes the reference to "*specialised diagnostic tools that will identify the needs and potential for improvements*" (p.10) but rather than the use of these leading on to "*advice and support*" (p.9) they must lead on to results.

31. "Action B: Products Fit for the Future"

- BT welcomes the focus in this action point on developing innovative products and services, as this has long been an integral part of BT's business model, which has led to the introduction of; paperless billing, Liftshare, energy efficient phones and the lower carbon office.
- BT would like to reiterate that the greening of jobs is much more than the installation of new technology (although this is a part) and the introduction of flexible or agile working systems. These new products and services are a part, but they are a small part of the solution to the green problems facing Wales.
- There is now widespread agreement that Information and Communication Technology (ICT) can enable public and private sectors to reduce their carbon footprint. As part of the Global e-Sustainability Initiative BT was involved in producing a report entitled "SMART 2020" which explains exactly how ICT can be exploited in this way. BT believes that many of the ideas set out in SMART 2020 could be the basis for new businesses and new jobs in Wales, and that these could

benefit the Welsh economy as well as significantly reducing greenhouse gas emissions⁷.

32. BT also is pleased to see that businesses and organisations developing such products and services will be assisted in receiving the “*advice*” (p.9), however, we would like to see some more specific detail on the type of advice which will be on offer; the importance of R&D spin out from HEIs cannot be underestimated, however under the aims set out in this consultation, this must be more than a money making exercise.

33. “Action C: Buildings Fit for the Future”

- BT welcomes a renewed focus on the physical aspect of the green agenda, with this action point developing concerns that BT has long had about the cost of maintaining buildings and establishing new premises. Buildings and maintenance of these buildings is one of the most carbon-unfriendly aspects of running a business.
- The National Energy Efficiency and Saving Plan for Wales is a welcome step forward in addressing the issues surrounding carbon emissions and energy waste from buildings, however there must be tangible actions flowing from this strategy that businesses can implement or there is little point in publishing the document.

Question 7: Please list any areas or gaps that you are aware of in the existing direct support to organisations that the proposed actions do not address.

Unfortunately at this stage in the consultation process there are no specifics to be commented on, however BT would like to once again reiterate that these plans need to be developed and the “advice” and “support” that is frequently mentioned both need to be explained in more detail.

34. Many businesses understand the need for increased efficiency and green efficiency, however with the current economic climate they find that there are more pressing issues on their businesses. The economic and business benefits of ‘greening’ need to be made explicitly clear to businesses, especially in light of the current recession.

35. BT welcomes the focus given in this document to the importance of the research and development of new technology and new green operating practices.

⁷ SMART 2020 is available from www.gesi.org

However, one of the barriers which prevents businesses (of all sizes) taking advantage of the steps forward in R&D in the green sector is the process to which these products, services and ways of operating become available to the wider business world. BT would encourage the Assembly Government to look at “fast tracking” schemes to ensure that good ideas come to market quickly.

36. BT is pleased to see the renewed emphasis on R&D and innovation coming from the Assembly Government in the shape of the recently announced (February 2009) £11mn for ‘innovation and PhD scholarships’. We agree with the statement made by the Minister for Economy and Transport, which pinpoints “science [as being] vital for a successful 21st century economy”. BT also agrees that Wales needs to have access to and be able to export successful scientific technologies and innovative products if the economy is to survive the downturn and thrive in the upturn.
37. One of the most crucial gaps from these actions (p.10) is any addressing of the ‘people factor’, or, as referred to earlier, the ‘management culture’ which exists in both the public and private sectors. There exists across sectors a belief that employees are only productive if they sit at a desk from 9am to 5pm. BT believes that if the focus was on the delivery of results – a more ‘outcome’ focused style of management, rather than an ‘attendance’ focused style, the introduction of many of the excellent ideas which currently exist in Wales to aid the ‘greening’ of jobs would be made distinctly easier. BT believes that in the 21st century, work should be what you do, not where you are.

BT acknowledges that achieving this culture change is difficult and cannot be completed overnight. However BT strongly believes that this should be a primary aim. Examples of this kind of excellent leadership should come not only from world leaders in the private sector such as BT, but also from the Assembly Government and local authorities across Wales.

Question 8: Please list the networks (such as professional or trade bodies, business clubs etc) that you or your organisation are a member of. Please mark those that you believe could be used to reach a wider audience with advice or support on future proofing.

38. BT is a member of many organisations, several of which are listed below as they are particularly relevant to this consultation. Although these are primarily private sector organisations, they are also channels through which BT contributes to, and learns from, technology, strategy and policy initiatives, many of which are likely to be relevant to the One Wales Green Jobs Strategy.

- a. Business in the Community (www.bitc.org.uk)
- b. Tomorrow's Company (www.tomorrowscompany.com)
- c. Forum for the Future (www.forumforthefuture.org)
- d. Business for Social Responsibility (www.bsr.org)
- e. CSR Europe (www.csreurope.org)
- f. The Climate Group (www.theclimategroup.org)
- g. Global e-Sustainability Initiative (www.gesi.org)

39. BT was a founder member of the Confederation of British Industry (CBI) Climate Change Task Force which delivered the seminal report "Climate Change: Everyone's Business" in 2007. BT is now working with other CBI members to deliver against the commitments made in this report (<http://climatechange.cbi.org.uk/>).

Question 9: Do you believe that the actions proposed in Chapter 4 will help to stimulate the creation of New Green Jobs in Wales?

40. BT believes that in order for businesses to be able to take up and engage with the much needed green job creation aspect of this strategy, these pilots and proposed actions must be taken forward into tangible projects. BT is broadly supportive of the actions which are outlined here, however we would like to comment further on the following:

41. "Action D: Identifying markets and drivers"

- This will be a key action as identifying the correct markets for the correct services will produce more results. For example, local authorities can often benefit from greener solutions to HR and payroll activities, rather than an SME of 50 people who may benefit more from a flexible working program.
- At the risk of stating the obvious, for many businesses in Wales (the majority of which are small or medium sized enterprises), the main driver behind the adoption of any green practices or sustainable development goals will be the financial implications and the ways in which these could be mitigated.

42. "Action E: Supporting diversification or new business set up"

- BT is keen to see the diversification of business across Wales as this will ensure that the Welsh economy as a whole is in a better position post-economic downturn, as well as ensuring that there is a growth of new businesses and in new sectors of business.
- In setting up new businesses, one of the issues will increasingly be the green agenda, as new businesses will be better placed to take advantage of any green jobs strategy as they can build their 'greening' policy from the ground up.
- The proposed "coherent infrastructure" must also take the form of a constructive and non-restrictive partnership across numerous sectors – including business, voluntary, public and green technology.

43. "Action F: Innovation and commercialisation (R&D)"

- As noted above, business, the higher education sector and networks such as the Techniums in Wales can, do and should continue to in the future, play a role in commercialising innovation.
- BT is fully supportive of this action point and believes that it should play a more central role in this strategy, post-consultation, as this will not only aid the development of green technologies but also ensure that more business startups have access to this technology.
- Reiterating an earlier point, we would urge the Assembly Government to streamline the processes attached to commercialising R&D products and services. BT would also suggest that the Assembly Government discuss with Finance Wales the possibility of supporting, or giving preference to green sector applications for funds and financial support.

44. "Action G: Accessing a skilled workforce"

- Developing new courses and allowing learners to access courses in green technology and greener skills / jobs will also be an essential part of taking this strategy forward in Wales.
- BT believes that higher education institutions can be incubators for some of these new 'green technology' courses, both at undergraduate and postgraduate levels. Ideally these courses would also include opportunities for placement work with businesses in the appropriate sectors so that the education and business sectors of the Welsh economy do not continue to operate in isolation.

45. "Action H: Supply chain and networks"

- Targeting these groups will be essential if a business is to (for example) effectively develop a flexible / agile working program; keeping all parts of the chain up to date with personnel changes will also require some new technology.
 - More broadly however, the use of supply chains and existing business networks to develop and spread green business practices is an ideal form of communication.
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Question 10: What forms of market intelligence do you think that businesses will need in order to identify the new opportunities in a lower carbon economy?

46. Businesses will need to have identified the following areas of market intelligence in order to not only grow in the 'greening' of their organisation, but also to take full advantage of the business opportunities that the moves towards a green economy will create. These will include identifying:

- New business opportunities and the opening up of new markets (such as green technology sector or 'green enabling' sector) as a result of the low carbon economy.
 - Possibilities for sharing best practice among businesses and training providers, including the establishment of networks for communication and sharing innovation
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Question 11: What additional help do you believe that businesses need in order to increase the number of new Green Jobs in Wales?

47. BT is pleased to see that the Green Jobs strategy has been published alongside the *One Wales: One Planet* consultation document, which focuses on the broader area of sustainable development. BT firmly believes that these two areas should be tackled simultaneously, which means that as part of *One Planet*, issues such as rail infrastructure need to be addressed.

48. In terms of what commercial knowledge needs to be made available; both large and small business organisations in Wales need a viable commercial model which they can follow and perhaps copy. As a world leader in sustainability and the green agenda, BT can provide a commercially successful business model as an example.
49. Improving Wales' rail network and rail connectivity to the rest of the UK (in particularly the large research centres of London and) will ensure that good practice can spread, technology and be developed in collaboration rather than in competition and that the emissions from daily work travel can be drastically reduced.
50. Communication infrastructure will also aid the development of green jobs and further aid the sustainable development agenda as a whole. Communications will be increasingly important as Wales and the UK move towards a low carbon economy, as developing simple video-conferencing links can drastically reduce the carbon emissions of a business as well as allowing that business to carry out its operations over a greater geographical distance – without resorting to air travel.

Question 12: Do you think that schools, colleges and / or Universities in Wales will need to provide additional training or skills in order to support the desired increase in Green Jobs?

51. BT believes that the focus should be on the higher education sector to help deliver on these kinds of courses, partly due to the fact that these institutions already have a good infrastructure in terms of connectivity, networks, capacity in place to address additional training.
52. BT also recognises the importance of working closely with HEIs and research organisations such as IBERS and the R&E Partnership between Aberystwyth and Bangor Universities. We can only reiterate that a more conducive environment to commercialising R&D from organisations such as these will undoubtedly assist the creation of new green jobs and the greening of existing jobs, but also help to position Wales to take advantage of the economic upturn when it comes.
53. In terms of schools and colleges, BT would urge the Assembly Government to work more closely with schools and address the sustainability agenda at an early stage. The information and inspirational ideas need to be in place in schools now so that the entrepreneurs and innovators of tomorrow who are currently in full-

time education have the chance to be exposed to the relevant information and exciting chances to be involved in research and innovative developments.

Question 13: We believe that we will be able to influence the creation of New Green Jobs in Wales by working with organisations through their supply chains and networks. Do you agree? Please state why.

54. In terms of looking at supply chains, we would reiterate that BT has developed its Carbon Impact Assessment programme, which, during the analysis phase includes examining supply chains and networks of delivery – this means that companies and organisations can more accurately assess their carbon impact and take steps to address this accordingly.
55. The analysis of carbon impact is important, but it will be equally important in the coming years to address the operational as well as the behavioural aspects of carbon emissions. Although 70% of BT's planned activity in the next decade will focus on operational change (installing new technology, refurbishing current infrastructure, addressing supply and demand issues, continuing its commitment to not outsource its carbon and reduce its emissions annually), a full 30% of activity will be dedicated to addressing the behaviour of its employees.
56. This behaviourial change will come as a result of the education of BT employees to the importance of thinking about carbon emissions at every level of their work and engaging with them outside of a work environment through schemes such as the Carbon Club.

Question 14: Please use this opportunity to state the three most important issues that you would like to see addressed or given higher priority in the proposed Green Jobs Strategy.

57. **Quicker and more efficient commercialisation of R&D** – the development of new products and new and innovative operations and business practices will be at the heart of tackling the climate change agenda as well as simultaneously diversifying and strengthening the Welsh economy.
58. **Ensure the financial benefits are made clear** – BT adopted more greener and sustainable business practices because they made environmental and financial

sense. If this message is made clear to other businesses in Wales, they will be more likely to adopt them. We acknowledge that there must be a moral and social aspect to these developments, however what will affect a real change in business culture and business thinking in Wales will be the reiteration to businesses (of all sizes) that greener business practices can be (and are) profitable.

59. **The attitude towards greener business practices must be addressed** – the importance of operational change cannot and should not be overstated, however these changes must go hand in hand with a commitment from the Assembly Government to address the behavioural issues attached to the green agenda. The Assembly Government should lead by example, and look again at the ways in which it can engage more closely with its employers and the public sector as a whole in addressing the behaviour and attitude of individuals and organisations when it comes to the difficult subject of climate change and carbon emissions.

If you would like to discuss further any of the issues raised in this response, representatives from BT would be happy to meet with representatives from your office on this matter and discuss the ways in which BT can be helpful during this consultation process.

Chris Penn
Client Director
BT Global Services – Devolved Government Wales

Gaynor Lloyd-Davies
Global Professional Services
BT Global Services