



Travel Management Report:

ENERGY, MINING & MARINE



**GLOBAL
BUSINESS
TRAVEL**

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WELCOME

Managing travel for the energy, mining, and marine (EMM) sectors presents a special set of challenges, which are very different from the often more straightforward managing of corporate travel, where people tend to be travelling to and from hotels, offices, and meetings venues in cities around the world.

Transporting EMM workers to often remote sites, offshore installations and seaports is just one of these challenges, alongside clients' intensified duty-of-care requirements and the need to use non-traditional travel suppliers to meet their accommodation and travel needs.

Then there is the frequent disruption to travel plans – we are all becoming experts in disruption management these days, but EMM travel programs are prepared for situations beyond even the 'new normal', from storms and extreme weather events to local geopolitical instability and global logistical complexities. Being able to move large numbers of workers at often very short notice is an essential capability for any travel provider in the EMM sector.

This is a specialized field requiring bespoke and flexible travel management, which brings together the best technology platforms and highly skilled and experienced travel consultants who have deep knowledge of their clients, travelers, and routes.

In this report, we explore the challenges, solutions, and best practices for getting your people safely to where they need to be in some of the world's toughest environments.

We have been working in this sector for many years, with experienced teams and our own technology that can offer bespoke and flexible solutions for all types of EMM clients, however challenging or unique their requirements.

Swapna Nair
Head of EMM
American Express Global Business Travel

Workforce Management

SUCCESSFULLY MANAGING EMM TRAVEL REQUIRES A BLEND OF TECHNOLOGY AND EXPERT SERVICE FROM EXPERIENCED TRAVEL CONSULTANTS WHO SPECIALIZE IN THE SECTOR

We know that efficiently and effectively managing often large and disparate workforces is one of the key priorities across the energy, mining and marine (EMM) industries. Workers come from all points of the compass to remote mining sites and offshore rigs. Ship crews embark and disembark in port from and to all corners of the globe. Each of these scenarios creates its own unique set of requirements.

Moving these key workers to where they need to be is a complex process that requires specialized tools and services. Flexibility and agility are key – EMM

tends to see more than its fair share of disruption, including from serious weather factors on land and at sea, outbreak of conflicts or civil unrest, and less dramatic logistical issues with global shipping routes and container seaports. These factors can necessitate many last-minute changes of travel itineraries – American Express Global Business Travel (Amex GBT) figures show that 57% of PNRs are modified or created within three days of departure for EMM travelers; this percentage is more than 2.5 times higher than for a standard corporate travel booking.¹



Special Requirements

EMM travelers include Fly in, Fly out (FIFO) or Drive in, Drive out (DIDO) mine and rig workers, and seafarers, all who often face fragmented and long journeys to their site, installation, or port, and who spend significant periods away from home. For ship crews this can be nine months and more at sea. These crew workers can't be treated as ordinary travelers and need special services, such as extra baggage allowances and airline tickets that prevent them from being off-loaded from flights.

This requires special booking and workforce management technologies, and experienced specialist travel counselors who understand the sector's particular needs and are on hand 24/7, 'around the sun', to help navigate these challenges.

This is essential to ensure workers get to where they need to be at the right time – if a seafarer misses their ship it could be several weeks before the vessel calls at its next port – as well as dealing with the inevitable disruption that is part of working in the EMM sector.

Managing the practical mass-travel arrangements can include dealing with any potential visa issues for workers of many different nationalities, and routing challenges – for example, if flying via the US they will need to clear immigration even though they are just transiting through an airport. There are solutions available to manage these issues on a large scale.

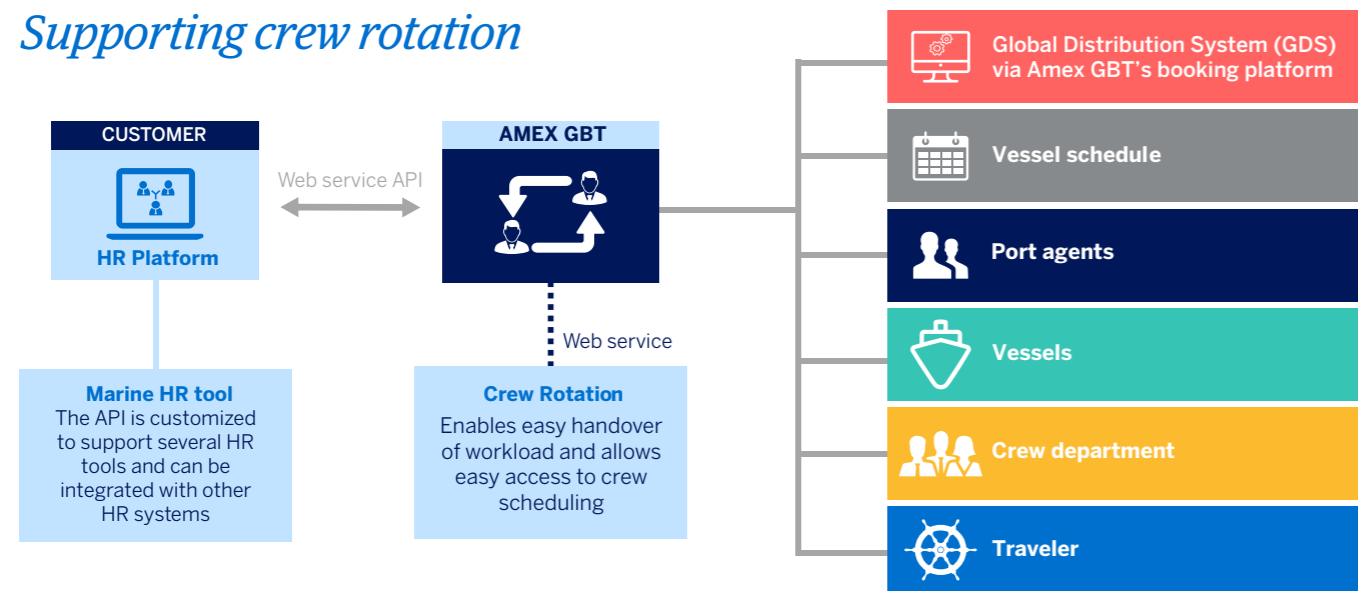
Plug and Play

With so many moving parts and travelers from around the world to be serviced, being able to connect to the client's workforce and human resources systems is crucial for any travel management provider. Having the ability to 'plug and play' into any workforce system enables EMM companies to keep track of their employees as they travel to and from their sites and ships. It can also flag up any potential issues around delays and other disruption.

The hands-on nature of arranging travel for EMM workers means it has traditionally been viewed as a manual process, with the specialist fares, conditions and knowledge needed putting crew travel beyond the remit of online booking tools. However, automation is playing an increasing role in EMM travel – in conjunction with human expertise – making the process more efficient and saving time for both travel management company (TMC) and customer.

Amex GBT has a range of specialist solutions, including for crew rotation and automated mass bookings. Crew rotation solutions, which mainly support the shipping industry, integrate by API with customers' marine HR systems, and link to vessels and their schedules, as well as connecting to port agents. Port agents require an array of traveler data documentation to facilitate crew members embarking and disembarking their ships.

Supporting crew rotation



Crew rotation tools enable these complex international crew movements as well as the last-minute travel booking changes that often occur.

Amex GBT's automated mass travel booking solutions originated in Australia to support crew travel for the mining industry where often thousands of workers need to be moved in and out of a facility in a single week. Today these solutions are also being deployed globally across a range of sectors, including large-scale group travel for meetings and events.

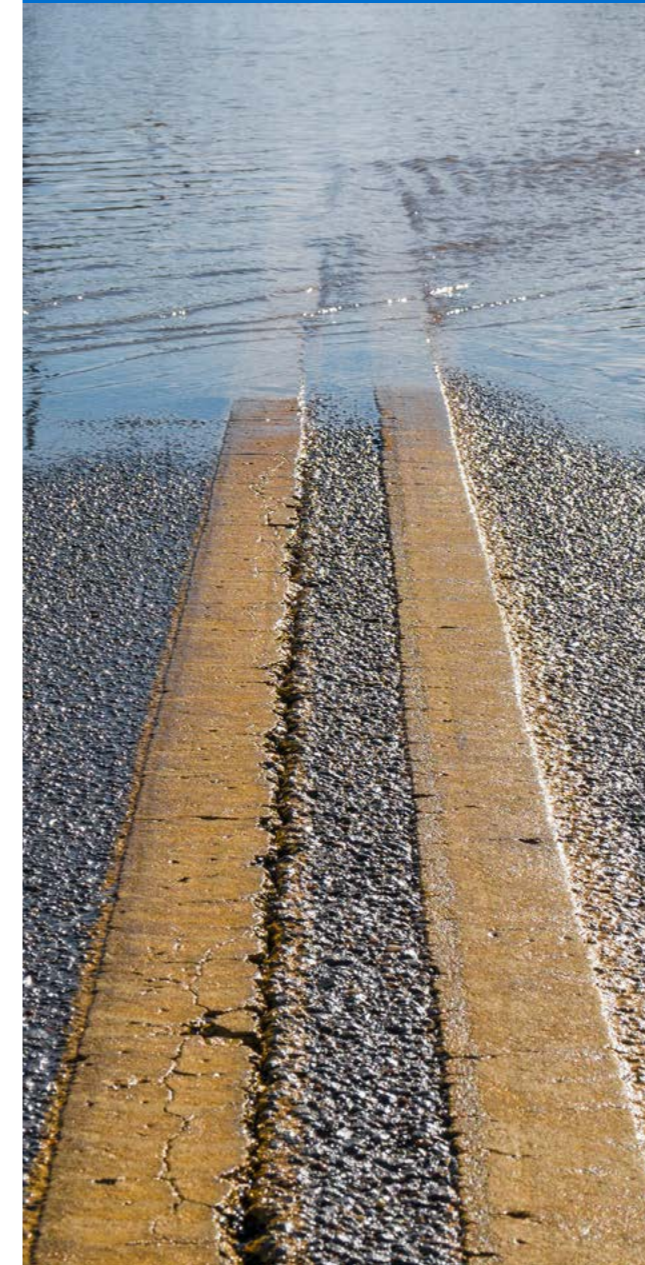
This technology automates large numbers of bookings simultaneously and in real time. It can reduce booking times from an average of five minutes to just five seconds². It brings huge process and cost efficiency gains, capable of processing thousands of bookings in a single request – while supporting policy compliance controls, reporting, data insights and disruption management.

However, effective EMM travel management cannot rely on automation technology alone. You need experienced, specialized travel counselors on hand 24/7 – Amex GBT operates a 'follow the sun' model, where consultants across different locations around world ensure there is always service available at the end of the phone and through other channels, including webchat and email.

Automated Mass Booking Solutions

Enabled the extraction of 400 travelers within one hour in a floodwater emergency*

**Large iron ore mining company*



Up to 98% reduction in booking times²



Integration of workforce management tools



Patented technology



Automated Reporting and Data Insights



Policy Compliance Controls



Large-scale air and hotel travel management for 20,000+ trips per booking



Emergency and disruption management



Headcount, process and cost efficiency gains

"Mining is really our sweet spot for automated mass travel booking, because of the physical amount of people required to operate a mine. They are going to remote places and often they'll be using multiple types of transport to get there. It's not uncommon to have to move 10,000 or 15,000 people at almost no notice if there is an emergency. Being able to do this through technology is going to be cheaper and quicker than doing it offline, as you will need a lot fewer people to manage the situation."

David Naftzger, Lead Product Manager, E-Commerce, Product Management, Amex GBT

Amex GBT 'follow-the-sun' servicing

24/7 service

Intelligent call routing enabling seamless service between hubs, and global program, content and information sharing.

Consistency

Global access to traveler profiles and booking data shared across all hubs.

Expertise

Specialist EMM professionals, providing expert service around the clock.



"As well as last-minute changes, 24/7 service, efficiency and agility, a key factor is nurturing a strong relationship with the client and understanding their needs - building that close co-operation between management, crewing departments, crew coordinators and our travel counselors."

Anne-Merete Ask, EMM Director, Amex GBT

The advantages of Fly-in-Fly-out (FIFO) Travel Automation

- Clients can manage all site travel through their workforce management platform
- Brings multiple data sources together (for both employees and contractors) into a single traveler profile
- Commercial flight schedules and bookings are fully automated, with a single platform for booking and planning
- Optimize use of charter flights when and where appropriate
- Provides up-to-the-minute visibility of commercial and site travel in one place
- Seamless integration makes it easier to manage disruption with itinerary changes flowing automatically through workforce management tools
- Consolidates multiple data sources together for in-depth reporting and insights

Risk Management & Duty of Care

COMPANIES TODAY ARE MAKING 'SAFETY FIRST' A TOP PRIORITY, AND TRAVEL PROGRAMS NEED TO BE ABLE TO SUPPORT THIS

Widely reported incidents such as the Deepwater Horizon oil rig disaster, mining workers being trapped underground in Chile, and the hijacking of cargo ships by pirates, are high-profile examples of different situations faced by the EMM industries during the past 20 years. They illustrate how risk management and duty of care need to be paramount for EMM companies.

When something happens, one of the key roles played by a travel management company is being able to alert the client to the incident and then quickly use its tools to locate any affected employees or travelers.

EVERYDAY DISRUPTION

Of course, this is not just necessary for high-profile disasters or crises, but also for everyday and more mundane examples of disruption, such as a traveler being denied entry to a country because they don't have the right visa, or they miss their flight due to some unexpected circumstance.

Plugging a TMC's systems into the client's workforce management tool has a huge part to play in identifying those travelers who need help by being able to quickly access their profile and location.

For example, with EMM workers often facing complex and multi-legged journeys to their ship, oil rig or mining site, travel management tools can identify immediately if a delay on one of their flights is going to lead to a missed connection. This allows the traveler to be automatically rebooked on a later flight when necessary while they are still in the air on their delayed flight. The traveler may still have a disrupted trip but at least their itinerary has been rebooked without them having to do anything themselves, thus hopefully reducing their stress levels.

Travel providers can also work closely with clients' security and emergency planning teams to offer further assistance when required. This includes effectively handing over travelers to specialized security teams if the final part of the journey to the installation is deemed to be particularly high-risk. Clients may also not want travelers to use specific airlines in some destinations. Employees who have booked on these carriers can be automatically identified and then rebooked to an acceptable alternative transport provider when required.

RESPONDING TO CRISES

When something more serious happens, a TMC is often the first to know about an emergency in a particular destination, so can play a crucial role in helping the client respond quickly, as well as contacting impacted travelers.

Examples of how Amex GBT has helped EMM clients to work around major disruption include successfully moving seafarers and energy workers around the world using charter airlines during the Covid-19 pandemic at a time when most commercial carriers had grounded their services.³

More recently, Amex GBT was able to evacuate shipping crews from the Ukrainian ports of Odessa and Mariupol in the wake of Russia's invasion of the country in February 2022. This included arranging flights out of Ukraine, as well as for workers who decided to leave Russia at that time. Accommodation was also sourced for these employees elsewhere in the world.

The ability to quickly book travel for a large number of people in a crisis is a key component of a TMC's capabilities, working closely with the client and their security, HR and business continuity teams.

Again, it is all about offering flexibility and agility based on the client's policies and priorities, using a mixture of proprietary technology and highly skilled travel consultants who specialize in the EMM sector and can provide expert advice and assistance when needed, no matter the time, day or location.



"If something happens - whether there's a storm, crisis or emergency - we can see with a click of a mouse who is where and react straightaway. We can look at that list and prioritize who we need to contact first and get on the phone on behalf of a client - we don't just leave it up to software which doesn't give you choices. We can also work with the client's security teams to assist them in locating employees."

Jens Frederiksen, Director Service Delivery, Amex GBT

Amex GBT traveler care solutions include:

PROACTIVE TRAVELER CARE

This flight disruption service uses cutting-edge technology and artificial intelligence to monitor travelers' flights in real time to anticipate any potential travel disruption they could face, including if they are in danger of missing a connection, and then rebooking them on a later flight if necessary. This was used successfully to minimize inconvenience to travelers affected by the mass cancellations of flights at major hubs such as London Heathrow and Amsterdam Schiphol during 2022.⁴

EXPERT CARE

The alert system identifies threats against a client's safety and travel policy, as well as giving details about which employees are most at risk from an incident and is able to locate them at any given moment. Travel and security information can be sent to employees via text, email or push notifications on the Amex GBT Mobile app.

Supplier relations & sourcing strategies

EMM clients require specialist airfares and non-traditional accommodation that is not available through standard travel booking channels

Having the right relationships with suppliers has always been a key element of successful corporate travel management and that is even more important in the specialized world of energy, mining and marine (EMM) travel.

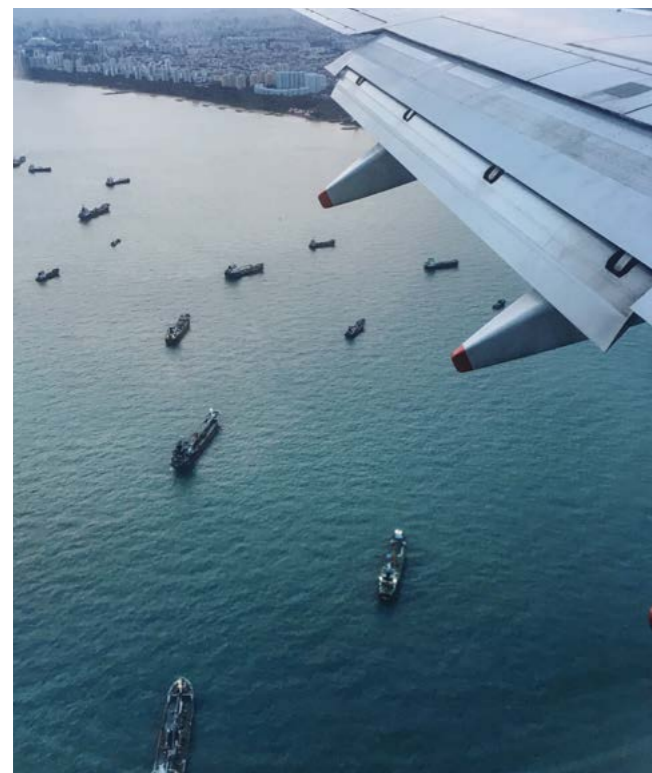
The demand is quite different from simple point-to-point travel, with deeper relationships not only needed with commercial airlines and mainstream hotel companies, but also charter aircraft operators and providers of non-traditional accommodation, which does not feature on the main distribution channels such as the GDSs (global distribution systems) or online booking platforms.

MARINE AND OFFSHORE FARES

Seafarers and offshore workers have very particular travel requirements which are catered for by sector-specific marine and offshore fares. These fully flexible discounted net fares offer benefits such as open-jaw routing, extra baggage allowances and a 'no offloading' rule for travelers.

Around 120 airlines offer these special fares – each with their own set of stringent criteria – which is where the expertise of a global TMC comes into its own. Some carriers will insist that travelers produce a 'letter of guarantee' to show they are entitled to travel on a marine or offshore fare, as these tickets are not available publicly. This digital letter can be automatically generated and issued to the traveler as part of a booking via workforce management tools.

Then there is having the ability to book charter flights or helicopters to a mining site or offshore installation, when required by the client (although often the 'final mile' of the journey is arranged internally by the operator of the facility). Charter flights were an essential element during the Covid-19 crisis as energy and marine workers continued to travel despite the shutdown of much of the global airline industry in 2020.⁵



ACCOMMODATION

Having the widest choice of accommodation is also essential. This not only provides the right properties for EMM workers but can also offer the clients significant savings, particularly in some energy destinations where hotel prices can be eye-wateringly high, such as Luanda in Angola.⁶

The type of accommodation required can vary with groups of 40 or more workers often needing to be housed during a rotation change, which means more use of unique properties such as guesthouses and lodges, which are not usually found on standard corporate booking platforms. Sourcing these properties requires the skills of experienced TMC staff.

Unique hotel contracts are required in the EMM sector as travel policies are different for onshore and offshore workers, which need to be accounted for in any booking tool or workflow. There also needs to be robust relationships with suppliers to provide the flexibility needed to cope with regular disruption caused by weather-related delays, such as being unable to make the final journey to oil rigs or other installations on schedule.

Payment for accommodation can also be a challenge as these workers do not normally have their own corporate cards and so rely on virtual payments or alternative method of settling bills. (see payments, p11)

When it comes to supplier partnerships, flexibility is crucial as disruption and last-minute changes are always more likely to occur, given the nature and challenges of travelling to remote locations. Being able to work with transport and accommodation providers to practically deal with quickly changing situations is also paramount. EMM customers need a TMC with the global reach, best-in-class content, and strong supplier relationships to be able to do this successfully, no matter the challenges faced.

"During the pandemic, in particular, we were able to offer air charters to EMM clients through our close relationships with airlines large and small. Sometimes if you have big groups going to remote destinations, charters are a better option if regular commercial services are not suitable. We need very flexible relationships with our partners, as there is often need to change dates and destinations at very short notice."

Magnus Lidjan, Director Global Supplier Management, Amex GBT

HOTEL SAVINGS

Through efficient management of a client's hotel program, Amex GBT Global Business Consulting (GBC) can save up to \$600,000 on an annual spend of \$11 million - that's a 5% saving on even the most mature EMM accommodation program.⁷



VIRTUAL PAYMENT SOLUTIONS

With most travelers in the EMM sector not being issued with their own corporate cards, virtual cards have become a crucial way to pay for travel services, particularly accommodation.

This type of card technology creates a single-use 'virtual' 16-digit number which removes the need to use time-consuming and complex manual processes, such as traditional hotel billback where the travel management company is sent the invoice by the hotel and then has to go through a reconciliation exercise.

An added benefit of using these pre-paid virtual cards is that they allow enhanced levels of control and full tracking of the transaction to further improve reconciliation.

They also give the employer greater control over what their travelers can spend at hotels. For example, they may have an allowance to pay for meals at a property but can be barred from buying alcohol during their stay as part of the corporate travel policy.

Sustainability

EMM organizations are under pressure to reduce emissions from their activities, including travel

Companies in the energy, mining and marine sectors have their own targets for reaching net-zero in the coming decades, although travel can make up a relatively low proportion of their overall carbon emissions compared to their core operations.⁸

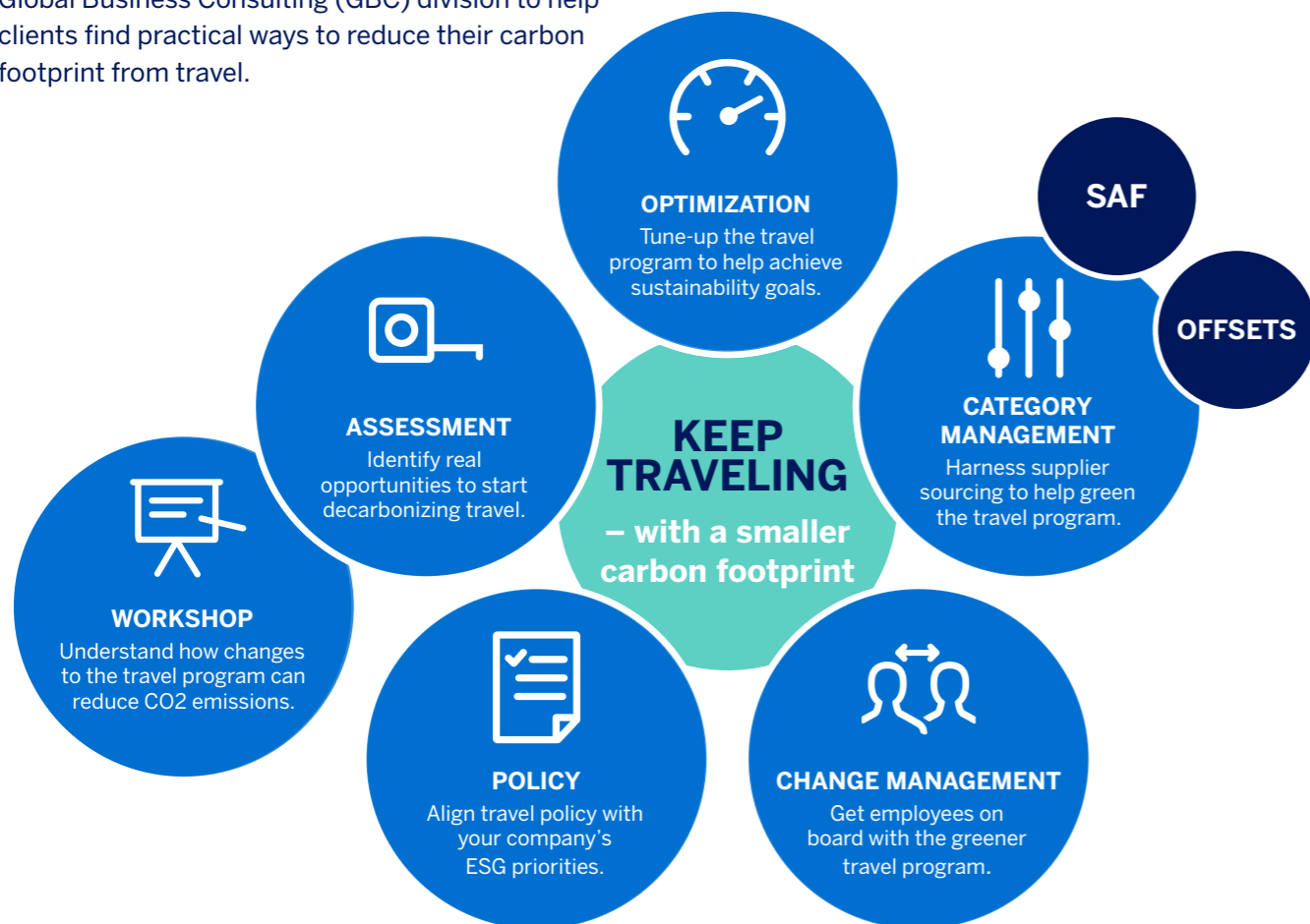
Despite this, measuring emissions from travel is still going to be important for EMM organizations, alongside finding ways to reduce their carbon footprint from moving their workers around the world, even if it doesn't necessarily mean reducing their overall amount of travel by employees and contractors.

GREEN COMPASS

One of the ways to tackle travel emissions is through Amex GBT's Green Compass ecosystem, a portfolio of solutions created by Amex GBT's Global Business Consulting (GBC) division to help clients find practical ways to reduce their carbon footprint from travel.

Green Compass aims to guide organizations through their sustainability journey, from the first steps of measuring their carbon footprint and setting goals to embedding sustainability by implementing practical actions for travelers and suppliers.

Measuring a company's carbon emissions is one of the first steps in this process. The Green Compass platform is equipped with Emissions Optimization Algorithm (EOA), a carbon emission calculation methodology developed by GBC and verified by Carbon Footprint to accurately report carbon emissions. It identifies CO2 emissions per traveler by taking into account several factors, such as the fuel burned on the flight, cabin configuration, how full the aircraft is, and the exhaust gases being emitted at high altitude.



Green Compass holds workshops for clients to help them to understand how to change their travel programs to start the decarbonization process. GBC consultants also work with clients to review their travel policy to ensure it is aligned with their ESG (Environmental, social and governance) policy and priorities.

One of the major focuses of Green Compass is how to harness supplier relationships to help 'green' the travel program. This includes the Hotel Green Flag initiative, which identifies the ESG elements in successfully building a more sustainable hotel program.

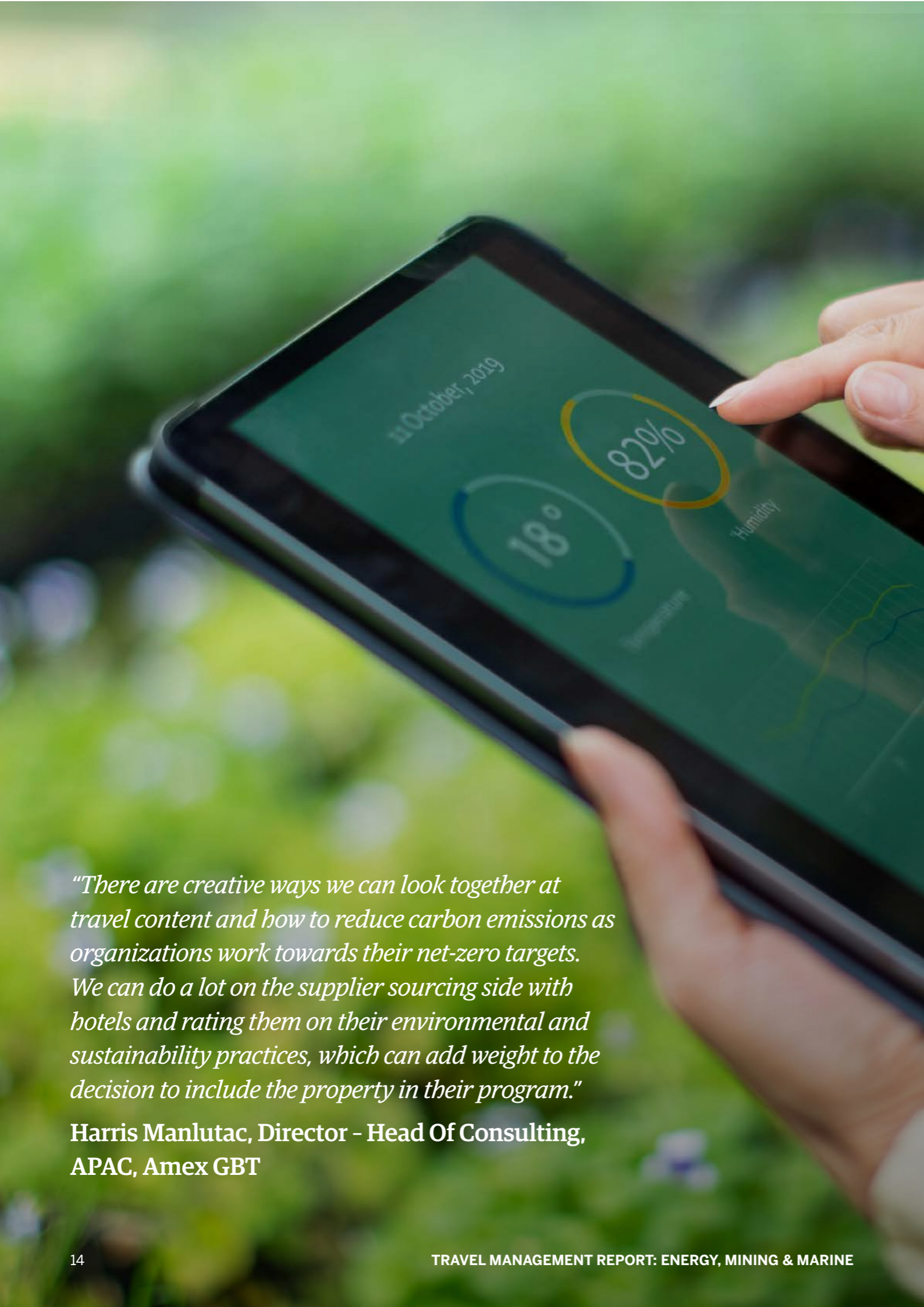
SAF INITIATIVE

The increased use of sustainable aviation fuel (SAF), which can reduce aircraft emissions by up to 80% , is the main strategy that the aviation sector is planning to use to cut CO2 emissions from flights over the next few decades. The global airline industry, through trade body IATA (International Air Transport Association), has committed to reaching net-zero by 2050, and using SAF to power aircraft is expected to account for 65% of this reduction in emissions.¹¹

But it's still very early days with the use of SAF, which can be "dropped in" and mixed with traditional jet fuel. Supply of SAF is currently tiny, compared with kerosene-based fuel, at less than 0.1% of total aviation fuel consumption and is also significantly more expensive, according to the World Economic Forum.¹²

Building demand and supply for SAF is one of the reasons for Amex GBT's new partnership with Shell and Avelia.¹³ This pilot program gives companies the opportunity to buy sustainable aviation fuel when booking flights through the world's first blockchain-powered digital SAF book-and-claim solution for business travel.

According to research from SAP and Oxford Economics, most companies in the EMM sector are prioritizing the reduction of their Scope 1 and 2 emissions from their direct and indirect activities.¹⁴ But reducing their emissions and improving sustainability from employee travel (part of their Scope 3 emissions) can also be a win-win situation. There are several ways that Amex GBT can help clients with this part of their sustainability journey to net-zero.



"There are creative ways we can look together at travel content and how to reduce carbon emissions as organizations work towards their net-zero targets. We can do a lot on the supplier sourcing side with hotels and rating them on their environmental and sustainability practices, which can add weight to the decision to include the property in their program."

Harris Manlutac, Director - Head Of Consulting, APAC, Amex GBT

Five Steps To Reduce Emissions from Travel

1	Determine a baseline year and calculate your emissions
2	Define emissions reduction and annual reduction targets
3	Identify the opportunities to reduce emissions
4	Develop and implement interventions
5	Monitor your progress and make adjustments if necessary



"We take servicing our EMM clients personally, and we feel a huge responsibility. We support with all the things needed to get crew safely to where they need to be in a complex environment - including arranging visas on arrival and managing the corresponding co-ordination with port agents and airlines to enable travel."

Helle Kroener, EMM travel counsellor, Amex GBT

About American Express Global Business Travel

American Express Global Business Travel (Amex GBT) is the world's leading B2B travel platform, providing software and services to manage travel, expenses, and meetings and events for companies of all sizes. We have built the most valuable marketplace in B2B travel to deliver unrivalled choice, value, and experiences. With travel professionals in more than 140 countries, our customers and travelers enjoy the powerful backing of American Express Global Business Travel.

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