

Business Comment

OCTOBER/NOVEMBER 2021

**Innovation and
Sustainability**



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Innovation and Sustainability

Welcome to the latest issue of Business Comment, which in this issue is focussing on innovation and sustainability.

The theme is entirely appropriate given that Scotland is hosting the UN Climate Change conference, COP26, this Autumn. The Chamber, working in partnership with City of Edinburgh Council, has been organising and running a series of 'stepping stone' events in the lead-up to the conference to showcase the work underway in Edinburgh to help meet our net zero carbon targets – 2045 for Scotland and the even more ambitious 2030 for the Capital.

The UN's Intergovernmental Panel on Climate Change report on global heating delivered a "Code Red for Humanity", with predictions that entire countries could be lost to rising sea levels. Extreme weather events are already with us, every region of earth is now affected, and we are now approaching global tipping points – such as ice sheet collapse or changes to ocean circulation patterns like the gulf stream.

234 eminent scientists from 66 countries are behind the report, which draws on a total of 14,000 research papers into the subject. But here is the good news. Our future is still in our own hands if we act now and we act together. And Dr Friederike Otto, one of the authors and an associate director of the Environmental Change Institute at Oxford University was at pains to stress that every piece of action taken by every individual will improve the outlook.

It is heartening to see that our country and our Capital is playing such a leadership role. Our universities are conducting research, our banks are helping drive environmental change

by targeting "green finance." Our infrastructure businesses are pivoting away from fossil fuels and leading the charge to renewable energy. Our farmers are moving to more sustainable practices, and buying local will play a vital role in reducing the carbon footprint of our daily lives. Please read more about it in the magazine, and visit and contribute to the website we created specially: Edinburgh Supporting Cop26 – Towards Net Zero at <https://netzeroedinburgh.org>

Inside Business Comment there are articles on the Chamber's support for the ambitious plans to create a Renewables Hub at Leith Docks; how our agriculture sector is contributing to the push for net zero; the extraordinary range of work being carried out at the University of Edinburgh both in terms of their own push for operational net zero and their world-leading research; and a whole range of useful and informative articles on issues as diverse as mentoring on climate change through to how tackling climate change can be reflected in contracts.

Enjoy the magazine.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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University helps lead charge on carbon targets

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Edinburgh Business Supports Leith Renewables Hub Plan

Edinburgh Chamber of Commerce has thrown its weight behind an ambitious £40million project to create Scotland's biggest and best-located renewable energy hub in Leith.



Liz McAreavey
Chief Executive,
Edinburgh Chamber of
Commerce

The investment by Forth Port towards their new energy hub in Leith will help create thousands of new, skilled, green jobs as well as being essential to the progress of Scotland's offshore wind sector.

Liz McAreavey, Chief Executive of Edinburgh Chamber, said: "The Scottish Government wants our country to be net zero carbon by 2045 and Edinburgh has an even more ambitious target of 2030. This target means that in under 10 years, the daily operation and life of our capital city should have no detrimental impact on our environment.

"However, there is a real balance that requires to be struck. Can we achieve the vital reduction in emissions needed to protect the planet and ensure a healthy economic recovery that safeguards the future wellbeing of people? An emissions reduction based on shrinking economic activity will not provide the future we need.

"A model that protects critical productive centres essential to our country, such as the area of the Firth of Forth, while at the same time tackling climate change through immersion in cleaner technologies must be the logical direction of travel.

"And that is why Edinburgh Chamber unequivocally supports the plans put forward by Forth Ports to create Leith Renewables Hub in the docks, which will support thousands of jobs in our city and help to underscore our future economic resilience."

Ports and harbour infrastructure are recognised to have an enormous role to play in the growth of the multi-billion pounds renewables sector which, with support from government and industry, is likely to grow ever more quickly. Leith's proximity to the North Sea, which is set to become home to many more offshore wind



developments, coupled with the natural deep waters of the Firth of Forth, makes the port the ideal location to support existing and future developments.

This entirely private investment will see the creation of a marine berth capable of accommodating the world's largest offshore wind installation vessel. Its heavy lift capability backed up by land for logistics and marshalling will be supplemented by the upgrading of a 140-acre cargo handling site to accommodate lay down; assembly; supply chain and manufacturing opportunities. The scale of commitment is staggering – a total area equivalent to around 100 full size football pitches. That is a huge area of industrial land transformed to help build a cleaner, better future for our city and our country with the potential to:

- Support the growth of offshore wind in the North Sea
- Secure the Firth of Forth as the driver for Scotland's green energy transition
- Create future opportunities for existing and new businesses at Leith Docks

- Help spearhead Edinburgh's and Scotland's Covid-19 recovery plan
- Support up to 1,000 high quality, long term direct jobs and about 2,000 indirect jobs

Liz added: "The time for action could not be more right. The recent UN Intergovernmental Panel on Climate Change report delivered a "code red for humanity", with predictions that entire nations could be lost to rising sea levels within decades. Parts of Leith and Seafield, amongst others, could also be lost. The report was prepared by 234 scientists from 65 countries, drawing on more than 14,000 research papers.

"Forth Ports is investing to reinforce the vital role of the Firth of Forth in Scotland's clean energy transition. It will further underpin the position of Scotland's Central Belt as a leading area of engineering and manufacturing skills and capabilities.

"The potential is enormous; the private sector leadership exists; and the investment is demonstrable. To make it happen, we need political will to match political rhetoric if our nation and its capital are to enjoy a brighter, greener, wealthier future."



Greener travel between Edinburgh and London for just £14.90 as new rail service takes on domestic flights

A new, 100% electric rail service is to start running between London and Edinburgh with fares for as little as £14.90 in a bid to encourage greener and more affordable travel between the capitals.

Lumo will provide low-carbon, affordable long-distance travel for over 1 million passengers per year. Over 74,500 passengers currently fly between Edinburgh and London each month.

And with single tickets between the capitals starting from just £14.90, Lumo will be a comfortable, convenient alternative to flying that is affordable for all. Some 60% of all single fares will be available at a cost of £30 or less.

Rail travel already generates six times fewer carbon emissions than travelling by plane. Lumo expects to be even more carbon efficient than the average rail service because its trains are 100% electric.

Helen Wylde, Managing Director for Lumo, said: "Travelling in the UK should not cost a fortune and it certainly shouldn't be the planet that pays. Whatever your preferred mode of transport, we are likely to be more affordable and kinder to the planet.

"We believe everyone has the right to travel in style. We are empowering people to make green travel choices that are genuinely affordable without compromising on comfort."

Lumo trains will run on the East Coast Main Line and call at Newcastle, Morpeth and Stevenage, helping to improve regional

connectivity while offering alternatives to Newcastle and Luton airports.

As airports are seldom city centre destinations and frequently require onward travel arrangements, Lumo aims to encourage flyers to move to rail. Its trains are ergonomically designed for comfort and ease, helping passengers to work or play at their custom-designed seats, which all come with adjustable tray table, privacy wings and personal lighting.

Lumo aims to create over 13 million additional passenger journeys in the next decade as well as reducing carbon emissions by encouraging travellers to use greener, electric travel. It will contribute as much as £250m to the UK economy over ten years.

Owned by FirstGroup, Lumo has invested £15m on digital and IT infrastructure and £100m on the manufacture and maintenance of five brand new, state-of-the-art Hitachi AT300 intercity electric trains.

Lumo offers passengers a blueprint for low-carbon, affordable long-distance travel in the UK with seats ergonomically designed and tested for longer journeys. With a new at-seat catering service from high street brands called LumoEats, simplified fares, free Wi-Fi,

paperless ticketing, a new entertainment system and a single class of quality service for all passengers, Lumo aims to reset standards for travel.

Helen Wylde added: "The reasons people choose different modes of travel are changing. People are now considering their impact on the environment very carefully. They also expect better service and catering. Lumo is a new rail travel experience that is kinder to the planet and better value for passengers, while never compromising on service."

Lumo intends to publish its carbon emissions data on a regular basis to feed its carbon calculator, which allows passengers to calculate the carbon impact of their Lumo journey and compare it with other ways to travel.

Helen Wylde commented: "Travelling by rail is already the greenest form of long-distance travel in the UK. Lumo will take this further, being the 'greenest in class' with state-of-the-art electric trains and a service to match. We have a commitment to finding greener, smarter and more comfortable ways to get people from A to B – and we welcome anyone's perspective on that."



Cultivating a sustainable agricultural sector



By Alan Laidlaw
Chief Executive of the
Royal Highland and
Agricultural Society of
Scotland

The Royal Highland and Agricultural Society of Scotland (RHASS) was founded over 200 years ago, and in that time the world has seen huge amounts of environmental change. Committed to ensuring that future generations can continue to live and work in Scotland's rural communities, RHASS supports sustainable practices and helps advance innovative thinking in the sector.

The Royal Highland Show, the Society's flagship event, is an important, if not the most important, annual meeting place for farmers in Scotland and beyond. The Show

provides a forum for farmers to discuss new ways of working, share best practice and discover new solutions that will help them to farm to the benefit of both their business and the land.

The RHASS Technical Innovation Awards are a key part of the Society's charitable remit and recognise the new products and inventions that are helping to develop the sector. The entries are truly heartening each year, as we witness the incredible designs that are helping to revolutionise the industry; whether that's a filter which reduces food waste caused by potato peels or an environmentally efficient grain drying system.

The claims surrounding the ecological impact of Britain's farmers have been unfairly levelled against the industry in recent years. Take the immediate debate around CO₂; because of rising energy prices, manufacturing of fertiliser products in the UK has been stopped.

In some people's view this is a good thing because of the reduction of emissions – however, the CO₂ produced as a by-product of fertiliser is essential for a number of medical procedures, food preservation and other uses that are vital to our daily functioning as a country. The question is not whether to eat meat or not – the discussion must centre instead on how we ensure agriculture and closely aligned trades are best placed to ensure the sustainability of our nation's food supply, and delivering it in the most holistic fashion possible.

Farmers are the custodians of 72% of the UK's land, and as such are key players in how we manage and build sustainable solutions to the issues facing society today. RHASS is helping to prompt change by encouraging the farming community to bring the environment to the forefront of their thinking, and, ultimately, help shape a sustainable sector.

Developing teams capable of sustained success

When I first started coaching in a team sports environment, I naively thought that the success of teams was a result of having talented individuals with superior skills. I focused my time on developing game-specific skills, hoping that improved performances would come as a result. After my first year in charge of that team, and having only won 3 games all season, I was forced to re-think my philosophy and improve my understanding of what facilitates team and individual performance.

Seven years later and I have overseen my most successful coaching season yet. Heriot's Cricket Club - where I fulfil the role of Director of Cricket - has won the domestic double of the Scottish Cup and the Eastern Premier League to become the best team in Scotland. Add to that: an unbeaten season in 2020; Scottish Cup Champions in 2019; National T20 Champions in 2018; and Eastern Premier League Champions in 2017 – and there has been a sustained period of success over the past five years.

Additionally, Carlton CC Women - where I took over as Head Coach at the start of this season - have won the domestic double in the women's competitions. Players who had previously been underperforming more than doubled their output this season to put in match-winning contributions. This was mirrored in the Cricket Scotland female regional programme where, in my role of Lead Coach, I oversaw a change in the style and brand of play, leading to better individual and team performances, which ultimately contributed to the Scotland Women's team becoming European Champions.

So, what has changed? Was my initial belief about team success relying on the skill and talent of each individual, wrong?

Not wrong, if anything just incomplete. Highly skilled and talented individuals are a definite asset to any team. However, my experiences over the past seven years have taught me that great teams are more than the sum of all their parts. Great teams understand and buy into a higher purpose, they are filled with individuals who are clear on their strengths and who understand the roles they are required to fulfil. If you get the right people in the right positions, with everyone moving forwards in the same direction towards a shared goal, amazing things can happen.

After that first year of coaching at Heriot's CC, I changed my approach. I still spent time developing players' skill levels, and through experience was able to refine what skills we needed to achieve success. However, I started



to put considerably more effort into developing people and creating a sustainable environment for success.

I now spend more of my "coaching" time working on player-management, helping individuals to understand themselves and trying to develop positive relationships where the players start to see how they fit in to the big picture. We spent deliberate time at Heriot's talking about what we were trying to achieve and were prepared to have open and honest conversations about whether what we were doing was helping us move towards our ambitions. Not all the discussions were easy but being able to have difficult conversations in a constructive fashion is an essential trait of high-performing teams.

Positively negotiating challenge also creates an environment of trust. If people feel valued and supported, and they know that they have the backing of the team even if they make a mistake, they are more likely to take risks, take responsibility, and perform when they need to.

Ultimately, this creates a group of leaders who are prepared to take initiative in key moments.

Whilst my experience has come in a sporting context, most of these concepts about developing successful teams can be applied across the board in other domains. Investing time and energy to develop and put the team first can ultimately lead to consistently great outcomes and a future of sustained success.

Peter Ross is an award-winning international sports coach and associate partner with Ogilvie Ross LLP

www.ogilvieross.co.uk

**OGILVIE
ROSS**



Mally Graveson,
Managing Director,
Heehaw

Lights, camera... lockdown

How to film globally during a global pandemic

Heehaw is a full service video production company based in the Dean Village. For all of us who run businesses, the pandemic has forced us to think on our toes, and at Heehaw, we're no exception. Our story has been one of innovation, and ultimately, of success.

With stay-at-home orders and travel restrictions in place, it was almost impossible for us to film content for our clients. If we didn't think fast, our full service video production company could flounder. So we looked internally at our talented team of animators and motion-graphic designers. While we couldn't shoot, we could still animate!

Our production house had to take a backseat as we created a new marketing strategy and revamped our website to promote our animation and motion graphic expertise. We tweaked the copy, headlines, case studies and imagery. We added two new pages for animation and motion design and populated these with new showreels and vlog style

content, all pushing people towards video that required no filming at all.

We started working with a digital marketer to help push these new pages out onto Google, using data analytics to make sure we're visible to the right people. We remained in contact with all our clients, letting them know we were still in business, and getting conversations going about how we were now well positioned to offer innovative alternatives to live action video production; filming via Zoom, animation, motion design, clever use of archive footage or filming via remote crews.

We built a network of production partners across the globe. This not only solved our problem of filming on location but also meant we were minimising our carbon footprint.

The tactic started to pay off, and we soon started work on some major projects, including a commission for 14 animated films in support of World Mental Health Day. The project required filming in over 20

countries and housing Zoom interviews in freshly generated motion graphics.

We also produced films for Hilton Hotels and continue to do so for their Hilton Honors programme. Thanks to our production partners, we have been able to film at Hilton Hotels from London to Rome to Istanbul!

As the world has put up borders and increased restrictions, the borders to our business have fallen away and what was once intimidating has now become an active solution that we can use to support our client offering around the world. Over the last 12 months we have filmed in over 30 different countries.

To succeed in business, you have to constantly evolve and get comfortable with the uncomfortable. If the pandemic taught us anything about business and life in general, it's that we can get through challenges as long as we have hope and an open mind.

www.heehaw.co.uk

The world has changed

From ensuring compliance with government and public health guidance, to assisting in post-Covid economic recovery, Stagecoach East Scotland continues to put customers and local communities first.

Like many other businesses, Stagecoach has received the 'Good to Go' certification from tourism body Visit Scotland. This stamp of approval helps people recognise businesses adhering to government and public health guidance as well as those having carried out a COVID-19 risk assessment to check they have everything in place to reopen safely – or, in the case of public transport, to continue to operate safely.

Stagecoach already had robust and well-established cleaning processes in place for their buses and coaches, and since March 2020, they have further enhanced these measures. The rigorous regimes now include more regular cleaning of the main customer touch-points such as hand poles and grab rails with anti-viral products. Additional cleaning materials such as personal hand sanitisers have also been given to staff.

Stagecoach continue to provide vital key worker transport, as they have done throughout the pandemic. Intending passengers can see the estimated busiest and quietest times to travel, based on how many people use the service, on the live map on the StagecoachBus app. This new feature puts passengers in control of when to travel, encouraging advance travel planning.

While cash is still accepted on board, Stagecoach encourages customers to pay by contactless wherever possible, including Apple Pay or Google Pay, or smartcard technology. Tickets can also be bought in advance online or on the StagecoachBus app, such as their new Flexi 5 tickets, which are ideal for part-time and shift workers, or anyone who doesn't need to travel on the bus every day. Flexi 5 is a bundle of five DayRider tickets for the price of four.

While some passengers may be returning to bus travel, others are using the bus for the first time, which is why the team at Stagecoach are always there to ensure every journey is safe and enjoyable. As well as helping keep their passengers healthy, the company has recently outlined their goals for keeping the planet healthy too.

To support post-Covid economic recovery and boost prosperity for employees and communities across the UK, Stagecoach's new sustainability strategy – Driving Net Zero: Better Places to Live and Work – has been released. The strategy aims to help create a greener, smarter, safer, healthier and fairer country. It



sets out plans to achieve this by leveraging the power of public transport to address climate change. The plan will see investment in new zero-emissions fleets and other green technologies over the next 15 years to reduce the impact of the company's operations on the planet, as well as initiatives to cut waste, boost recycling and conserve water.

Stagecoach is aiming to decarbonise its business by around 70% by 2035 as well as targeting having a zero emissions UK bus fleet by that date. It follows a 14% reduction in Stagecoach carbon emissions between 2014 and 2019, supported by investments in LED lighting, intelligent building heating control systems and renewables. The company's ambition is to go further and faster, as the UK looks ahead to hosting the COP26 UN Climate Change Conference in November 2021.

Within the East of Scotland, the company have invested in six new ultra-low-emission double-deckers this year already, whilst another 63 buses and coaches have been retrofitted with technology to decrease emissions. In fact, half of their fleet already use the cleanest diesel technology available, or are hybrid vehicles.

What's more, they're also about to launch their first fully electric buses in the region later this year, when nine single-deckers will be introduced to Perth City services 1 and 2.



Because the world may have changed, but Stagecoach are still here, and they're still proud to serve.

If you're planning to travel, please remember that in line with advice from the Scottish Government it is compulsory to wear a face covering when using public transport and when using indoor public transport hubs in Scotland. Wash your hands before and after travelling and keep windows open on board where possible to increase ventilation.



Sustainable and Innovative Mentoring with the Edinburgh Chamber

The outbreak of the coronavirus pandemic clearly highlighted the importance for our business community to work together and to provide strong support for each other and to ensure that whilst having to socially isolate we didn't become isolated.

When we launched our mentoring platform, our aim was to provide a tool that you could use to help support your career and business development and to share knowledge. As the pandemic progressed it became a useful online facility to find a mentor to help support you through current challenges or for you to be able to offer your support to others as a mentor.

This was all made possible through technological virtual conferencing and meeting innovations such as Zoom. At a time when social distancing was imperative the use of a virtual mentoring platform provided an important source of help for many of our businesses.

Online meetings may be a new alternative in which to model and teach new skills and

behaviours — and the learning may flow in both directions. Mentors might discover that their mentees have much to teach them about virtual work and new technologies.

As we move forward, and restrictions are lifted we are finding that many of our members are now well used to this form of meeting and continue to use this in preference to face to face meetings. Virtual mentoring can be more time efficient and a more sustainable way to meet, as the need to travel is eliminated.

How Mentoring Could Help Your Business

A business mentor can give you an independent view of your organisation and provide invaluable knowledge and insights to

help you succeed. Engaging with a mentor can help guide your strategy and ensure that you're meeting objectives, addressing key issues and exploiting your opportunities to grow.

For mentor's, mentoring offers you the chance to develop leadership and coaching skills, be inspired by fresh perspectives and ideas and make new connections. It also provides an opportunity to reflect on personal goals and practice.

If you're interested in getting involved in our Business Mentoring Programme as a Mentor or a Mentee, we want to hear from you. For further information call us on **0131 221 2999** or email mentoring@edinburghchamber.co.uk



Mentor Spotlight on:

Nick Boyd
Edinburgh Chamber of Commerce Mentor

My experience has been developed over 30 years with leading organisations such as Circular Economy Netherlands / Glasgow Chamber of Commerce, Fosters Australia, Walt Disney Corporation, Scottish and Newcastle, Allied Domecq, and Carlsberg.

I seek to use my extensive global business, marketing and innovations experience to help companies and organisations transform their business models and move toward net zero.

I am passionate about implementing innovative solutions to the climate crisis and sustainability in businesses.

Personally I am developing an off the grid property in Spain with solar energy to learn more about the potential of producing green energy.

Name:
Hanna Saks

Company Name:
Dishoom

Web: www.dishoom.com

Q In five words or less, what do you do?

A Local Marketing, relationships, master-of-fun

Q How long have you been a Chamber member?

A At Dishoom we have been a member since we opened 5 years ago

Q Why did you join?

A A great network with some great events - it's nice to stay in touch with a variety of organisations in the city

Q What services do you use?

A Events, directory and awards!

Q What's the best business/benefit you have won through the Chamber?

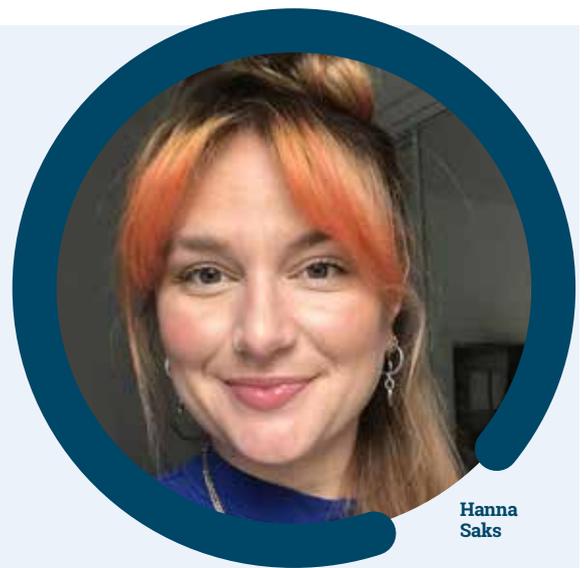
A Employer of the year for 2021 was great!

Q Are there any additional services or information you'd be particularly interested in?

A Not off the top of my head!

Q If you were telling another business person about the Chamber, what's the first thing you would say?

A Join it!



Hanna Saks

Q Where do you read your copy of Business Comment?

A dishoom.com

HARVEY NICHOLS
EDINBURGH

YOUR PRESENTS IS REQUIRED THIS FESTIVE SEASON

From inviting food hampers to fine wines and luxury beauty sets, discover our premium festive gifts that will surprise and delight valued clients and hard-working staff in equal measure at Harvey Nichols Edinburgh.

Looking to entertain in style this festive season? Our Edinburgh store offers magical views of the city skyline alongside exceptional service in the heart of the Scottish capital. Whether you require a private dining experience, a festive drinks reception or exclusive hire for a Christmas party sure to keep people talking long after the event, we will endeavour to tailor your bespoke celebration to your specific needs.

To enquire further, please contact us for:

Gifting — corporate.services@harveynichols.com
Events — forthfloor.reservations@harveynichols.com

LNER share the Scottish Government's recognition of the role that rail can play in the drive to net-zero

COP26 in Glasgow marks a significant moment for governments across the world to sit down and seek to agree how best to tackle the climate emergency. Both the UK and Scottish Governments have committed to a green and sustainable recovery from the pandemic.



David Horne
Managing Director,
LNER

In the Programme for Scotland, the First Minister made it clear that improvements to rail infrastructure and services would be a key element of her government's transport strategy, part of a wider plan for Scotland's green economic recovery.

We at LNER share the Scottish Government's recognition of the role that rail can play in the drive to net-zero. In fact, LNER has already been taking an active role in the green recovery. During the pandemic we completed the modernisation of our fleet, introducing our 65 Azuma trains serving destinations across Scotland along the East Coast Main Line.

The environmental benefit of choosing LNER speaks for itself. Our Azuma trains are the most environmentally friendly mode of public transport. Domestic flights expel six-times as much carbon as a train, and Azuma makes this an even bigger margin, emitting 4.3kg of carbon per passenger between Edinburgh and London – 97 per cent less than a flight.

As well as making the investment in our Azuma fleet we have focused on delivering an excellent experience for our customers. It is our responsibility to not only make more people choose rail but to be happy that they've done so. Pre-Covid-19, we learnt that 55 per cent of people who considered rail opted for another mode of transport because they believed rail was poor value for money; fares complex and inflexible and journeys overcrowded.

To tackle these perceptions, we have brought forward innovations and improvements to make rail inclusive, affordable and more enjoyable. For example, we have made it possible to book tickets more than three months in advance; introduced Seat Sure, so all passengers have the confidence they can



travel in comfort with a seat for the duration of their journey; implemented at-seat ordering; rolled-out Automated Delay Repay and made improvements at our stations. Although it is too early to say what the impact of these improvements has been on customer numbers, initial signs are very encouraging and we are hopeful that more people will choose rail, for the first time, as a result.

We are also trialling new technology that will particularly benefit our business customers. We have partnered with O2 to improve phone and Wi-Fi coverage between Edinburgh and Newcastle, helping the journey to be as productive as possible. Our new Azuma trains already offer the best WiFi yet on the route so this latest development will offer a boost for those relying on voice and data usage when travelling at speeds of over 100mph, as well

as improving the onboard WiFi experience and allowing faster data streaming, too.

At LNER we have not been sitting still. We have been taking an active role in the green recovery, and we want to work with others across the country to achieve this. Further electrification of the routes we and other train operators use will further cut carbon emissions; delivering a timetable change on our route will enable us to add more services, and more value fares to attract people to rail; and the more we can all do to engage people on the benefits of making a greener choice, the faster we get to our net-zero destination.



WELCOME TO OUR NEW MEMBERS



- | | | |
|------------------------------------|---------------------------------------|---------------------------------------|
| Apex Hotels Ltd | Graham Pest Control | Rathbones Investment Management |
| Bell Fire and Security Ltd | Hi55 Ventures Ltd | Redmill Group |
| Bonnie & Wild | Highland Network Ltd T/A HighNet | Scott Coppola Electrical Distributors |
| Cancer Research UK | Hotel Edinburgh Grosvenor | Scottish Energy Forum |
| Canongate Communications Limited | Hotel Indigo Edinburgh Princes Street | Sight Scotland |
| Courtyard By Marriott Edinburgh | Ideal Windows and Conservatories | The Bonham Hotel |
| Dalmahoy Hotel & Country Club | Leith Toy Hospital | The Tartan Blanket Co |
| DC Thomson Media Ltd | Leith Walk Policebox Pop Up Space | Thirlestane Media |
| Diner in the Desert | Macdonald Holyrood Hotel | Tremont Investment Ltd. |
| Edinburgh Cocktail Week | MacDuff Butcher | Tronius Limited |
| Edinburgh Tea & Coffee Company Ltd | Matt Middler Coaching | Weigh to Go Edinburgh LTD |
| Edwards Energy Services | ORB Recruitment | Young Spirits Company Ltd |
| Glam Nail Bar | Pharaohs Bullion | Your Local Group Ltd |

Would you like more information on joining the Chamber?

Membership prices start at only £25.80 per month. Please contact us for more information.

Richard Ellis Head of Membership, Richard.ellis@edinburghchamber.co.uk



Ben Kensell,
Chief Executive,
Hibernian FC

Hibernian announce ambitious Chief Executive appointment

Hibernian FC has secured one of the most highly regarded football club leaders in the UK as its new Chief Executive.

In an exciting and ambitious appointment, Ben Kensell joins Hibernian after three years in the role of Chief Operating Officer at newly promoted Premier League side Norwich City.

During his time at the helm of the Canaries, he has overseen tremendous success on and off the pitch, with promotion to the Premier League and significant growth in turnover and commercial income.

Norwich City's successful self-financed approach is respected throughout the game and Kensell played a major role in establishing the model during his seven-year stay.

Ben, who has been prominent in leading commercial teams at Arsenal and Charlton before taking on his role at Norwich, was also involved in the delivery of sporting events, including Wimbledon, the British Grand Prix and Royal Ascot earlier in his career before embarking on his 16 years in elite football.

Joining Norwich initially as Commercial Director, Ben completely transformed the club's commercial activities to record breaking levels. Since 2018, he has overseen club restructuring at Norwich, the creation and implementation of a strategic vision and plan, and has delivered a positive, values-driven club culture, including

working with a sporting director within an executive committee.

Ben officially took up his new role at Easter Road at the start of August.

Hibernian Chairman Ronald J Gordon said: "I am delighted about this announcement. Supporters know we have taken our time to get the right person, and once available to us, Ben was absolutely the outstanding candidate. I am very confident he will continue to do a fantastic job in leading our plans to take Hibernian to the next level.

"Ben brings tremendous expertise in our industry, commercial nous and experience, superb contacts and a tremendous work ethic with a track record of delivering tangible success across many areas of the club. I very much look forward to supporting Ben as he takes us forward.

"I am sure that once he settles into the role, he will see that Hibernian is a very special club with great people, a fantastic support, a history that any Club would be proud of – and an exciting future ahead of it."

Ben said: "I spent seven happy and successful years at Norwich, and it was not an easy decision to leave after securing promotion

again with the club in a stable and settled place post-covid.

"However, I was ready for a new challenge and as soon as I was made aware of the opportunity at Hibernian I knew it was where I wanted to be. To lead this incredible club as CEO, with the phenomenal support and passionate fanbase it has, along with the ambitious plans that Ron shared with me, it was exciting from the moment we met.

"Hibernian is an historic club, with real tradition and tremendous potential for even greater success in the future. It's our job to ensure we take it to that next level. I am incredibly honoured to be given the opportunity and will work relentlessly to ensure we can be the best we can be.

"I look forward to working with the teams at Hibernian Training Centre and Easter Road to deliver real success with everyone pulling together in the same direction.

"It's also important to have a positive, open and collaborative relationship with the fans and I think that the future at Easter Road looks very bright. I can't wait to hear the famous Sunshine on Leith sung by the supporters once we can get full capacities in attendance"

In-person events and Christmas planning at Surgeons Quarter

As companies start to focus on a return to face-to-face meetings and conferences, the experienced team at Surgeons Quarter is ready and waiting to help with your next event.

Surgeons Quarter - the commercial arm of the Royal College of Surgeons (RCSEd)- has a reputation for innovation and inspiration. We are passionate about attention to detail and providing not just good but outstanding conference and meeting experiences for organisations that are as passionate about getting things right as we are.

At Surgeons Quarter you can hold a meeting in a grand nineteenth century hall surrounded by portraits of surgical heroes or in a purpose-built conference centre equipped with state-of-the-art facilities. Or why not make the most of both? With four impressive event venues capable of accommodating numbers from 10 to 300, Surgeons Quarter can provide your attendees with a change of scenery, plenty of refreshment breaks and a breath of fresh air between sessions – all essential components for happy, inspired delegates.

Our experience gained during the pandemic means we are now skilled in offering blended



technologies featuring a mix of in-person and live streamed events –the perfect solution for colleagues or delegates who do not wish to travel.

If you are considering a Christmas reward to thank staff for their commitment during the last year, then Surgeons Quarter offers several exciting options. Choices range from corporate Christmas dinners to festive company family days designed for adults and children. You can even organise a bespoke festive event for up to 90 in our beautifully



converted King Khalid Church building. If overnight accommodation is required, then Ten Hill Place Hotel our on-site award winning property is the perfect solution.

Profits from Surgeons Quarter support the charitable aims of the RCSEd which are education, assessment and advancement in surgical standards worldwide.

For more information on meeting venues or Christmas packages please contact:

<https://events@surgeonsquarter.com>

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Pioneering Edinburgh work could pave way to sustainable future

Pioneering work to help meet the enormous financial cost of hitting net zero carbon targets – much of it with roots in Edinburgh - has been outlined to the Capital's business community in the run-up to the UN Cop 26 Climate Change conference to be held in Scotland this autumn.

Bankers without Boundaries, a not-for-profit innovator in finance dedicated to help high-impact projects that deliver environmental or social good, has been working with City of Edinburgh Council over the past year or more.

The organisation works with governments, cities and organisations to help understand the challenge and find new ways to mobilise capital.

And they are keen to trial a new, scaled-up approach which would see the onus move from individual property owners to a more "neighbourhood" based process which could better access the patient and balanced investment needed to make the transition a reality.

The news was delivered at an event organised by Edinburgh Chamber of Commerce in partnership with City of Edinburgh Council. The Edinburgh Supporting Cop26 – Towards Net Zero website at www.netzeroedinburgh.org has been launched by the organisations to highlight and promote the Capital's ambitious target to be net zero carbon by 2030 and is focused around four key themes – Green Finance; Green Tourism; Green Construction and the Built Environment; and Green Food and Drink.

More than 50 organisations attended the digital event "Green Finance and Funding the Net Zero Transition."

They heard Rufus Grantham of Bankers without Boundaries outline the scale of the challenge. A city the size of Edinburgh, with a population of around 500,000 people, will need to tackle around 200,000 homes, with each costing on average of £25,000 to deep retrofit to net zero carbon standards. That requires a total of between £5b to £6bn – and that work would only take a city 25% of the way to net zero carbon with transport and mobility, commercial buildings, waste management and green infrastructure all still to be tackled.

Incentivising the move to net zero was essential, he said, and to do so the new systems had to be cheaper than those they replace – which is not often currently the case - requiring policy intervention to better



reflect the true cost of existing systems or through subsidy. And with economic returns only achievable in the long-term it is not easy to persuade the domestic or commercial owners.

He added that a balanced portfolio of finance, including repayable commercial finance, was most likely to offer solutions and there were "real returns" including energy generation revenue, energy and maintenance savings, transport revenue and commercial revenue.

He added: "We need to capture revenue streams and de-risk and match them to potential investors, all of which we think is do-able."

Grant finance could look at additional benefits, including alleviating poverty, improved health outcomes, improved educational outcomes and better productivity.

"Based on work we have done in Edinburgh, we are proposing an entirely new approach. Rather than trying to get capital to homeowners, we are talking about neighbourhood centralised approach, creating an entity that provides a full range of decarbonisation as a local service. Delivering it in a systemic and holistic way.

"There are lot of challenges. The returns are

terrible, this is a save to pay model. Purely privately financed will not work, so we need a blended model." He said they hoped to have a funded pilot by the end of this year, to then scale up once the concept had been proved.

Sandy Begbie, Chief Executive of Scottish Financial Enterprise, told the event that finance was available – for example through long-term pension funds – and the skills and expertise were available in Scotland along with renewable resources. But he added: "We need to be a voice for change and influence. Financial services will need to collaborate at a level they have never done before to deliver real progress in the journey to net zero.

"Financial services need to see all its sectors – banking, investment, wealth, pension and life etc – working together to play their part. Scottish Financial Enterprise is trying to create an environment that allows that collaboration to happen."

Other speakers included Dr Arthur Krebbers, Head of Sustainable Finance Corporates at NatWest Markets, and Natalie Jackson of Global Ethical Finance Institution, a non-profit aimed at delivering finance for sustainability projects.



The role of businesses in sustainability

Fraser Gillies, Managing Partner at Scottish law firm Wright, Johnston & Mackenzie LLP, discusses the increasing importance for business leaders to be aware of the latest developments in sustainability.



Fraser Gillies
Managing Partner
WJM

With Glasgow set to play host this year to COP26, one of the most highly anticipated global events in recent years, it's unsurprising that sustainability has leapt to the top of the agenda for many individuals and corporations.

It has created more of a sense of urgency around the climate crisis and prompted more people to think about the role they can play in making a difference.

In particular the role of businesses in fighting climate change is in the spotlight, and while many have had this high on their priority list for a long time, they are under more pressure than ever to ensure there is no 'greenwashing' and to show they are making meaningful, demonstrable change.

While businesses of a certain size have a legal obligation to take certain steps to become more sustainable, we are now seeing many implementing measures that go over and above these requirements. We are also seeing more smaller businesses increasingly

Wright, Johnston & Mackenzie LLP is hosting a renewables seminar at Glasgow's Royal Concert Hall on Thursday 4 November, where the firm's team of renewables experts and guest speakers will discuss the implications of the emerging carbon units market for developers. Speakers will also examine landowner relations and the route to consent, as well as policy trends as Scotland looks to meet its own net zero targets.

You can book your free place by emailing events@wjm.co.uk.

prioritising sustainability. People are scrutinising their stakeholders' and suppliers' green credentials, and this is continuing to feed through to all levels of decision making in all sorts of businesses.

The Scottish Government's National Planning Framework (NPF) looks at where development is needed to support sustainable and inclusive growth and the draft NPF4 expected later this month – is eagerly awaited by businesses.

It will set out how the planning system will support the Government's objectives and the net-zero target, and shape how planning decisions are made by local authorities and Ministers in the future. Those who are working

on developments of any kind will be awaiting the publication of the draft with some interest.

The Bute House Agreement is also of interest to the energy sector, with its commitment to an additional 8GW of installed onshore wind by 2030. It's an ambitious target and I believe if we are to come close to achieving this, some difficult decisions will need to be made.

A significant number of new projects would need to be granted consent in order to meet this goal by the 2030 deadline. The debate about where best to locate the new capacity which will be required isn't new, but it's one which is sure to come increasingly to the fore as Scotland attempts to reach this fast-approaching target.

One solution could be for developers to take a more collaborative approach, working together rather than in silo, to reduce the number of overall projects being consented. This may be more acceptable in planning terms, and while the commercial imperative for developers is to get consent for their own project, a fresh and collaborative approach may need to be adopted going forward.

To find out more about WJM, go to www.wjm.co.uk



University helps lead charge on carbon targets

Scotland has set targets to tackle global climate change that are amongst the world leaders in their boldness and ambition – and that has been recognised through Scotland hosting the UN COP26 conference on climate change this autumn.

The Scottish Government wants our country to be net zero carbon by 2045 and Edinburgh has an even more ambitious target of 2030. The recent UN Intergovernmental Panel on Climate Change (IPCC) report delivered a “code red for humanity”, with predictions that entire nations could be lost to rising sea levels within decades. Parts of Leith and Seafield, amongst others, could also be lost.

The IPCC report was prepared by 234 scientists from 65 countries, drawing on more than 14,000 research papers. So, with science leading the charge, it is no surprise to find that the world-class University of Edinburgh is playing a key role - both through its own commitment to tackling the impact of its operations and also through some of the innovative work being undertaken across the institution.

The University of Edinburgh’s own climate strategy has set out its holistic approach to become zero carbon by 2040 – five years ahead of Scotland’s national target. It aims to achieve this through taking action on research, learning and teaching, through the way it invests and through using its own campuses as “living laboratories” to test ideas that might be used elsewhere.

“Specifically, the project will determine the greenhouse gas emission reductions that technology, finance, innovation, culture change and other levers for climate action can achieve.”

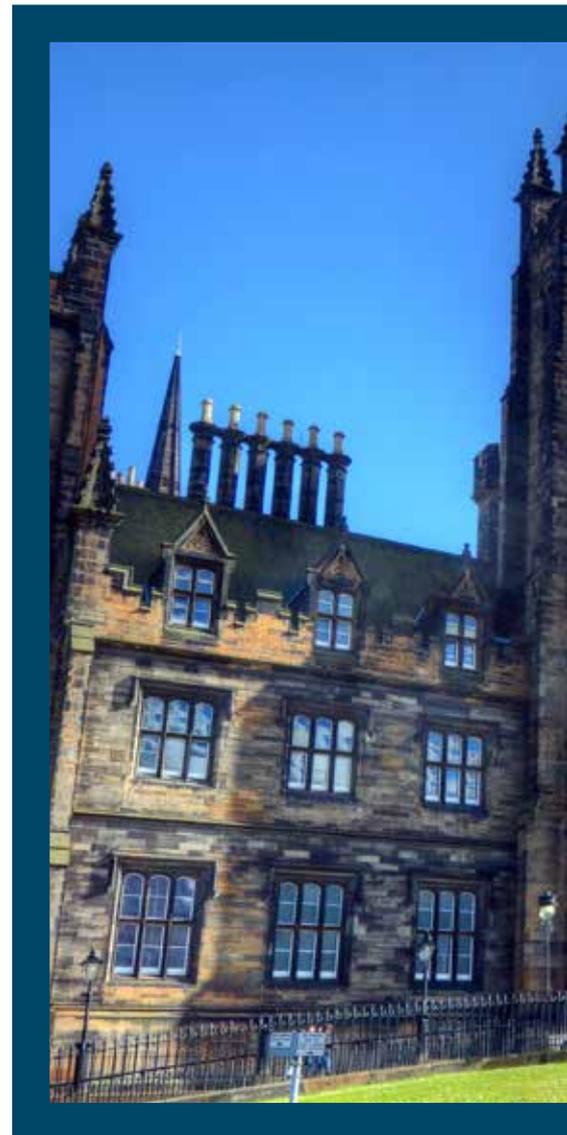
Navraj Singh Ghaleigh, Senior Lecturer in Climate Law

But the university’s contribution is having a wider reach through a variety of ground-breaking projects, including partnering with the UN to create a methodology and framework to help businesses turn their carbon reduction aspirations into a reality.

This project brings together experts from the University’s Law School, Business School and the Edinburgh Parallel Computing Centre with UN Climate Change.

The team will create and digitise a framework to work out the carbon impact of each step of their value chain process, from conception of a product or service through to its distribution. In doing this, they will identify the processes that lead to the most significant emission reductions.

Navraj Singh Ghaleigh, Senior Lecturer in Climate Law, said: “In this way, emission reduction actions can be better prioritised. Specifically, the project will determine the greenhouse gas emission reductions that technology, finance, innovation, culture change and other levers for climate action can achieve. It will also forecast the emission reduction potential for components of existing and new value chains, such as product manufacture, service delivery or societal interactions.”



Navraj Singh Ghaleigh and another University expert, Professor Stuart Haszeldine from the School of GeoSciences, will also play a key part in a programme – the largest of its kind in the UK – that aims to help scale-up techniques that could aid efforts to reach net zero emissions by 2050.

The two experts are part of the six-person leadership team coordinating the multi-disciplinary CO2RE project.

The five-year initiative will test the viability of techniques that have the potential to remove greenhouse gases from the atmosphere. In the UK alone, around 130 million tonnes of carbon dioxide will need to be removed every year by 2050, the team says.

Researchers will examine a range of methods, including tree planting, peatland restoration and using a charcoal-like substance – biochar – to store carbon. The project will allow



for the first time large-scale analysis of the effectiveness, limitations and cost of the methods.

The research team's results will inform governments' longer-term decision making on the most effective technologies to help the UK tackle climate change and reduce greenhouse gas emissions.

The project – led by the University of Oxford – will bring together a range of experts to tackle key issues including the environmental, economic and social aspects of greenhouse gas removal, as well as ethical, legal and governance factors.

Alongside their roles on the leadership team, the Edinburgh experts will also conduct vital research.

In an entirely different example, a team of scientists at the university is tackling the plastics crisis, long seen as a major obstacle

to environmental improvement. The team has used bacteria to transform plastic waste into a potential asset for the world's food manufacturers. In particular, there has been an urgent need to develop new ways to recycle polyethylene terephthalate (PET) – the strong lightweight plastic made from otherwise non-recyclable materials used for food and drink packaging.

Around 50 million tonnes of PET waste is produced every year, causing serious economic and environmental impacts. While PET itself can be recycled, the materials it produced continue to contribute to plastic waste. In other words, it creates more plastic.

The scientists used lab-engineered *E. coli* to transform PET waste into high-value vanillin through a series of chemical reactions. Vanillin is a compound used in the food industry to provide vanilla flavouring. It is also used in a number of other industries.

The researchers say the vanillin produced from PET waste would be fit for human consumption, but further testing will be carried out.

With much of the earth's surface covered by water, the future health of our oceans could be key to the future of our environment, and yet little is known about the floors of our deep oceans.

In yet another example, the ATLAS project, much has been learned over the past four years in which 80 researchers from 25 institutions carried out a series of work to improve understanding of the dynamics of the Atlantic Ocean, deep-sea diversity and how the ocean's eco-systems function and how climate change is impacting on the deep ocean.

The project, involving researchers from 12 countries, was co-ordinated by the University's Applied Marine Biology and Ecology team.

Making sustainability a cultural imperative

The recent Intergovernmental Panel on Climate Change’s Sixth Assessment Report was a stark reminder that without immediate and meaningful action the world is heading to some potentially irreversible consequences of climate change.

The report stated that human-made climate change is now ‘unequivocal’ and ‘an established fact’ and global surface temperatures will continue to rise until mid-century under all climate scenarios considered. Limiting human-induced warming to specific levels requires limiting cumulative CO2 emissions, reaching at least net zero CO2 emissions, and strong reductions in other greenhouse gas emissions.

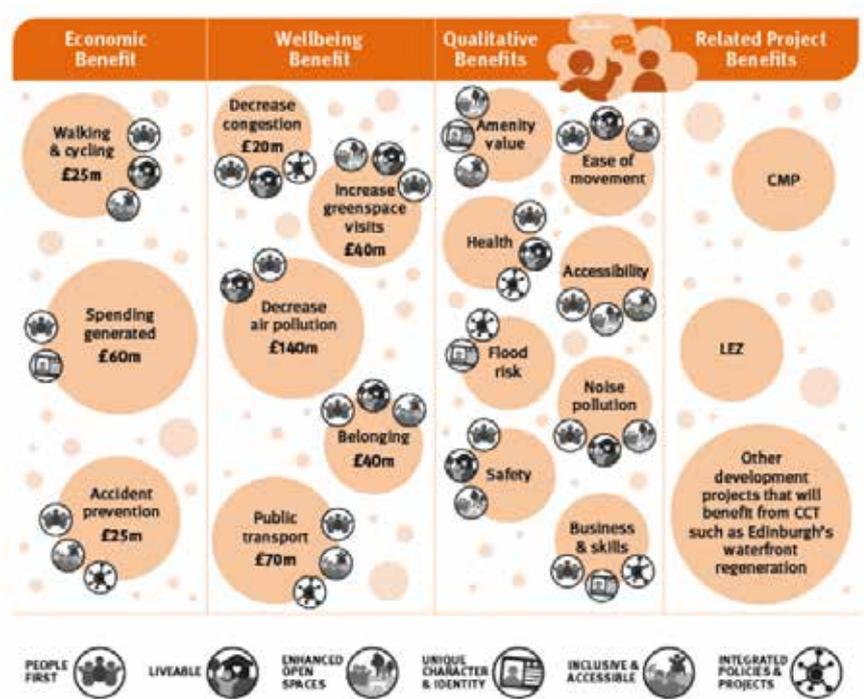
Achieving this requires us all to adopt a more sustainable way of living.

At Jacobs, we developed our global sustainable business approach, PlanBeyondSM 2.0 – to make sustainability a cultural imperative across our global workforce and help us deliver beyond our purpose to create a more connected, sustainable world. As our business shifts, so do our sustainability ambitions and the enhanced plan, launched in July, is our companywide foundation for what sustainability means to our employees, our clients and the planet. It propels the integration of sustainability throughout our operations and client solutions while aligning with the United Nations Sustainable Development Goals (SDGs).

Recognizing that all 17 of the SDGs are interconnected, and that no progress can be achieved in isolation of any one goal, we identified six core SDGs and translated these into actionable Sustainable Business Objectives, focused on areas such as advancing the health and wellbeing of society; water and sanitation; delivering net environmental and societal gain; creating a fair and inclusive future for all; and perhaps most importantly accelerating solutions that address the climate emergency.

Jacobs’ PlanBeyond 2.0 Sustainability Objectives

These objectives sit at the heart of our company strategy and define Jacobs’ responsibilities for how we and our



stakeholders can play a part in creating sustainable communities globally, through practical partnerships and tangible action. We also acknowledge that innovation and technology is a key enabler to us meeting our objectives, by helping us understand major challenges from multiple perspectives and developing solutions that start to meet the demands of the future, now. We have already identified solutions that we are not only bringing to market, but are adopting within our own business to make it easier for us to transform.

Our Evolve tool, for example, converts high level sustainability themes and issues into tangible, practical commitments that can be applied on any project or initiative and

maps progress against these commitments against the UN Sustainable Development Goals. We recently tested the solution on a selection of smart cities projects with Smart Dublin, an organization founded by the four Dublin local authorities focused on future-proofing the Dublin region by trialing and scaling innovative solutions to a wide range of local challenges.

As we implement PlanBeyond 2.0, we are focused on driving sustainability deeper into our culture in the same manner that health and safety is ingrained in our individual actions and operations today. This involves education and upskilling, knowledge sharing and recognizing and rewarding achievement of sustainability priorities.



Erin James



Jo Jeffreys



Tawny Chritton Keene



Zoe Haseman



Adam Liddle

“The Evolve trial was made very easy for our team to participate in. A primary objective was to enable us to better communicate the impact of our projects. The Evolve tool helped us better understand how we could map our projects to the many elements of the SDG’s. We can see potential for usage by many public authorities to map their project portfolios to the SDG’s and therefore demonstrate impact.”

Alan Murphy, Smart Dublin Regional Manager

Cities are similar to businesses in that there are growing demands being placed on them as populations grow. According to UN Habitat, cities are major contributors to climate change, accounting for more than 60% of greenhouse gas emissions and consuming 78% of the world’s energy. Cities can’t stand still: they need to change and adapt to respond to the needs of their citizens and be economically competitive and it is now commonplace for cities to have their own vision for the future, and to have this underpinned by a sustainability strategy encompassing clear targets and route map of how to meet them. The City of Edinburgh is joining a growing movement of cities around the world that are progressively introducing measures to transform their centres.

Edinburgh has a target to become a net zero city by 2030 and will be publishing its final strategy in October, ahead of COP26 taking place later this year in Glasgow. City strategies not only need to set out a clear vision for how to achieve its aims, but also how to innovate effectively by creating the right conditions for stakeholder collaboration, how to support sustainable communities, and how to influence individual behaviours. All of these measures combined will deliver positive impact quickly, if successful.

It is fundamentally important that businesses, large or small, can relate to city strategies and deliver impact locally. The opposite is also true and city strategies must resonate with businesses and other stakeholders in order to drive collaboration.

Working closely with the City of Edinburgh Council and a wide range of key stakeholders,

1	Advance the health, wellbeing and safety of society	
2	Deliver solutions for the global water and sanitation crisis	
3	Foster a culture of technology and innovation important to the advancement of society	
4	Create a fair and inclusive future for all	
5	Develop efficient and resilient solutions that deliver net environmental and societal gain	
6	Accelerate solutions that address the climate emergency	

the Edinburgh City Centre Transformation strategy laid out an approach that puts people and wellbeing at the core of the thinking, by promoting active and sustainable travel and accessible public spaces. The city now promises to be largely vehicle free within a decade and we have already seen the pedestrianization of certain city-centre streets to great success.

Also recognizing our global commitment to create a fair and inclusive future for all, we partnered with Jacobs-Simetrica to conduct a social value benefits assessment that quantified the economic and well-being benefits to the city versus the estimated delivery cost of the programme. We showed that accident prevention, enhanced

public spaces, reduction in air pollution, enhanced public spaces, and increased accessibility all contribute to the overall social improvements that can benefit the city. The legacy we all want to create for future generations is one of betterment. How can we collectively leave both the planet and society better than we found them? To start, we must all evolve from the focus on minimizing negative impacts to maximizing positive outcomes.

This is not always as simple as it sounds. With development often comes unintended consequences. The more we understand and face these challenges – in collaboration with our stakeholders – the more sustainable future we will create.



Policy update from the Edinburgh Chamber

The summer period has proven to be no less busy on the policy front at the Chamber, and whilst immediate Covid related issues are thankfully gradually abating (with some notable exceptions...), the number of issues we are engaged in on our members' behalf only continues to grow.

As we mentioned in the last issue, our key focus in recent months has been on continuing our engagement on the Prospectus for Growth we published at the start of July.

This engagement has seen us meet with a number of key policy makers at both a local and national level, including Ivan McKee MSP, Ben Macpherson MSP, Gordon MacDonald MSP, Daniel Johnston MSP and Foysol Choudhury MSP.

Further conversations are planned with Kate Forbes MSP and the senior leadership team of the City of Edinburgh Council including Cllr Adam McVey.

We are focused on continuing this engagement to ensure that the Prospectus doesn't simply become another well-presented document which sits on a shelf, but one which effectively

contributes to the city's longer term recovery and growth.

We hope we can count on your continued involvement, support and engagement as we continue this work.

Away from Covid recovery, other areas we have been involved in on your behalf include:

- Feeding member views into a number of consultations held by both local and national governments including the City of Edinburgh Council consultation on their 2030 Climate Strategy, and the Scottish Government consultation on New Year's Day opening for large retailers.
- Continuing our work on the Edinburgh CAN B initiative where we play a leading role in understanding how we can support the

city's businesses to measure and improve their impact aligned with the UN Sustainable Development Goals.

- Supporting the city's plans to showcase how Edinburgh is progressing to Net Zero in the run up to COP26.
- Continuing to engage with local, national and UK Governments on a range of issues which impact businesses and the wider economy both directly and through our engagement with both Scottish and British Chambers of Commerce.

As ever, if you have anything you would like to discuss or feedback to our Policy team, please contact policy@edinburghchamber.co.uk



How can your business optimise savings and help counter climate change?

Across all types of buildings from offices and factories to warehouses and retail outlets, energy management, carbon reporting, and green building compliance are becoming top priorities. The UK has a legal Net Zero deadline of 2050, with a target of a 68% reduction in emissions by 2030, so it's important to start putting plans together now so that you are prepared for the deadlines, avoid any penalties, and establish your position as a greener business.

But any cost and carbon savings must be balanced with business needs and require expert advice to maximise the savings. So how can a business optimise savings and help counter climate change?

To meet this target Veolia's integrated range of services implement cost effective energy efficiency measures that reduce carbon emissions, take action on efficient energy utilisation and move towards carbon neutrality. Working across all sectors Veolia is able to handle all elements of an organisation's energy requirements – from smart energy monitoring that can monitor and control energy, water and waste flows, to supply, management and emissions trading and onsite upgrades requiring plant design, and installation. These combined with long term maintenance will keep savings on track and can guarantee them.

Delivering energy management for over 80 years Veolia's services are specifically designed to identify the carbon footprint of sites and buildings, reduce consumption

and utilise sources of clean energy such as low carbon combined heat and power (CHP) and renewables. This includes energy and environmental auditing, operational energy efficiency and strategies that cover the application of modern control technology, installation and management of energy plant. These cover the latest building management systems, hot water, HVAC, lighting, energy procurement, combined heat and power, heat pumps, insulation, lighting, refrigeration, standby generation, sustainable energy, compressed air, demand side management and bill validation.

When it does come to introducing more sustainable solutions, acting proactively rather than reactively means that businesses are less likely to get stung by increasing energy prices. Energy Performance contracts can remove the need for using capital by investing in upgrades which are paid for in the short term by the energy savings achieved. Ultimately this gives long term energy savings, which for a bigger project can amount to tens or even hundreds of thousands of pounds saved. And carbon

savings begin as soon as the new systems are operational.

Options that we offer take into consideration budget restrictions and business needs to make sure that any changes are appropriate. In the first instance, reducing consumption is key and this requires engagement with business users.

We can support you to initially identify areas for carbon saving and to develop a carbon reduction strategy, and then to implement new solutions and technologies across your whole business. These can include integrating green energy into your energy mix, whilst ensuring security of supply. With the focus currently on building back better, now is the perfect time to think about reducing your business's carbon footprint. Veolia can support you to look into options such as carbon capture and hydrogen, to help you innovate and prepare your business for a less carbon-intensive future.

www.veolia.co.uk

The future of sustainability

The Oxford Dictionary defines sustainability as “the use of natural products and energy in a way that does not harm the environment”.



Whilst sustainability is one of today's hottest topics, it's important to understand why. There's an increasing amount of media coverage and huge public interest in how organisations operate, and if they operate in a responsible manner, which means sustainability is no longer a complementary feature of a company's value proposition. It must be integrated into the core of an organisation's business model to ensure long-term success and viability.

Stakeholders, including consumers, investors, employees and society in general, demand companies go beyond mere compliance with legal requirements and instead have a positive impact that reflects a true commitment to sustainability leadership.

The big question is “what can you do about it?”. Fortunately, we're here to help your organisation move towards being a more sustainable enterprise.

Environmental, Social and Governance (ESG) factors have become critical to the success of businesses in all sectors. Businesses not taking ESG seriously are becoming unattractive to investors and customers alike. They're beginning to lose customers, employees and financing in favour of better prepared alternatives. Market leaders and those forward-thinking businesses are embracing ESG,

monitoring and risk assessing their products and services through the full life cycle, their processes, operations and indeed their full supply chain.

The aim of environmental responsibility is to reduce the damaging effects that an organisation can cause, which includes energy use, water use, waste management, recycling and emissions. Acting in a socially and environmentally responsible way is more than just a legal duty: it will reduce risk, improve reputation and save money, which can affect your financial success and long-term future of your organisation.

You can comply with environmental responsibility by using a management system, such as ISO 14001. The standard maps out a framework for an organisation to follow and set up an effective environmental management system. The management system manages all environmental aspects effectively, while improving compliance with legislation. It will help prevent pollution, minimise energy and resource usage and reduce the risk of penalties and avoid litigation.

Energy is the dominant contributor to climate change, accounting for around 60% of total global greenhouse gas emissions. Reducing the carbon intensity of energy is a key objective in long-term climate goals. ISO 50001 is the

energy management system standard, which is based on the Plan Do Check Act (PDCA) continual improvement framework, and it incorporates energy management into existing organisational practices. Gaining certification will help towards the reduction targets for climate change, while improving your own reputation and image.

As part of our Sustainability Solutions framework, we've launched ESG Assurance Solutions. These are bespoke solutions, created to meet our client's individual requirements. Our service categories include: ESG Verified, which includes risk evaluation and due diligence, ESG Optimised, which is an advisory service for improved disclosures or processes and ESG Certified, which is a performance evaluation leading to the issuance of an ESG certificate.

Reducing the impact on the environment is everyone's responsibility, both personally and professionally. Here at SGS United Kingdom Ltd, we can help you ensure that your organisation is playing it's part in helping the world become a greener and more environmentally friendly place to live.





Innovation Critical: Scotland's Net Zero Mission and Climate Tech Opportunity

Along with our partners SCDI, The Royal Society of Edinburgh and ScotlandIS, BT has published 'Innovation Critical: Scotland's Net Zero Mission and Climate Tech Opportunity' which outlines why digital technology must be at the heart of our global fight against climate change. Over the past five years BT has been actively involved in collaborative research on the exploitation of digital technologies and their role in advancing Scotland's economy and society. Our latest research demonstrates BT's commitment to advancing Scotland's economy, people and planet through innovation and exploitation of digital technologies.

BT has led on climate action for almost 30 years, and we were one of the first companies in the world to adopt science-based targets, directly linking our own goals to the overall level of reductions in emissions needed to limit the most harmful aspects of the climate crisis. As part of the transition to a low carbon business model, we have recently announced plans to curb our carbon emissions sooner than planned, by bringing forward our net zero target from 2045 to 2030 for our operational emissions and 2040 for our supply chain and customer emissions. This is in addition to our 2016 carbon reduction target, aligned to the COP21 Paris Agreement, and we are on track to reduce the carbon emissions intensity of our business by 87% by 2030.

Since 2016/17, BT has reduced the carbon emissions intensity of its operations by 57% and by 19% from its supply chain, and 100% of the electricity that we purchase worldwide comes from renewable sources. We are also playing our part by helping our customers to reduce emissions and in 2019/20 we helped them to save 13 million tonnes of carbon, achieving our 3:1 abatement target one year early. This means that for every tonne of CO₂ emitted by BT, three tonnes of customer emissions were saved. This year alone, around £5.3bn (25%) of our revenue came from carbon-cutting solutions – from teleconferencing and cloud storage to smart manufacturing and Internet of Things (IoT) technology.

And we're going further with ambitious plans to power Scotland's road to net zero. We're investing in full fibre broadband and 5G networks that will support more homeworking, smart cities and pave the way for lower carbon ways of life and work. And our new green tech innovation platform fosters breakthrough technologies to cut carbon in the public sector – including through the adoption of environmental monitoring sensors that integrate into BT street furniture through IoT solutions supporting social housing providers to reduce travel and reduce maintenance costs at the same time.

The recovery presents a huge opportunity for government, businesses and individuals to put action on climate change at the heart of their efforts. This includes innovating at pace and at scale to develop digital enabling, low-carbon technologies that can help us to do things differently and orchestrate a transition to a zero carbon world.

Our latest report represents a real call-to-action: Climate change is among the greatest challenges facing mankind, and while digital technology is just one part of the solution, it is absolutely central to the net zero future we must build. It also represents a major strategic opportunity for the Scottish economy given our ambitions, assets and capabilities for net zero and in the data, digital and tech sectors.

Scotland is a small, agile nation and has the leadership in place to become a leading innovator and exporter of technological solutions to the climate change challenge; we should embrace the immense opportunities afforded by Climate Tech and work collaboratively, and at pace, towards unleashing them.



Covid-19 and Future Planning: Five tips on making your team and your business more agile

The business world has changed and lots of people like myself, who enjoy working in an office, will need to work remotely from time to time.

Over the last 18 months, I have been so proud of how our team at OpenCRM adapted to everything that has been thrown at them. On virtually no notice, the entire team transitioned to working remotely. It was practically seamless.

I say practically because in those first few days and weeks we found a few areas where we needed to make some changes. Mainly implementing new processes or relying more heavily on software to keep things running smoothly.

But I think every business had similar hurdles to overcome.

The whole process highlighted to me the importance of agile business processes. And fostering an equally agile working environment.

I'd like to share my top five tips on doing just that:

Tip #1: Regular, Recurring Team Meetings

Having regular meetings, daily, weekly, or even monthly, allows remote workers to feel more engaged. But it also helps everyone stay up to date on what their teammates are working on.

These could be informal morning chats, where attendance and participation are optional. Weekly small team meetings to pass on progress and important news. Or even monthly company meetings for more general business updates.

The important thing is that you make a schedule and keep to it.

Tip #2: Autonomy and Responsibility

One of the most common complaints I hear from managers about remote working is that they don't know if their employees are actually working. But, I always ask, you know if they're working based on their output, right?

By giving people responsibility and ownership of the jobs they need to get done, you motivate them to achieve their goals. It's their task—and it will sink or swim based entirely on what they put into it.

I have always found this to be the best way to motivate people and it paid dividends when we moved to remote working.



Tip #3: Training and Guidance

Of course, if you want people to achieve targets and goals, they need to know how to complete the various tasks and jobs along the way. And that means investing time, energy, and even your profits into making sure they have the right training and knowledge to do so.

This process can feel slow and occasionally even expensive, but once one person has the know-how, they can share that with the rest of the team. Making everyone more effective in their day-to-day job.

Tip #4: Clear, Documented Processes

So they've got the knowledge and the motivation, now they just need to know what it is they are supposed to do. And, importantly, how it fits in with the other people on their team and in the wider business.

Having clear, documented processes means that every single person knows what they are doing and why they are doing it.

You'll also need to have somewhere for these various processes to take place...which brings me neatly to my next tip.

Tip #5: Have the Right Tools

In order to do their job, remotely or in the office, your team need to have the right tools.

When working remotely, this means they need systems that let them work independently, while also investing in tools that allow them to communicate and collaborate effectively.

When the pandemic hit, we already relied almost entirely on cloud based systems (like our very own CRM system), but did find that some of our other systems just weren't up to the job. So we found ones that were and got everyone trained up on them.

By not being afraid to change out tools and systems, we were able to find the right ones for what we needed.

We always set out to build an agile team, and have always thought of ourselves as being adaptable. But these past several months have really highlighted to me the importance of this approach and areas where theoretical planning fell down.

I won't pretend that we never ran into any hurdles, of course we did. But we discussed them as a team and found the best ways to overcome them. These ranged from new processes to new software to some general education for some (or all) of us.

I wanted to write this article, not to crow about how great my team is (although, they do deserve it), but rather to share with you what we learned over the last year.

As I write this, many of us are still happily working from home. Some have returned to the office full time. And we've even got a few who split their time between being in the office and working remotely.

We've learned to be more flexible in our approach to where people work and it has only made us stronger.

If you'd like to learn more about OpenCRM or see more information please head over to www.opencrm.co.uk



Graham Anderson, is the CEO and founder of OpenCRM, one of the UK's leading customer relationship management systems.



OCTOBER

Tuesday 12th

Advanced Facebook Strategies to Increase Sales

Wednesday 13th

Personal Branding: Creation and development of your pathway to professional success - Kickstart Scheme

Thursday 14th

Essential Management Skills

Tuesday 19th

Dealing with difficult situations

Wednesday 20th

Google Ads - Introduction

Wednesday 20th

Introduction to Business Presentation Skills – Kickstart Scheme

Tuesday 26th

Imports: Inward & Outward Processing

Wednesday 27th

How to Complete Customs Import Entries

Thursday 28th

Networking Skills – Kickstart Scheme

Thursday 28th

Charity Fundraising for Fundraising Managers

NOVEMBER

Tuesday 2nd

Methods of Payment & Letters of Credit

Wednesday 3rd

Employability Skills - Kickstart Scheme



Thursday 4th

Negotiating and Influencing skills

Tuesday 9th

Job Searching techniques Masterclass – Kickstart Scheme

Wednesday 10th

Video Creation for Business

Thursday 11th

Leadership Fundamentals

Tuesday 16th

Job Interview Skills and Techniques – Kickstart Scheme

Wednesday 17th

Bidding to Win: How to Write Tenders & Proposals That Beat The Competition (Without Cutting Prices)

Thursday 18th

Introduction to Google Display Ads

Tuesday 23rd

ICC – INCOTERMS @ 2020 RULES - Half Day Workshop

Wednesday 24th

Networking Skills

Thursday 25th

Project Management Fundamentals

Tuesday 30th

Digital Writing Skills

DECEMBER

Wednesday 1st

Digital Marketing Strategy

Thursday 2nd

How to Complete Export Customs Entries

Tuesday 7th

Delivering Exceptional Customer Service – Kickstart Scheme

Wednesday 8th

Search Engine Optimisation (SEO) - An Introduction

Thursday 9th

How to Complete Customs Import Entries

Friday 10th

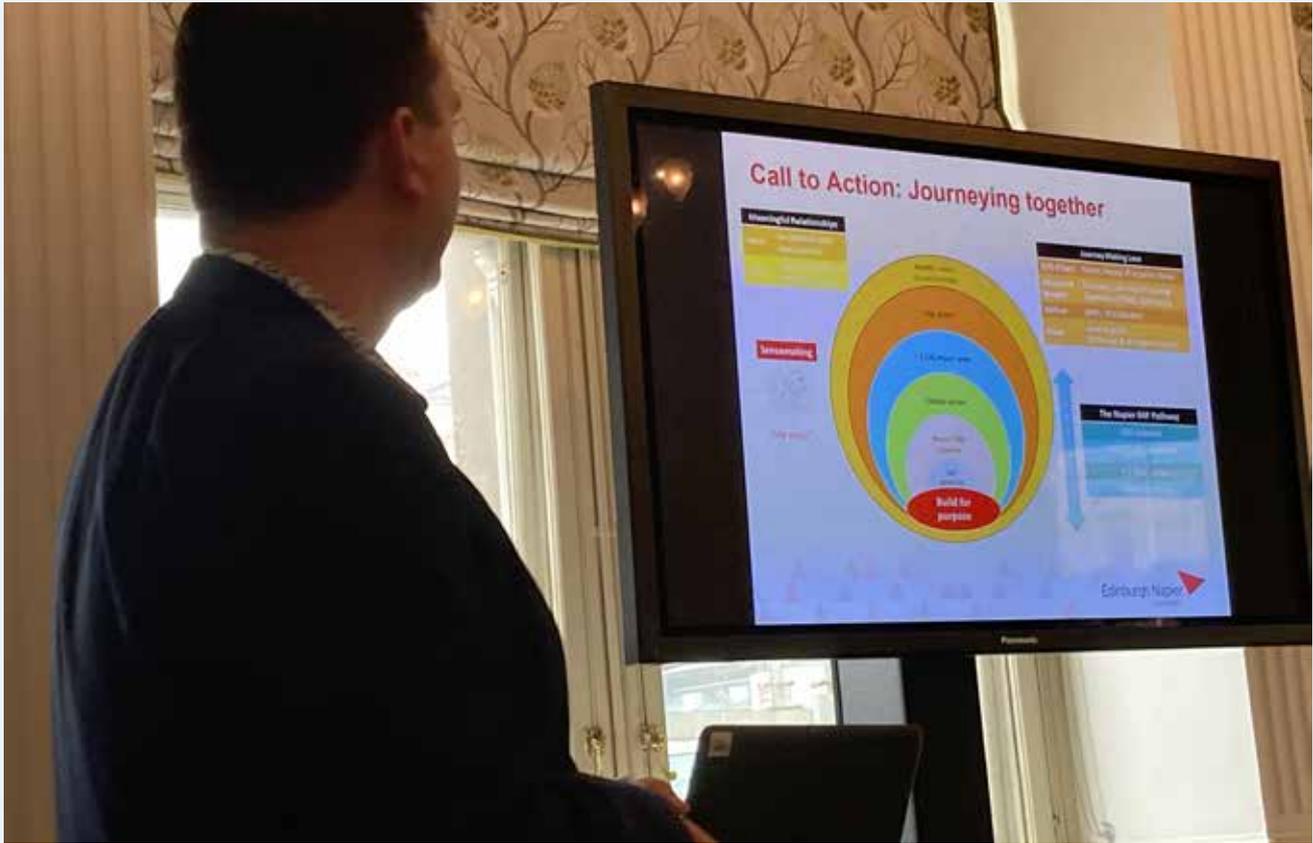
Supervisor & Team Leader Skills

Wednesday 15th

LinkedIn Masterclass: The Complete Guide to Personal and Business Development

Thursday 16th

Presentation Skills



Acting on climate change

This summer highlighted the urgency for action: floods, forest fires... and families in Fairbourne, Wales becoming the first in the UK forced to move from their homes through the impact of coastal erosion.

Now, we are all focused on COP26, willing the politicians to show leadership and commit to stretching targets.

The time for talk has passed, now is the time for us all to get on with implementing the changes needed to halt climate change.

But the scale of the challenge leaves us all feeling daunted. What precisely can we do?

The fact is, regardless of company size or sector, all organisations across the City of Edinburgh can play an immediate role in helping achieving a net-zero city by 2030.

Build for Purpose, led by Dr Miles Weaver at Edinburgh Napier Business School, has been providing support to SMEs across the city. It equips businesses with the tools needed to identify and achieve responsible business practices that accelerate progress to address

the UN Sustainable Development Goals.

Helping to kick-start the project, at the start of 2021, the HCI Skills Gateway (funded by the UK and Scottish Governments as part of the Edinburgh & South East Scotland City Region Deal) supported 20 SEs and 100 learners from housing, construction and infrastructure.

Later in the spring, the UK Community Renewal Fund accelerated the impact across a wider cohort (50+) of businesses in the city.

Now, a new MOOC (massive open online course) is set to launch in October, providing free access to any business that wants to act.

The Build for Purpose MOOC will support businesses as they identify and pursue opportunities arising from the circular

economy and net carbon zero. It will be launched at Edinburgh Napier's 'Beyond COP26, a conference on practical ways to achieve net zero' conference on 6 and 7 October. Visit napier.ac.uk/beyondcop26 to register and start planning now for the changes you can deliver.

Build for Purpose is offering a unique pathway to help local businesses bring about more impact for the SDGs, including net-zero and is progressing the City's widest economic development ambitions, as well as its social and environmental goals.

It means there is something you can do, right now, to start and make a difference.

Let's get on with it!

#letsgetonwithit
#ENUNextGen

A planned approach to achieving Net Zero

With COP26 upon us and eyes turning towards Scotland, there are some huge challenges ahead across all industry sectors as organisations look to take clear and urgent steps towards net zero commitments.



Andy Outram
Director, Real Estate Lead for Scotland
Turner & Townsend

Construction has a huge role to play in terms of helping to realise net zero societies, but it also needs to dramatically improve its environmental impact. According to the United Nations Environment Programme, buildings and their construction together account for 36 percent of global energy use and 39 percent of energy-related carbon dioxide emissions annually.

Recent results from our International Construction Markets Survey highlight the challenges for the industry globally. But there is a clear desire to change, to build back better, and the urgent need not just to confirm net zero targets for the sector but to have clear roadmaps in place to achieve them.

We see three areas that organisations need to understand and consider together if they want to optimise growth and accelerate towards net zero. It is the interplay between sustainability,

digitalisation and productivity, and the implementation of combined solutions that cut across disciplines and projects, that will transform future performance.

■ Sustainability

For the construction industry consideration goes beyond the next new build and extends from upgrading and retrofitting existing assets, to building to new standards, reducing waste, developing cleaner construction techniques and addressing lifecycle carbon emissions.

■ Digitalisation of construction

Digital progression is certain to become a lasting legacy of the global pandemic. The value of data, with better access and understanding, is recognised through the industry in providing the key to improving the cost and quality of asset delivery. This is a trigger for many organisations to take a hard look at their digital strategies.

■ Productivity growth

The challenges of COVID-19 and Brexit have created pressure around resource and performance. The industry has shown that it can adapt and innovate – learning valuable lessons from the months of uncertainty and disruption. Innovative approaches and a constant focus will be needed to provide productivity performance success and deliver the value expected by clients.

Many sectors and clients particularly across the construction lifecycle have started their net zero journeys but the discussions and outcomes from COP26 will be critical in helping to shape these. The most robust net zero roadmaps will be those that set out a programmatic approach with clear targets and an explanation of the technological, behavioural and strategic levers they will use. They are also open about the constraints and opportunities that lie ahead and the proactive interventions and changes that need to be made. A central benefit of this approach is the ability to be clear about the interaction between the differing but complementary agendas, from sustainability and productivity to digitalisation.

<20%

Of projects have a significant commitment to NZC in most regions

85%

Expect NZC commitments to increase within three years

69%

Already report skills shortages for green collar jobs

48%

Say there is not enough capacity in their local supply chain to meet carbon reduction ambitions

Source: Turner & Townsend International Construction Markets Survey 2021

Innovation for step change

Achieving net zero is not about small changes but about a step change in attitude and behaviour. In my role as Chair for Construction Scotland Innovation Centre (CSIC), I see the creative and innovative approaches from bringing together academic thinking and an industry focus. Collaboration will be key in sharing, learning, and developing our industry. The Cities, Regions and Built Environment Day at COP26 provides a fantastic forum to move these discussions forward and into meaningful actions, ensuring we are well placed to deliver on net zero.

By working together we can bring the best approaches to achieve the net zero targets through innovation during this critical time in the industry as we recover from the pandemic and face the climate change emergency.

Further details of the findings from our research can be found on our website:

www.turnerandtowntsend.com

Contracts Against Climate Change

Contracts for Climate Change might sound a fairly uninspiring call to environmental action, and it is unlikely to be a slogan seen on any placards outside the COP 26 convention centre in Glasgow. But as a lawyer I would argue that binding carbon neutral practices into business relationships is just as important as global emissions targets. And the reality of climate risk for business means that waiting for governmental guidance to act is not an option.



By Andrew Tolmie
Legal Director
at Clyde and Co

The legal profession is being asked by its clients to make sure their businesses are protected, as far as is possible, from climate risk; and to help enforce sustainable behaviour in their industries.

Businesses cannot afford to not be seen to be adopting green practices into their contractual relationships. The UK and New Zealand became the first countries to say that compliance with the reporting requirements of the International Task Force on Climate-related Financial Disclosures (TCFD) would become mandatory and therefore we are on the verge of a new climate focussed regulatory regime for business.

It is not only pressure from regulators that companies face, there is also the growing threat of climate change litigation. The total number of climate change cases has almost doubled since 2017. Whilst the majority of litigation is against governments, the number of claims against companies is on the rise. The range of allegations is diverse: from claims of greenwashing, inadequate disclosures, product liability, nuisance and fraud claims, to human rights arguments and allegations of procedural failures.

Traditional force majeure clauses, for example, will release a party from their obligations when faced with unforeseeable events such as hurricanes, wildfires and floods, but how does that clause operate where the frequency of those events is certainly increasing. It may be that a climate contract risk-sharing clause is now more appropriate to take a structured approach to the ever more common threat of disruptive weather events.



As companies race to make pledges of carbon neutrality by a prescribed date they need to consider not only their own emissions but also emissions from indirect sources in their supply chains. Carbon footprint reduction clauses request that the supplier reduces the carbon footprint associated with the performance of the contract. There is even the termination for greener supplier clause which gives the right to switch suppliers if an existing supplier is unable to match a 'greener' offer.

So, what can businesses do to ensure they are not only achieving their carbon emission goals, but also protected from climate risks:

- Review contracts with suppliers; are they bound to provide relevant information and held to appropriate climate-related standards

- Provide training to directors and officers on legal issues associated with climate risks
- Review supply chains to identify potential sources of business disruption due to the physical impacts of climate change and to minimise supply chain emissions
- Consider insurance coverage issues in light of climate-related exposure

The COP26 leaders will tell us what they plan to do at the macro level to try and slow the pace of climate change, but there is already action in the private business sphere as companies seek to preserve and protect relationships through contracts for climate change.

CLYDE & CO

We thank our Partners for their continued support of the Chamber.

STRATEGIC PARTNERS



ENTERPRISE PARTNERS



Name: Peter Nelson

Job Title: Operations Director

Company: The Glenmorangie Company Ltd

Tell us about Glenmorangie and its role in the City?

Glenmorangie, or at least it's trading name, MacDonald and Huir Ltd, has had links with Edinburgh for over 175 years. The business was formally based in Commercial Street, Leith where "MacDonald House" can still be found.

As the Scottish Office building was developed, we moved our bottling production to Broxburn, and subsequently Livingston. Our head office, however, still remains firmly in Edinburgh, within the Cube on Leith Street. Today we are part of Louis Vuitton Moët Hennessy (LVMH) the worlds largest luxury products group.

What does your role at the company involve?

I have one of the best jobs anywhere, being responsible for managing the production, bottling and distribution of our two iconic Scotch Malt Whisky brands, Glenmorangie (produced in Tain) and Ardbeg (produced on Islay)

The transition to net-zero is increasingly important in organisations of all shapes and sizes. What are you doing at Glenmorangie to start on your transition?

We have been making malt whisky for the last 200 years and we think long term. Our sustainability strategy is central to our plan to be in business long into the future. We are actively driving a sustainability strategy across a spectrum of initiatives, both big and small. Big ideas are planning and delivering our route to carbon neutral production at our distilleries, in our packaging and our raw materials, (mainly our malted barley), but smaller initiatives, such as switching to electric vehicles, removing single use plastics from our sites and targeting zero waste to landfill help us engage with our employees and make this journey real

The Dornoch Environmental Enhancement Project (Deep) is a groundbreaking initiative to restore Native European oysters to the



Peter Nelson

Dornoch Firth, led by Glenmorangie and Heriot Watt. Can you tell us more about this project and its impact on the environment?

The DEEP project is part of our wider circular economy initiatives in reusing the by-products that come from our distilleries. At Glenmorangie we use technology that turns 97% of our waste water into biomethane, which we use to heat our stills. The DEEP project, the reintroduction of European native oysters, to the Dornoch Firth at the distillery is a novel approach to filtering the final few percent! It has been a brilliant, award winning science led collaboration between us, the Marine Conservation Society and Heriot Watt University. The project improves the water quality and promotes improved biodiversity in the Firth and has inspired similar projects throughout Europe.

If you had a top tip to share with an organisation that is looking to reduce their emissions, what would that be?

I would use the quote "The greatest threat to our planet is the belief that someone else will save it." A quote from Robert Swan

Are there any innovative projects on the horizon at Glenmorangie that you are able to share?

We are looking at a range of projects. Some aren't innovative like installing solar panels at our bottling plant, others are far more innovative, like using our Carbon Dioxide at our distilleries to create biomethane or algae's or working to create accessible places for nature at all our sites. Again all are based on strong collaborations with like-minded partners

Other than your current position, what would be your dream job?

That's a tough question, I can't see me wanting to change but if I had to I am sure it would involve working with nature to improve the planet and improve our wellbeing

Outside of business, what is most important in your life?

Family and friends come first (most of the time!), and I am lucky enough to live in a great city with my kids, and grandkids nearby.



What could you do with an extra day in the week for your business?

Small businesses using digital platforms and services tell us they are saving one day a week through activities such as using cloud storage for important files, managing money on the move and advertising online.

Small businesses also tell us that they also don't know where to start online. Over 70% of businesses are looking for digital advice and guidance to get more from tech. This is why in June 2021, the Bank of Scotland Academy launched, aiming to provide free support to anyone, not just Bank of Scotland customers, looking to get more from their tech.

Digital is often likened to the fourth industrial revolution. Like the previous ones such as transition to water and steam power 250 years earlier, mass production 100 years later or more recently the electronic boom of the 70's, it brings more opportunities but there is also more to learn. It's an ever changing world though, and we know that businesses are trying to keep up but often don't know where to go for help (73% of businesses say they need support with digital technology in the next 12 months)

The unprecedented speed of the digital revolution is exponential with emerging, frequent technology breakthroughs in fields

such as artificial intelligence, robotics, the Internet of Things and 3-D printing. How can you as a business keep up?

The digital revolution means it is easier to reach customers as we stay at home, with almost two-thirds (63%) of people across Scotland spending more time online, with more than nine in ten (94%) expecting this to continue in the long-term. It is important every business has a digital front door for increasingly e-Commerce customers. That is why we launched the Bank of Scotland Academy in June and committed to help more than 10,000 Scottish businesses with their digital skills in order to become more efficient and reach new audiences.

The academy's online website www.bankofscotlandacademy.co.uk provides online lessons to increase the efficiency of back office functions, optimise digital marketing and keep businesses safe. Alongside the website, the Bank of Scotland Academy includes live trainer-led sessions,

which include subjects such as 'Telling your story online' or 'Growing your customer base.' In addition, the academy offers regular networking opportunities with industry specialists giving new perspectives and different thinking.

Live sessions can be booked through Eventbrite (BoSAcademy.eventbrite.com) and more bespoke sessions are available, built around the specific needs and objectives of a business or charity.

You can access our demand training www.bankofscotlandacademy.co.uk

You can book live events at our Eventbrite page - BoSAcademy.eventbrite.com





Clare Richardson



Angela Smillie



Amanda Ferguson



David Brown



Steph Sproul

Businesses set to benefit as Bank of Scotland brings in two new senior hires

Bank of Scotland's SME and Mid-Corporate team has appointed two senior females, with more than 35 years of combined financial services expertise, to take up the role of Area Director for Edinburgh, Lothian and Borders on a job share basis.

Clare Richardson has spent the past 15 years in financial services, including heading up the SME and Mid-Corporate team in the North East for the last five. Angela Smillie has worked for the bank since 2000, specialising in leveraged buy-out transactions and debt restructuring.

Speaking about the new role, Clare Richardson said: "Both Angela and I are driven by purpose and care about delivering real support to businesses, something I know will continue to strengthen our offering to customers.

"We're acutely aware of the challenges Scotland has encountered over the past 18 months but now is the time to look forward and embrace opportunities. From sustainability to tech, there's huge growth potential and we'll be working to support firms on the road to recovery and beyond."

Both Clare and Angela accepted the job-share to fulfil their own career ambitions while being able to spend more time with their families.

Amanda Ferguson has been appointed by Edinburgh First, the University of Edinburgh's hospitality and events collection to spearhead growth in its commercial business.

Amanda's main focus is to grow the University's hospitality business and use its extensive venue portfolio to help reinstate the City's knowledge economy back to a top global ranking. By using the University's world class products and services, Edinburgh First has access to 70 venues across Edinburgh, available for both small meeting spaces and large conferences, operate three year-round hotels and its student accommodation changes into Scotland's largest hotel from May to September.

Amanda said: "I'm really passionate about doing what is right for the University and the City. The economic fallout from the pandemic has brought the whole hospitality and business tourism sector to a standstill. Reigniting the hospitality sector is key to building a healthy economy and bring visitors back to this vibrant City."

For more information
www.edinburghfirst.co.uk

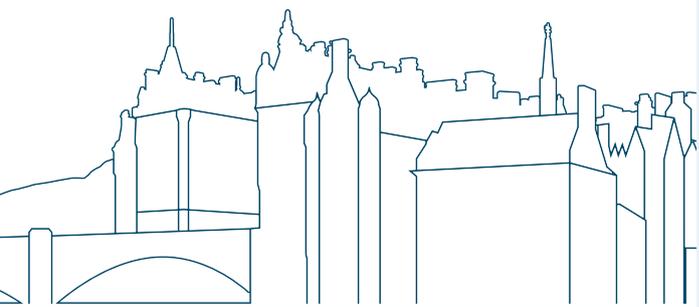
Sisaltech has recently created two new roles at their Midlothian head office.

They are really happy to welcome David Brown and Steph Sproul to their team!

David is the new Senior Accounts Manager and has extensive experience in Senior sales and Business Development. He has worked previously in the waste management/ recycling industry and is really excited to branch out into the sustainable building sector with Sisaltech. David has fit in so well with the team and is already making big progress securing key accounts and creating new opportunities for the business.

Steph has been with Sisaltech since the start of summer in an administration role which she has really excelled at. She is currently studying Business Management at Edinburgh Napier University and is very grateful for the hands-on experience she is receiving from this industry role. Steph was hired because she has a great passion for sustainability and her values align closely with the company ethos.

If you would like any more information about the company or our products, please don't hesitate to contact David at david.brown@sisaltech.com



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GET WITH IT

By Bill Magee

Scottish Business Technology
Writer of the Year



If it is the case the pandemic endgame is in sight what should we be doing now as a matter of urgency to harness tech innovations to ensure a more circular, more sustainable economy?

Edinburgh's Converge, the company creation and enterprise programme, has the answer. By tapping into Scotland's universities and research institutes that are brimming with ideas to crystallise into new products and services.

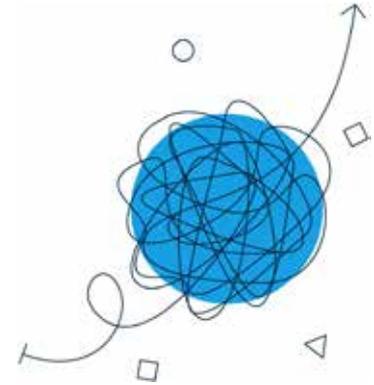
Interim director Derek Waddell, a commercialisation and technology transfer expert, who used to fulfil a similar role at University of Edinburgh, also as CEO of

Edinburgh Research and Innovation, reminds us: "Taking a bright idea and turning it into a successful and profitable business is no mean feat."

Converge is creating a series of regional hubs "from the Highlands and Islands to the Borders" retaining its Capital-based core team: "Scotland needs to 'supercharge' its economic prosperity aligned to a new era of innovation and creative thinking", he says.

The country's academic communities have long been synonymous with innovation, inspiration and invention. Standing proud of an unwaveringly progressive spirit and robust appetite for enterprise and company creation.

It takes courage, determination, belief and access to a range of support initiatives. It's here Converge is helping successful outcomes by stimulating the creation of new tech, investment and exceptional job opportunities in new and exciting companies.



The pandemic has forced a re-think on how business and organisations can shape their future. Absolutely crucial in this new venture is working even more closely with enterprising staff and students in every corner of Scotland.

With Edinburgh at its digital centre providing a significant opportunity to build a global competitiveness in a post-pandemic world..

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and we're here **for** the newbies.

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to keep it safe and to keep it simple.

**Thank you for standing by us,
we'll see you soon.**



SAFELY

