TOOLKIT 2

WORK-RELATED MOBILITY

WHAT METHODOLOGIES AND (DIGITAL) SOLUTIONS CAN CONTRIBUTE TO REDUCING TRAVEL AND POSITIVELY IMPACT CARBON FOOTPRINT?

NWoW4Net-Zero Project

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About the Project

The NWoW4Net-Zero project aims to position HR Directors as key players in contributing to the EU's ambition of carbon neutrality by 2050. NWoW4Net-Zero aims to give them concrete levers of action to drive the transition in their field of intervention and to take advantage of the new ways of working (NWoW), work-places and -organisations resulting from the increased use of digital solutions. The aim of the project is to develop a series of toolkits for action, a training pathway and a knowledge sharing platform. This 24-month Erasmus+ supported project brings together 5 partners:

- CKM - **Centre for Knowledge Management** (coordinator, Northern Macedonia)
- Htag by **Références** (partner, Belgium)
- **Tal Tech** - Tallinn University of Technology (partner, Estonia)
- C&R - **Conseil & Recherche** (partner, France)
- PLS - **Pour la Solidarité** (partner, Belgium)

The EU's ambition is to be the first continent to achieve climate neutrality. Launched in 2019, the Green Deal for Europe commits states to reducing net greenhouse gas (GHG) emissions. The ambition is to fundamentally transform the economic system so that by 2050 the Member States will be carbon neutral, with an intermediate target of reducing the EU's GHG emissions by 55% compared to their 1990 level by 2030. New ways of organising work (also in the wake of the Covid-19 pandemic) and new digital solutions could represent an opportunity to contribute to this ambition.

Through the NWoW4Net-Zero, three avenues are explored to contribute in HR to the achievement of carbon neutrality ambitions:

- **NWoWs**: what modes of organisation and hybridisation of work should be put in place to participate in the objective of reducing environmental impacts?
- **Work-related mobility**: what solutions should be implemented to reduce the carbon footprint of travel to and from work?
- **Digital**: how to reduce the carbon footprint through the responsible use of digital technologies at work and in teleworking?

Expected results of the project

- A training pathway presented as three toolkits: on NWoW, work-related mobility and digital.
- A methodology and training pathway for a personalised learning experience according to the needs of each learner and their organisation.
- An impact methodology and user guide.
- A knowledge platform, an interactive environment in which users can easily learn and obtain information and knowledge about new ways of working and how they can be introduced into organisations via HR.

Foreword

New Ways of Working (NWoW) cover spatio-temporal flexibility practices – remote working, workspace planning, flexible working hours, etc. -, management practices - autonomy, trust, participation, etc. -, as well as work organisation practices - (semi-) autonomous teams, etc.

It is rather in flex-work that one will find such levers to contribute to the reduction of CO2 emissions, by working on the working environments.

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Chapter 1 - Stakeholders

The Human Resources Director/Manager is only partly responsible for matters relating to mobility to and from work.

In order to contribute to the reduction of the company's carbon emissions, the Human Resources Director/Manager has to work closely with different stakeholders, the main ones of which have been identified by the project partners as:

1.1   CEO/Top Management

Business Location

Business location is defined as a place or structure occupied by a firm to run its operations. When we look at the rationale behind the choice of location for companies, one criterion is not negligible and generally appears in the top five: the employment pool in which the company is going to position itself. This is a consideration that could be supported, but which is rather upstream from the perspective of HRDs.

When your organisation has relocation plans, investigate a 'stay or go' decision, consider merging multiple offices or opening a satellite office, it is important to analyse associated impacts and opportunities for commuting. Choose a location near a train or metro station, and with access to other public transports.

Positive Approach

One of the key points to work on is to make the top management and the company understand what it can gain by approaching the work experience from home in the morning to home in the evening, and really take mobility as an integral part of the work activity. Once this is the case, it is easier to understand why the company needs to spend time on this, why it needs to put energy and resources into it, or take certain measures. It would be beneficial to move away from the administrative constraints associated with the obligation to draw up a mobility plan, and instead to take a positive approach.

Opportunities and… Constraints

Supporting the process for less carbon-intensive mobility is never the core business of a company - and it will not become so. The amount of flexibility in terms of the constraints that can be imposed is not so great. The first step is therefore to establish the level of constraints that the company is prepared to impose.

Walk the Talk

If initiatives are taken in favour of more carbon-friendly mobility, it is essential that they are used and promoted by top management in an exemplary manner. Among the plans

studied in the Desktop research, a leading figure championing the plan is a key to success.

1.2   Finance

The amount of money that companies are willing to spend on mobility issues at a strategic level is usually extremely small compared to what they may spend on tax optimisation or HR service providers. For awareness-raising activities, it was evaluated between eight to ten times less. It is impossible with such low ambitions to really make a difference. Unfortunately, we see that working on mobility plans is still perceived as a constraint by companies, and not as a real opportunity to change their environmental impact. Yet the return on investment of mobility projects can be direct and very significant.

The HRD will be able to make progress in this area by developing a real business case with concrete figures.

1.3   Communication

Communication Strategy

To really change behaviours related to mobility, it is important that companies set up a communication strategy and that the effort is regularly deployed. The message must be hammered continuously. Gamification, for instance, is a great opportunity here, by making it light-hearted, with prizes to win. Creating a logo and/or a brand for the workplace mobility plan can help to attract and maintain attention.

- At SWIFT in Belgium, a "charity challenge" was organised to encourage cycling during the mobility weeks: for every kilometre cycled, 1 euro was donated to cycling-related associations. This system was very successful with employees, as it combined extrinsic and intrinsic motivation.

- At the Service Public de Wallonie in Belgium, a "Round the world cycling tour" was organised: participants were asked to enter their work-related cycling journeys on an online form as part of a collective challenge to cycle 40,075 kilometres together over 26 weeks. Destinations were collectively reached, with anecdotes, goodies, and a diploma at the end. It used the dynamics of levels and badges, while playing on the escape, unpredictability, and creativity of the participants.

Source: UWE Mobility Unit

Focus on the Right Thing

Mobility should not be approached directly from an environmental angle. The environmental dimension will be the positive result, the objective towards which we

must strive. But it is not the communication tool: people may not change for environmental reasons, but rather for reasons of convenience, efficiency, community... In short, for reasons linked to human behaviours.

Employees generally do not change their behaviour because it decreases the company's carbon footprint, but because they are going to have new options to better manage their families, make their journeys more pleasant... and, ultimately, have a positive impact on the planet.

1.4   Mobility Manager

Appoint a Mobility Manager

A Mobility manager is an internal person who leads the mobility project and, ideally, reports to the general management, because the mandate is transversal: communication, HR, facilities, etc. The person can come from any department - and, why not, from HR - but must have direct contact with top management and staff representatives. This person must then be trained in mobility issues.

A Mobility Manager is Not Enough

Mobility remains the expression of individual freedom outside of any service constraints. From an individual freedom perspective, the normative role of the car remains very important for instance. There is therefore a lot of convincing and educating to be done. HRDs can act on travel related to work (for example in the transport sector or if the company employs mobile employees), but it will be more difficult for the home-work commute, which partly touches the private sphere. They are then much more dependent on people's goodwill or on what people are willing to do, consciously or unconsciously.

1.5   Data Manager

Becoming actors of change means companies must invest the resources – financial, human, and time – to conduct a thorough examination of their current mobility practices and how individual variables (age, gender, employment position, commuting routes, etc.) affect their preferred mode of transportation. Gathering information through surveys, employees, supplier and customer interviews and other tools is crucial in crafting an appropriate response. Companies already have an enormous amount of data and, if they are willing, often have the necessary elements on hand to progress in a simple and inexpensive way.

1.6   Trade Unions

If you produce mobility plans top down, without involving the trade unions, without making sure you have ambassadors, and without testing things on the ground, it won't work. Mobility is one of the most sensitive subjects in companies. And once damage is done, it is extremely difficult to get back into a positive dynamic. You also have to be prepared to go back when you make a mistake and accept to review your plans.

1.7   Public Authorities

When drafting a successful carbon-neutral mobility plan, it is essential to get a clear engagement from territories and official institutions. Local planning is crucial. And usually, policies are the main motor for change: 60% of corporate shifts in mobility planning are motivated by the wish to align (or to comply) with national, regional, or local policies.

The development of remote working will be regulated by the employer, but it also has to be integrated in a public policy perspective. If remote working practices are allowed to develop without specifying the objectives sought from a public policy point of view, there is little chance of achieving them.

1.8   Public Transport Operators

If Mobility or HR Managers of companies, even from different sectors, work together in a 500- to 800-metre area around a transportation hub - a train station, a metro station, etc. - they will be able to start a dynamic and, above all, to go and meet the public authorities, the public transport operators and the mobility services and say to them: 'There are, let's say, 30 of us; we have identified such and such a need; what can we do about it'. If just one company comes, it will have no impact. With 30 companies, the situation changes. You need this scale to have an impact.

Chapter 2 - Creating a Culture of Sustainability

2.1   Influence Behaviours

Organisations cannot influence where employees choose to live, as it would be an obvious breach of their privacy. It is hard to counterweigh commuting to work, even when parameters such as cheaper housing or better personal life quality are considered. Work with champions to sensitise colleagues.

Example: **Wever** is a platform created in France that proposes to reinvent inclusive and efficient mobility by placing the user and his or her expressed needs at the heart of the design of the offer. It gives everyone the opportunity to express their needs, to test new solutions and to vote to implement the most interesting ones in the long term.

How does it work?

1. A mobility diagnostic is used to collect the travel habits and needs of employees. It only takes a few minutes to collect the needs of each individual and establish a diagnosis.

2. A dashboard enables the continuous monitoring of the diagnoses carried out and to see the recommendations for action with comments. This visual tool allows the offer to be co-constructed with the users.

3. The algorithm detects mobility opportunities by revealing existing solutions and modelling new acceptable solutions.

4. With individualised support for change and a logic of proximity rewards, the transformations are visible in a few weeks.

More information: www.wever.fr

2.2   Make it Concrete

Don't do campaigns on work-related mobility with posters in the lift, because you may not change any behaviour by doing that. Go to the cafeteria three times a week to talk to people, take an interest in their mobility and their concerns, and suggest ways forward. In short, personalise your approach for each person. This takes time and energy. Another example is to create a bicycle group, and hold bicycle events on- and off-site. You could also ask convinced colleagues to make a presentation or speak on a topic.

2.3   Address Car Parking Issues

Car parking is a central issue: companies developed measures ranging from incentives (a financial reward for not bringing one's car on site for instance) to penalties (introducing on-site parking charges or a maximum number of days/week or month to use the car park).

2.4   Initiate a Participatory Approach

Set up a Mobility cluster involving voluntary staff members to collect ideas and suggestions, and develop internal ambassadors. Some organisations delegated the role of mobility/travel plan management to line managers, to create some in-group emulation.

2.5   Promote Thinking Outside the Box

Encourage people thinking about the reason for travel before choosing/thinking of the way/mode of travel.

Chapter 3 - Adapting HR processes to help reduce carbon emissions

3.1 (WORK ORGANISATION)

Formalising Remote Working Agreements

Until three or four years ago, remote work was largely informal. Today, it is becoming more and more formalised due to its widespread adoption in large organisations following the health crisis. This formalisation can take the form of a company policy and/or discussions between the employer/managers and the unions/employees on the guidelines within which the employer wants to frame remote work. Faced with the saturation of public transport and road networks, there is a challenge to develop remote work as a way to regulate these mobility flows.

3.2 (REWARDS) Sustainable Mobility Package

In the same way that public transport is covered for employees, such a scheme offers a form of compensation for those who come to work using 'virtuous' modes such as cycling or carpooling, for example. As far as company cars are concerned: diesel cars to be forbidden, replacement of gasoline vehicles with zero-emissions vehicles.

> **In France,** employers can pay a sustainable mobility package to their employees who use a sustainable means of transport for their business trips. The following means of transport are covered: personal bicycle (including electric bicycle), carpooling as passenger and driver, shared mobility services (electric or hybrid car sharing, rental and self-service provision of scooters or bicycles), public transport (excluding season tickets). The maximum amount of the sustainable mobility package is €700 per year and per employee. The amount paid is exempt from social security contributions and income tax.

> **In Belgium,** the bicycle allowance is a mileage allowance granted by an employer to employees who use a bicycle to travel all or part of the distance between their home and workplace. The allowance is intended to cover the costs of the cyclist, but above all it is intended to encourage more employees to use their bikes. The kilometre allowance is tax-free up to EUR 0.25 per km travelled for the financial year 2023, income 2022. In other words, as long as the amount of the mileage allowance does not exceed EUR 0.25 per kilometre travelled, there is no tax to pay. If the employer grants a higher mileage allowance, this surplus is taxable as professional income.

> **Check what exists in your country!!!**

3.3. (WORKING TIME) Encourage Soft Mobility Travel

The employer can credit mobility time as working time, but only in the case of soft mobility travel - i.e., any mode of transportation that does not use a combustion engine, nor emits greenhouse gases. This has the added advantage to give the person the opportunity to travel outside peak hours.

3.4 (RECRUITMENT) Recruiting Locally

Recruiting by taking into account the distance between home and office in the candidate selection could be used as a parameter. But it will be all the more difficult to activate when the job market is tight, or profiles are rare to find. With the very strong experience we have acquired in remote working - imposed by Covid-19 –, local recruitment continues to make sense in itself but seems even more difficult to practice.

3.5 (WELL-BEING) Mobility Matters

Mobility is one of the pillars of well-being at work. The approaches can then be very transversal. Promoting cycling can, for example, contributes to improving physical fitness, stimulating concentration at work, and even fostering community life.

Chapter 4 - Tools to support emissions reduction

4.1   Conduct Mobility Analysis

Conduct a carbon emissions assessment of your company: dedicate an expert to identify and focus on the most impactful topics (mobility, plane travel, building, etc.). Then conduct a mobility scan based on accurate and current data.

Examples: **Mobility Label**, tools for a smarter commuting
https://mobilitylabel.com

Mob Box aggregates and compiles mass raw data. From internal corporate fleet data to external open-source data, it turns figures into straightforward maps and intuitive charts. It will help you to get a clear view on your employees' mobility. Assess the overall modal mix and analyse the CO_2 emissions and the related costs.

http://www.mob-box.eu

4.2   Explore available public solutions

In France: The **Forfait Mobilité Durable** (Sustainable Mobility Package)- each company can subsidise or finance its employees' home-work journeys up to 800 euros per year, exempt from tax and social security contributions, as long as they are used in 'green' means of transport - public transport, electric scooters, shared electric cars, carpooling... —

https://www.ecologie.gouv.fr/sites/default/files/0509_Mobilite%20durable%20entrepriseA4_pourBAT.pdf

In Belgium: The **Budget Mobilité** (Mobility Budget) allows companies to offer employees who have a company car a budget for more environmentally friendly mobility options — https://lebudgetmobilite.be/fr

4.3   Individual diagnostics / Mobility Surveys

Look at how people travel to their workplace and offer them alternatives, by means of individualised marketing actions. There is a whole process of diagnosis and support for people to show them that the car is not necessarily the most efficient way to move around. A more in-depth analysis (by following people for several days) can show them that there are other ways of doing things, less motorised, more economical, etc.

4.4   Multimodal Itinerary Platforms

Multimodal itinerary platforms can show the different options and allow people to realise that travelling by car will be less efficient than with other modes of transportation. Some of these tools display the CO2 emissions associated with different modes of travel.

Example: Skipr, the all-in-one solution for managing corporate mobility

www.skipr.co

Skipr fights against single-user car use in the city. It provides employees with an application that allows them to see how to get from A to B by combining the different means of transportation that exist around them: public transport, shared vehicles, electric scooters, green vehicles to get to the station, etc. It is a co-pilot that will secure them the option of not taking their car. It allows buying public transport tickets on the company's account, combined with a payment card, linked to the same 'mobility budget', for alternative types of mobility. For the company, it provides a management platform that will do two things: set up the company guidelines (determine who is entitled to what) and provide a reporting tool that gives full visibility on the savings generated and the reduction in carbon emissions compared to the use of a traditional car. Employees have a dashboard with their own situation, but the company only has aggregate reports. When searching for travel options, employees receive three pieces of information: the arrival time, the cost in euros and the CO2 emissions.

4.5   Encourage Carpooling

Conditions of success: flexibility of working hours is one of the first reasons for not carpooling between colleagues. Not having the same working hours is a limiting factor, especially when personal constraints - picking up the children, having to run errands, etc. - are added. Having a project manager, who with a table and a pencil, records journeys and matches them up, can help. If you leave it up to people to arrange it between themselves, it's more complicated. If you leave it to an application, it's complicated too. Digital tools work very well for long distances, but they are not as effective for short distances, recurring and daily use.

However, there are platforms to facilitate carpooling with matching options, information on fiscal benefits, and tracking possibilities to orient communication. It is important to note that carpooling does not work well when the work site is near a good offer of public transport.

4.6   Shuttle

Several organisations with the highest growth in public transport use had implemented a free, dedicated company shuttle connected to local towns and/or local train and bus stations. A partnership included organisations that increased the number of bus services arriving at the site by an impressive average of about 14 extra buses in the peak hour in one research. Having appropriate and tailored services appeared more important than absolute numbers: cheaper fares, negotiated tickets, improved off-site infrastructure/service quality, and funding for new bus stops on or near the site, for example.

4.7   Cycling

Factors most closely correlated with having high levels of cycling appeared to be having high quality off-site access or improving off-site access; increasing available parking for cyclists; and offering a cycle repair service. It was also notable that most of the organisations in the study had provided showers, changing, drying, and/or locker facilities; negotiated discounts on cycle equipment.

4.8   Electric Cars? Yes, But…

The electric car is not a solution to traffic jams. A car is still a car, whether it's electric, hydrogen, petrol or diesel, it takes up space on the road. It does not emit 'zero CO2', it emits less: it all depends on how the electricity was produced. This is the difficulty with mobility issues: there is no such thing as one size fits all. Everyone will have their own specificity. With electric cars, there are also problems linked to cost and charging to be taken into account. There are still obstacles. Things are changing fast, but there is no miracle solution.

Install charging infrastructure for electric cars: they are necessary to increase the use of electric cars.

4.9   Bike leasing (with electric bikes)

Example: Lease a bike (Belgium)

As an employer in Belgium, you can choose to offer bicycle leasing in various ways : free of charge or with a (partial) contribution to the bicycle. In all scenarios, employees enjoy a tax advantage of around 40%.

`You do not pay any benefit in kind on a leased bicycle, because you use the bicycle regularly for commuting. You can also pay out a bicycle

allowance. This motivates your employees to cycle. The bike leasing regulations make no distinction between a leased and a private bike. Results? Fitter employees: 1-2 days less absenteeism and a powerful contribution to a green mobility plan.

4.10 Eco-driving Training

Example: Being ecologically responsible when you're on the road calls for more than an environmentally friendly vehicle. You need to have a green driving style. And this is something your drivers learn in the E-positive training programme, a one-year training course by ALD Automotive.

How it works:

« We start with what your drivers can do; this puts their current driving styles and their vehicle usage on the cards. After that, they follow an e-learning course and receive training – individually and in a group.

The instructor gives them constant personalised tips and points they need to pay attention to. The result? At the end of the training, everyone drives with an e-positive attitude. »

10 tips for Ecological Driving

1.   Shift to a higher gear at an appropriate time. With a diesel engine, anywhere from 2,000 revs and with a petrol engine, 2,500 revs.
2.   Time to get moving? Push your accelerator in fully, because speeding up slowly will certainly not save you any fuel.
3.   Keep sufficient distance from the vehicle in front of you. Then you won't need to constantly brake and accelerate.
4.   Do you need to slow down or stop? Don't go straight to the brake, but release the accelerator in good time. You'll slow with engine braking and without riding your clutch.
5.   Turn cruise control on for consistency – and therefore environmental friendliness.
6.   Will you be at a complete stop for more than 20 seconds? Then turn your engine off.
7.   Plan your route in advance so that you don't click up any unnecessary mileage.
8.   You don't need your roof box, bike- or baggage rack? Take it off and cut down your air resistance.
9.   Regularly check your tyre pressure.
10. Get your vehicle serviced punctually: only then will you be able to drive economically and safely.

Source: ALD Automotive

4.11 MaestroMobile

MaestroMobile is a serious game developed by Espaces-Mobilités in Belgium, in the field of mobility that aims to change behaviour through experimentation.
More information: https://www.maestromobile.eu

> The *Mobility Van* is made up of mobility experts who travel to public spaces and companies and show employees all the mobility solutions in a practical way (test of micro mobility machines, bicycles, applications…)

> The *City Game* is an urban serious game that is organised in the form of a teambuilding and allows participants to test different mobility solutions in a practical way while (re)discovering the city, completing challenges, answering quizzes, etc. By using the codes of popular games such as Pokemon Go or the principles of urban races, the City Game has created its own universe related to the discovery of mobility services.

> In the same way as fitness programmes, the *Mobility Passport* offers a mobility challenge that takes participants through the various stages of learning about multi mobility, from getting to know a service to using it, over a period of about a month. Through a mobile application, the participant obtains validations of their skills and is awarded certificates that take the form of a stamp on their mobility passport.

> *GO Mobility* is a hybrid platform that offers a complete programme of coaching and discovery of mobility alternatives.

> *Critical MaaS* is a personalised coaching to experiment with new mobilities and change your way of moving. Accompanied by experts, you test all the new services and become a master of your mobility.

Chapter 5 - Inspiring initiatives

5.1   Remove Parking Spaces

To discourage the use of cars to go to work, some companies removed reserved parking spaces in companies. If all employees are almost guaranteed a space at their destination, they will use the car much more to commute to work than if they did not.

5.2.   Facilitate Shared Mobility

A Brazilian energy company devised an application to facilitate shared mobility in its São Paulo location: users would enter their commuting route, and the app would cross the data with all other inputs and introduce employees following similar itineraries. Shared mobility increased by 18% of transportation and saved the company US$300,000 per year.

5.3   Encourage Cycling

More innovative best practice amongst the case studies included the provision of better security for bikes (individually lockable parking stands; police tagging or offering cycle insurance schemes); cycle equipment loans (batteries, lights, pumps, locks, helmets, car racks, child seats, etc.); site-specific cycle maps; financial incentives and complimentary products (for example, offering safety jackets).

Examples of positive actions: a partnership to rent cargo bikes for deliveries or use by technical workers, an electric bike lending campaign to allow employees to test them, a 'Bike to work tool' to measure carbon neutrality and participate to different challenges.

5.4   Decentralised Shared Offices

Pilot project on centralized shared office space to allow those who cannot do telework on some days not to have to come all the way to HQ, if they live far away or if it is too complicated for them. Done with coworking operator, with a centralized system for invoicing.

5.5   Make Train more Competitive

Business travel policy:

- allocation of funds to compensate the higher price of the plane to make trains competitive.
- not allowed to take the plane for trips less than 2hrs that can be done by train.

5.6   Pay what I consume' approach

Pay what I consume' approach for company cars: people control what they consume + reimbursement of km that have not been consumed or overconsumed / influences leasing price and budget that will be allocated.

> **GOOD PRACTICE**
>
> **Solvay launches internal carbon price for company travel**
>
> *Solvay is rolling out a new initiative to track the company's carbon travel footprint, raise funds to support Group sustainability projects, and build awareness around responsible and sustainable travel. The initiative aims to highlight every employee's individual carbon footprint.*
>
> Since 2019, Solvay has reduced its overall carbon usage linked to air and rail travel by nearly 70%, due in large part to the Covid-19 pandemic, but also to the implementation of Solvay's New Way of Working, where digital tools have made virtual visits easily accessible to all.
>
> The Group is now focused on sustaining these new behaviours and minimizing the company's travel carbon footprint by scheduling fewer in-person meetings, reducing the number of international flights, suppressing one-day air trips and recommending switching from business to economy class or from air to rail when those alternatives exist. These measures are emphasized as a way to raise awareness about everyone's individual carbon footprint.
>
> Tracking Solvay's travel footprint will ultimately finance a fund to be used for sponsoring sustainability projects with a carbon-offset focus wherever feasible. Global business units will contribute a monetary amount based on the entity's travel footprint calculated at €100 per ton of CO2. That amount will be charged to each entity and transferred to the Group Travel Carbon Contribution Fund.
>
> This contribution fund is about striving toward United Nations sustainability goals and encouraging every employee to do their part to protect the planet as owners and citizens.

Chapter 6 - Recommendation to implement the HR contribution to Net-zero

6.1 Measure: but It is better to advance with imperfect measurements

Waiting for perfection is the best way of not doing anything…

6.2 Choose a Company Location Accessible by Sustainable Means of Transport

Companies do not have the capacity to 'recruit locally', nor to impose living locations on their employees, except by providing accommodation as part of the employment contract. They cannot influence the home-work distance, but they can choose a location that is accessible for their workers by more sustainable means than the car.

6.3 Plan, Operate, Activate

The first pillar is the diagnosis and definition of a strategy. Then comes the implementation with mobility services, data management, financial monitoring, infrastructure, etc. Most companies stop there and then see that it doesn't work. Why Simply because the behavioural change dimension is missing.

All of the above is necessary, but not sufficient. You have to 'activate'. When a company tells you that it has placed ten electric bicycles in the reception area, but no one uses them, this step is missing: activation. You haven't motivated people.

Motivating them can be done in different ways, like organising a game with a reward for those who use them the most.

6.4 Gain an Understanding in Long-term Commuting or Over Very Long distances

E.g.: dual residences linked to work - either with a second residence, or in a hotel, or even in an AirBnB -, dual residences linked to people with two jobs in two different cities; very frequent travel linked to work, etc.

Yet this deserves to be considered from an HR point of view, and even more so when there is a move to a new workplace in terms of the impact on commuting and the necessary support.

6.5 Do Not Focus on The Budget Aspect Only

The logic of mobility choice also includes speed (if it takes 1.5 hours by public transport, as opposed to 40 minutes by car, money will not have much impact), but also many other criteria such as comfort (i.e. the whole experience of travelling: the train has a comparative advantage if you can do other activities on it - sleep, read, work, etc. - but that advantage is nulled if the train is crowded and you don't have a seat, for example), the image or experience you have of the different modes of transportation, habits, safety, etc. Consider a mobility policy that integrates all the dimensions (cost, speed, comfort, etc.) so that the alternatives are attractive.

Shift from a mobility budget of 500 euros, to a budget of x kilos of CO_2 and allocate employee's mobility budget accordingly, possibly with trading between colleagues or the possibility of exchanging savings for days off.

6.6 Encourage Multimodality

Promote modal shifts so that people minimise the role of the car in their journeys. People who live in sparsely populated; peri-urban areas may be able to reduce the use of the car if they use other modes of transportation in addition to the car.

Shift to the augmented rather than the diminished car: continue to have a company car, possibly smaller, with better environmental performance, but let's also give people the opportunity to travel differently. This does not always require increasing the offer, but just agreeing to facilitate access to public transport or other forms of mobility.

There is a plethora of multimodal solutions on offer today.

6.7 Company Cars: Pay Attention To…

If the company feels obliged to provide company cars (for talent attraction, retention, status, representation…), pay attention to the type of vehicle, even if we know that the environmental impact of an electric vehicle is not neutral either.

6.8 Deal With Parking Spaces

If the company offers parking space, it is, in a way, paying for employees to use their car. What we need is to simply balance out the advantages across different transportation types: if you commute by bike, you don't take up any parking space. If you take up less space, the company could grant you a certain amount - for example 200 euros - because you save the company money by coming by bike.

Target reserved parking spaces for managers, which are generally better situated. This hierarchical advantage does not reflect the company's ambition for mobility that is less
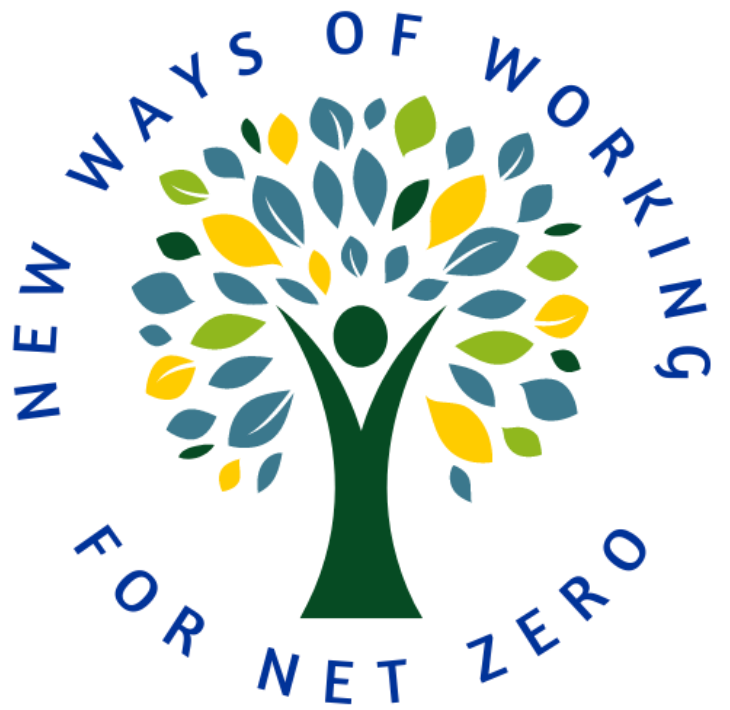
carbon intensive. If there is a car park, the spaces closest to the office entrance should be reserved for carpooling.

6.9   Use 'Internal Ambassadors'

Work with pilot projects, with small groups of ambassadors ready to play this role. Don't revolutionise mobility in your company; start with people who are willing, and with small initiatives that will germinate and grow. Mobilise top management: when the CEO and top managers get on their bikes and do this regularly, it has a major effect on the organisation.

6.10   Key-Word: Collaboration

The Kiba-Janiak and Witkowski review notes that a key indicator of a successful mobility plan is the collaboration with a network of stakeholders, may they be public or private, and announces it as inherent to reducing GHG emissions.