

## Employer Mobility Plans

### What are they?



An employer mobility plan (EMP) is a strategy through which an organisation reduces its transport impacts and influences the travel behaviour of its employees, suppliers, visitors and/or customers. The employer puts in place measures to reduce car (and truck) use for journeys to work, journeys on business, and sometimes also for deliveries. It encourages the use of alternatives to the car – public transport, walking, cycling, or working from home - by its staff and sometimes also by visitors.

### What are the benefits – to the employer, and to society?

There are many possible benefits of an EMP. However it is very important to remember that not all these benefits apply to every organisation and for some employers there may be no direct benefits to them from an EMP; in such cases, it is usually quite difficult to get them interested so it may be better to concentrate on those employers who can see clear benefits – these are usually employers that have a **problem** (e.g. not enough parking; staff always late because of poor transport links) related to one or more of the things in the following list, which is taken from UK DfT (2007), page 8:

For **the company** an EMP can:

- reduce problems caused by demand for parking
- help meet shareholder demand for corporate social responsibility
- improvements, including meeting environmental targets such as the ISO14001 standard or global warming emissions targets
- [in some countries] enable a planning application for a new site or for new accommodation on the current site?? – in the UK, Ireland, Sweden and Germany, for example, local authorities are increasingly stipulating implementation of a travel plan as a legal condition of permission to build a new building
- save money on the cost of providing and maintaining parking spaces
- release land under car parks for more productive use
- enable higher occupancy of existing buildings
- cut mileage claims and other business travel costs
- increase staff productivity when they are travelling on business
- reduce the costs of running company vehicles
- reduce problems caused by traffic congestion on and around the site
- enable more customers to access your site
- provide a better experience for customers travelling to the site

- improve the employer’s image with both customers and neighbours
- ease delays to deliveries and movements of goods off site
- improve staff health and reduce absenteeism
- assist with recruitment and retention by making staff journeys to work easier and cheaper
- improve staff punctuality by reducing congestion delays and supporting more reliable means of transport.

For a **company’s staff**, an EMP can:

- improve equal opportunities by shifting from travel perks based on seniority to incentives for sustainable travel available to all staff, including those without access to a car
- assure parking for those with most need to access a vehicle
- help provide less stressful options for travel to work
- give opportunities to build healthy exercise into daily life
- reduce journey times to work
- reduce the cost of travel to work, or obviate the need to buy a car.

## How do they work – what do employers do?

Employers put together a range of measures to give their staff and any other target groups a wider choice of ways to travel to the site, and for travel on business. These measures have to be chosen to suit the site and the staff at the site – it is a mistake an emphasis on promoting cycling, for example, if almost all staff live more than 20 km away – far too far to cycle. Employers will also promote these measures to staff through campaigns, advertising, special events (e.g. a breakfast for cyclists and walkers in European Mobility Week), emails, a website and through general marketing and awareness-raising. Often, a specific employee (the EMP coordinator) has responsibility for implementing the plan but, to be effective, this person needs strong support from management and, of course, a budget (money) to spend.

The measures that have the biggest effect on how people travel tend to be those that affect the cost (in money or time) of transport, so they are:

- Reduced fares on public transport
- New/improved public transport services to the site – especially shuttle buses to nearby bus and train stations
- Car parking management (involving space restrictions or pricing)
- Walking measures can also have an impact at sites that are close to where people live

A longer list from which employers can choose measures is as follows (note this is not exhaustive):

Mode	Measure
All modes	Promotion, marketing, awareness raising, special promotional events, website
Walking	Improved lighting and walkways
	Crossings in/adjacent to site

Cycling	Changing/shower facilities
	Pool cycles
	Bicycle loan scheme
	Good, secure parking provision
	Discount purchases of cycles & equipment at local supplier
Public Transport	Public transport information at workplace
	Discounted tickets
	Funding new services, especially shuttles
Car share <sup>1</sup>	Liase with local operators to operate new services
	Internet site to allow staff to find other staff to share lifts with
	Priority parking spaces for car sharers
New conditions of Employment	Guaranteed ride home (taxi)
	Flexi-time
	Telecommuting/ working
	Videoconferencing instead of business trips
	Company car initiatives (phased out/altered)
	Car parking management

## How do I help to set one up?

Energy Agencies can play a very important role in advising and encouraging employers on how to implement their EMP. Some of the key steps that employers should go through are as follows:

- Appointing a **travel plan coordinator** and giving them a **budget**, and **strong support from management**.
- Setting some **clear objectives and targets** for the travel plan e.g. a 10% reduction in travel to work by car within two years.
- Carrying out a **survey** of how staff travel to work at the moment, and their views on alternative modes. In addition, using staff postcodes (if available) to build a map of where all staff live can be very useful.
- Using the results of the survey to develop a **set of measures** (from the table above, and others) for the travel plan, to actually influence how people travel to and at work. These should be suited to the site and to the staff at the site, based on knowledge gained from the survey.
- Having a **monitoring mechanism** in place to check that measures are implemented as intended (and to put things right if they are not), and to check progress towards targets.

As noted earlier, it will always be easier to convince organisations that they will benefit from an EMP if it will solve a problem for them, or bring them a benefit that they really want. So Energy Agencies will achieve more by first approaching employers that have problems or that can really see the benefits of an EMP; it is also in general easier to address problems at sites that already have a reasonable provision of public transport or are located in a dense urban area; leave more “difficult” cases to later. Sometimes is appropriate to first approach the local authority. They are usually large employers and leading by example can be an important factor to encourage other employers to follow suit.

<sup>1</sup> Expression used in the UK for what is known in the rest of the world as Carpooling - sharing a lift to and from work with a colleague

## What are the costs?

In the UK, average costs of an EMP appear to be around €62 per employee per year. However, if an EMP includes a charge to park at work, costs can often be negative (that is, the plan will generate money that can be spent on alternative modes of transport).

## Unsuccess risks/ factors

- Union in entreprise
- No change needed or wanted
- If people don't see the problem
- Long term management supporting the mobility plan
- Taxation
- Surroundings of the company

## Success factor

- Having a mobility and health issue
- Strong manager in the company who is involved in the mobility plan
- Give a Co operate image of the company
- To give reasonable target to achieve: to measure the advance. If it is too ambitious: people can give up more easily.
- Include play in the plan: Give incentive/ social motivation to encourage people to participate
- Adaptation to the site in question.

## Where can I get more information and examples of good practice?

ELTIS – examples of EMPs

- [http://www.eltis.org/cs\\_search.phtml?search\\_start=1&concept\\_id=14](http://www.eltis.org/cs_search.phtml?search_start=1&concept_id=14)

Example from Spain - <http://habitat.aq.upm.es/bpes/onu98/bp453.html> (in Spanish)

EMPs in France – advice and case studies - <http://www.plan-deplacements.fr/servlet/getDoc?id=33875&m=3&cid=17275>

EMPs in general – Swiss site, advice in German - <http://www.stadt-zuerich.ch/internet/taz/home/mobilitaet/miu.html>

Advice documents and research from UK - <http://www.dft.gov.uk/pgr/sustainable/travelplans/work/>