

Business Comment

FEBRUARY/MARCH 2022

Transport & Infrastructure





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Transport & Infrastructure

Welcome to the latest issue of **Business Comment**, which focuses on **Transport and Infrastructure**.

These are key sectors which support and enable businesses and our economy, and they are vitally important as we move towards a just transition to a greener future.

In the magazine, City of Edinburgh Council depute leader Councillor Cammy Day reports on progress on the transformation Granton regeneration, the £1.3 billion investment that is bringing positive change to North Edinburgh. The programme will deliver more than 3,500 net zero homes, space for business, and support infrastructure including a coastal park, over the next 15 years.

David Horne, Managing Director of LNER, gives us an insight into the increasingly important role of technology in transport, the investment his company is making, and the advantages he sees to businesses in making greater use of rail travel.

Professor Sean Smith, Director for the Centre for Future Infrastructure at the University of Edinburgh's Edinburgh Futures Institute, tells us about the innovative and valuable regional and inter-disciplinary opportunities that the new

Centre provides for our city in the development of our infrastructure for the decades to come.

Elsewhere, partners and members provide more expert and insightful commentary, including illuminating contributions from First Bus and Turner & Townsend.

The Chamber remains firmly committed to providing a voice for city businesses with policy makers at a local and national level, encouraging a collaborative and constructive engagement to help create a positive environment for our ongoing economic recovery and development. In this edition, you can read an update on the policy work the Chamber has been undertaking over the past two months.

Enjoy the magazine



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

18

Council welcomes progress made on £1.3bn regeneration of Granton Waterfront



20

Back on track: why travelling by rail makes business sense



Chamber News	04
Corporate View	05
Opinion	06 08
Policy Update	10
New Members	14 15
In Conversation With	16
Special Report	18 - 21
Top Tips: Sustainability in Travel	22 23
Chambers Partners	24 29
60 Seconds Get with IT	30
International Update	31
Chamber Training	32 33
Newcomers	34

Dentons supports Edinburgh-based cell therapies leader RoslinCT on private equity investment

Dentons has advised RoslinCT, a leader in advanced cell therapies contract development and manufacturing, on Global Healthcare Opportunities (GHO) Capital Partners' investment into the company.

Brian Moore
Dentons Partner



“The Dentons team was led by Head of UK Corporate Brian Moore, supported by Senior Associate Adam Knowles, TMT Partner Ross Nicol and Tax.”

Edinburgh-based RoslinCT was established in 2006 with support from Scottish Enterprise. It was formed through an initial spin-out from the Roslin Institute, which has a famous track record in genetic and cellular biology. Since 2014, the company has had a manufacturing base within the University of Edinburgh's Centre for Regenerative Medicine. RoslinCT has worked to advance the field of regenerative medicine and is currently at the forefront of high-quality cell therapy development and manufacturing.

With the backing of GHO, a specialist investor in global healthcare, the company will significantly increase its development and manufacturing capacity, scaling the business up to build on its best-in-class therapies and better service a growing international client base.

RoslinCT CEO Janet Downie said, 'The Dentons team provided excellent support to us throughout the transaction process and we are grateful for their expertise and professionalism in helping us with this transformational investment.'

The Dentons team was led by Head of UK Corporate Brian Moore, supported by Senior Associate Adam Knowles, TMT Partner Ross Nicol and Tax Partner Lorna McCaa.

Brian said, 'It's been a pleasure supporting such a highly skilled team in delivering this game-changing investment. The company is a real Scottish success story and has made huge advancements in life-changing cell therapies. We look forward to supporting RoslinCT on the next stage of its growth.'

Slaughter & May acted as legal advisor to GHO.

Edinburgh Reboot: It's Time for the Comeback

What we've learned, where we are now and what we expect to come – Nick Peel, Managing Director at St James Quarter gives an insight into the retail industry following the effects of COVID-19.

Nick Peel
Managing Director
St James Quarter



There is no denying that the ongoing challenges of the pandemic continue to have an impact but, as restrictions begin to ease and a sense of normality is restored, it's a great time to be talking about Edinburgh city centre and the wider topic of infrastructure.

At St James Quarter, we've welcomed over eight and a half million guests since opening on 24th June 2021, our consumer research is telling us that our visitors love the architecture and the varied mix of retail brands, restaurants, and events – something everyone has widely missed during the periods of lockdown.

Whilst we enjoy the re-opening of amenities locally, we're also all looking forward to more staycations, a shift back towards city centre working, the re-opening of the Edinburgh Festival Fringe and Tattoo and, of course, the return of international travel.

During a time that has been difficult for businesses, it's refreshing to see Edinburgh continue its rich history of reinventing itself, specifically with the likes of the Johnnie Walker experience and the upcoming plans for the previous Jenners, BHS and Debenhams buildings on Princes Street.

At St James Quarter, we are delighted that our developers and investors have gifted us, and indeed the city of Edinburgh, the most incredible mixed-use asset at a time when every city centre is looking for economic, cultural and social stimulus. Our goal was to create a mixed-use environment that

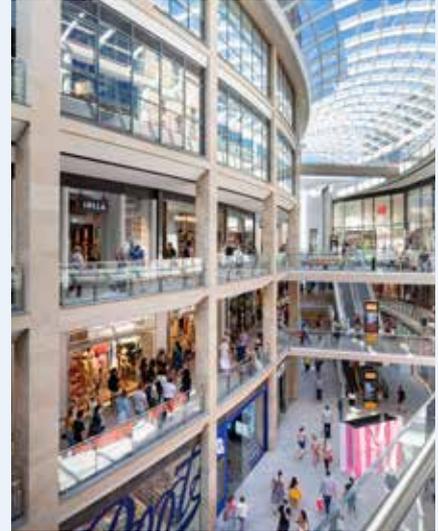
catered to everyone's wants and needs and we feel we've achieved that in the truest sense of the word. From fashion, restaurants, events and car parking to hotels, residential living, and a cinema we really feel we're on track to have it all.

The Quarter is conveniently located in the heart of Edinburgh's East End, with easy access from the city's transport links including Waverley Station, the central bus station, and the tram line. The car park contains 1,600+ spaces, including 70 disabled parking bays scattered throughout the car park, motorcycle & scooter spaces, and dedicated parking spaces for families, placed strategically near welcome points, so no matter how guests travel, they are welcomed with open arms.

St James Quarter remains committed to a net zero carbon city and national future. So, I'm thrilled to report that we are seeing unprecedented usage for our 45 strong electric car charging points, our cycle hubs are in consistent use and our waste recycling with our partners ENVA is at an all-time high.

From a community perspective, we wanted to ensure we were also giving back where we could, and we're delighted to already be close to raising tens of thousands of pounds for our two main 2021/22 charity partners Deaf Action and Forth 1's Cash for Kids. We have also created over 2000 jobs so far at the Quarter, with hundreds more to come in 2022 and 2023. To bounce back as a city, it's important that we are rebuilding together.

As we all continue to navigate our way through the new ways of living, we feel it's important to ensure we have the most important of ingredients to help structure the future of retail: momentum. And, with that in mind, we are proud to have delivered the regeneration of an outdated shopping centre to create a sustainable, diverse, community full of opportunities for the Capital and for Scotland as a nation during one of the most difficult periods in retail history.



The next two years promises much for the Quarter and Edinburgh City centre, including:

- The April opening of Edinburgh's first Everyman Boutique Cinema
- The launch of Roomzzz Aparthotel
- The handover and launch of New Eidyn residential apartments
- The launch of three new event spaces, including two at roof top level
- Further world class restaurants and eateries including Sushi Samba, Ka Pao, Duck & Waffle, EL&N and Itsu
- More top-class fashion and beauty and beauty brands, including Hugo Boss
- The arrival of Scotland's first ever W Hotel

We also have an ongoing commitment to embrace the latest technological trends, by operating on a digital platform that encompasses a fully integrated ecommerce solution. A true omnichannel structure, including store to door delivery.

So, despite all of the various challenges and hurdles over the years, including COVID19, recruitment in some sectors and inflation, St James Quarter remains on track to deliver a fiscal, social, and cultural stimulus for 2022 and beyond.

“St James Quarter remains committed to a net zero carbon city and national future.”

Best of both worlds or out of range – do the numbers stack up for Hybrid & Electric Cars?

With the impact of climate change still fresh in our minds following the recent COP26, a new initiative to reduce city centre vehicle emissions is getting into gear.

Scottish Low-Emission Zones (LEZ) for passenger vehicles are scheduled to start in Spring 2022 in Edinburgh. The LEZ limits vehicles in central city areas to low-emissions vehicles only.

Vehicles not meeting the defined criteria will be expected to pay a charge to offset their emissions. Using Automatic Numberplate Recognition (ANPR) cameras, the zones will be monitored and automatic charges made.

There will shortly be road markings and signs denoting where the zones begin and end. Failure to comply with the new rules could result in fines being levied. To help people adjust there will be a two-year 'grace period' before penalty charges are issued. Enforcement is due to start from the 1 June 2024. Exemptions for blue badge holders and some vehicle types will also be in place with more information available on this website - <https://www.lowemissionzones.scot/>

To aide in the swing towards low emissions hybrid and electric vehicles, the Benefit in Kind (BIK) rates for employees (including directors) are going to be increased, with these vehicles now more attractive in comparison to petrol and diesel cars.

In the current 2021/22 tax year, fully electric vehicles have a BIK rate of 1% which will increase to 2% in the 2022/23 tax year, remaining at that rate in 2023/24 and 2024/25.

For hybrid vehicles, the number of miles that can be travelled on the electric range of the vehicle determines the rate of the benefit of the car. For all non-electric/hybrid vehicles, the BIK rate is still based on CO2 emissions. The BIK for a vehicle is based on the list price of the car (including any optional extras/upgrades) and not the amount paid for the vehicle.

The link below provides a summary of applicable rates:

gov.uk/guidance/company-car-benefit-the-appropriate-percentage-480-appendix-2

Charging Points

There is no taxable benefit in kind to employees for charging their vehicle at an electric charging point at work. This applies for both business and personal mileage. However, if a charging point is provided by the employer at an employee's home, then a taxable benefit does arise based on the cost to the employer for providing this.

Capital Allowances on Cars

For new and unused cars bought from 6 April 2021 that are fully electric, you can claim the full cost of the vehicle as a First Year Allowance. For example if the vehicle cost £50,000, the £50,000 would be deducted from your taxable profit. It should be noted that the First Year Allowance is separate to the Annual Investment Allowance – therefore, the Annual Investment Allowance is still available for tax relief over and above the First Year Allowance.

For non-electric cars, the capital allowance rate is based on CO2 emissions – so if you are considering a hybrid vehicle it is worth checking the CO2 emissions rate on the car to see what allowances would be available. The rate of writing down allowances applicable for a car are either 18% or 6%. The 18% and 6% rate also applies to all second-hand vehicles.

Note that above capital allowances apply to purchased vehicles and those acquired on hire purchase. Leased or contract hire vehicles are treated differently for capital allowances purposes.



An example of how an electric car compares to a hybrid

As the rules change and electric and hybrid cars become more commonplace in the market, it is worth considering the potential benefits of these as company vehicles when it comes to optimising your tax planning.

 electric	 hybrid
<p>Tesla Model 3 list price of £40,990 (deductible from your taxable profit) BIK cost to employer 21/22 tax year = £56 (£40,990 x 1% x 13.8%) Taxable benefit to employee = £409 (£40,990 x 1%) at their personal tax rate This would double in 22/23 tax year, remaining the same for the following two years after that.</p>	<p>BMW 520i list price of £42,775 (deductible from your taxable profit) BIK cost to employer 21/22 tax year = £1,888 (£42,775 x 32% x 13.8%) Taxable benefit to employee = £13,688 (£42,775 x 32%) at their personal tax rate The capital allowances available would only be at 6% on the reducing balance of the car each year – so the first year allowance would be £2,566 (£42,775 x 6%).</p>

There are lots of parallels between business and sport

Successful sports teams can offer significant insight into the importance of developing culture, philosophy, recruitment, and retention.

When stepping on the sports pitch, there is an inherent sense of pride and belonging, coupled with an understanding of the team's vision and goals. Each person has clarity on the role they need to play to achieve these goals, understands the philosophy and culture of how the team goes about its business, the ethics, and spirit in which game is to be played.

Wouldn't business be amazing if we created corporate teams that truly and passionately had the vision and mission of the company at heart, working collectively towards goals, supporting each other when things don't quite go to plan, with every member playing a dynamic and pivotal part in planning, review, and reflection to ensure continuous improvement and to feel part of something special. Imagine a workplace where every voice is heard, everyone knows and understands what the expectation is and feels a sense of pride and belonging?

Corporate vision, mission, and values are guiding principles, or a focal point meant to align and unite everyone within an organisation towards a common purpose. Too often however, these are something that the company board spends time creating then files away on a shelf only to be retrieved for the annual report. Vision, mission, and values should be something through which the organisation lives and breathes.

Within sport, the players, members, and volunteers bring the vision and plan to life and are the embodiment of the organisation's identity and philosophy. Their common purpose is developed through the nature of interactions and communications which foster a sense of being 'in it together'. This in turn, breeds a sense of personal responsibility and desire to perform, improve and get results for the team. Business needs to look at how it communicates and invigorates its vision and values to develop culture and philosophy with team members to instil those same behaviours and mindset at work bringing the words on the paper to life.

Recruitment is equally important for business and sport. In business we are often presented with hundreds of applicants with similar qualifications so how do we go about



evaluating each candidate's worth. This is an area where sport does things differently. Within sport, we don't necessarily recruit players with the very best skill levels for our teams if we believe they are capable of being coached to perform at a higher level. Instead, we look more at the person and what they can bring to the team, their strengths, weaknesses, ambitions, and character. When was the last time you asked your interviewees about their personal values and philosophies and compared them to those held by the business or the team?

Within sport, we constantly strive to develop people to perform at the next level but more importantly, we recruit them to fit in with and expand the team – whether that is to bring added knowledge or diversity, a particular skill or experience level or simply an attitude or set of behaviours that would be beneficial to club culture and further reinforce and develop the team's philosophy. Business needs to give greater thought to who they have on the team bus!

Successful sports teams create a player-centred environment. Good coaches seek to understand what skills and knowledge team members need to be able to operate at both the current and the next level and provide a personalised pathway to improvement. Business often sees its role as simply providing training as a tick box exercise to evidence competency as opposed to mapping a personal

development program for each person. If business carefully promotes an effective team culture, offers a suitably ambitious working environment with a sense of camaraderie whilst challenging individuals appropriately, business can increase staff retention ensuring good people will want to remain in company colours.

How can you access the best of sports management for your business? Throughout 2022 Ogilvie Ross are hosting a series of workshops, lunches and seminars bringing together successful sports coaches and managers to share their knowledge and experiences so that Scottish businesses can build highly successful teams. If you would like to be part of these events, email info@ogilvieross.co.uk for dates and venues.

Ogilvie Ross LLP
Performance Consultants

www.ogilvieross.co.uk





Transport Infrastructure: What are the challenges and opportunities?

By Sophie Black
Senior Associate, Burgess Salmon LLP

Across all transport sectors, the planning of infrastructure projects is not just a question of addressing increased passenger or driver demand. Other factors have to be considered such as:

- the Scottish Government’s legislative obligation to ensure Scottish emissions meet net-zero by 2045;
- proposed legislative and policy changes such as the ban on the sale of new diesel and electric cars by 2030 and the introduction of low emission zones in certain cities; and
- consumer/ corporate demand for sustainable products and services.

These factors are contributing to a buoyant, innovative market, which Scotland and Edinburgh are well placed to take advantage of.

Infrastructure Investment Plan Update

The drive to net-zero has not pulled the plug on large-scale transport infrastructure projects. In December 2021 the Scottish Government published an update on the major programmes included in the Infrastructure Investment Plan published in February 2021. The update confirms that publicly funded transport

infrastructure projects such as the dualling of the A9 (estimated total investment £3bn), improvements to the A82 (£250m - £500m) and Glasgow Subway modernisation (£287m) remain in the pipeline.

However, the balancing act between new roads and net-zero is evident in the Scottish Government’s confirmation that as part of the Co-operation Agreement with the Scottish Green Party, the plan to fully dual the A96 between Inverness and Aberdeen (£3bn) is subject to a review due to be published later this year.

Edinburgh

Edinburgh is a microcosm of the transport infrastructure challenges facing, and opportunities to be utilised by, cities across the world, many of which were discussed at the Edinburgh Chamber of Commerce’s excellent COP26 Edinburgh Summit in November 2021.

On the roads, the A720 Sheriffhall Roundabout replacement (£120m) remains in the pipeline, the City of Edinburgh Council continues to pursue the implementation of a low emission zone in the city and Transport Scotland has financed the installation of 75 on-street EV charging points across the city.

On the tracks, construction continues of the next phase of the Edinburgh Trams project and Transport Scotland’s Rail Services Decarbonisation Action Plan outlines plans

for £1.17bn of investment, including the electrification of routes from Edinburgh which are not currently electrified.

Adaption of infrastructure for the future is also important to aviation - Edinburgh Airport recently announced a partnership with renewable energy company Ørsted to investigate ways to decarbonise aircraft fuel, including proposals for hydrogen production facilities.

Future Challenges and Opportunities

Transport decarbonisation studies may conclude that green hydrogen or another alternative fuel may be the best option for engines in the future. But where will such fuel be made, can it be manufactured sustainably and how will it be distributed?

Where will the funding of the infrastructure necessary to make transport fit for the next few decades come from? Hundreds more EV charging points will be required across the city, and public finance alone will not be sufficient to cover the cost. The same question of finance applies to the major roads projects in the North of the country.

These challenges and opportunities make for an interesting time for all of us working and advising on transport infrastructure projects.

SQA is developing the next generation of qualifications

The initial pilots are the first step towards our ambition of developing new, world-class, forward-thinking qualifications.

While these reforms take place, SQA will continue to carry out its function as the country's accreditation and awarding body, and provide high-quality, internationally recognised qualifications and awards that learners can have pride in, and colleges, universities, and employers can trust.

Those responsibilities extend to the delivery of the next iteration of qualifications – such as the new generation of Higher National Certificates and Diplomas (HNCs and HNDs), which are being designed in partnership with industry, colleges, sector skill bodies, and other stakeholders, using service design principles. This collaborative approach will ensure learners acquire and develop the meta-skills, knowledge, and experience needed to succeed in the modern workplace.

These meta-skills, which include self-management, social intelligence, and innovation, reflect the professional practices and behaviours expected in industry today. The new Higher National qualifications will also equip learners with specific sector knowledge.

SQA's Higher National qualifications sit on the Scottish Credit and Qualifications Framework at levels 7 and 8 and are vital for many learners, creating opportunities for them in both education and employment. It is essential that the NextGen: HN qualifications are innovative, creative, dynamic, flexible and resilient, and serve as key enablers to both further study and work.

The NextGen: HN project will shape Higher National qualifications to take account of significant changes in the education and employment landscape in recent years, giving learners 21st century skills to help them thrive in any workplace.

The NextGen: HN approach is currently being piloted at Edinburgh College, where the new HNC Television is being rolled-out. Here, students are developing the professional skills and personal behaviours required by the television industry.

Jon Buglass, Vice Principal of Edinburgh College, says he is delighted that the college is involved in the delivery of the first pilot course of the NextGen: HN project, adding:



"I believe this will reinvigorate our highly valued HND Programmes, modernising courses whilst building meta-skills and work integrated project-based learning. I look forward to seeing how this exciting development will unfold."

Lee-Anne Murray, Research and Policy Manager at SQA, is helping to incorporate meta-skills into the new qualifications. Lee-Anne says: "Lecturers have always helped learners to develop their meta-skills in one way or another, even if they haven't used this term before. By formally including meta-skills, we can make this support much more visible, and learners will be better able to actively plan, recognise and articulate their own development. Being able to do this is crucial for the lifelong development and leverage of professional practice and behaviours."

The next phase of the project will see colleges from across the country pilot a range of Next Generation HNCs – from HNC Computing to HNC Social Services. From August, Edinburgh College will be piloting the Next Generation HNC Accounting.

Valerie Innes, Head of Service: Next Generation Qualifications and Standards at SQA, explains: "The initial pilots are the first step towards our ambition of developing new, world-class, forward-thinking qualifications



which will meet the needs of today's learners, the education sector and industry. Colleagues from across the education sector have shown tremendous commitment to push this work forward, and I'm delighted by how enthusiastically colleges, partners and stakeholders have engaged in all stages of the development. It's an exciting time and I'm really looking forward to working together with our pilot centres over the coming months."

For more information, email nextgen@sqa.org.uk or visit www.sqa.org.uk/nextgen





Policy Update

As we start yet another new year under the shadow of Covid, we at the Chamber continue to work and engage with policymakers and stakeholders at every level to represent and influence on your behalf.

Most recently, we have publicly called on the Scottish and UK Governments to work together to create a supportive policy environment to help businesses survive, grow and thrive as they face into the coming deeply challenging months. Although the First Minister's recent announcement of the relaxation of a number of Covid restrictions is very welcome, the need for us to speak up has never been greater. The most recent British Chambers of Commerce (BCC) Quarterly Economic Survey (QES) – the UK's largest independent survey of business sentiment and a leading indicator of UK GDP growth – has shown the recovery stalled in the fourth quarter of 2021, with firms facing unprecedented inflationary pressures.

The survey of almost 5,500 firms also revealed a continued stagnation in the proportion of firms reporting improved

cashflow and increased investment. Inflation is the top issue for firms, while a rise in interest rates was also a cause for concern for many. And this is all further complicated by staffing and supply chain issues greatly exacerbated by Brexit.

Large numbers of businesses expect to see their prices increase in response to the inflationary pressures they face, especially the costs of raw materials, higher pay settlements and finance costs. While the recovery had looked promising, there is little doubt that the perfect storm of the re-introduction of some restrictions, Brexit and inflation has threatened to blow this somewhat off course.

We need our policy-makers to help. Businesses want to grow and contribute to a stronger, fairer future but they need the right policies and support to get there. And this is the message we have taken into our

recent engagements with policy makers at all levels, including with Ivan McKee MSP who we met with in mid-January.

As a Chamber, we continue to be focused on supporting our members and the city's economy on the road to long lasting and sustainable recovery and growth over the coming year and beyond. We encourage all of our members, as always, to support what we do on your behalf by joining, contributing and engaging so we can continue to ensure your voice is loudly heard, and the contribution you make to our capital city recognised.

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



Business Events at Queen Margaret University

The Conference and Events Department at Queen Margaret University has seen the demand for face-to-face events increase since the start of 2022 and are looking ahead to delivering a wide range of corporate, academic and public sector events throughout the year.

Situated on the outskirts of Edinburgh, Queen Margaret University is a Covid safe environment for your next event. Offering a variety of modern, flexible and spacious facilities, all fully equipped with extensive AV equipment included within the hire.

We have a professional and dedicated team ready to assist with all your event requirements, from small meetings or training workshops to larger conferences and functions. We are accredited with the Customer Service Excellence standard and our team will offer you effortless event management support. Our catering partner BaxterStorey offer regularly changing menus influenced by the seasonality of ingredients to ensure best quality, with sustainability at the forefront.

Our campus offers a range of facilities including lecture theatres up to 250, a range of seminar rooms and classrooms, a dedicated Conference Suite and large space suitable for exhibitions and dinner. Additionally, we have drama and dance studios and specialised health science labs available to hire. Also situated on campus is 700 en-suite bedrooms competitively priced and available for residential conferences (out-with term time).

The university offers expansive outdoor space, landscaped grounds and pond areas making a breath-taking backdrop for your event. We also have on-site car-parking, retail space, catering outlets, sports facilities and excellent transport links to Edinburgh.

We offer a 20% discount on room hire for public sector or charity events.

For more information or to book your next event:

Tel: **0131 474 0000**

Email: **Events@qmu.ac.uk**

www.qmu.ac.uk/conferences-and-events/

The university offers expansive outdoor space, landscaped grounds and pond areas making a breath-taking backdrop for your event.



Strong start and new home for 2022

Wright, Johnston & Mackenzie LLP has had a strong start to 2022 with a move to a new state-of-the-art office space in Glasgow's City Centre.

The firm's Glasgow team has moved to St Vincent Plaza, a striking Grade A office space in the heart of the city's IFSD Central Business District, as staff members look to the future of post-pandemic ways of working.

Managing Partner, Fraser Gillies, believes the move will act as an ideal springboard for the new hybrid working model being adopted by the firm in response to changes in working practices brought about by the pandemic:

"In the coming weeks our Glasgow team will set up home in their new office. It's a really modern space which is the perfect fit for our future-thinking practice.

"The new office space will satisfy the needs of our people and our clients, and the open plan layout will really enhance our collaborative working across our multidisciplinary teams."

The c. 10,000sqft space at St Vincent Plaza will be Wright, Johnston & Mackenzie's fourth office on Glasgow's St Vincent Street in a period spanning three centuries. The firm also has



Fraser Gillies

offices in Edinburgh, Inverness, Dunfermline and Dunblane.

Gillies continued: "Like so many other businesses, we had to adapt quickly to working from home, and although the experience hasn't been without its challenges, I think we've learned a lot about how well we can work remotely whilst still fostering a sense of collegiality and we are using these lessons to shape our working practices going forward.

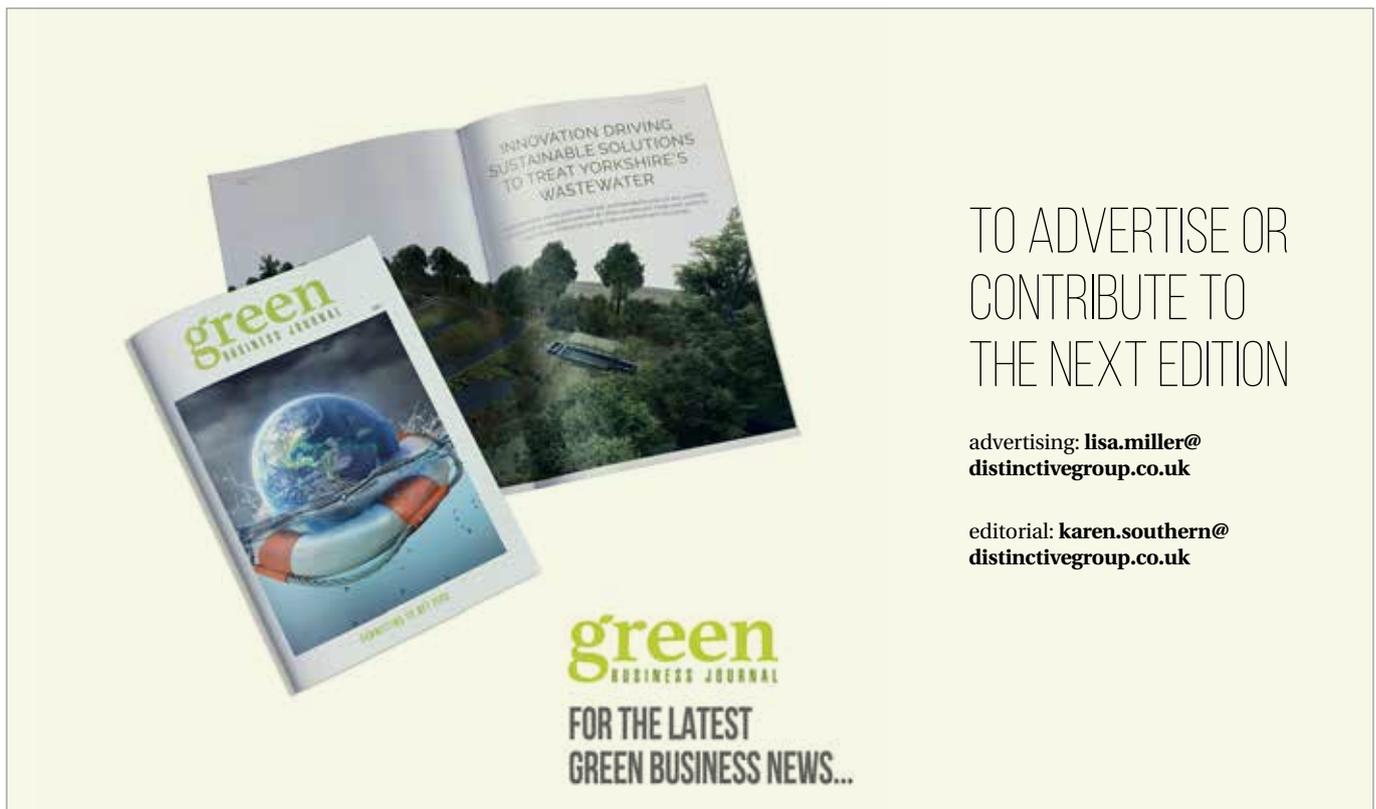
"We want to offer the team a space which

allows them to work collaboratively and somewhere they can use as a hub to use in a flexible way that works for them.

"Despite continuing to perform well over lockdown, we now appreciate the true value of meeting and having discussions in person, so while we fully intend on keeping elements of home-working, we also think having a high quality office as a place to meet and collaborate with colleagues and clients is essential.

"We are seeing promising signs of growth as the post-Covid economic recovery builds up steam, so it's a great time to take this next step. The move will have a big impact on how our firm operates going forward."

For more information on Wright, Johnston & Mackenzie LLP, go to www.wjm.co.uk



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FOR THE LATEST
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Surgeons Quarter celebrates milestone anniversary

The end of 2021 marked a milestone fifteenth anniversary for Surgeons Quarter (SQ) - the commercial arm of the Royal College of Surgeons of Edinburgh (RCSEd).

Launched in November 2006 to manage Ten Hill Place Hotel (THP) as well as the events business on the College's campus, SQ has gone from strength to strength during its fifteen year existence.

THP hosts guests from all over the world to Scotland's capital city - and together with the SQ conference and events business has made a significant contribution to the local and national tourism economy.

Profits from across the portfolio go directly towards RCSEd's charitable aims of improving surgical standards and patient outcomes worldwide.

Over the years THP has won several prestigious awards and undergone large scale expansion and refurbishment to become Edinburgh's largest independent hotel, welcoming more

than 850k guests for overnight stays. The hotel now hosts 129 sumptuous bedrooms with guest gym, restaurant, private dining area and a bar serving SQ's own 1505 Gin.

Apart from managing THP, SQ is also recognised as providing some of the leading conference and event spaces in the city making use of RCSEd's impressive collection of buildings while they are not in medical use. The company manages a busy year-round events diary serving the needs of both College and external clients. During the past fifteen years in excess of 1.2 million delegates have attended events hosted by SQ.

To mark its milestone anniversary SQ is offering Business Comment readers an exclusive day delegate rate of £35.00 and a 24 hour rate of £135 per delegate for any meeting or conference booking taking place in January, February or March 2022. Please contact events@surgeonsquarter.com quoting BC-Q1-2022 to take advantage of this offer or call the events team on **0131 527 3434**.



For more information on event and meeting facilities visit surgeonsquarter.com or to find out about THP visit www.tenhillplacehotel.com



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Henderson Loggie



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Hanover
Healthfoods

WELCOME
NEW MEM

NEW MEM

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GHQ Spirits

Henderson Loggie LLP

Aon UK Ltd (Scotland CRS Branch)

Gleneagles Townhouse

Holyrood Distillery

Caritas Neuro Solutions Ltd

Griffen Fitness

Hoods Honey

Chisholm Hunter

H beauty

Jerba Campervans

Edinburgh Corn Exchange at O2
Academy Edinburgh

Hampton by Hilton Edinburgh Airport

Joseph G Boyd & Co Court Lawyers

Hanover Healthfoods

K&N Travel Associates Ltd

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MEMBERS

Welcome
Kids Operating Room



Welcome
Rutland Square
Gin

MEMBER LIST

Kids Operating Room

Pure Offices

SWT AI Software Ltd

Kingsknowe Golf Club Ltd

RED UNIT Ltd

The Black Box Approach

Le Monsieur Ltd t/a Rutland Square Gin

Royal Scots Club

The lemon tree catering Ltd

Lumo

Scottish SPCA

Vault City Brewing Ltd

Malmaison

Shoosmiths LLP

Wellnex Ltd

Point A Hotel Edinburgh

SSE Energy Solutions

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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

Name: Barry Blamire

Job Title: Partner & Head of Branch

Company: John Lewis & Partners



Barry Blamire

1. Tell us about John Lewis and its history in Edinburgh?

John Lewis Snr bought his first draper's shop on London's Oxford Street in 1864. The John Lewis Partnership as we know it however, was formed in 1929 when his son, John Spedan Lewis, formalised his "better way of doing business" with the creation of a limited company to be held in trust for its members - the staff or Partners of John Lewis. The ethos of the business remains alive today as we strive to run a business which is commercial and competitive yet democratic and empowering, giving our Partners a voice in the business we own.

John Lewis first started trading from a Silk Shop on Edinburgh's Frederick Street in 1943 and moved to be the anchor tenant in the then brand new St James Centre, which opened in 1973. The current shop has been extended and refurbished several times over the years and we are now once again offering a new shopping experience for Edinburgh customers in a brand new shopping environment at the heart of the new St James Quarter.

2. You have recently gone through a renovation at the store; can you share the key changes with us?

The key focus of our refurbishment was to put our services front and centre. We installed a new concept World of Design to help and inspire customers in their home decor projects (only the third within the business), a Beauty Society where our impartial Partners offer advice on all of the beauty and skincare products we stock and Style Studios where we help the people of Edinburgh be their best-dressed selves. The entire shop has been refurbished adding new brands including Jo Malone, Armani and Givenchy and an Edinburgh Gin shop in shop.

We took this opportunity to add in localised elements to our visual merchandising schemes too - customers will see nods towards local landmarks such as the Forth Bridge and Greyfriars Bobby and floral decoration inspired by the Botanic Gardens.

We have also recruited over 200 new Partners in the past 12 months.

3. Following this renovation have you seen any particular changes in footfall and purchasing habits, and if so, why do you think this is?

As many in the retail sector have noted, customer habits have changed considerably as a result of shopping experiences during the pandemic, fast tracking trends like cashless payment and shifting expectations on delivery options. The majority of our tills are now card only and we have introduced additional locations for customers to pick up online purchases. Customers are now shopping in an organically omni-channel way -- browsing, researching and buying seamlessly across a variety of

touchpoints. The use of our app has increased and customers are once again enjoying tailored rewards both online and in store.

We have been delighted to see a healthy increase in footfall, now far higher than pre-pandemic levels, as customers want to explore the new shop and see all that the St James Quarter has to offer.

4. John Lewis is a well-established brand. How do you balance the company's heritage and history whilst modernising to appeal to new audiences?

In everything that we do, we strive to stay true to our brand. We are very clear on what we stand for and very clear on the place that John Lewis holds in our customers' lives. New propositions are tested with our customer panels and all of our marketing campaigns are briefed to meet objectives based on how well we know our customers. But our customers and their lifestyles are always changing. We have to make sure we move with our customers and keep finding ways to be relevant and inspiring. We are just about to launch a new promotional area in the shop highlighting Wellbeing products as we know this is a key trend for customers right now.

5. St James Quarter will have been open a year in early summer 2022. How do you feel this has changed the city centre, and what is your vision for John Lewis Edinburgh as part of this iconic development?

The mix of retail within St James Quarter has brought a younger demographic into the city centre to shop. We are also seeing our customers stay in the shop longer as they are visiting SJQ with plans to eat and have a drink in addition to shopping, and this will only increase as the other food and beverage units and the cinema open this year.

I want to see John Lewis as the number one shopping destination within St James Quarter, somewhere our local customers will experience the best service and brands, and also for us to be a landmark for overseas tourists visiting the city.

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 Stagecoach, to continue to operate safely.

The company 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.

In addition to this, Stagecoach is continuously monitoring passenger numbers and, where possible, adding extra buses at busy times. Intending passengers can also 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.

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

While some passengers may be returning to bus travel, others are using the bus for the first time. That's 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-emission 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 emission 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 will this year be introducing 46 new fully electric buses in key transport networks across Scotland in Aberdeen, Kilmarnock and Perth as part of the Government's Ultra Low Emission Bus Scheme.

Stagecoach also offer corporate ticketing solutions, giving workplaces across Scotland the chance to help reduce congestion and improve air quality, through providing their people with instant and easy access to great value bus tickets they can use for work or leisure.

Plan your journey at stagecoachbus.com, or find out more about corporate ticketing options at stagecoachsolutions.com.

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.

“Stagecoach is aiming to decarbonise its business by around 70% by 2035 as well as targeting having a zero emission UK bus fleet by that date.”



Council's depute leader Cammy Day welcomes progress made on £1.3bn regeneration of Granton Waterfront

I'm pleased to report that last year councillors gave the green light to the business case for our £1.3bn project for one of the most sustainable and vibrant new coastal towns in Edinburgh, the region and Scotland, at Granton Waterfront.

Despite the challenging times we're all living through just now, great progress is still being made to deliver this hugely exciting regeneration project. The new neighbourhood will be well-connected with a key focus on sustainable transport. All the new buildings will be environmentally friendly with homes being delivered to the highest standards to keep energy bills down.

Over the next fifteen years, our ambition is to deliver around 3,500 new net zero homes, great services such as a school and medical centre and new space for businesses and creative enterprise. This major regeneration is also one of the seven strategic development sites in the Edinburgh and the South East Scotland City Region Deal and will help us deliver our commitment to be net zero carbon by 2030.

Work is progressing at pace to move forward

this year on the first phase of the project and a development partner to work on design and delivery for this will be appointed in the summer.

There's great news on new homes being delivered for local people too! We've submitted our application for planning permission for a further 142 affordable homes at Silverlea. And the planning application for the first Edinburgh Home Demonstrator (EHD) pilot with 75 net zero carbon homes and three commercial units behind Granton Station building has just been approved by councillors.

The project, which will start in the spring, will test a new business model for building affordable, net zero homes, built off-site to include zero emissions heating.

We're also leading on a number of other projects to build momentum and spades are

"We're taking local people with us as we develop this new well-connected sustainable neighbourhood, making sure it's a place they want to live, work and enjoy their leisure time in."



very much in the ground to deliver the new housing. To give you a flavour, ground works are already happening at Western Villages for around 388 much needed affordable homes and around 56 homes for sale.

I'm very much looking forward to seeing work completed on our £4.5m restoration project of the Edwardian Granton Station which is set to become a creative and cultural hub and if you're passing, you'll see the transformation of this B-listed building is already well underway. Leading arts and social enterprise charity WASPS is due to move in this summer to operate it.

The creative and cultural hub will provide space to support around 40 jobs, as well as helping around 100 people each year with creative business development opportunities. The social enterprise charity will deliver a heritage programme for locals and railway enthusiasts on the unique history of the location and they're also planning an exhibition space to showcase nearby talent. Workshops and a series of



outdoor and online events for locals, with the potential to attract thousands of visitors to the area are also planned.

After we consulted with local people, we named the area outside the Granton Station building Granton Station Square. This great space will host a variety of cultural events and local activities and it will be a spacious new square for everyone to enjoy.

Our plan to create a satellite of hubs offering creative and cultural uses has been further bolstered nearby in West Shore Road, as local arts charity Edinburgh Palette has leased one of our vacant buildings to provide affordable space for small scale events, hospitality, creative industries, the third sector, freelancers and micro-businesses. When developed, the building's grounds will provide more great public space supporting active travel to and through the site. Other activities planned are play-based recreation and cultural events and the project will also provide improved access to the Waterfront.

We're making fantastic progress at Granton Waterfront. I can't end though before telling you about our partnership with Edinburgh College, illuminating the iconic gas holder as a beacon of light while work continues in the area. And the icing on the cake for that great news is we were also very recently awarded £16.5m UK Government levelling up funding to help to restore the B-listed structure and create an exciting public space for everyone to enjoy. Designs for the exciting public realm are well underway along with plans to restore the gas holder frame. We'll start work on this later in the year.

We're taking local people with us as we develop this new well-connected sustainable neighbourhood, making sure it's a place they want to live, work and enjoy their leisure time in. Consultations are being held at every stage and we're constantly engaging with local groups and schools about our plans, inputting their feedback wherever we can.

There's a lot of activity already on site and I'm really looking forward to seeing our ambition delivered and watching people move into our new high-quality affordable homes. They'll have access to exciting creative business opportunities in an area with lots of open and green space for residents and visitors to enjoy bringing the Granton Waterfront coastline to life for future generations to come.

Back on track: why travelling by rail makes business sense

There is a simple fact that unites every successful business – they're the ones that really spend time on getting to know who their customers are and what they want.

David Horne
Managing Director,
LNER



LNER is a business with an almost 100 per cent discretionary customer base, so we know that our customers expect and enjoy the very best when it comes to choosing where to spend their money. Simply put, we need to ensure that each and every journey matches or exceeds expectations, because if it does not, they will choose to travel by another means - or not to travel at all.

However, the moment their journey starts is long before they actually arrive at the station or step onboard the train. Increasingly, the digital experience for our customers has become more important, starting with planning their journey when they visit our website or download the LNER app to their phone. Our recently launched app has a



4.9* rating on the App Store with more than 60,000 downloads, and growing. This has coincided with upgrades and enhancements to our website, making it easier to navigate as well as giving our customers the ability to purchase their tickets with confidence and up to five months in advance – ensuring they can get the best price available.

The station experience is also important to us. We have recently invested £14 million refurbishing our First Class lounges across the route, including at Edinburgh Waverley Station. Our Edinburgh First Class Lounge accommodates both business and leisure customers; making it possible to either enjoy a good book in a comfortable armchair after a busy day shopping or continue working at the laptop bar before taking a seat onboard.

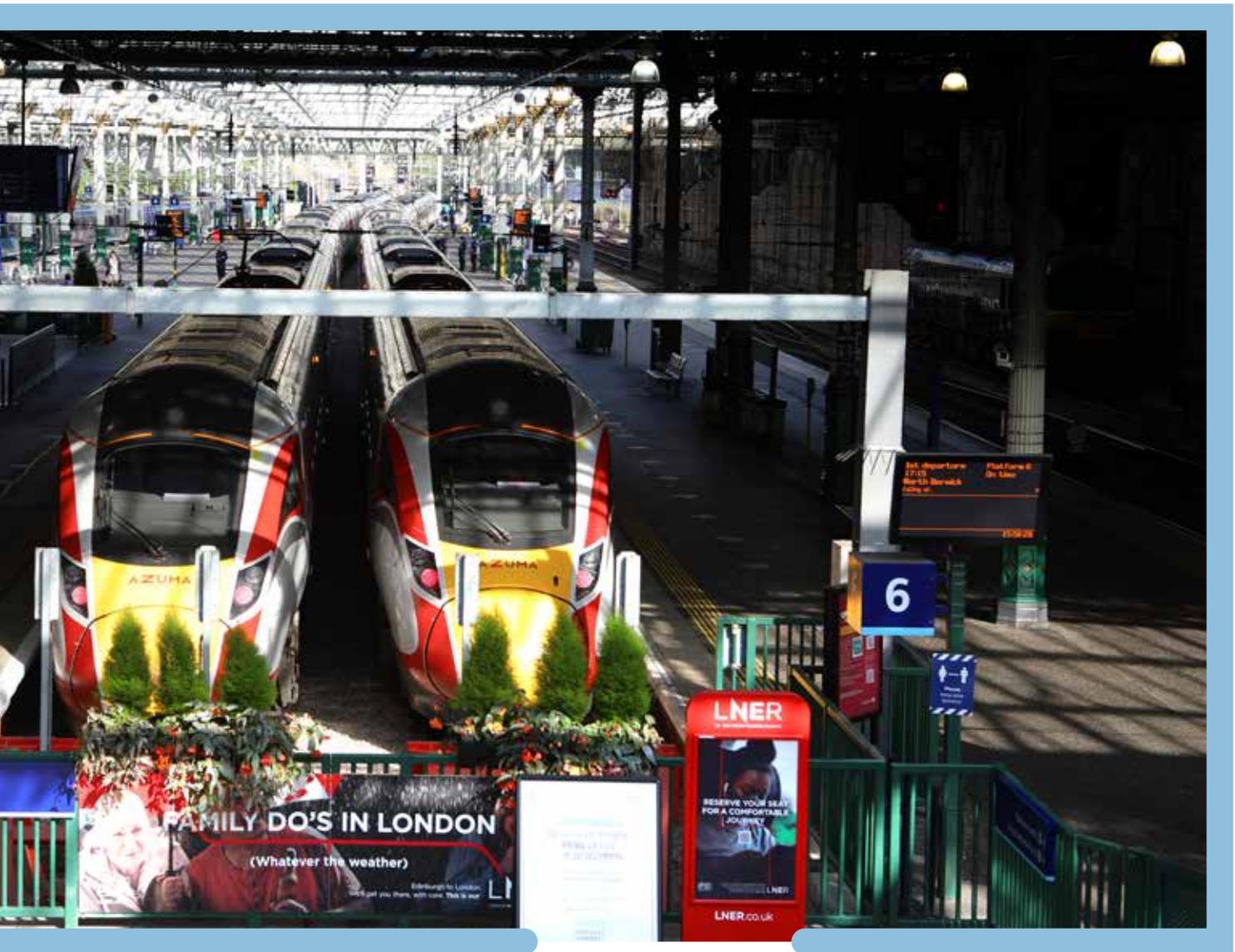
When our customers join us on-board they can be sure they'll be travelling in comfort, even when travelling at 125mph. In January we introduced our Dine Menu – freshly prepared food, sourced locally, and cooked by one of our onboard chefs.

Of course, LNER always prioritise safety, and the past few years have only served to emphasise how vital it is to reassure customers that their journey will be clean, comfortable and spacious. We pioneered 'Seat Sure' to guarantee customers a seat for the duration of their journey and help avoids overcrowding. We acknowledged that some may feel a degree of nervousness about travelling during a pandemic and so increased our levels of cleaning onboard as well introducing 'Let's Eat at your Seat,' a food and drink ordering service in Standard, saving customers the walk to the cafe bar.



Ultimately these improvements continue to prove incredibly successful in attracting people back to rail travel. During the summer and into autumn last year we often exceeded our pre-pandemic passenger numbers, and had seen the strongest recovery for any rail operator in the UK. However, what was also interesting, is that some of our customers were travelling with us for the first time.

These customers were not new to travel, rather they were new to rail. Perhaps it is no surprise, particularly with the passion and interest that surrounded Glasgow hosting COP26, that our customers had become more environmentally conscious during the pandemic. This meant that instead of flying from Edinburgh to London, we saw people choose to travel on our services instead. This of course makes perfect sense; an LNER Azuma emits 97 per cent fewer carbon emissions than a flight.



Although this new customer base had become evident, we were curious about how many people actually knew how much better rail is for the environment when compared to aviation or car travel. We commissioned a survey of 2,000 respondents and the results found that less than 10 per cent were able to identify the extent to which rail is the most environmentally friendly option.

As we look ahead to the future, it remains a key strategy to communicate just how much better our Azuma trains are for the planet. This extends to business travellers too, especially those who regularly travel between Scotland

and England. LNER can play an important role in helping businesses reduce their own carbon emissions and help achieve their net zero targets. Another big plus for businesses is the productivity afforded onboard. Recent research has revealed the value to the UK of the time saved by customers taking an LNER service, and productive time enjoyed by customers on that service, is estimated to be £610 million per year. It makes business sense to travel by rail.

In 2022, it is not only new customers that we hope to serve, but also new destinations. LNER takes immense pride in being able to connect destinations from Dunbar to Edinburgh to the

Scottish Highlands. Later this year, we will add another destination to our route and serve the new station at Reston.

Through innovation and investments to drive improvements to every aspect of what we do at LNER, from our new Deli, Dish, Dine catering offer to our full pre-Covid timetable from 14 February, we are continually delivering for our customers and enhancing their experience when they choose to travel with us. We are incredibly excited for 2022 as we continue to welcome customers new and existing customers back to rediscover the enjoyment of rail onboard our world-class Azuma trains.

“As we look ahead to the future, it remains a key strategy to communicate just how much better our Azuma trains are for the planet.”

Changing Edinburgh: climate and tourism in a changing world

Scotland is on the same latitude as Alaska and Siberia, but is protected from extreme weather by the Gulf Stream.



Benjamin Carey

Managing director of Carey Tourism⁵, a launch signatory of the Glasgow Declaration, and a former chair of Tourism Society Scotland.



Scotland is on the same latitude as Alaska and Siberia, but is protected from extreme weather by the Gulf Stream. However the melting of the Greenland icesheet is accelerating and the climate system of the North Atlantic is changing, and Siberian winters are somewhere on the horizon. Nobody can be sure when the Gulf Stream will fail, it could be a few decades or several centuries, but the meltwater is desalinating the Atlantic and the Gulf Stream is now at its weakest in two millennia. The recent winter

wildfires, floods and record temperatures in North America are a harbinger of future disruption.

Meanwhile, with a high level of confidence, scientists are predicting that much of Leith will be at risk from regular flooding by 2050 simply due to rising sea levels, whilst Edinburgh World Heritage has been modelling damage to the fabric of the Old and New Towns due to a combination of dryer summers and wetter winters. Edinburgh will change and there will be many opportunities for innovative adaptation and mitigation strategies for local residents and businesses alike, as we all rapidly embrace a new decarbonised world. But studies repeatedly show that levels of awareness and the necessary urgency are largely missing.

Scotland was one of the first countries in the world to declare a Climate Emergency. Pursuing a "just transition" to NetZero by

2045, five years ahead of the UNFCCC's Paris Agreement¹ target of 2050, the Scottish Government² has adopted a leading position in Europe, whilst City of Edinburgh Council³ has recognised that "if Scotland as a whole is to meet its 2045 target, our cities need to make faster progress" and so is striving for Edinburgh to achieve NetZero by 2030, just eight years away!

As a species, we've been extracting natural resources from our planet for centuries with hardly any consideration of sustainability or justice. Understanding really started to change in the 1960s, but action is only beginning now, and it is probably too late for us to avoid the 1.5°C of global warming. Our efforts must therefore focus on limiting loss and damage and trying to achieve the best possible outcomes.

So what can you do if you're an Edinburgh business dealing with visitors in tourism, retail or hospitality?



Read and digest the City of Edinburgh's and Scottish Government's commitments. Identify opportunities for your business and embrace them.



Review your current climate action plan and ensure it's fit for purpose. Seek help from an organisation like Green Business⁴, which also works with non-tourism enterprises.



Talk to your suppliers and partners about their commitments. However small you currently feel, you'll become empowered through engagement and co-operation. Demand change.



Encourage active travel by offering discounts to those arriving on foot or by bike. Choose suppliers that share your commitment to a just transition to a decarbonised future.



Communicate your story to your customers, who increasingly are seeking suppliers that share their values. There is a changing demographic, which is growing stronger every year.

The past few years have radically changed travel and tourism in Scotland, both inbound and outbound. Brexit has created market barriers, and the COVID-19 pandemic has led to more hesitancy, but also ensured that – when people choose to travel – they will generally do it with greater motivation and purpose. This means that by communicating your personal commitment to NetZero, sustainability and local supply chains, you will succeed.

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Future Infrastructure – The Green Economy Opportunity

Edinburgh and the rest of South East Scotland is the fastest growing region in Scotland and 5th fastest in UK. This brings opportunities for employment and community development but also the need to address future infrastructure such as housing, transport, education and health facilities, energy and utilities.



By Prof. Sean Smith
Director for the Centre for Future Infrastructure, Edinburgh Futures Institute, University of Edinburgh.



The new Centre for Future Infrastructure (CFI) is based at the Edinburgh Futures Institute at the University of Edinburgh. CFI provides an opportunity for partners from all sectors including industry, public and third sector to collaborate with the University to co-create infrastructure solutions.

Regional and Inter-Disciplinary approach to solutions

CFI's regional approach interlinks through the City Region Deal, where labour market analysis partnerships with colleges in Edinburgh, Fife, West Lothian and the Scottish Borders highlight the future skills development opportunities for future infrastructure development.

CFI also adopts an inter-disciplinary approach, bringing together academics from across

the university to work with external partners. Due to the systemic and complex nature of infrastructure challenges, working across traditional disciplines, such as Engineering partnering with Informatics, Geosciences, Business and Art, for instance, enables sharing expertise for effecting change. An example of inter-disciplinary collaboration is the 20 Minute Neighbourhood Mapping, to enhance access to infrastructure and support communities. [Edinburgh 20-Minute Neighbourhood \(kevingilletgis.com\)](http://Edinburgh 20-Minute Neighbourhood (kevingilletgis.com))

Net Zero

The potential for green economy construction and infrastructure pipelines spans across the region. Housing presents a large-scale challenge to address the need for new builds and the retrofit of approximately 700,000 homes. Over 90% of these homes will require upgrading of insulation and replacement of heating systems towards low carbon solutions to meet the net zero objectives. Non-domestic buildings will also require a step change in alternative heating solutions.

To support this transition CFI was a major contributor to the Zero Emissions Social Housing Task Force (ZEST) in 2021 providing a routemap for the strategy to support future mass retrofit at scale. In addition, the University of Edinburgh is a key partner in the

Housing Construction Infrastructure (HCI) Skills Gateway, part of the City Region Deal, to provide inclusive support for over 1000 people in the region to be upskilled. Our expertise in building energy performance is supporting the Edinburgh Homes Demonstrator project at Granton, which will be one of the largest net zero housing sites in the UK.

Large Scale Engineering Infrastructure

To underpin the future engineering technologies and solutions for offshore tidal and marine energy applications our partnership with Babcock Engineering led to the opening in 2021 of the new FASTBLADE test facility at Rosyth. Other research projects include assessing the potential to reduce congestion on the city bypass but focused on a circular economy and sustainable construction approach, also reducing emissions and improving productivity for the region as a major transport corridor.

Edinburgh and SE Scotland region has a pivotal role to support Scotland's green economy growth. The future of infrastructure provides an exciting opportunity in terms of jobs, innovation, and business development, leading to enhanced quality of life and a contribution to future generations.

Infrastructure & Transport – Time To Unblock All Our Talents

Lesley Laird
Equate Scotland



My interest in infrastructure and transport developed when I held a portfolio for economy and planning. Seeing how people were impacted by these two interconnected areas and how they make the world about us fit for purpose – fit for some, but definitely not all.¹

Caroline Criado Perez's book, *Invisible Women*², powerfully sets out issues of gender inequality in transport and infrastructure. We also cannot continue to ignore the link between reduced access to infrastructure and long-standing socio-economic inequality issues³.

Post COVID recovery language and strategies centred around "build back better," but what about fairer? Significant public money is directed towards infrastructure and construction projects, which mention, but typically do not enforce, implementing Gender Equality and Fair Work policies. Given long standing inequality issues in these sectors, should society not expect a better return on their investment delivering better and fairer for women and minority groups?^{5 6}

Post-Brexit immigration policy and skill shortages should have sparked a widening of the recruitment pool, but so far there is little evidence of this. With over 1 million EU nationals returned to the EU, Construction alone has lost a quarter of its workforce. New, and broader collaborative approaches are required, otherwise as the saying goes, "If you only ever fish in the same pond you only ever catch the same fish."^{7 8}

STEM ethos is to examine root cause, make decisions informed by data analysis, and apply objective judgement to the solutions. But transport and infrastructure data is not being examined from an intersectional perspective. Supposed universal solutions, are inherently biased for over 50% of the population. Too few women and underrepresented groups are employed in these sectors, so it is unsurprising that the output for many is sub-optimal. This rate only increases when we also add people with disabilities, other disadvantaged groups, or communities.^{9 10 11}



Exploring these issues through a post COP26 lens brings further complexity, a 2018 study¹² examined increasing enforced car ownership in disadvantaged urban communities in Glasgow where car ownership was seen as a route out of poverty and deprivation.

Emerging debate surrounds designing transport for mobility and not simply commuting, which may help challenge inequalities. While gender and intersectional-disaggregated data is not consistently available we know from global studies that women are more likely to walk and take public transport. Globally 75% of care givers are women. Their travel patterns are not A to B but involve trip chaining, adding further intricacy to the mix. Providing affordable and accessible care is essential, otherwise we may follow the emerging US trend of women dropping out of the labour market due to soaring care costs.¹³

Increasing access to flexible work patterns would enable more women to participate in well paid sectors like STEM where there are already significant vacancies. If women can't easily travel to the jobs and employers are not open to more flexible practices key skill shortages will continue. This is not simply a debate about transport and infrastructure but a call to action on these wider elements - key to our future economic success.¹⁴

Covid-19 saw society demonstrate an ability to adapt, at pace. Climate challenges are massive and already testing our ingenuity and cohesion – so let's not wait too long to draw on all the talents of all our people – we're definitely going to need them.

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Edinburgh wireless EV charging hub is first in the UK

Wireless charging is a technology that allows electric vehicles (EVs) to recharge while parked on charging pads instead of using cables that need manually plugged in.

The UK's first wireless charging hub for light commercial vehicles was installed at Heriot-Watt University's Edinburgh campus in 2021, to service specially adapted vans from the university's estates team and City of Edinburgh Council.

This is part of a project, awarded funding worth £1.6m funded by the Office for Low-Emission Vehicles and delivered through Innovate UK, which aims to accelerate the transition to EV in commercial vehicle fleets. The technology is designed by EV technology, data science and simulation specialists Flexible Power Systems (FPS).

The charging hub concept has the potential to contribute to decarbonising commercial vehicles in Edinburgh and if the project is successful, wireless charging technology could be adopted by fleets across the UK.

High-powered wireless EV charging could have considerable benefits for commercial vehicle users, including faster starts to charging sessions with no downtime for plugging in, no cables to cause trip hazards or require maintenance, and future proofing for the advent of autonomous vehicles.

The project aims to apply wireless charging to shared logistics hubs where fulfilment functions can be combined with charging. The technology will be applied to improve vehicle

turnaround times and staff productivity at the hubs, enhancing cost savings.

FPS' Managing Director Michael Ayres explains:

"Productivity drivers and longer journeys mean commercial vehicles may need to charge away from the depot or at high speeds during the day. Rapid and ultra-rapid chargers required for a fast turnaround make up less than 25% of publicly available chargers and can be difficult to access if they are in use or out of service. The project uses powerful wireless charging to shorten the length of time vehicles need to be in charging hubs."

In a further partnership project, recently announced, Waitrose is to become the UK's first supermarket to trial the new EV technology. Following a significant investment, groceries from Waitrose's St Katherine's Dock store in London will be delivered to customers entirely by electric vans equipped with cutting edge wireless charging technology - putting the supermarket at the forefront of green home delivery.

Professor Phil Greening is a logistics modelling expert and Co-Director of the Centre for Sustainable Road Freight, a joint initiative between Heriot-Watt and Cambridge University. He is working with FPS, on these projects, looking at how micro-fulfilment

centres or hubs could be developed in locations that minimise stem mileage for all participating operators, providing a more cost-effective solution.

He commented: "Wireless charging will become increasingly important when we move to autonomous delivery vehicles. These projects are an important step towards electrification and start to consider how we future proof solutions. While shared infrastructure and collaboration have great potential to reduce the costs of decarbonising road freight, there are complex scheduling and commercial trade-offs to be considered.

"The research team at Heriot-Watt are using complex sophisticated computer models to glimpse the future and stress test current or near horizon solutions against a range of future scenarios including wireless charging."



Why 2022 is looking bright for business in the capital

After a few false starts, it feels like we can finally see the light at the end of the tunnel and look forward to welcoming people back out to a world more closely resembling the one we closed the door on in 2020.



By Duncan Cameron Managing Director of First Bus, Scotland

And with the return of people, comes the return of a renewed optimism and positivity from businesses across our capital, coupled with a genuine confidence in planning ahead for 2022. As the lights come back on, Edinburgh will once more sit centre stage. Its global reputation for hosting a thriving calendar of festivals, sporting events, celebrations and collaborations, brings with it a raft of opportunities for many industries to build back upon.

Following nearly two years of reduced operations, our focus at First Bus is firmly set on re-engaging with our customers and encouraging people back on board.

According to Statista, Edinburgh is the second most visited city in the UK behind London* and the appetite for daycations and staycations from within the UK has been clearly witnessed during each pocket of lifted restrictions. Both these factors provide valuable opportunities to capture the current consumer state of mind. It's been

said that 'travel is good for the soul' and if the pandemic has helped us to take stock of what's important to us in life, aside from family and friends, it's that we really do love to travel, to discover new places and escape from the confines and repetition of the everyday.

As a transport operator, we're concentrating on getting back to doing what we do best – taking people from one place to another safely, reliably and on time. But we also strive to go further than that. Our Bright Bus Tours for example, are more than a bus ride. We become experience creators, memory makers and provide a vehicle to enjoying great times, together.

As summer approaches, we will ramp up our timetable of Bright Bus Tours around the city and plans are in place to reintroduce our second route this year which takes in some of the most recognised and loved landmarks Edinburgh has to share.

With smart phones at our fingertips, getting around has also never been easier. We can plan journeys well in advance, in cities we've



never visited before, pre-order tickets and use contactless methods of payment.

We recognise that if we want to encourage people to travel with us, whether for leisure or business, we need to be at the forefront of innovation and technology. Consumers expect to be able to research, plan and book travel online with speed and ease - and operators who fail to keep up with this trend are swiftly feeling the impact.

In a similar vein, we are keen to build up our strategic partnerships with businesses to offer the very best customer experience. We already work with the likes of Visit Scotland and have benefited from the audience reach and increased awareness that comes with establishing links with organisations.

There is still some way to go but the green shoots of recovery can be seen starting to emerge. As businesses pick themselves up and people continue to seek out new ways to explore and experience the world around them, I am confident that Edinburgh – and its economy - will enjoy a return to business as usual.

* <https://www.statista.com/statistics/289010/top-50-uk-tourism-destinations/>



Delivering Infrastructure with Purpose

Structural changes are currently underway that will reshape our communities, our places of work, and the connections between them as we enter the post-pandemic era. Construction is a driving force when it comes to realising these changes, but with calls for plans and commitments to achieving net zero targets getting ever louder, delivery must be sustainable. This will require a change in approach from our industry to one that focuses on outcomes.

With the consultation now open on the draft second Strategic Transport Projects Review (STPR2) for Scotland, there is a real opportunity to assess what strategic infrastructure and transport schemes are delivering. They may be construction projects in themselves, but they need to be viewed in the context of their greater purpose and social value they bring to the communities they will serve.

Enhancing connectivity is a consideration in developing areas such as Wester Hailes and in the regeneration we are seeing along the Trams to Newhaven route. The extended line will improve access and mobility, reducing reliance on cars by linking key investment zones, connecting employment destinations, and access to the city centre. The pandemic has shown an appetite for change in travel patterns and there needs to be the opportunity for communities to make sustainable travel choices.

Improving public transport links is critical for a net zero future but this infrastructure needs decarbonising too. The Rail Services Decarbonisation Action Plan, announced in August 2020, provides a commitment to the decarbonisation of the domestic rail network by 2035. The development of the first tranche of services to be decarbonised is underway with the wider portfolio in development with Transport Scotland and operating colleagues.

The Scottish Government has an ambitious target to make the Highlands and Islands the first net-zero aviation region by 2040, and ministers have a target to support trials of low or zero-emission planes between Highlands and Islands Airports (HIAL) in the coming years. In collaboration with HIAL, the government also aims to launch a new programme of activity to decarbonise airport operations, infrastructure and flights across the area.

These are significant infrastructure programmes for Scotland and the UK, with the overall outcome providing cleaner, more efficient travel. Getting delivery right is vital.



**Alan Sinclair, Director,
Infrastructure Lead for Scotland**

We recently partnered with the CBI on the report Programmes with Purpose which sets out a series of recommendations to improve the delivery of the Government's Major Projects Portfolio (GMPP) across a range of critical sectors including transport, utilities and defence.

Communities across Scotland have a long track record in delivering ground-breaking major projects –

whether in infrastructure, energy, defence and real estate – and the report highlights the exemplar delivery of the Type 31 Frigate in Rosyth and HMRC's Future Locations programme in Edinburgh and Glasgow.

We now need to leverage this expertise as we look to deliver on future ambitions. Putting the focus on outcomes and transforming performance of these projects and programmes for a green, inclusive, and productive Scotland.

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

Turner & Townsend

Turner & Townsend is a global professional services company specialising in programme management, project management, cost and commercial management and advisory across the real estate, infrastructure and natural resources sectors.

With 112 offices in 46 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our clients' assets.



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

STRATEGIC PARTNERS



ENTERPRISE PARTNERS



Name:

Richie Paul

Company Name:

Marsh

Web:

www.marshcommercial.co.uk

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

A Business Development: Insurance/Risk Solutions

Q How long have you been a Chamber member?

A I'd like to say almost 4 years across two different companies!

Q Why did you join?

A Richard's jokes & access to a great network of Businesses across our Capital City!

Q What services do you use?

A I've been along to a number of events over the years and the face-to-face ones I get the most from however it was great that there were virtual options during the pandemic & I joined a few of these too.

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

A Meeting new people, making new contacts & networking in some great new & interesting venues across the city.

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

A Just more of the above as the Pandemic allows. Looking forward to my first Edinburgh Chamber Awards in February at the EICC which we are hosting a Marsh table at. Please come and say hello if you are attending!



Richie Paul

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

A It's a very welcoming & engaging network. Everyone there is keen to chat, share ideas and find ways in which to collaborate.

Q Where do you read your copy of Business Comment?

A Online with a nice Oat-Milk Cappuccino in front of me.

GET WITH IT

By Bill Magee
Scottish Business Technology
Writer of the Year



Here's why we should all be enthusiastically getting carried away with the electric vehicle despite inevitable hype surrounding the innovation.

For one thing, the EV appears particularly well suited to modern city and urban life.

The £3,500 interest-free government loan incentive is also something to mull over. Encouraging one to switch and make their contribution towards benefiting the local economy in the long run.

A Google check reveals an exhaustive list of manufacturers and buyer comparison sites as the sector rapidly catches up with Tesla. As the technology advances and costs come down, transition to EV becomes increasingly realistic.

Don't take my word for it: Scottish electric vehicle registrations "accelerated" 75 per cent between July-September 2021 compared to the same period the year before.

Department of Transport (DfT) figures reveal 38,600 vehicles belonged to Scots residents up from 22,100.

Quotezone car insurers founder Greg Wilson alerted me to the good news: "Scottish motorists are firmly at the forefront of the green industrial revolution."

C40 Knowledge Hub's cities climate leadership group says significant reductions to transport emissions enable cities to make fundamental strides forward in walking, cycling and public transport.

For any modern city it's the way ahead: bus fleets, municipal vehicles, commercial fleets and private vehicles. Edinburgh is busy on the EV front.

Work on the first batch of 132 on-street points consist of six rapid charging and 30



slow charging bays at Ingliston Park and Ride, a further 20 at Hermiston Park and Ride plus on-street charging points.

Energy Savings Trust studies are being applied to future locations involving street lighting columns as EV charging points.

The Capital plans to have them all up-and-running by the Spring as it addresses the way we all travel and how these impacts on the world around us.

Go International with the Edinburgh Chamber

Trade Certification

The Edinburgh International Trade Certification Team have welcomed a very busy start to 2022 with a huge run on United Kingdom Certificates of Origin and further requests for ATA Carnets for temporary admission of goods.

There has been a 10% reduction in Certificates of Origin from 2020 to 2021 due to Brexit, with companies and countries having to learn new rules and regulations for exports and imports. There was an incredible 135% increase on ATA Carnets from 2020 to 2021. This was based on a new requirement for ATA Carnets to be used for travel to and from Europe once the borders started opening up after pandemic.

We are hoping that now the transition period has passed there will be clearer details on selling goods and exporting far and wide.

However, we suspect that there are still challenges ahead with changes in Customs requirements.

Chamber Customs

This New Year sees a number of UK import and export procedures between GB & EU change again from 1 January 2022. HMRCs policy in respect of goods will move from "flow" (having a light touch at the Customs border) back to "control".

Whilst deferring import customs declarations was allowed in 2021, this is no longer possible and full customs declarations are now required. Similarly, exports between GB & EU are now subject to full customs controls. Further documentation, physical and identity checks will be introduced as the year progresses.

Trade Mission Programme

The Edinburgh Chamber of Commerce is organising a number of trade mission to help Scottish businesses with their international trade activities. In March we are hosting two virtual missions to the State of Massachusetts and the province of Quebec in Canada.

We are also planning on hosting missions to the Netherlands, Shenzhen in China, Germany, Spain and the US, so if you are interested in attending our missions or require further information then please contact the international team on **0131 221 2999** (option 5) or email : international@edinburghchamber.co.uk



FEBRUARY

Tuesday 15th

Networking Skills – Kickstart Scheme

Monday 21st

Imports: Inward & Outward Processing

Tuesday 22nd

Video Creation for Business

Wednesday 23rd

Employability Skills - Kickstart Scheme

How to Complete Customs Import Entries

Thursday 24th

Dealing with difficult situations

Monday 28th

Advanced Facebook Strategies to Increase Sales

MARCH

Tuesday 1st

Job Searching techniques Masterclass – Kickstart Scheme

Wednesday 2nd

LinkedIn Masterclass: The Complete Guide to Personal and Business Development

Branding: Exploring the way Forward for your brand - Trams Business Support

Tuesday 8th

Boost your Sales Success

Sales and Account Management

Wednesday 9th

Job Interview Skills and Techniques – Kickstart Scheme

Thursday 10th

Digital Writing Skills

Thursday 17th

Introduction to Google Display Ads

Wednesday 23rd

Finance, Budgeting, and Cashflow Forecasting (for non-Finance Managers)

Thursday 24th

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

Tuesday 29th

Digital Marketing Strategy

Wednesday 30th

Mastering Account Management

Thursday 31st

Negotiating and Influencing skill

APRIL

Thursday 5th

Methods of Payment & Letters of Credit

Wednesday 6th

The Fundamentals of Leadership

Tuesday 12th

A Beginner's Practical Guide to Exporting

Tuesday 26th

Instagram for B2B & B2C - How to Build a Range of Sales Funnels on Instagram, Including Instagram Stories

Thursday 28th

Understanding and Developing Effective Communication Skills for Work - Kickstart Scheme

Thursday 28th

Presentation Skills

Visit our website to find out more and book your place.

edinburghchamber.co.uk/training-events/



Chamber Training & Development

Over the last financial year, the Covid19 pandemic has presented us all with numerous changes & challenges, forcing us to adapt to new ways of living & working.

Our ability to work from home, stay in touch with family and friends, attend healthcare appointments and shop for essentials has been vastly dependent on our ability to go digital. Here at the Chamber, our Training and Development department was no different, and we too had to change the ways we operate; shifting from in-person training to an entirely new virtual landscape we hadn't previously explored.

With this shift towards remote working and virtual learning, there is now a greater emphasis on the importance of training and upskilling staff in this new virtual landscape. Businesses cannot afford to put staff upskilling on hold, as investment in staff is an investment in your business, which is crucial in the current climate. As such, we are continuing to offer virtual training, with the hopes of returning to in-person

delivery on the horizon. Along with our open courses, we also appreciate that one-size does not fit all and we are continuing to offer our bespoke training opportunities where specialist courses can be designed and delivered to meet your businesses specific needs.

Despite the change of working, there has been much to celebrate over the last year, and while many sectors screeched to an enforced halt, our training department was able to quickly adapt and deliver courses to a number of companies and virtual learners. Over this last financial year, we have continued to host a breadth of courses spanning across Digital marketing, Exporting and Importing, Soft Skills and Management and Leadership skills. Since April 2021, we ran over 45 short courses, delivering specialist training solutions to in excess of 220 delegates from a diverse range of business sectors.

This coming year we have a number of exciting developments in the pipeline. We give the warmest of welcomes to our new training partners and members AM Bid who will be joining us this year to deliver sessions meeting your bidding and tender training needs. We also say a fond farewell to our outgoing trainer Anne Farr, who we would like to thank for her partnership and loyalty for over 10 years of training delivery with us here at the Chamber. Anne, we wish you all the best for the future as you explore exciting and new opportunities. We also now welcome, Mervyn Stanley from Cameron Carnegie, joining us as our specialist trainer in the key areas of Sales, Account Management, Business Development and Business growth.

The full calendar and schedule of courses for the next 12 months is now published on our website here: edinburghchamber.co.uk/training-events/. Enquiries can be made via email to: training@edinburghchamber.co.uk or via telephone on **0131 221 2999** Option 4.

Over this last financial year, we have continued to host a breadth of courses spanning across Digital marketing, Exporting and Importing, Soft Skills and Management and Leadership skills.

EDINBURGH'S NEWCOMERS



David Brown



The Orb Team



Stuart Clark and Alan Bedford

Introducing, Hi

Hi is a payroll platform and Social Enterprise that enables your business to finance salary payments.

At the same time Hi gives your employees faster access to their earned money, either weekly or daily, increasing their financial resilience by reducing the wait for payday. This employee benefit can help your business attract and retain the best talent, increasing productivity.

Hi can be used by any employer – from large, multi-national businesses to small, local businesses. This solution is made possible by the creation of an online platform operated by NTT DATA, Hi's technology development and platform management partner.

Hi is also partnered with Mastercard and a member of the exclusive Microsoft for Startups program.

If you would like more information please contact Maggie Morrison, Head of Business Development maggie@hi.group

A new team for Orb recruitment

Orb Executive (part of Orb Group) strengthen their team in Edinburgh to deliver solutions that work in partnership with clients and offer a new way of thinking about recruitment.

With over twenty-five years of recruitment experience, recently appointed Managing Director Alan Wallace and the team based at Edinburgh Park, work to identify the challenges that employers face whilst recruiting. They strive to deliver effective and efficient support that is a departure from traditional recruiting.

Working together, the team at Orb which includes Gillian Nimmo (Director), Gregor Cruikshank (Divisional Manager) and Penny Sharp (Recruitment Consultant) deliver a seamless journey for clients, becoming an extension of their team.

Alan Wallace said: Our model of recruitment and working in collaboration offers a shorter end to end service, that allows our clients to focus on the day to day priorities of their business knowing that we are taking control and understand their needs.

Bank of Scotland

Bank of Scotland has announced the appointment of two new relationship managers for its Edinburgh, Lothians and Borders team, bringing more than 40 years of financial services experience.

Stuart Clark and Alan Bedford join a nine strong team of sector specialists and will be focused on supporting businesses across a mix of sectors including hospitality, manufacturing, and technology.

The team currently manages a vast portfolio of clients across a variety of sectors, with significant expertise in Dental, Pharmaceutical and Real Estate.

While support around recovery from the pandemic will continue, the new hires will also be working closely with SMEs to identify how we can better support local businesses from a sustainability perspective, as Scotland heads towards achieving net zero by 2045.

Stuart Clark said: "It's a really exciting time to be joining the team here, especially as we continue supporting Scottish businesses emerge from the pandemic. I'm looking forward to meeting new clients and providing guidance that will help them reach their full growth potential as we head towards what we hope will be a positive 2022."

Alan added: "I've worked in the financial services sector for almost 15 years, so it's great to join a new team where growth is in the spotlight. I'm also passionate about the work Bank of Scotland is doing to support firms on the road to net zero. It's been a challenging couple of years but shifting our focus to a greener way of working will help long-term growth and increase the resilience of Scottish businesses for future generations."

BUSINESS COMMENT IS AN EDINBURGH CHAMBER OF COMMERCE PUBLICATION

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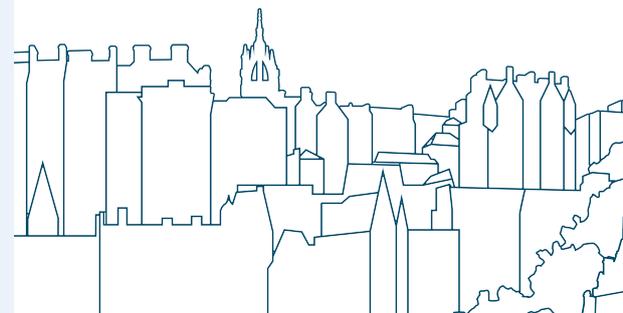
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