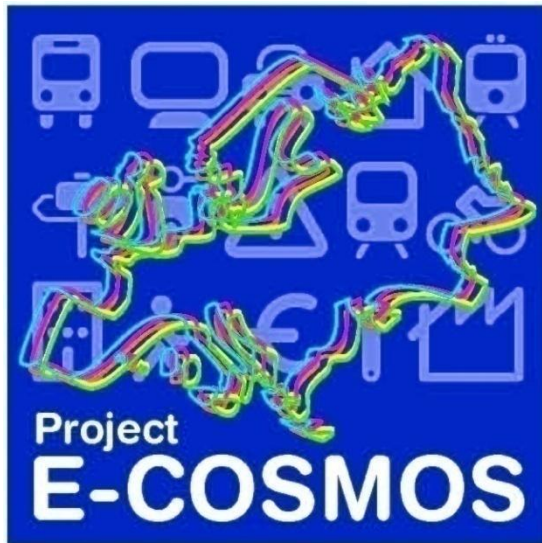


European Commission  
Directorate-General for Employment, Social  
Affairs and inclusion

# Strategies for a Sustainable Mobility of the European Commuters





# **Strategies for a Sustainable Mobility of the European Commuters**

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## Partners of E-Cosmos

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**The General Federation of Belgian Labour (ABVV/FGTB)** is a major Belgian trade union focused on social projects and social justice. The ABVV is a federal trade union organization with a membership over 1.4 million workers. ABVV is an active member of the International Trade Union Confederation and the European Trade Union Confederation.

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**ACE (Auto Club Europa e. V.)** is the second most important automobile associations in Germany and Europe with over 500,000 members and 1 million clients. It was founded by the Confederation of German Trade Unions. In addition to covering automobile break-downs, the ACE also provides information on traffic safety and legal issues. ACE also promotes a notion of integrated mobility that includes all significant transport means.

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**CC.OO. (Confederación Sindical de Comisiones Obreras)** is a Spanish trade union focused on socio-political activity. It confederates regional union federations and sectors. It promotes professional, economic, political and social interests of workers in all aspects of labour and life.

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The **Italian General Confederation of Labour (CGIL)** is a leading national trade union confederation in Italy with over 5 million members. The CGIL is affiliated with the International Trade Union Confederation and the European Trade Union Confederation, and is a member of the Trade Union Advisory Committee to the OECD.

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**ISTAS (Union Institute of Work, Environment and Health)** is a trade union technical foundation supported by CCOO to promote the improvement of working conditions, occupational health and safety, and environmental protection in Spain. CC.OO. is member of the International Trade Union Confederation and the European Trade Union Confederation.

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## Introduction

In autumn 2010 we started a EU participation project: “European Commuters for Sustainable Mobility Strategies” (E-COSMOS) aimed at studying, quantifying and defining procedures in favor of sustainable mobility for European commuters from a social and environmental point of view.

The project is led by CCOO and partners include several European trade unions: Italian CGIL, Belgian ABVV, and Auto Club Europa representing German trade union confederation DGB. Other participants include ISTAS-CCOO as a technical support organization. The Belgian consultant agency Traject also participated as an external European expert in mobility for support and coordination tasks.

E COSMOS is therefore a project about work-generated mobility and commuting that seeks proposals to facilitate access to workplaces for commuters, about the use of less polluting vehicles, and the rational use of private vehicles through measures that quantify the economic costs of journeys for commuters, companies and society as a whole.

E-Cosmos partners consider that the current mobility model focused on the use of private vehicles has reached its limits. The current mobility model produces three kinds of impact:

1. Social impact: labor exclusion of workers who do not have driving license, especially women and non-EU migrant workers. Effects on workers' health and safety caused by commuting accidents and the increase of pulmonary diseases due to higher levels of pollution.
2. Economic impact: caused by the loss of competitiveness and the individual and collective costs of mobility.
3. Environmental impact: transport consumes around 40% of primary energy in industrialized countries and represents an important share of greenhouse emissions.

The goals of E-Cosmos include:

- conducting a comparative study on mobility problems for commuters in Belgium, Germany, Italy and Spain.
- carrying out a comparative analysis of public policies to promote sustainable mobility in those four European countries.
- providing guidelines to support trade union and employers action for sustainable and safe access to workplaces.
- providing input for a possible EU legal framework to support the evolution towards a more sustainable work-related mobility.

The project concludes with the development of a number of recommendations for sustainable mobility that are based on research and find common ground in:

- starting position in the countries represented in E-cosmos
- existing guidelines in the EU
- findings and best practices collected during the site visits
- discussions and conclusions of the workshops during the project

Guidelines in the form of 10 recommendations for trade unions (TU) and/or public authorities (PA) include:

1. A platform for sustainable mobility within the trade union is a necessary first step (TU)
2. Invest in exchange of expertise and best practices (TU/PA)
3. Obligation of sustainable mobility plans for companies work including support and follow up by public administrations (PA)
4. Collecting facts, figures and good examples for debate (TU/PA)
5. Including sustainable mobility in trade unions agenda and appointing reference persons for awareness rising, proposals, social and collective bargain. (TU)
6. Supporting companies in the implementation of sustainable mobility with a real impact on commuting conditions. Disregarding support to studies and awareness rising if they are not part of the final goal. (PA)
7. Creating a legal and fiscal framework in favor of sustainable transport modalities, especially for commuters (PA).
8. Conducting a more efficient mobility management to face the current mobility problems (PA)
9. A compact urban development that integrates uses and activities, takes into account generated mobility and provides sustainable solutions is the first step in the mobility management process. (PA)
10. Avoiding social exclusion from the labor market based on mobility reasons by promoting and investing in sustainable mobility. (TU/PA)

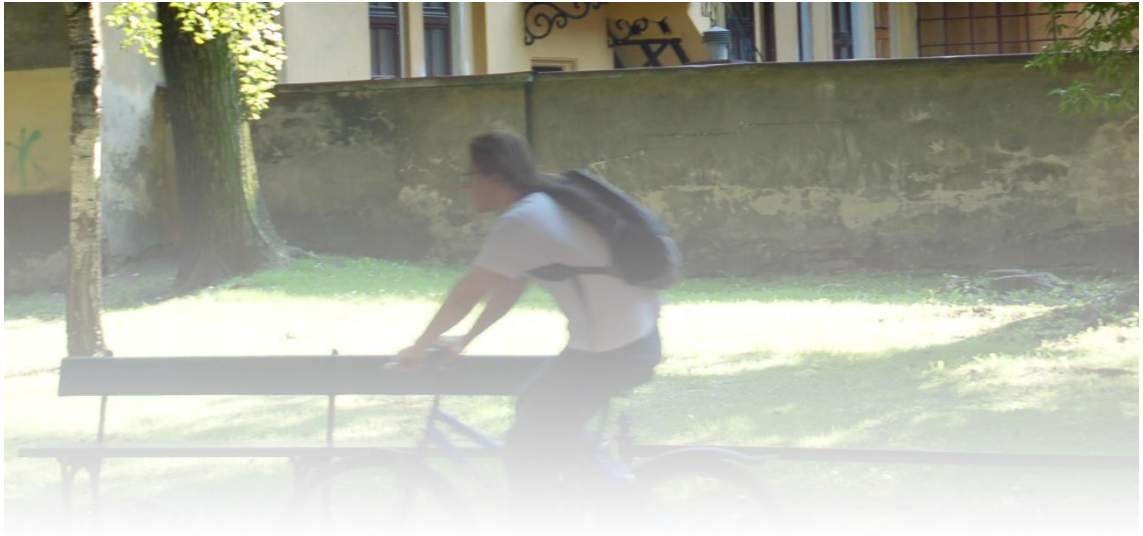
The experiences compiled and contrasted by the Project E-Cosmos in the four countries lead to a clear conclusion: trade unions are the best positioned organizations to achieve the implementation of a sustainable mobility model for commuters. Along with workers activity, public policies prove decisive for sustainable mobility, both by providing a legal framework forcing companies to



develop mobility plans, and also by creating incentives (funding and tax reductions) to help companies implement sustainable mobility measures.

Sustainable mobility is a relatively new issue and activities in this field are still starting to develop, but it is noticeable that successful experiences are welcome by workers who benefit from those actions by improving their working conditions. The distinction between countries does not reside so much in the problems but in the adoption of solutions that depend on the level awareness shown by the respective governments.

Llorenç Serrano i Gimenez  
Secretary of Environmental Affairs  
Trade Union Confederation CC OO



# 1. Introduction to E-cosmos

## 1.1. Objectives

The Spanish trade union confederation (CCOO) formed a partnership with other trade unions from Belgium's Vlaams ABVV, Italy's CGIL and Germany's ACE in order to study, quantify and define procedures to promote sustainable mobility for commuters in the EU. Research on mobility problems for commuters in the four countries was conducted.

The partners in E-cosmos believe that the current mobility model with focus on automotive mobility faces serious limitations. The current mobility model has three types of impact:

1. **Social impact:** labor exclusion of workers who do not have driving licenses, especially women, non-EU migrant workers and effects on workers' health

and safety caused by commuting accidents and the increase of pulmonary diseases due to higher levels of pollution.

2. **Economic impact**, caused by the loss of competitiveness and the individual and collective costs of mobility.
3. **Environmental impact**: transport consumes around 40% of primary energy in industrialized countries.

The transport sector has become one of the main emitters of polluting compounds in the world and one of the main causes of the greenhouse effect. Acting on this is acting on climate change.

The objectives of the E-cosmos project include:

- Conducting a comparative survey on mobility problems of commuters in Belgium, Germany, Italy and Spain.
- Making a comparative analysis of public policies to promote sustainable mobility in four European countries.
- Defining guidelines to support trade unions' and employers' actions in favor of sustainable and safe access to workplaces.
- Providing input for a possible legal framework at EU-level to support an evolution towards a more sustainable work-related mobility.

## 1.2. Methodology

Given the extensive knowledge on sustainable mobility of project partners, exchange of ideas, experiences and mutual learning is at the core of the E-cosmos project. The exchange of ideas and best practices was carried out through site visits in the four countries involved and several discussion workshops. A summary of the site visits can be found in the annexes.

The current mobility situation and the role of the trade unions were taken as a starting point for this project. Data and findings were collected through site visits, discussions and a questionnaire filled in by every partner. Desk research provided relevant documents and guidelines available in the EU.

In Chapter 2 we describe the state of affairs and the role of the trade unions in the mobility debate in Spain, Belgium, Germany and Italy.

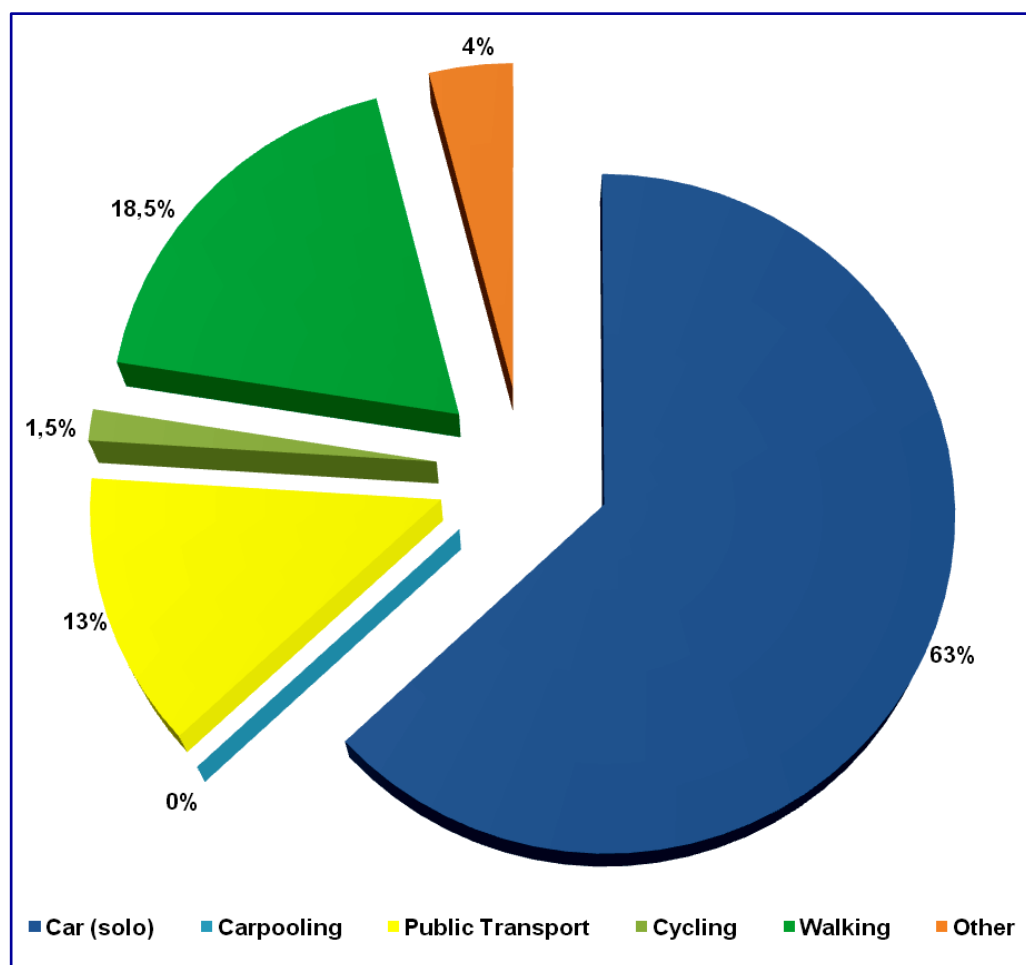
Chapter 3 includes the conclusions and lessons learned from E-cosmos in the form of 10 recommendations for the main target groups of this project: public authorities and trade unions.





## 2. State of the art

### Spain

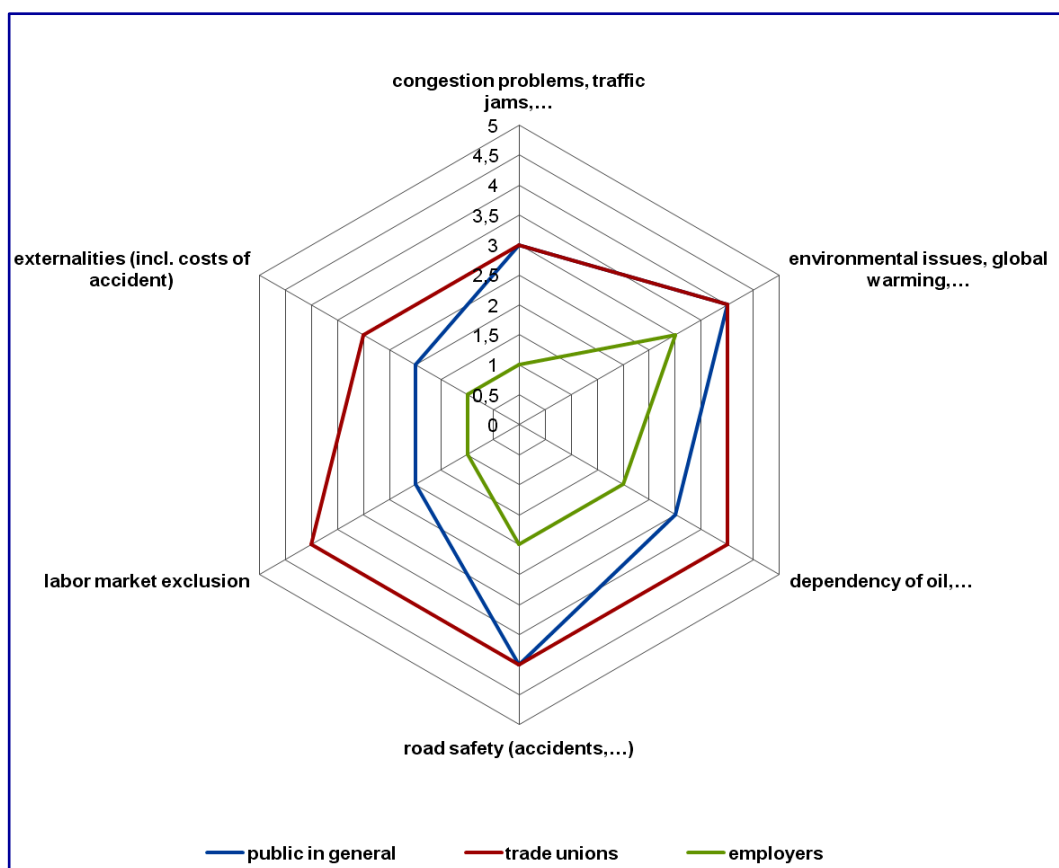


F.1. Overall modal split for home-work trips in Spain

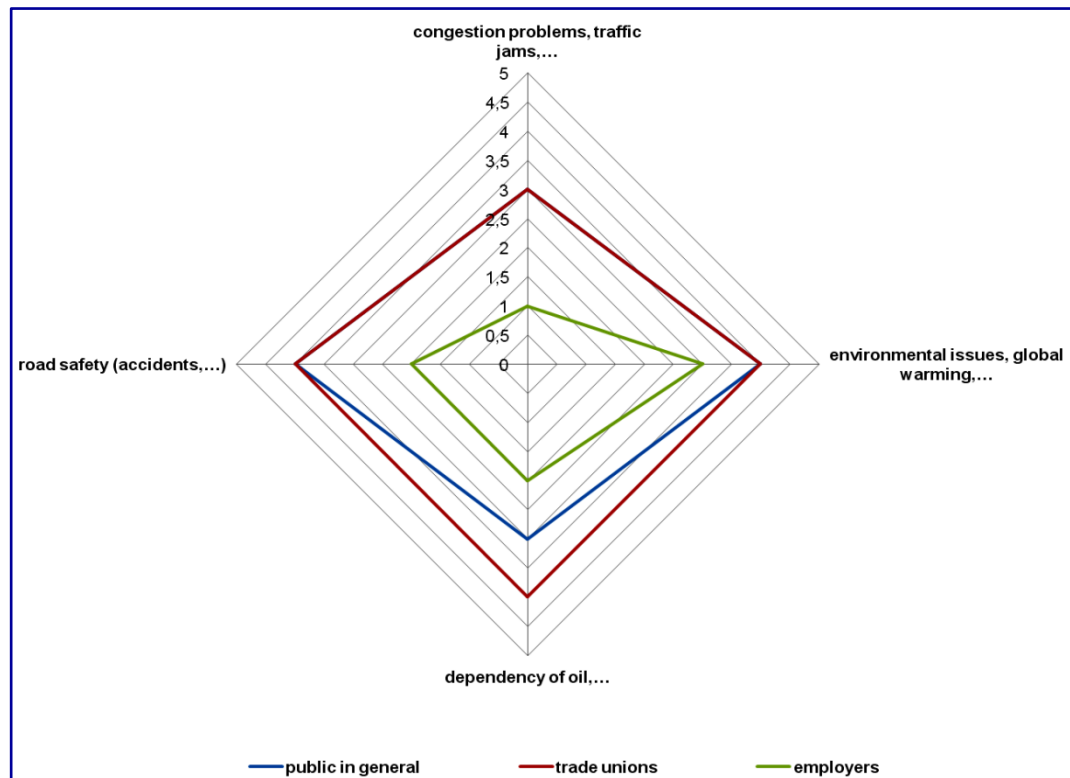


T.1. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Spain

|   | public in general        | trade unions             | employers                |
|---|--------------------------|--------------------------|--------------------------|
| congestion problems, traffic jams                   | 1 - 2 - <b>3</b> - 4 - 5 | 1 - 2 - <b>3</b> - 4 - 5 | <b>1</b> - 2 - 3 - 4 - 5 |
| environmental issues, global warming                | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - <b>3</b> - 4 - 5 |
| dependency on oil                                   | 1 - 2 - <b>3</b> - 4 - 5 | 1 - 2 - 3 - <b>4</b> - 5 | 1 - <b>2</b> - 3 - 4 - 5 |
| road safety (commuting accidents)                   | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - 3 - <b>4</b> - 5 | 1 - <b>2</b> - 3 - 4 - 5 |
| other: labor market exclusion                       | 1 - <b>2</b> - 3 - 4 - 5 | 1 - 2 - 3 - <b>4</b> - 5 | <b>1</b> - 2 - 3 - 4 - 5 |
| other: externalities (including costs of accidents) | 1 - <b>2</b> - 3 - 4 - 5 | 1 - 2 - <b>3</b> - 4 - 5 | <b>1</b> - 2 - 3 - 4 - 5 |

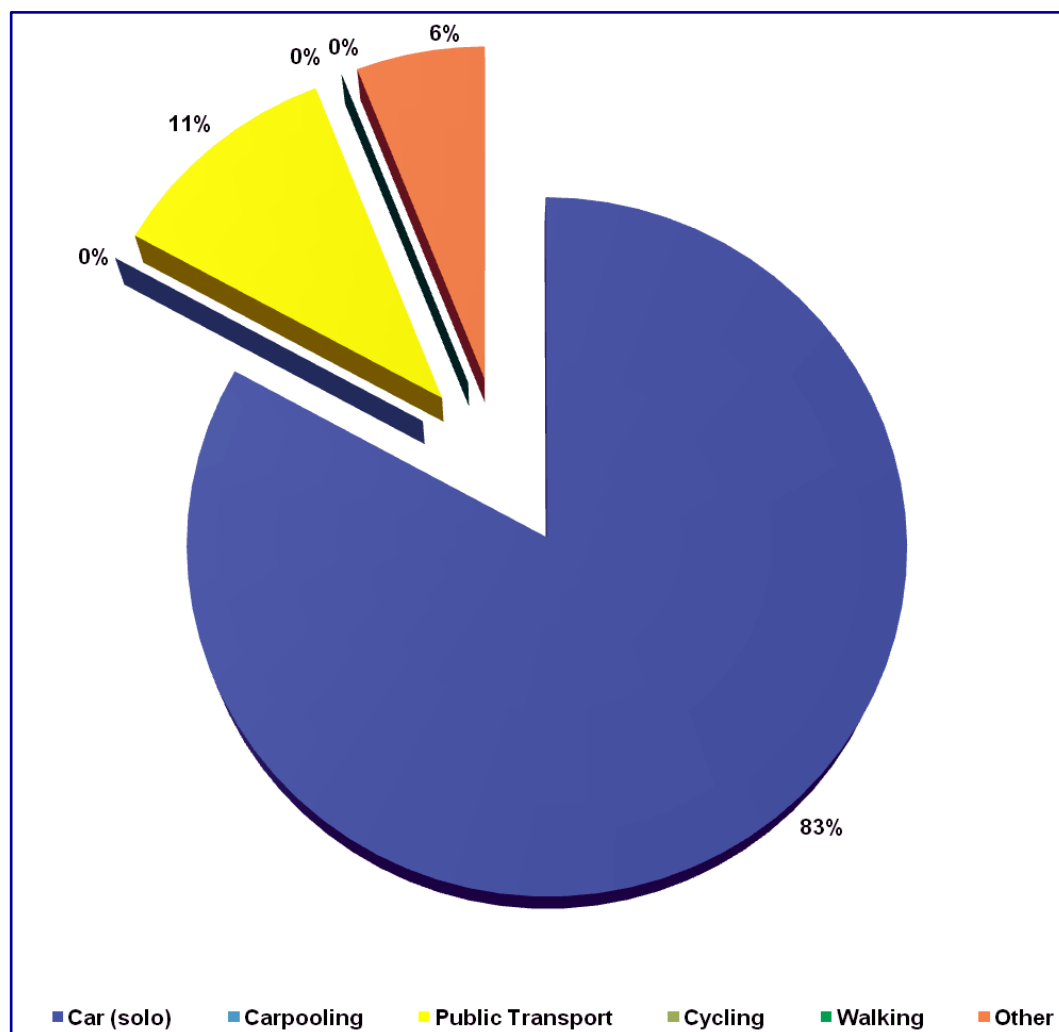


F.2. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Spain



F.2. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Spain

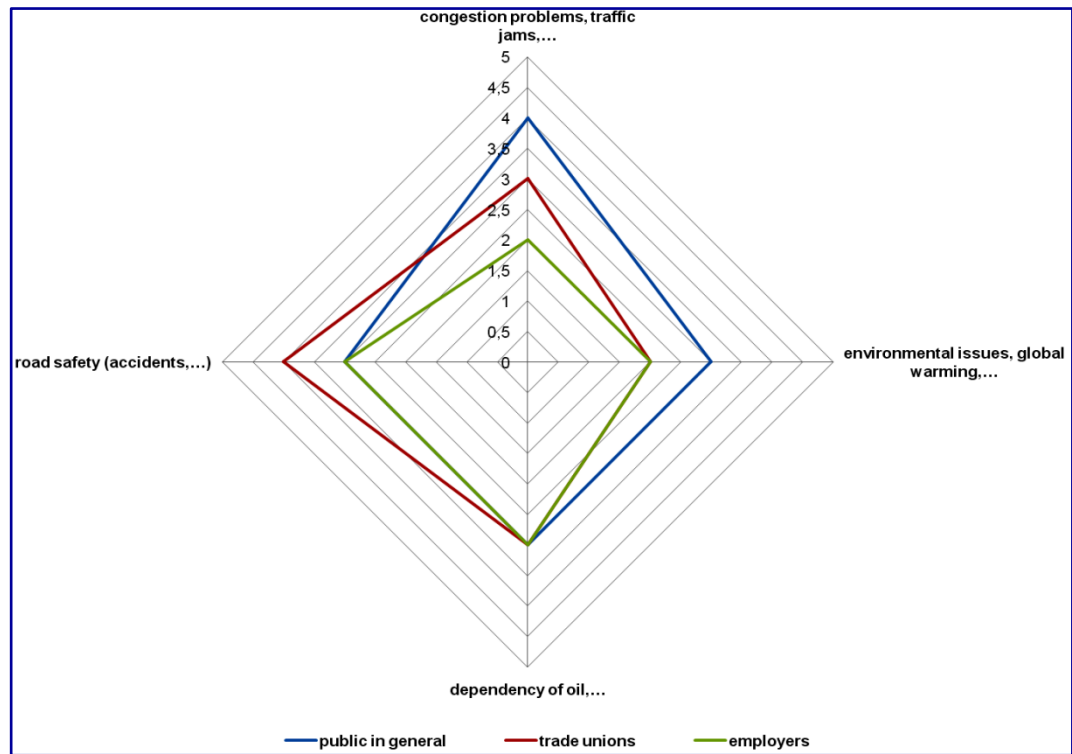
## Italy



F.4. Overall modal split for home-work trips in Italy

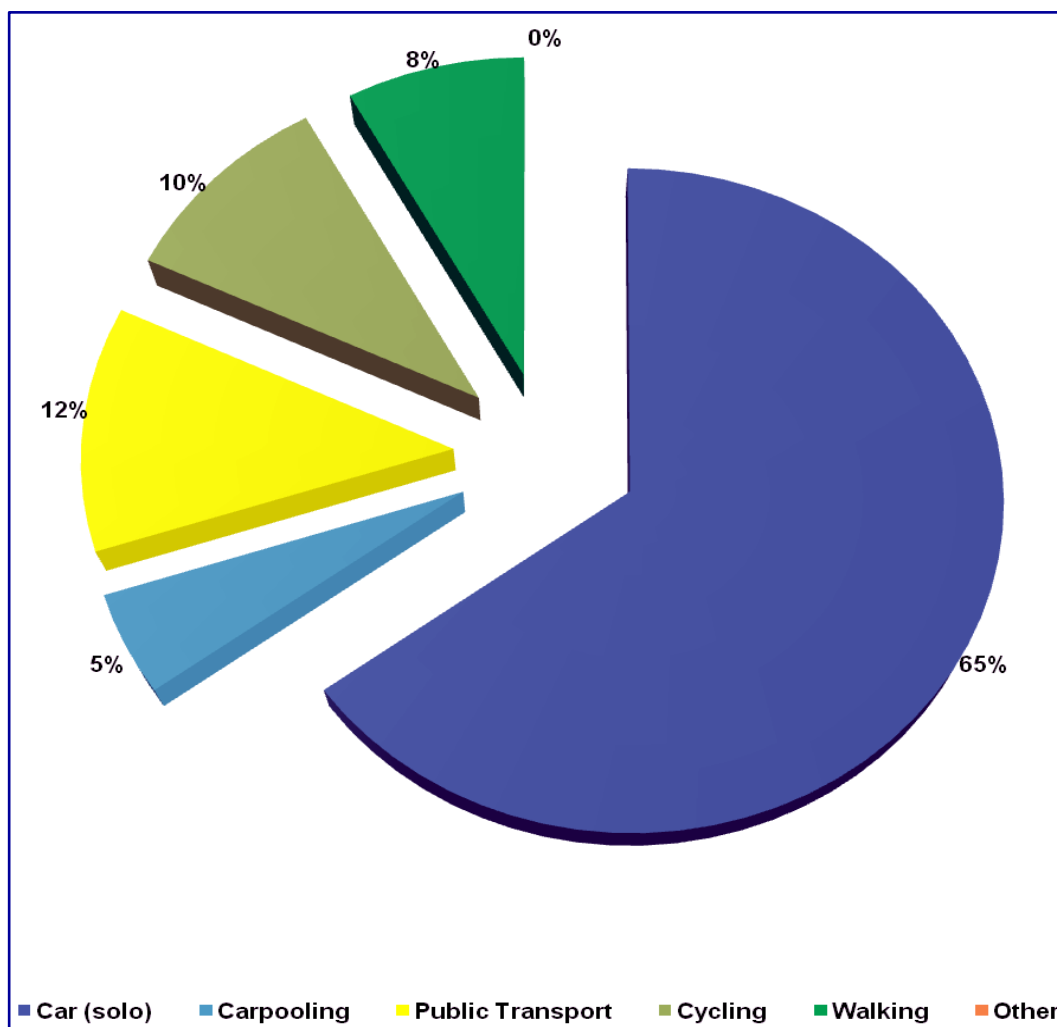
T.2. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Italy

|                                      | public in general | trade unions      | employers         |
|--------------------------------------|-------------------|-------------------|-------------------|
| congestion problems, traffic jams    | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 |
| environmental issues, global warming | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 |
| dependency on oil                    | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 |
| road safety (accidents)              | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 | 1 - 2 - 3 - 4 - 5 |



F.5. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Italy

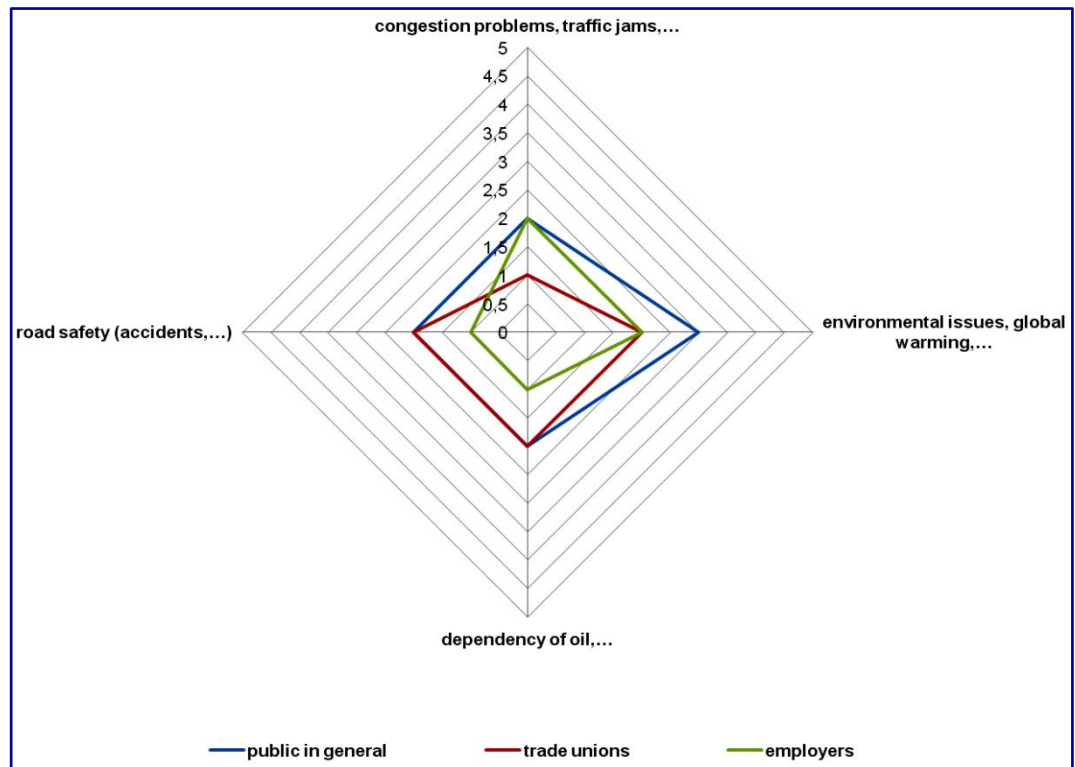
## Germany



F.6. Overall modal split for home-work trips in Germany

T.3. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Germany

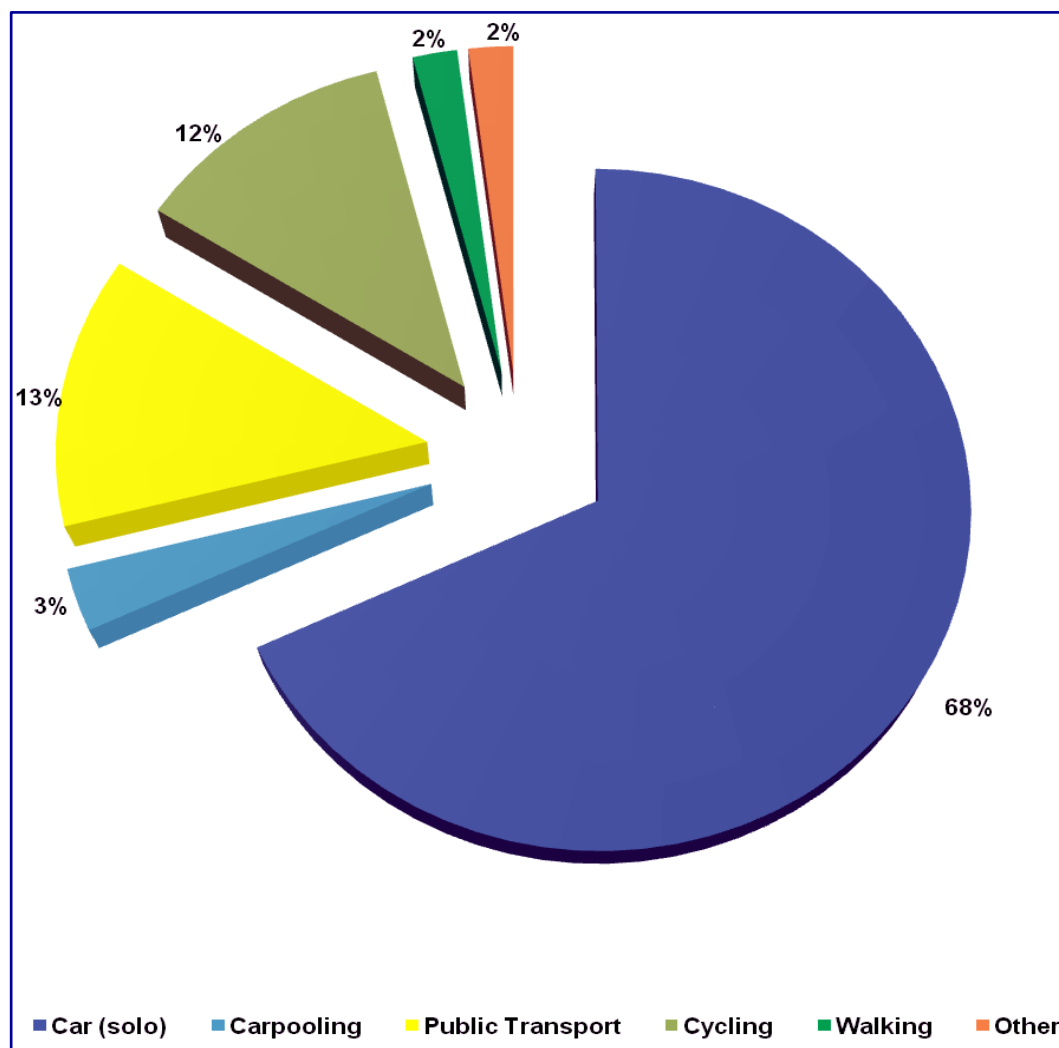
|                                      | public in general  | trade unions       | employers          |
|--------------------------------------|--------------------|--------------------|--------------------|
| congestion problems, traffic jams    | 1- <b>2</b> -3-4-5 | <b>1</b> -2-3-4-5  | 1- <b>2</b> -3-4-5 |
| environmental issues, global warming | 1-2- <b>3</b> -4-5 | 1- <b>2</b> -3-4-5 | 1- <b>2</b> -3-4-5 |
| dependency on oil                    | 1- <b>2</b> -3-4-5 | 1- <b>2</b> -3-4-5 | <b>1</b> -2-3-4-5  |
| road safety (accidents)              | 1- <b>2</b> -3-4-5 | 1- <b>2</b> -3-4-5 | <b>1</b> -2-3-4-5  |



F.7. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Germany



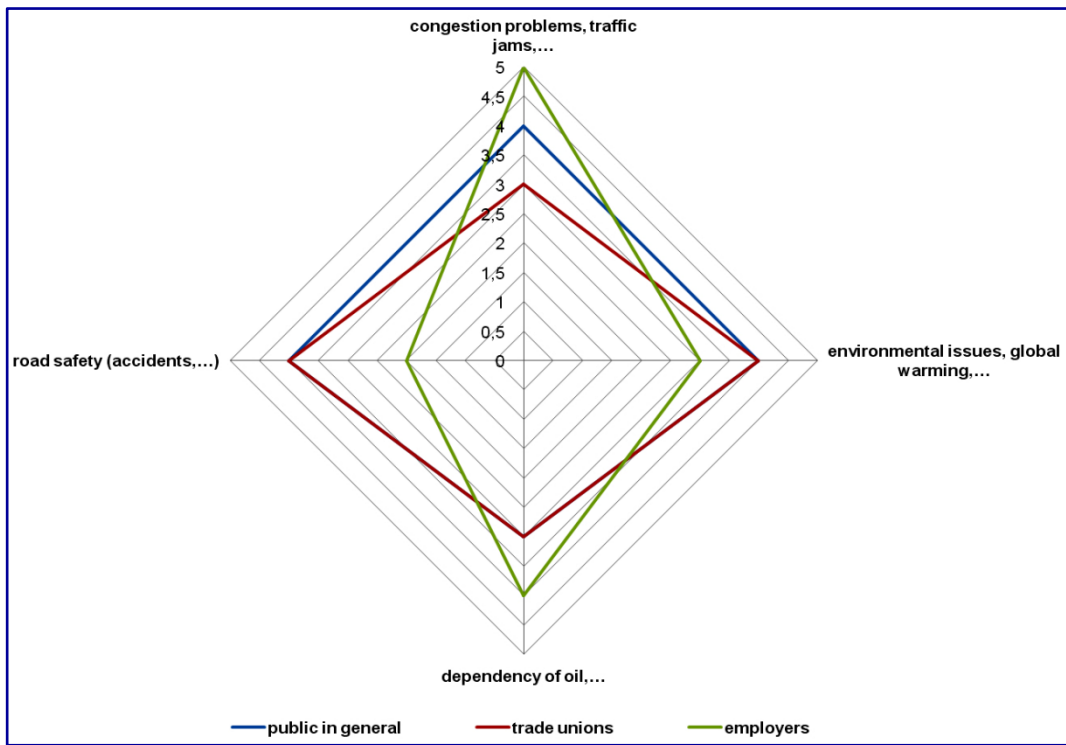
## Belgium



F.8. Overall modal split for home-work trips in Belgium

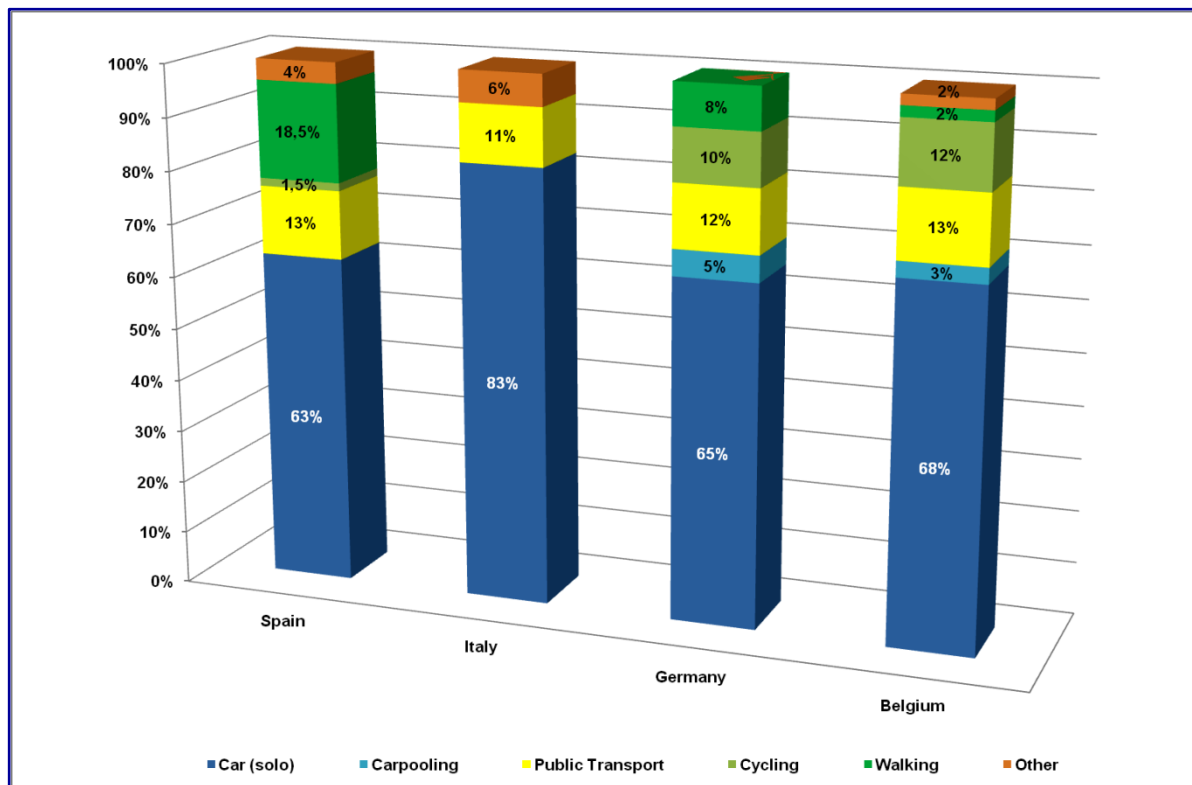
T.4. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Belgium

|                                      | public in general        | trade unions             | employers                |
|--------------------------------------|--------------------------|--------------------------|--------------------------|
| congestion problems, traffic jams    | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - <b>3</b> - 4 - 5 | 1 - 2 - 3 - 4 - <b>5</b> |
| environmental issues, global warming | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - <b>3</b> - 4 - 5 |
| dependency on oil                    | 1 - 2 - <b>3</b> - 4 - 5 | 1 - 2 - <b>3</b> - 4 - 5 | 1 - 2 - 3 - <b>4</b> - 5 |
| road safety (accidents)              | 1 - 2 - 3 - <b>4</b> - 5 | 1 - 2 - 3 - <b>4</b> - 5 | 1 - <b>2</b> - 3 - 4 - 5 |



**F.9. Indication of the degree to which topics are alive in public discussions, in trade unions debate and from an employers point of view in Belgium**

### Comparison of modal split between the 4 countries



F.10. Comparison of modal split between the 4 countries

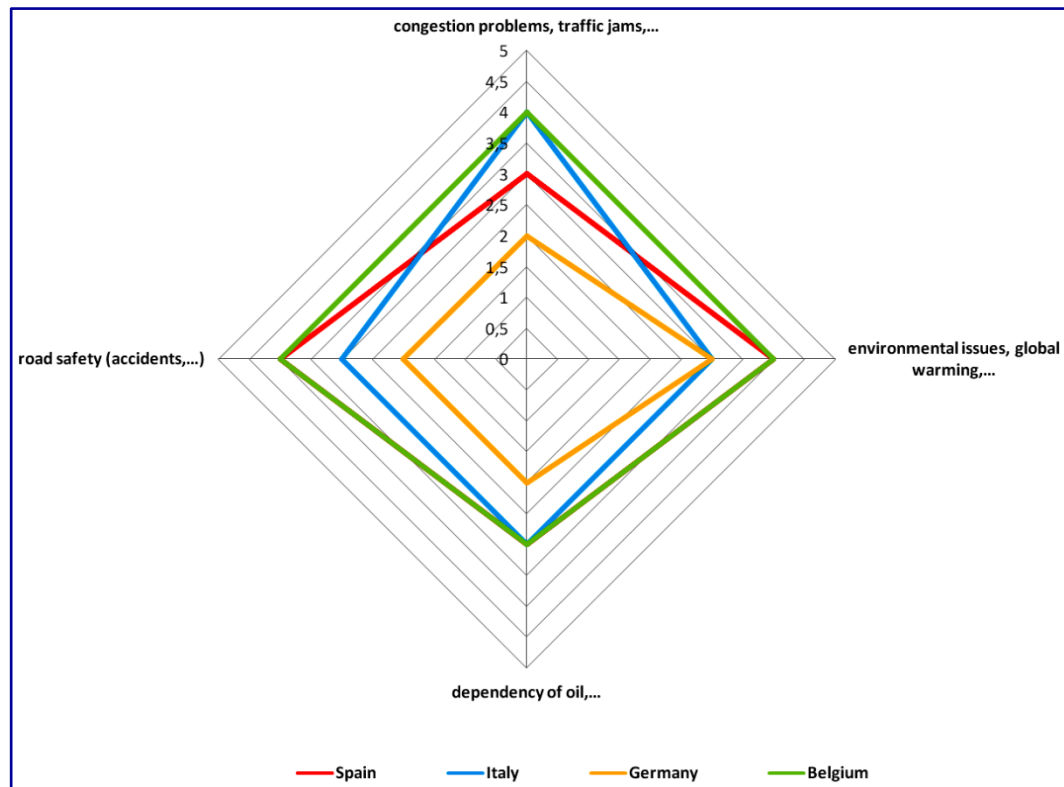
### Conclusions

- high share of car use in Italy
- share of public transport is equal in every country
- cycling is especially popular in Belgium and Germany and (almost) non-existent in Italy and Spain
- high share of walking in Spain (and Germany)
- no registration on carpooling available in all countries

## Comparison of attention paid to different mobility topics in the 4 countries

General remarks:

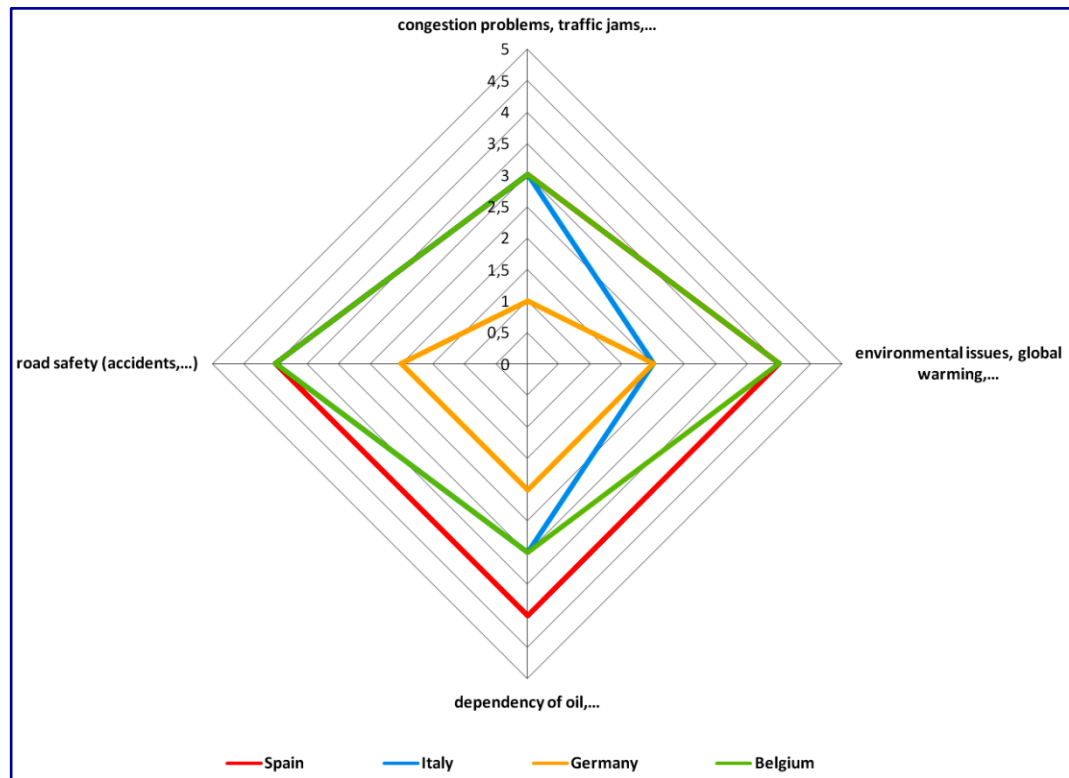
- less interest for all topics in Germany ; most interest in Belgium
- strong similarities between Spain and Belgium (except for the employers point of view)



### F.11. Public in general about mobility topics

Conclusions “public in general”

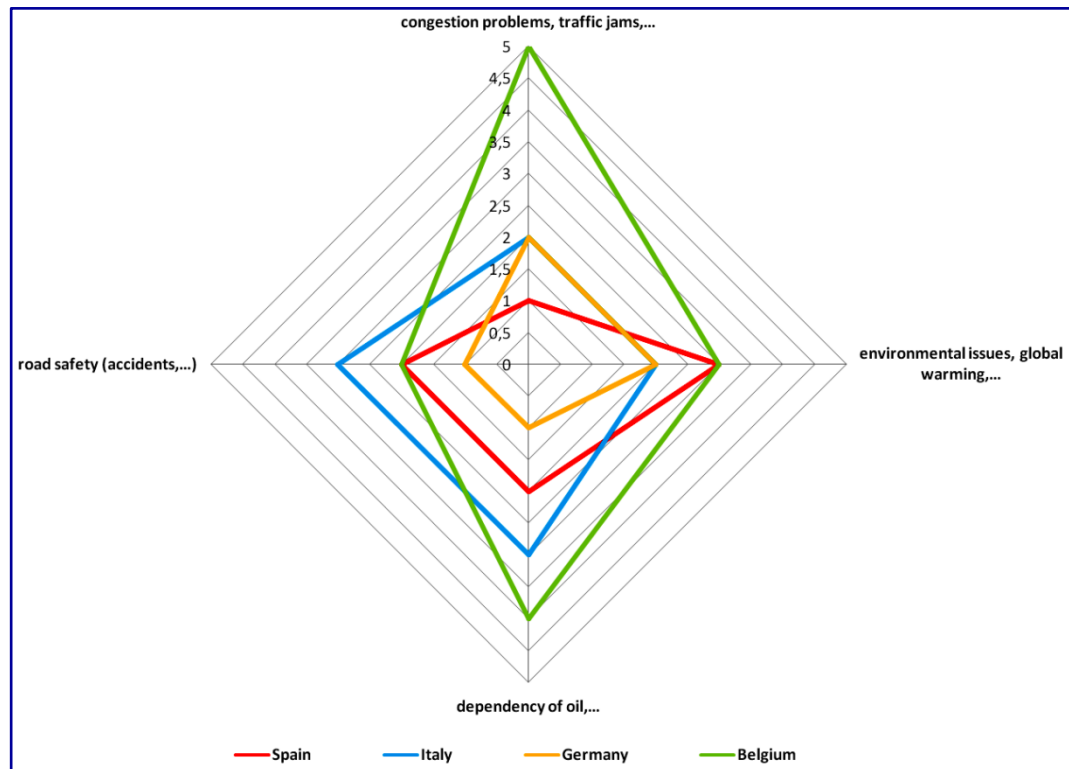
- Main difference for road safety and congestion ; less difference for environmental issues and dependency of oil
- Most attention paid by public opinion in Belgium and Spain; less interest Germany
- Congestion and road safety are main issues ; dependency on oil plays a minor role for the general public



#### F.12. Trade unions about mobility topics

##### Conclusions “trade unions”

- in general less attention for these topics than “public in general”
- similarities between trade unions in Spain and Belgium
- focus on environmental issues and road safety, less on congestion



### F.13. Employers about mobility topics

#### Conclusions “employers”

- congestion is an important topic in Belgium while not important at all in other countries
- employers pay less attention to environmental issues and road safety
- dependency on oil is a topic in Belgium and Italy
- more difference between the countries than for public in general and trade unions







## **3. Ten recommendations or guidelines for a more sustainable work related mobility**

### **3.1. Basis for the guidelines**

The following guidelines and recommendations are based on the following research steps:

- starting position in the countries represented in E-cosmos
- existing guidelines on EU-level
- findings and best practices collected during the site visits
- discussions and conclusions of the workshops during the project

### **3.2. Ten recommendations**

Below we describe ten recommendations on behalf of the E-cosmos consortium. We indicate if the recommendation is mainly for the trade union (TU) or for public authorities (PA).

#### **1. A platform for sustainable mobility within the trade union is a necessary first step (TU)**

##### **Why?**

One of the findings of E-cosmos is that trade unions can play a major role in working towards a more social, more ecological and more efficient mobility system. However, an internal consensus within the whole trade union about the need for a more sustainable mobility system is necessary before being able to raise awareness amongst others or to enter in debate with employers.

##### **How?**

Especially in times of financial crisis, trade unions are falling back on the more common traditional union themes like job maintenance or defending the rights of the workers. Therefore it is necessary to stress that promoting and facilitating sustainable mobility should be at the core of trade union activities. This can be done by organizing courses on the impact of the current mobility system on social, economical and physical wellbeing of all workers.

It should be clear that activities in the field of sustainable mobility are not limited to one sector but have links with the overall working of the trade union. A broad basis on the issue on sustainable mobility can help avoiding conflicts of interests

between for example job maintenance in automotive industry and promoting sustainable transport modes.

A mobility specialist and/or a mobility cell within the trade unions organization can clearly facilitate the spread of interest and attention for sustainable mobility.

Once there is a common understanding within the trade union on the meaning of sustainable mobility and on the role the trade union can play in this field, it is much easier to receive acceptance by the public authorities and by the employers and employers' organizations.

### **Examples**

In Belgium (ABVV and other trade unions) and in Spain (CCOO) organize courses for delegates on sustainable mobility. Some courses are part of the general training programs for delegates and help raising awareness for sustainable mobility amongst all members of the trade union. Others examples can of course be added for this and the following guidelines<sup>1</sup>.

Action 1<sup>2</sup>

## **2. Invest in exchange of expertise and best practices (TU/PA)**

### **Why?**

Expertise and knowledge is necessary to facilitate discussions and awareness campaigns on sustainable mobility. Throughout Europe trade unions are confronted with more or less the same problems and challenges. In this way, an exchange of knowledge and good practices would be a very efficient way to learn

---

<sup>1</sup> ABVV ([www.abvv.be](http://www.abvv.be)), CCOO ([www.ccoo.es](http://www.ccoo.es)), ISTAS ([www.istas.ccoo.es](http://www.istas.ccoo.es)), CCOO de Catalunya ([www.ccoo.cat/sostenibilitat](http://www.ccoo.cat/sostenibilitat)).

<sup>2</sup> [www.verkeerskunde.be/nl/content/woon-werkverkeer](http://www.verkeerskunde.be/nl/content/woon-werkverkeer)

from each other and to build a common understanding of the problem and of possible solutions.

### **How?**

Trade unions can collect all relevant findings on mobility on their website. However, it would be much more effective if the expertise could be shared on European level.

The E-cosmos-project wants to launch the idea of having a European observatory on workers mobility. The activities and the outputs of the observatory can be published on or linked to well know mobility management sites as [www.epomm.eu](http://www.epomm.eu)

### **Examples**

- special training programs on sustainable mobility are organized within the Spanish and the Belgian trade union.
- CCOO started recently with online courses where mobility is one of the topics delegates can follow from a distance.
- CCOO / ISTAS have website where all documentation and information on mobility is collected<sup>3</sup>.

Action 2<sup>4</sup>

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<sup>3</sup> ISTAS ([www.istas.ccoo.es](http://www.istas.ccoo.es)).

<sup>4</sup> [www.istas.net/web/index.asp?idpagina=3675&Origen\\_Menu=cab\\_formacion&vistaprevia=www.verkeerskunde.be/nl/content/woon-werkverkeer](http://www.istas.net/web/index.asp?idpagina=3675&Origen_Menu=cab_formacion&vistaprevia=www.verkeerskunde.be/nl/content/woon-werkverkeer)



### **3. Obligation of sustainable mobility plans for companies work but support and follow up by public administration is necessary (PA)**

#### **Why?**

The site visits and the workshop discussions showed that a sort of obligation seems to be a necessary precondition for a mental shift amongst employers and employees into a more sustainable mobility consciousness and behavior. The kind of obligation is subject to further discussions. It can be limited to a supply of data on the company's mobility profile and a description of problems and actions taken or there can be an obligation to develop a complete green commuter plan.

However, the partners in the project believe that an obligation will only work on two conditions:

- the focus should be more on the implementation of actions and less on the study process (avoid administrative burden for companies)
- there should be a clear support and/or engagement by the public administration

An obligation to develop a mobility plan creates the opportunity for trade unions to bring mobility issues on the negotiation table in companies.

#### **How?**

The focus in the obligation should clearly be put on the output. Which actions is the company willing to take for promoting sustainable mobility? Which commitment can be asked from the workers?

The experience in Spain shows that the simple obligation of developing a plan does not have much impact if no penalties are introduced for companies that fail to comply. The case of Brussels (where companies with more than 100 employees since 2011 must develop a mobility plan with specific measures) is a better example. It is noted that companies in Brussels are willing to develop and

implement a plan because there is clear support by the regional administration. Companies get free advice in designing the plan and in selecting the right measures.

As a company's mobility plan involves both employer and employees, there is a key role to be played by the trade unions. On the one hand trade unions should be involved in the development and the drafting of the plan and they have a major responsibility in persuading all workers of the need to change their mobility patterns.

### Examples

- the Spanish “mobility law” establishes the obligation for companies with more than 500 employees (more than 200 in Catalonia) to develop a mobility plan. There is however no penalty for companies not having a plan
- the region of Brussels establishes the obligation for companies with more than 100 employees to develop and implement a green commuter plan. Support and expertise is provided given by the regional administration
- in Italy, the “Decreto Ronchi” (1998) obliges companies and administrations of a certain size (more than 300 or for certain cities, more than 800 workers) to have a company mobility plan
- the Belgian federal government obliges all companies with more than 100 employees to provide the government with some key mobility data (modal split, number of parking spaces, availability of public transport etc). These data are used for monitoring modal shifts for work related trips and are available for public transport providers.

Action 3<sup>5</sup>

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<sup>5</sup>[www.ibgebim.be/uploadedFiles/Contenu\\_du\\_site/Professionnels/Themes/Mobilité/04\\_Plan\\_de\\_déplacement\\_d\\_entreprise/arrete%20PDE%2020110509.pdf?langtype=2060](http://www.ibgebim.be/uploadedFiles/Contenu_du_site/Professionnels/Themes/Mobilité/04_Plan_de_déplacement_d_entreprise/arrete%20PDE%2020110509.pdf?langtype=2060)



#### 4. Collect facts, figures and good examples for entering the debate (TU/PA)

##### Why?

There are some huge difficulties and barriers for the promotion of sustainable mobility. First of all, changes of human behavior, and especially mobility patterns, are hard to achieve. It takes some time before employees who drive to work start considering that single car use can be part of a bigger problem and that there are other options to commute. Persistent, long running awareness campaigns are necessary in order change employees' perception.

On the other hand there is still a wide spread point of view amongst employers that how workers travel to work is an individual choice without any involvement nor obligation from the employers side.

Both employers and employees are easier persuaded about the profit of sustainable mobility when they are confronted with facts and good examples. In a lot of cases discussion on sustainable mobility remains an ideological or even political one. Only by showing the effect of investing in sustainable mobility the debate can be held on a more objective level.

##### How?

Data on mobility management projects should be collected on a systematic and objective way. Lots of campaigns, new infrastructure for cyclists or public transport lines are implemented without a follow up or a clear evaluation. In this way, the lack of reliable data is a main problem within the field of mobility management. During the analysis of data from the countries represented in E-cosmos, we also confronted the same problem of lack of comparability of modal split and other figures.

It would be of major interest for trade unions (and other actors in the field of mobility management) all over Europe to have access to objective data and convincing examples of successful mobility projects. The within the European



Intelligent Energy Program developed Max Sumo-methodology<sup>6</sup> could prove very useful.

The partners in the E-cosmos project believe that a kind of *work related mobility management-observatory* at EU level would also be helpful. This observatory can render available dedicated evaluation tools, collect data and distribute good cases and good examples of sustainable mobility projects across the EU. Therefore the observatory can be a main source of arguments and support for promoting a more sustainable mobility behavior for commuters.

This recommendation is linked with guideline n° 0: the obligation in Belgium (where companies with more than 100 employees have to provide some key mobility data) is an effective tool for collecting mobility data at national level. It is worthwhile to examine the possibility of extending this obligation to other EU countries.

### Examples

CCOO (Spain) estimated the number of jobs that would be created with more investments in sustainable mobility. The number of new jobs created for bus and tram drivers exceeds the potential job loss in the car manufacturing industry. This kind of objective calculation is of great interest for the debate (especially within trade unions) on the potential risk of job loss in the car industry when promoting alternative modes. This discussion is now very active in Germany.

Action 4<sup>7</sup>

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<sup>6</sup> check [www.epomm.eu](http://www.epomm.eu) ("max-tools")

<sup>7</sup> [www.ccoo.es/cscceo/menu.do?Areas:Medio\\_ambiente:E\\_Cosmos](http://www.ccoo.es/cscceo/menu.do?Areas:Medio_ambiente:E_Cosmos)



## 5. Appointing sustainable mobility coordinators at all levels in trade unions (TU)

### Why?

Attention to mobility management is necessary at all levels and in the all steps of the decision making process. Trade unions should therefore invest in collaborators specialized in mobility management who would take part in the social dialogue at every level of trade union activity:

- at national or regional levels where mobility and urban planning policies are designed, the legal and fiscal frameworks are approved and working conditions are discussed
- at more local levels where sustainable urban mobility plans are developed
- and finally at the level of industrial areas or individual companies (company mobility coordinators)

The mobility coordinator or the mobility cell within the trade union is a necessary precondition to concede the necessary attention and time to sustainable mobility issues. The presence of a mobility coordinator in the company or group of companies is especially necessary for the implementation of mobility measures. Otherwise the mobility plans remain mere bureaucratic formalities.

Apart from facilitating discussions and accelerating the implementation of actions, mobility coordinators are also responsible for the follow-up and assessment of mobility plans or, at higher levels, of mobility policies.

### How?

Trade unions are the right institutions to bring the topic of sustainable mobility – in all its meanings – into the debate concerning work locations and conditions. Trade unions have to organize themselves so they can have one or more persons in charge of all mobility issues. These people need to be trained in the field of

mobility in order join the debate with sufficient expertise. By being involved in mobility dossiers mobility coordinators will acquire know-how and knowledge.

The mobility coordinator at company or industrial area level is the main contact person for the employer(s) but also for workers. The mobility coordinator is a facilitator of the whole process. He or she has to be able to pick up signals from employees (e.g. enthusiastic cyclists who can play the role of ambassadors before their colleagues) and to take advantage of external opportunities (increase of fuel prices, lack of parking spaces, etc.).

### Examples

- Manel Ferri (Spain) is the head of the trade union (CC.OO.) mobility department. He is involved in both national and local mobility discussions and plans and is able with his know-how and expertise to facilitate the process into a more sustainable mobility for workers. The strong attention given by CCOO to sustainable mobility is represented by more than 200 delegates acting as mobility coordinators in their companies
- in Italy the “Decreto Ronchi” (1998) establishes the obligation for companies and administrations of a certain size to have a company mobility manager
- in Belgium the function of the mobility coordinator have become more and more common in private companies and public administrations. Recently it was established a network of mobility coordinators in Flanders and Wallonia. The purpose of this network is to further information, train mobility coordinators and to facilitate exchange of expertise and experiences
- trade unions participate in the decision committee on funding proposals financed by the Flemish Commuter Fund (see guideline 0) and are members of the regional mobility advisory committee

## 6. Supporting companies in the implementation of actions (not with studies) (PA)

### Why?

Except for a few examples sustainable mobility is not in the core business of most companies or institutions. In order to develop a company mobility plan and – more important – to implement some measures, it is necessary to collect and analyze key data. Support from public authorities in this study process is welcome but in most countries private consultants are available for this activity.

Experiences and good practices show that public authorities can focus better on supporting the implementation phase of mobility plans. Although some first line advice and support (like in Belgium through provincial mobility points) can be effective during the study process, investment and implementation of different actions are the most difficult steps to take by companies. Even when mobility problems are obvious, it is often a difficult process to make resources available for investments in sustainable transport solutions (shuttle buses, bicycle parking) in companies.

### How?

Local or regional governments can facilitate and encourage investments in sustainable transport through the public funding of private projects. A local authority can for instance commit itself to develop a good bicycle infrastructure or invest in better public transport if the company or group of companies (industrial area) invest in good bicycle parking or refund the costs of the public transport to their employees.

Some authorities like the Provinces in Belgium play a facilitating role in the orientation and study processes as well. This is done through a quick scan-methodology which is like an abbreviated version of green commuter plans. Province administrations provide free analyses and expert advisory based on the

study of key mobility data. These *quick-scans* or *movi-scans* help companies to decide on possible investments in sustainable mobility solutions.

### Examples

- the Effizient Mobil-program in Germany performs free mobility analysis for companies. By doing so the authorities want to further introduce mobility management and increase the number of companies with a green commuter plan
- Flanders Commuter Fund supports on a 1€ for 1€ - basis the investments of companies in sustainable mobility solutions like shuttle buses, bicycle infrastructure or promotion of carpooling. With this concept of public funding to private projects the Flemish Government wants to support companies and achieve a modal shift in work-related journeys
- the mobility points of Provinces in Flanders support companies in the development of small mobility plans and also assist companies in preparing proposals for the Commuter Fund

## 7. Create a fiscal and legal framework in favor of sustainable modes (PA)

### Why?

A fiscal and legal framework which that favors sustainable transport modes for commuters is a clear incentive for workers to choose cycling, public transport or carpooling. Apart from the financial stimulus given by this kind of legislation, it also symbolizes the mobility policy of the authorities. By giving financial advantages to cyclists, public transport users or carpoolers a government shows its intention to generate a modal shift. This would be even more valid if besides

stimulating sustainable transport, single car use would be financially discouraged via taxation, road pricing or higher parking fees.

### How?

There are different ways to encourage sustainable mobility by making it more financially or fiscally attractive:

- providing cheap public transport fees for home-work travelling
- obliging companies to reimburse the cost of public transport use for their workers
- allowing tax free incentives for cyclists
- penalizing the use of the car via road charging or taxation on parking spaces
- creating a difference in fiscal treatment or cost reduction depending on the modal choice of the workers (e.g. cost of single car use is less deductible than when carpooling)

### Examples

- the Belgian legal framework is very favorable for sustainable commuting:
  - employers are obliged to refund at least 75% of public transport costs, which leads a lot of companies to be willing to fully refund such costs (100%)
  - companies can support cycling with a tax free bicycle allowance of 0,21€/km
  - investments in collective transport (shuttle buses) or bicycle infrastructure (parking, lockers) are deductible for 120% by the companies
  - the refund of travel costs for carpoolers is 100% tax- free. This is not the case for single car users

## **8. Mobility Management is the most efficient way to deal with current mobility problems (PA)**

### **Why?**

In most western countries the current mobility problems are so severe that the classical solution based on increasing road infrastructure will not solve the problem. This is especially true in the case of urban environments where limited space force city planners to invest in the most efficient transport solutions. Mobility management can provide various economic, social and environmental benefits compared to new road infrastructure.

Conventional, car-oriented solutions generally focus on improving the flow of car traffic whereas mobility management takes into account different aspects like energy conservation, use of public space, health issues, road safety and social mobility issues (e.g. access to labor market for different target groups).

### **How?**

Once again there is an obvious need for a correct and integrated assessment methodology for mobility projects. By collecting and comparing data in a systematic way (e.g. Max Sumo) the benefits of mobility management compared to investments in road infrastructure will be clearly noticeable. This will allow social partners and trade unions in particular to prove of the efficiency of investments in mobility management.

### **Examples**

A single parking space for cars offers space for 12 bicycles. This would not only be an efficient use of companies space but also would have positive effects on

the workers' health, reduce the company's ecological any and lead to a safer and healthier environment.

Action 5<sup>8</sup>

## **9. A sustainable urban planning is the first step in the process of mobility management (PA)**

### **Why?**

Avoiding the need to use the car is the most efficient mobility management measure one can imagine. The most ecological and efficient home work trip is the one that can be made on foot, cycling or with public transport. Therefore national, regional or local authorities must bear in mind accessibility by sustainable means before developing new industrial areas or allowing new projects. Plans for new working locations can be drawn in such a way to promote and encourage the use of sustainable transport means. A new office close to a railway station will from the very start generate a different modal split than a new office in a remote industrial area.

Apart from the location of workplaces with regard to public transport and/or bicycle networks, the design of the area also has a major impact. It makes a huge difference if there are good footpaths and sidewalks to access the bus stop or if there is a high quality bicycle parking just in front of the entrance. Unfortunately site visits in each country showed that a lot of mistakes have been made in the past regarding the sustainable planning of new workplaces

Good accessibility to workplaces with public transport and bicycles also has a social dimension: it avoids the exclusion of the labor market of people without car or driving license. Women, migrant non-EU workers and young workers have less access to car mobility.

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<sup>8</sup> [www.leefmilieubrussel.be/Templates/Professionnels/niveau2.aspx?&id=11565&langtype=2067](http://www.leefmilieubrussel.be/Templates/Professionnels/niveau2.aspx?&id=11565&langtype=2067)



### **How?**

E-cosmos partners agree that trade unions must play a major role in stressing the importance of a good location for new workplaces. By showing the impact of the location with regard to accessibility by sustainable modes, trade unions can influence the decision process. A good location from the point of view of sustainable mobility would favor both workers and potential workers. It would also show the clear commitment of the company of assuming its social responsibility. Employers that choose a location in or close to a city center, or near a main railway station will on the long term, have a strategic advantage in terms of recruiting and keeping their staff.

### **Examples**

In Belgium, huge investments are made to build business areas near the main railway stations. Public administrations are traditionally located close to public transport networks. Recently private companies also seize the opportunity of setting their offices in the vicinity of railway stations.

## **10. Avoiding labor exclusion through investment in sustainable mobility (PA/TU)**

### **Why?**

A car oriented mobility approach discriminates a number of workers who have no access to a car or who do not have a driving license. Research shows that in most families with one car, women are forced to use other means to commute which means meaning that workplaces with no good access with public transport are practically out of reach for them.

The same limitation is faced by young workers who do not have a driving license or the financial resources to buy a car. Migrant workers and disabled people are also groups that would be discriminated if no attention is paid to sustainable mobility.

Achieving equal labor opportunities is key aspect of the trade union activity.

### **How?**

First of all, the location choice (see recommendation 0) is of major importance from the point of view of social mobility. Workplaces with good public transport service will provide the opportunity for people without car mobility to apply for a job.

Facilities with a poor public transport service can invest in shuttle buses or implement carpool matching systems to improve accessibility of workers without a car.

### **Examples**

Subsidy proposals submitted to the Flemish Commuter Fund are also rated by their social mobility impact. Tenders must prove that accessibility to the company or the industrial area will improve for commuters who so not use private cars.

### 3.3. Proposed actions towards the commission

Basis for proposal legislation:

- 1/ make the collection of mobility data compulsory for all European companies with more than 100 employees
- 2/ founding a mobility observatory for collecting and analyzing data and providing with good examples in this field

“Roadmap to a Single European Transport Area - Towards a competitive and resource efficient transport system”<sup>9</sup>.

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<sup>9</sup> [http://ec.europa.eu/transport/strategies/2011\\_white\\_paper\\_en.htm](http://ec.europa.eu/transport/strategies/2011_white_paper_en.htm)



## Annexes

### Annex 1. Reports of site visits

#### Report of the first visit – Rome, CGIL

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##### 1. General framework in Italy

In Italy, the most important players in the field of sustainable mobility are the Regions and the Cities. They are fully competent for mobility policy in general and public transport organization (respectively on the regional and urban level).

The Italian State maintains its role on the fiscal and legal level and is still responsible for the interregional (road and rail) transport networks.

In the context of sustainable mobility, there are a number of regulations on the national level:

- The “Decreto Ronchi” on sustainable mobility in urban areas (1998) which contains the following obligations:
  1. For Regions and certain municipalities (depending on emission levels) to adopt a regional/municipal clean air plan;
  2. For companies and administrations of a certain size (more than 300 or more than 800 workers, the latter in municipalities falling under point 1) to have a company mobility plan and manager;
  3. For the municipalities falling under point 1, to build a structure for the support to the mentioned companies or administrations and to organize car sharing and car pooling services;
  4. For public services to gradually make their vehicle parks cleaner;
- Several financial interventions for realizing the above and campaigns on sustainable mobility
- Application of European directives concerning a.o.
  - taxation on heavy weight freight transport (2006);
  - transport of dangerous goods (2008);
  - concerning the use of clean vehicles in public transport (2009).

## 2. Brief report on the works

23 february 2011

### Introduction

**Oriella Savoldi – Coordinator Environment and Urban planning**, states that sustainable mobility is a rather marginal topic in Italy, there is a lack of policy in the field. Therefore, the CGIL finds the exchange with the Spanish invitees very useful.



**Antonio Granata – Coordinator for E-Cosmos and the national CGIL** explains the general context of the works:

- the only dedicated legislation on the topic of sustainable mobility is the Decreto Ronchi, but it has very few results in the field
- national funding decreases (2007: 90 million €, now: 200 million € for the whole energy sector)
- mobility is not a part of the social dialogue
- Italy has a very high number of cars/inhabitant and the vehicles are generally older/more polluting
- the targets of CGIL in the field are:
  - reduce traffic emissions;
  - reduce energy consumption
  - more fluid transport of people and goods → increase quality

**Rocchi Alessandro – Segreteria nazionale FILT (CGIL - national federation of transport workers). National situation and framework on local public transport**

- the environmental consequences of traffic in Italy are clear: 50% of provincial capitals exceed regularly the limits of air quality;
- the causes are also known: only 20% of vehicles meet the EU-norms 4 or 5; the use of the car is relatively high, for example only 11% of commuting traffic is by public transport (PT) while home-work distances are rather low;
- Public transport (PT) has a capacity of 23% but it is ineffective because of
  - a “pulverized” PT system: 1000 local PT companies!
  - low quality: commercial speed is only 18 km on average, reliability is 40% (EU: 66%). Italy has very few metro lines
- Investments are necessary but the national level imposes budget cuts to the lower policy levels.

**Capparelli Marco – Segreteria regionale FILT Roma e Lazio. Public transport (PT in Rome)**

- Rome has the highest motorization rate of Italy (32 cars/100 inhabitants)
- The attraction of the City is very high but public transport is not adapted to this demand. A survey has demonstrated that the most important problems are travel time and reliability. Investments (in free bus lanes for example) are urgently needed, as well as a regional organization of PT and new services like carpooling and carsharing
- There is no coherent parking policy

**Dott. Andrea Pasotto – Mobility Agency of Rome. The mobility agency proposes services and campaigns to**

- Increase the use of alternatives to the car, including bike sharing, organization of shuttle services, taxi on demand. For example a shuttle service succeeded in attracting 625 former car users
- Organize car sharing
- Reduce emissions (for example promotion of electrical vehicles)

**Alberto Morselli – Segretario generale FILCTEM (national federation of the chemical, textile, energy and manufacturing sector). Objectives of the Union in the field of sustainable mobility:**

- Decent transport for the workers. The problem here is the growing demand for flexibility of working hours. The collective employment agreement for the chemical industry includes flexibility and financial interventions facilitating the home-work trip.
- Ecological transport (also creating new industrial activity: production of green cars)
- An economic benefit for the worker (via the employer?)

**Dott. Roberto Pallottini – Istituto Nazionale Urbanistica. Urban structure and “ciclabilità” (cyclability) in Rome**

- There is a potential for the bicycle in Rome: 30% of home-work travel is below 2 km
- Structural problems are the geography (hills) and the lack of space due to historical patterns
- There is a comprehensive cycle plan with definition of the main dorsal and tangential lines, as well as local networks in combination with public transport (“last mile”)
- Problems with implementation are: parking policy, budget...

**Discussion**

**Q:** there is an obligation (“Decreto Ronchi”), does it work? And how are mobility management measures financed?

**A:** the obligation has no structural results, it works more on the level of sensitization. Financing is not structural either, it comes from budgets for “socially relevant work”

**Q:** how is public transport coordinated and is there any tariff integration?

**A:** theoretically, the regions co-ordinate between the PT companies, but in reality there is little co-ordination because of the weakness of public authority. More coordination and integration is surely recommended

**Q:** is there any fiscal framework?

**A:** there once was a tax exemption on collective transport but it has only lasted 1 year (2008). Normally the taxes on fuel should be used to finance PT but in reality only 70% of it is.

**Q:** is there any public transport in industrial areas?

**A:** yes, there are, but the transport is slow because of congestion



**24 february 2011**

**Some conclusions of the visit of the city and a peripheral industrial area using different public transport modes (bus, metro, tramway):**

- Like in other European cities, the tramway has been redeveloped with modern materials and tram lanes
- The connection between the metro and the bus line to the industrial area resulted very poor (outside peak hours, the waiting time was around 30 min., without any notice). This can be explained by a shortage of personnel in public transport companies due to budget cuts
- A shared bus/taxi lane is not always effective. In via del Corso, a street with limited access, buses loose time in traffic jams only caused by taxis.

**Dott.ssa Serena Rugiero – researcher IRES CGIL. National data and scenarios**

- In 2009, 32% of energy consumption is caused by transport in general
- In Italy, the number of inhabitants per car is 1,6 (in 1990 only 2,1)
- 20% of the households don't have a car, only 40% have two or more
- Transport cost represents 14-15% of the average households spending/month
- The importance of the safety aspect should be underlined: 27% of mortal labour accidents are related to the commuting trip. This rises up to 56% if we add traffic accidents during work

**Gabriele Nanni – Legambiente Italia (federation of environmental organizations). Presentation report “Pendolaria 2010” on pendular train services**

- Throughout Italy, investments in public transport are below 1% of the regional budget
- The regional transport budgets are divided as follows: 65% for roads, 30% for PT



- The last few years, a lot of old regional train lines have been modernized with success

**Lorenzo Bertuccio – Presidente Euromobility Italia. Presentation of the annual evaluation report on the sustainability of mobility planning in the 50 most important Italian cities**

This annual overview, based on a number of indicators, shows that some cities have done more effort or have obtained more results than others in the field of sustainable mobility. It also assesses the influence of framework conditions and other factors.

Despite their large number, the role of (compulsory) mobility managers seems to be rather limited, because an important number of them are not very active.

**Dott.ssa Silvia Brini – ISPRA (Ministero Ambiente). Presentation of the report on the characteristics of the vehicle parks in urban areas**

Miss Brini gives an analysis of the environmental quality of vehicle parks.

**Bart Desmedt – Traject mobility management. A vision on the “ideal framework” for mobility management**

This general intervention, not referring to the Italian situation, draws the attention on the importance of demand management when implementing sustainable mobility policies. The elements of this approach are briefly treated per phase of its evolution.

**Discussion**

**Q:** in the measures taken by Italian cities (presentation Mr. Bertuccio), are there any measures regarding commuting traffic?

**A:** Yes, for example cofinancing of shuttle services, several incentives (Bologna). The problem is that many measures would be taxable since an employer can only reimburse commuting costs up to 150 € (while free parking spots are not taxed). And the last few years there is a visible decrease of effort in the field.

**Q:** are there any figures about mortality linked to pollution?

**A:** In Italy, the Mayors are responsible for the citizen's health. A lot of studies exist. The difficulty is that the effect of pollution is not linear and it is difficult to isolate factors like transport. For example: in cities like Torino and Milano, measures against different forms of pollution all have effect but still the pollution levels stay the same, there is no effect on climate as a whole.

Miss Savoldi concludes the day by explaining the problem in Italy by a lack of choices on the political level. If you want to make mobility more sustainable, you can't at the same time make way for the car. Besides that, the follow up of projects should be managed better and projects should be developed in phases.

**25 februari 2011**

**The last day, several good practices are presented by CGIL-representatives from all over Italy**

**Maurizio Stampini – Camera del Lavoro Milano**

In Milan, there are several good practices in the field of mobility management. The high levels of pollution partly explain the effort. The investment mainly goes to better public transport, inside the city and from city to outskirts, including P+R systems and optimisation of old train and tram lines. There is also attention for the environmental quality of the rolling material.

Problems, however, are the lack of planning in the field of priority to PT and the quality of the national railways.

The role of the CGIL has always been to fight for investments in infrastructure and material (for example to keep the endangered tram lines)

**Paola Imperio – Segreteria Generale FILT Napoli**

In the metropolitan area of Naples, there is an excellent example of tariff integration including all the transport systems. This has caused a rise of subscriptions from 11000 to 60000. Unfortunately, budget cuts of up to 23% are imposed, reducing the quality of the services.



The CGIL is represented in the regional advisory board of the integrated transport system. It mainly defends investments, like in Milan.

#### **Luigi Verdoscia – segreteria FILT Bari**

Bari performs well in the field of sustainable mobility. It almost started from zero and has now all elements of a modern mobility approach. Measures include improvement of PT, P+R with express buses, bike sharing, transformation of the old centre in a pedestrian zone, limited parking, integration of old regional railway lines.

A remaining problem is the commercial speed of PT (lack of bus lanes).

There is a need also for a more strategic approach (difficult in these times of budget cuts): integration of modes, integration of the city with its hinterland using a.o. train lines, higher frequencies...

An interesting dilemma for the Union: how to make the transport company more efficient without touching work quality of the personnel (especially in these times of budget cuts)?

#### **Alessandro Chiesa – Camera del Lavoro Parma**

Parma has also a high ranking in the evaluation of urban mobility policies by Euromobility. Policies include: a P+R system, bike and car sharing, school buses, foot- and bike-pooling to school, special transport for the disabled, bus on demand.

The share of PT subscription owners is very high (+ 70%).

But there are also problems, like low commercial speed (17,7km/h) and the budget cuts.

Mr. Chiesa finds that a lot of soft measures seem to replace real investments, like in the tramway system that has no good connections with P+R.

## Closure

**Antonio Granata** admits that sustainable mobility hasn't been a priority for the CGIL, because the most urgent problem was to reduce the consequences of budget cuts. He finds there is a visible lack of "governance" and integrated strategies in Italy.

From the point of view of the worker: labour should give him more dignity, but where is dignity when the road to work is a daily nightmare? In the current context of financial crisis, the main question is: how find a solution and improve public transport without making the price for the worker higher?

**Llorenç Serrano** from the Spanish delegation concludes as follows:

- We have to defend decent, just, safe and environmentally sound transport solutions
- They need to be implemented in an integrated urban concept where living and working are well connected
- Mobility planning should integrate all policy levels: regional, municipal, industrial area, company
- The role of the Union is to defend investments in good transport solutions, the quality of life for the worker, stimulate green transport economy and sustainable mobility.

## 3. General conclusions (Traject)

The CGIL union clearly has a lot of knowledge (networks) at its disposal about the topic of sustainable mobility. Intellectually, a clear link is established between the environmental aspect and the socio-economic aspects of mobility: access to work, work/life balance, jobs in public service, topics closer to the core business of the Union.

An internal vision on the role of the CGIL in the field of sustainable mobility exists, and it is also reflected in daily practice. This vision and practice can be summarized as follows:

- The union inside the public transport company: a struggle for maintaining the budgets, increasing investments in quality of PT (infrastructure and material) and jobs;
- The union in advisory committees on central, regional or local level : same topics as above, but also a focus on the needs of all workers (accessibility, quality of life, life/work balance through better mobility, safety, health) and a growing attention for the larger sustainability scope which offers also the possibility for development of industrial activity.

The current political framework in Italy doesn't make it easy to realize these goals. Clearly, a reduction of the sustainability effort is taking place on the political level in Italy, in the field of mobility like in other fields. Budget cuts cause reduction of necessary public transport investments and lack of personnel for realizing a good public transport service. Because of this lack of financial means, no clear political choices are made, few future oriented strategies on mobility are defined. Very often, the focus is on soft but less efficient measures.

Against this current "lack of policy", one could say that the Union is a well prepared force of opposition: knowing the problem, knowing the solutions but not yet in presence of the means to realize change.

## Report of the second visit – Germany, ACE

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### 1. General framework in Germany

Germany's transport policy is highly determined by federal structures. The responsibilities for planning, constructing and financing are divided between the federal government, the Länder and the local territorial authorities (rural districts, cities).

The federal government is responsible for the maintenance of the federal trunk roads (motorways, major roads) which form Germany's principal road network (network of the first order). A shift in responsibility occurs when major roads run through cities. In this case the municipality is responsible for the maintenance of the road. The construction and running of the federal trunk roads are financed by taxes. Only trucks over 12 ton have to pay a toll when using motorways, a policy which will be extended to some of the major roads from summer 2011 onwards. Furthermore the federal government is responsible for the planning of the infrastructure of the national rail traffic. The operation of the rail traffic, however, is carried out by German Rail Inc. (DB AG). Since German Rail Inc. is completely owned by the federal government both parties usually co-ordinate planning and operation. The planning of the federal trunk roads is set by the federal transport infrastructure plan. Similar plans exist for the railway lines and the federal waterways.

Moreover the federal government is responsible for the general jurisdiction influencing mobility (e.g. road traffic regulations, passenger transportation legislation, tax legislation). An example of the latter is the so-called "*Entfernungspauschale*" (distance-related lump sum) allowing employees to set off 0,30 EUR per kilometre between home and workplace and workday against tax, no matter which means of transportation is used (example: an employee who has to cover a distance of 50 km between home and workplace and who works 220 days a year can reduce the taxable income by 3,300 EUR).



At present there are only a few long-distance bus lines but it is planned to extend the net.

The federal government's influence on the transport policy of both the Länder and the local territorial authorities is limited to indirect measures: on the one hand by the general jurisdiction mentioned above, on the other hand by financing special or pilot projects.

The Länder are responsible for constructing and operating the network of minor roads (network of the second order). The quality of this road network is strongly influenced by the size and financial power of the Länder. The budget available for the road network of the second order is considerably smaller than the financial means available for the network of federal trunk roads (1<sup>st</sup> order).

In addition, the Länder are responsible for the local and regional rail transport for which they receive financial means from the federal government (so-called means of regionalization). The Länder use this money to finance the running of the trains and to improve the railway's infrastructure. Which standards in public transport are to be achieved is laid down in the Länders' legislation on local public transport.

Just as the federal government the Länder have the possibility of supporting activities at local level by initiating own projects or offering financial help. This support, however, is highly determined by the Länders' financial power. The Länders' impetus and support is particularly important for organizing activities between several communities (integrated public transport system etc.).

The local territorial authorities (rural districts, cities) and the communities are responsible for the road network within their boundaries. Their most pressing problem with this is that they have to cope with continuously decreasing financial means.

Local territorial authorities and communities are also responsible for the "everyday mobility", such as concepts for public transport, planning of cycle path and footpath networks, road safety etc. So, from the inhabitants' point of view the most important and noticeable mobility projects are carried out at this local level.



## 2. Brief report on the works

29 march 2011

### **Stefan Haendschke, Dena : Effizient mobil – the national programme on mobility management in Germany**

Effizient mobil is a mobility management program coordinated by the German Energy Agency DENA (Deutsche Energie-Agentur). The program was developed in a partnership from ACE and dena, based on activities the ACE started in 2003. The ACE was engaged in the steering group of the program and worked as a link to trade unions and work councils. It is the first national MM-program in Germany and ran from June 2008 till December 2010. More info on <http://www.effizient-mobil.de/>

The target group of this program were companies and employees and the focus was clearly on soft measures. The trade unions were not involved in the setup of the program but they were invited by the activities of the ACE and played in some cases a role in the implementation of the MM-program on company level.

Within Effizient Mobil a network of 15 exemplary regions was created where municipalities and companies could ask for MM-assistance. The assistance consists of a free MM-scan (mobility profile, accessibility profile and survey amongst employers) executed by private experts. By providing free assistance, Effizient Mobil wanted to create interest for MM within companies and communities.

Rewards were given for “best practice in MM” (2009) and “innovative concept in MM” (2010)

The program was very successful:

- interest of companies/municipalities for MM increased clearly
- more and more companies hired a MM-expert to assist in the implementation of the proposed measures

- a new market for MM-services was created

Based on this success a continuation of the program for the period 2011-2013 is expected. Apart from proposing the same services, focus will be put on evaluation (MaxSumo), quality management and public relation work.

**Q:** what were the main reasons for companies to take part in this program?

**A:** economical reasons, corporate social responsibility and general policy linked to EMAS, ISO14000,... The fact that it was a national program coordinated by the Ministry gave the program an official label. This was important for the companies.

### **Juliane Korn, ACE : examples of MM-projects and -campaigns**

Juliane Korn describes some good MM-examples from Munich, Frankfurt and Bremen:

- Munich is a forerunning city in the field of MM. In 2001 a clear choice for sustainable mobility was made. This was due to the large number of commuters and the limited highway capacity. A key characteristic for MM in Munich is the attention for good marketing.
- Frankfurt introduced a successful Bike+Business concept allowing companies and municipalities to enhance the share of bicycle use within the home-work traffic.
- the example of Bremen shows that *fun* is an efficient way for promoting MM

Based on these and other examples, Juliane gives 10 tips for a successful MM-policy for companies:

1. tailor made solutions
2. a tactical approach to the management ("look for opportunities")
3. commitment between management and employees
4. mobiteams are efficient ambassadors for your project
5. marketing and communication are very important
6. start with an analysis of mobility structures and processes
7. courage and perseverance are needed

8. be consequent when introducing restrictive measures (e.g. parkingmanagement)
9. go for personal approach, give the good example
10. continuity

### **Martin Stuber, DGB**

Martin Stuber from the trade union DGB (Deutscher Gewerkschaftsbund - Umbrella Association of the tradeunions in Germany) portrays the difficult situation German trade unions are in: a split between promoting an environmental policy and the defense of employment in the car industry. 70% of all jobs in German economy are directly or indirectly related to the car industry. The old proverb "*Verkehr macht Arbeit*" (transport creates jobs) is still valid. As an example Martin gives the discussion on speed limit: the majority in the trade union is against a general speed limit.

**Q:** is there a structure in the trade union to deal with MM-measures?

**A:** not really. Only Martin Stuber is dealing with MM. There is a responsible person on coordinating level but mobility is one of the 6 or 7 themes he is dealing with and it is never the most important one.

### **Matthias Knobloch, DGB & ACE**

Matthias Knobloch explains the history of ACE and its link to DGB. ACE was set up in 1965 as a breakdown service for members of the DGB (trade union). Since 1995 membership of DGB is no longer an obligation but the ACE is in its statute still named as Autoclub of the DGB and the Trade Unions and the trade unions are working in the supervisory board of the ACE..

ACE plays an important role in the development of MM in Germany. The fact that ACE is an *Auto Club* is an advantage in this case. ACE is taken seriously by different actors like companies, the car industry, etc. ACE is political neutral but the main contacts are with the socialist and the green parties.

**30 march 2011**

**Burkhard Horn (Author)/ Matthias Knobloch: The Berlin Cycling Strategy**

Burkard Horn from the Berlin development department could not take part personally, but gave its presentation on the bicycle strategy and policy in Berlin to Matthias Knobloch who hold the presentation and added some details. . Cycling is very trendy in Berlin and the number of cyclists doubled between 2002 and 2008. At the moment 13% of all trips are made by bike (compared to 29% walking, 26% public transport and 32% car).

Especially younger people are into sustainable mobility. There are 3 reasons for this:

1. younger people have less resources
2. public transport in Berlin is very good, so no car is needed
3. sociological trend: young people are less attracted to cars than to other status symbols (mobiles, IT,...)

Berlin developed a dedicated bicycle policy with attention for infrastructure, bicycle parkings, intermodality (bike&ride, public bikes,...) and communication. By means of this integrated policy cycling is no longer a trend but became main stream. Special elements of the policy are the vision of implementing a general zone 30 (with 50km/h as an exception) and a green wave for cyclists.

Berlin tries to be as consequent as possible in developing a mobility policy in favor of cycling. For this reason, the investments (mostly infrastructure) for cycling should increase from 1€ per year and inhabitant in 2010 to 5€ in 2015. The challenge for Berlin is to deal in future with the still growing number of cyclists. One of the topics is how to provide enough bicycle parkings.

**Kai Dahme, Verkehrsverbund Berlin-Brandenburg (VBB): public transport in the Berlin region**

Berlin has a very well developed public transport system consisting of buses, trams, U-bahn and S-bahn. Although the trains, trams and buses are quite recent ones, the yearly rise of 1% to 2% in the number of passenger causes capacity problems.

Services are provided 24/24 with nightbuses. The general frequency is 20' for buses, 10' for the S-bahn. One ticket / license is valid for all public transport services.

**Q:** what is the price for a public transport ticket?

**A:** public transport is not cheap in Berlin (compared to other European Cities, but still cheap in comparison to other German cities). A one way ticket costs 2,30€ and a monthly license 74€, a license for one year is about 700 EUR. At the same time, cars – looking at the out-of-pocket-costs - are relatively cheap so is a kind of concurrency on price level between car and public transport.

### **Frank Wolter, Innovation Centre for mobility and societal change: E-mobility**

Frank Wolter explains the actions the Innovation Centre takes to introduce all kinds of electrical mobility means: pedelecs, carsharing with electric cars, etc. Charging stations for electric cars can also play a role in stabilizing the electricity network when there is peak production, e.g. caused by wind power.

The participants can test out the pedelecs (“very comfortable, very fast”) and the segways.

### **Friedrich Söling, Berliner Stadtreinigung (BSR)**

Friedrich Söling from the Berlin waste company presents the mobility plan and actions taken by his company. Like other speakers before he mentions the prominent position of the car in German society (“Germany = car country). Especially with the workers population at BSR the car clearly plays a role as status symbol which makes it quite difficult to raise awareness for sustainable travel modes.

In the past actions to promote cycling and public transport failed. But recently a mobility week was organized and 150 car drivers choose to cycle to their job. Also a carpooling program (via City Pender) is under development.

The company wants to develop some mobility actions for service trips. Leased company bikes (36.50€/month) and pedelecs (61€/month) will be available for workers.

**31 march 2011**

**Niels Hartwig, Federal Ministry of Transport**

Mobility is approached via different themes: growth of traffic (prognosis for 2025: car traffic +19%, freight traffic +71%), demographic changes, environment, social mobility and price of transport.

The national ministry tries to facilitate innovative concepts in mobility. As an example Mr Hartwig gives the development of a national mobility card for all transport modes.

The Ministry performed a survey on mobility. One of the remarkable findings was that 70% of the population think that investments in public transport are necessary but only 18% intend to change their behavior. The conclusion is that there is a kind of consciousness but not yet a willingness to change...

Another relevant finding: young people pay less importance to the car as a status symbol. Mobile phones and other electronic tools are more important for the status of the younger generation.

Mr Hartwig ends his presentation telling that only since the last decade cycling has been part of the sustainable policy of the Ministry. Before there was only little interest for cycling.

**Wolfgang Nickel, mobility consultant / Planungsgruppe Nord**

Wolfgang Nickel shows the experience with some mobility management projects in the regions Hesse and Saxony. One of the projects was for the city administration of Kassel. Despite the good public transport system of Kassel, 62% of the trips are made by car. Another example was the mobility plan for the Braun enterprise (5000 employees) with the introduction of a new bus line and the integration of the company buses into the public transport offer.

**Q:** was the choice for integration not a question of cost reduction for the company?

**A:** this is partly the case but on the other hand the offer of public buses increased in this way

### **Arne von Spreckelsen, ver.di trade union**

Just like the first speaker of this site visit Mr van Spreckelsen describes the difficult situation trade unions sometimes encounter: on the one hand they want to promote sustainable mobility but on the other hand they also want to defend the jobs in the car industry.

### **3. General conclusions (Traject)**

The site visit in Berlin showed the different approach towards mobility management in Germany. While in Belgium, Spain and Italy the attention for a social mobility system (e.g. access to workplaces for people without cars) was a main topic in mobility discussions, this is less the case in Germany. Sustainable mobility as a way to improve quality of life and to create a more liveable environment is a main theme in Germany. The bicycle policy and the success of it in Berlin is one of the best examples.

Mobility management is a relatively new approach in Germany, also for the trade unions. Several speakers made clear that Germany still is a car-oriented country. Car manufacturing remains the largest employment area in the country, creating at times a difficult situation for the trade unions. On the one hand, the trade unions want to promote and support sustainable mobility programs but on the other hand there is the fear of losing employment in industries related to car manufacturing.

This split is one of the main challenges German trade unions are facing at the moment.

## Report of the third work visit – Belgium, ABVV

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### 1. General framework in Belgium

The competences in the field of transport and mobility are divided between different authorities:

- The federal level (the Belgian state) deals with fiscal and legal issues and the railways (NMBS/SNCB) and also obliges all Belgian companies (>100 employees) to provide data on mobility and accessibility issues on a three-yearly basis.
- The regions (Flanders, Wallonia and Brussels) deal with local and regional transport: De Lijn in Flanders, MIVB/STIB in Brussels, TEC in Wallonia. Highways and regional road infrastructure falls also under the competence of the regions. Concerning mobility management, they play a supporting role by organizing awareness raising campaigns, facilitating courses on mobility management and financing mobility management projects (e.g. the commuter fund in Flanders). The Brussels Region plays a particular role with compulsory company mobility plans for companies with more than 200 employees (>100 employees from 1/5/11 on).
- The ten provinces (e.g. Flemish Brabant) play a role in designing the general bicycle network (connections between municipal cycle networks) and in facilitating mobility management on company or industrial area level (e.g. the Mobidesk in Flanders).
- The municipal level is responsible for road infrastructure (including bicycle infrastructure) and local/urban mobility planning.

Belgium has a legal and fiscal framework that is in favor of sustainable travel modes for home work trips: there is an obligation for employers to refund at average 75% of employees public transport costs. This intervention is exempt from salary tax. Additionally, a (non-obligatory) tax free cycling fee up to



0,21€/km can be given to employees who cycle to work. Most companies refund also car drivers for their homework trips but this refund is partially taxed expect if employees choose to carpool in an organized carpool scheme. In the latter case, the refund is 100% free. On the other hand, the fiscal regime is very favorable for company cars. Therefore, there is a real tradition of giving company cars (including fuel cards) to white collar workers.

There are differences regarding mobility problems and politics between the three Belgian regions. In general, the Brussels region is characterized by an important share of public transport in commuting travel (a lot of workers commute daily to and from Brussels region), fewer bicycle use than in Flanders and major congestion compared to the other parts of Belgium. A main characteristic of work-related mobility in Flanders is the rather high share of cycling, especially within cities like Leuven, Ghent and Antwerp. In Wallonia, partly because of the geographical characteristics (hilly and a less dense population) cycling is less common. Most people drive to their work place.

Only the Brussels region has an obligation on green commuter plans for companies with more than 200 employees (will become 100). The other regions play a more facilitating role with regards to workers mobility plans.

## 2. Brief report on the works

6 april 2011

**Sarah Hollander – Brussels Institute for Environmental Affairs (BIM)** explains the legal framework on MM for companies in Brussels Region

- since 2004 all companies > 200 employees need to develop a green mobility plan (MP). From 30/6/11 the obligation will be broadened to all companies > 100. The Brussels obligation goes further than the Belgian Federal obligation (“mobility diagnosis”) where companies only have to provide data on their work-related mobility.



- Of 650.000 employees in the Brussels Region, 1/3 (270.000) will fall under the obligation. Most of the involved companies are in the center of Brussels with good accessibility by public transport
- companies have “to pay” themselves for the mobility plan but there is a maximum of free support by the BIM. Companies did not need to hire external advice from e.g. consultants
- results: compared to 2005 there are more companies in 2008 that have implemented MM-measures
- a new element from 30/6/11 is the obligation to implement measures instead of (only) having a mobility plan. Before 2012, 2 of the following measures have to be implemented:
  - internal mobility coordinator (to be announced to all employees and trade unions) ; the BIM organizes courses and gives information / support to these mobility coordinators
  - obligation to inform employees on the MP and to organize awareness raising campaigns. Control is done via regular audits
  - a multimodal accessibility information (plan)
  - measures facilitating the use of public transport (choice from 6 different measures: bike sharing system, co-financing PT-supply, free PT for employees, mobility budget instead of company car (\*))...
  - high quality bicycle racks for employers and visitors: number = 120% of the actual number of cyclists ; min. 1 bicycle parking place for every 5 car parking places
  - car policy aiming at reducing the Ecoscore (CO<sub>2</sub>, NO<sub>x</sub>,...- emissions) of the company cars
  - action plan for pollution peaks (smog days). Those days, in the Brussels region, the speed limit is 50km/h ; companies need to inform their employers about sustainable alternatives for the car. There is a warning sms and email-system 24h before a predicted peak

- companies will have to provide audit reports, for control but also for the BIM to learn from best practices

**Q:** are locations with > 100 employees, but including different employers obliged to make a plan?

**A:** no, this is not the case. It is nearly impossible for small and medium sized companies to have a mobility plan or mobility coordinator

**Q:** can the Brussels Region introduce an obligation on mobility plans while this is not the case on the federal level?

**A:** Yes, because mobility and environmental affairs are regional issues

**Q:** are trade unions involved in the process of mobility plans on general level or on company level?

**A:** here is no obligation and the BIM has no idea if this happens within the companies. However, the timing of the obligation is parallel with that of the “federal diagnosis” which needs to be discussed on the level of the company council

**Q:** was there a lot of opposition against this obligation?

**A:** not really, because the measures are still “light”. Another option could be to reduce the number of parking spots but it is clear that companies prefer the actual obligation...

**Q:** is there a reduction of number of parking spaces in the companies? we did not analyze it till now. There is however a clear increase of company cars.

**Note:** the Brussels region is studying if part of the parking spaces companies offer, can be taxed. E.g. if, based on a study, 50 parking spaces were sufficient, and a company had 70, there would be a taxation on the 20 extra spaces. There would be three options for a company: 1/agree with the proposed number of spaces, 2/ pay taxes on the amount of extra parking spaces or 3/ make the parking spaces available for inhabitants. In the latter option, the extra public spaces will be taken from the current number of parking spaces on public ground.

(\*) remark concerning company cars from Bart Neyens: trade unions are not 100% in favor of cancelling the system of company cars as ¼ of white collar workers have a company car...

**Thomas Vanoutrive – University of Antwerp** gives a presentation on the federal “home to work travel-survey” (diagnosis on mobility).

- in Belgium every company with >100 employees has the obligation to provide some basic data on mobility and accessibility of the company to the federal government (30% of all Belgian employees fall under this obligation)
- he explains that in general, there are 5 ways for public authorities to influence employees travel behavior via the employers:
  - mandatory travel plans
  - town and country planning (\*)
  - taxation
  - information, communication,...
  - social dialogue

(\*) The EU Services guideline prohibits certain measures (ikea-law). However, a limit on parking spaces near the new development is still possible.

**Q:** who decides (e.g. via a mobility impact report) about the number of parking spaces?

**A:** this depends on the level of the development. Small development is on the municipal level, bigger developments are on the regional level

**Q:** which is an efficient measure for promoting sustainable mobility within a company?

**A:** having a mobility coordinator is a the most necessary measure

note: in Catalunya, more than 300 *sindicales* are given courses (20, 50 or 100 hours) on sustainable mobility. Part of the courses is followed during “free time”. There is also an examination at the end of the courses

**7 april 2011**

**Frank Van Thillo, president of the Flemish Mobility council (MORA) explains the role and the activity of the MORA**

The MORA, created by decree, is one of the results of the Flemish Region Policy on better governance. It is created within the social economic council of Flanders (SERV), and is therefore strongly linked to the social dialogue. Its members are

- 12 social partners proposed by the SERV (6 representing the employers and 6 the employees, with a maximum of 6 interprofessional partners, the others being representatives of the private transport sector)
- 6 mobility organizations
- 2 environmental organizations
- the associations of Flemish municipalities and of Flemish Provinces
- the regional public transport company “De Lijn” and the National Railway company
- 3 experts

Besides that, the MORA has a secretariat, a daily management board (composed of the president, 2 mobility organizations and 2 SERV-partners) and two special commissions: one for goods and one for person transport.

The tasks of the MORA are to

- advise on the general mobility policy lines of the Flemish Government
- contribute to the development of a policy vision
- reflect on policy documents and advise on proposals of laws and regulations
- advise on budget and investment policy, including those of public transport

- advise on (application of) European policies and on international treaties
- Publish a 5-yearly mobility report on mobility in Flanders including recommendations about future policy

Its most important recommendations are:

- An integrated mobility policy
- Monitoring as a basis of policy
- An integrated intermodal transport system
- Policy of person transport focusing on commuting traffic
- A modern infrastructure policy
- A policy aiming at traffic safety
- A sustainable policy

In the discussion about road pricing for freight transport, the MORA really took the lead in the debate.

The evaluation of its activity after about 5 years is that the MORA has a high legitimacy among its members and the members of the Flemish Parliament. The MORA clearly contributes to improve decision making on the level of the Flemish Government , making it more democratic by objectifying the discussion.

But it seems to have poor direct influence on the Government, which is more driven by public opinion than by the advice of the intermediate organizations.

Reacting to this conclusion, Llorenc Serrano of the Spanish delegation explains that the involvement of intermediate organizations not necessarily leads to a more democratic process (there is danger of corporatism with an appearance of representation of the people).

**Q:** Does the MORA have a budget?

**A:** Yes, besides the budget for daily working, there are budgets for studies

**Q:** How would the revenues of road pricing be used?

**A:** The Government would put it in the general budget, the MORA advises to reinvest it in mobility.

**Alain Vanden Plas is responsible for person mobility at the secretariat of MORA and explains the Flemish “commuting plan”**

He explains first the distribution of competences among the different Belgian policy levels (federal, Regions, Municipalities). This is one of the difficulties for mobility management, for example because workers very often commute between Flanders and Brussels. There are also competences (e.g. fiscal framework) that are on two levels at the same time.

The Commuting plan wanted to reduce modal share of the car from 70 to 60%, but it didn't succeed until now. The main elements of the plan were:

- More support to employers who want to work on sustainable mobility, mainly through provincial Mobidesks
- Better alternatives to the car: more bicycle lanes, missing links in PT network, promotion of carpooling and carsharing, teleworking.
- “Tailor made commute”: integrating commuting in municipal mobility plans, the commuting fund, integrate accessibility in urban planning, allow company buses on bus lanes
- Sensitization and education

The commuting fund gives employers the possibility to obtain a subsidy of max. 50% during 4 years for the implementation of measures encouraging employees use more alternatives to the car. Already 19 Million € has been spent on very diverse actions (going from transport supply to increasing financial interventions of the employer to encourage the bicycle). The social partners play an important role in evaluating submitted projects. All the projects are monitored by the Government, in order to make sure the money is well spent. The commuting fund is being revised now.

The visions of employer and employee representatives are not the same. The latter would like more strong commitments of the employers, while employers are strongly opposed to any obligation. However everyone agrees “mobility scans” as a tool for employers to decide on measures to take, are necessary and effective.

Frank Van Thillo concludes that, in general, the involvement of employees in the decision making process is crucial for the success of mobility management in companies. But in many companies, the trade unions merely give their agreement.

Right now, a concretization of the “PACT 2020” (with objectives similar to the Commuting plan) is being prepared by the MORA. It would include the commitments of employers and employees in order to realize the objectives of the new commuting plan.

**Karin Dries – Antwerp City Administration** explains the green commuter plan of the City Administration at the occasion of the centralization move to the new location.

For the City Administration, there were two reasons for developing a mobility plan:

- employers satisfaction
- responsibility towards the neighborhood: avoiding traffic impact on the surrounding streets caused by the move to this location

A preparatory survey showed that a focus on cycling and the use of (existing) public transport were the most efficient measures. The general focus was on informing people about the sustainable modes: accessibility guide, personal travel advice, travel info on intranet... Also investments in internal cycling infrastructure (bicycle parking, reparation service,...) were made. This to take away possible “excuses” of employees not being able to cycle to work

the existing underground parking was “too small” compared to the number of car drivers before the centralization move. Thus, only service cars, carpoolers and visitors are allowed in the underground parking. The principle is “solo drivers



have no access to the parking”. This rule is for all, except a few directors – who have a “company car” .

**Q:** has there been thought about the introduction of paid parking?

**A:** no, choice was to restrict access for solo drivers. There are enough options for free parking on walking distance (within 1km). There was a clear choice for preserving the livability of the neighborhood and “paid parking” would not help to reach this goal.

**Steven Dierckx – manager I-bus** tells about the starting up, implementation and current status of the I-bus project.

- I-bus is an optimisation of existing bus services from 6 enterprises in the Antwerp port area
- an advisory council consists of 12 members + the I-bus manager. Every company has a delegate from the management-side and one from the employers (trade unions). Every change in schedules or bus routes is discussed and approved by the bus-committee
- there are 29 bus lines for daytime workers and 12 for shift workers ; there are 55 vehicles, operated by one company, for these services. The buses are as environment friendly as possible.
- 4000 employees in the 6 companies, 3166 of them are in the I-bus database (used for developing the bus lines) ; between 1/1/10 and 28/2/11 2572 unique users (at least one time)
- occupancy:
  - day buses: average of 17,44 passengers per bus (min 10,5 – max 24,5)
  - shift workers: average of 7 passengers per bus (min 3 – max 13)
- I-bus has led to an optimization: 6 buses less for day workers and 6 buses for shift workers. The total number of passengers remained the same



- advantage of I-bus is also the “track&trace”-system which allows to have data on the number of passengers. Useful for making separated invoices for every company but also for optimizing the bus lines on the basis of the number of users.
- The optimisation resulted in an economical benefit for the 6 companies but it was also an advantage for the employees of the single companies, as the covered area is much larger than before: there are bus lines to more destinations.

**Q:** how do you explain the fluctuation between the number of passengers in jan 10 and jan 11?

**A:** partly because of changes in employment (decrease of number of employees), but also because of weather (if it snows, cyclist tend to use the I-bus more often)

**Q:** does the advisory council limits itself to I-bus? and if so, why?

**A:** at the moment only I-bus. Maybe in near future there will be actions towards a bus for bicycles and cyclists (for use of the motorway-tunnel) but other sustainable mobility actions are not intended in near future.

**Q:** was there an evaluation amongst users?

**A:** not yet but it is planned

**Q:** are external workers (security, cleaning,...) allowed to use the I-buses?

**A:** the board of administration of I-bus decided to limit the service to workers employed directly by the 6 companies, in order not to complicate the supply. At the moment, third parties are partly allowed to use the I-buses services (eg neighboring companies, external contractors etc.) as long as there is no structural influence on the schedules etc. BASF (3000 employees) has its own busses but is looking for collaboration with I-bus. This means however a structural change in the system and needs more studying. But the I-bus committee wants to further optimize the system by looking at opportunities to include more participating companies.

**Q:** why not using vanpooling for vehicles for fewer passengers

**A:** main reason is the fact that you are working with 6 different companies, 6 different cultures... It is not so easy to implement these systems.

**8 april 2011**

**Hans Floré – Province of Vlaams Brabant** explains the role the Province plays in mobility management.

- in 2003 the mobility desks (MD) were founded by the Flemish Ministry of Mobility. The focus of the MD was on real practical support for MM-projects and less on studies. The switch from studies to assistance for implementation was a good decision.
- main activities:
  - recommendations based on short term studies (quick scans)
  - support in the implementation and evaluation of MM-projects
- most initiatives are taken by the company management but also trade unions can contact MD and/or make use of the Commuter Fund (*Pendelfonds*)
- quickscan: short term study on MM under the form of a Powerpoint-presentation with results and advices
  - step 1: data collection via questionnaire and excel-sheet with mobility data employees. Data to be provided by the employer
  - step 2: analysis of data
  - step 3: proposal of measures with high potential
  - step 4: elaboration and implementation (possibly via Commuter Fund-subsidies)
- commuter fund:
  - co-financing till 50% (shared responsibility)
  - facilitation of start up of projects (subsidies for 4 years)
  - only implementation costs are eligible, no study costs. May include staff costs (e.g. mobility coordinator)



- trade unions and employers are members of the advisory committee
- specific projects have to be negotiated between employers and trade unions on company level. A report on at least one enterprise council on the subject has to be part of the application form for getting subventions from the commuter fund.
- Hans gives some examples of commuter fund projects:
  - Aviapartner:
    - limited free public transport tickets for cyclists in case of bad weather
    - parking card with limited access to parking lot for public transport users when circumstances are not favorable (e.g. in case of night shifts)
  - Fugzia fietst!: small company (only 5 employees) that purchases folding bikes for commuter traffic (combination with public transport)

**Q:** are there Commuter Fund-projects that aim at bringing companies together around MM?

**A:** companies working together is a very efficient way of working on MM. The problem is you need one company that wants to take the lead. And that is not always easy to find.

**Q:** is there any consultation with the municipalities on MM-measures (eg bicycle infrastructure,...)?

**A:** this is done at the level of urban mobility planning but it would be better to involve the local municipality, also in the commuter fund. Timing is always a problem: companies start working on their proposal only last minute...

**Philippe Jacobs – Flemish Public Transport company De Lijn** gives a presentation on the START-project for Brussels Airport. An action plan on mobility was part of a general strategy to preserve the economical accessibility of the airport and the industrial areas around.

- accessibility is important for employees but also for the passengers of the airport. The strategic choice of the PT-company was to focus on the passengers of the airport. By providing a good PT-access for the passengers, the accessibility problems for the employees would also be resolved. 20% of the passengers came from within 20km of the airport. They were the main target group.
- there are 13 highly frequent bus lines to the airport (also during weekends). The number of bus passengers to and from the airport is increasing every year (+6.4% in 2010). Expectations are that the number of bus passengers will further increase once the new railway-connection (*Diabolo*) from Antwerp to the Airport will be realized
- since 2010: an additional night line making access to labour market possible for the unemployed. There is a high unemployment rate in the City of Brussel and a high need of workers (especially for the night shift) at the airport. Therefore, the decision was made to organize a night line from Brussels neighborhoods to the airport. Occupancy at the moment: 1000 passengers/month.
- a lot of efforts have been done to inform and communicate about the buslines

**Q:** how many employees are there in the airport region?

**A:** 65.000 employees (18.000 on airport itself)

**Q:** this project is about positive incentives (increasing supply) but are there also disincentives (parking management?)

**A:** the strategy is to “penalize” employees coming by car and to push them to public transport. The aim is to increase access for the clients of the airports (economical benefit)

**Jan Paesen – University of Leuven** explains the mobility plan and policy of the Leuven University.



- there are several mobility initiatives for students and for staff: free use of public transport, cheap bicycle rent for students.
- Commuter fund “2WD project”: free commuting bicycles for employees, including maintenance and repair. Commitment of the employee: use of the bike for home-work and for short business trips and no access to parking. For the employer, this system is 3x cheaper than giving a 0,15€/km bicycle allowance (which is quite common in public sector but not compulsory).
- there are some obstacles in the project: cyclists who come by own bike cannot benefit from the project, no flexibility between “sometimes car, sometimes bike”,...
- benefits of the project:
  - benefits of the scale (cheap rental prices)
  - financial treatment of the system (accounting costs, provision of future costs) guarantees the continuity of the system
  - maintenance and repair of the bicycle is done by mobile workshop

**Q:** how many employees use this system?

**A:** 30%

**Q:** why is there free public transport but no free bikes for the students?

**A:** very good question! but this will need new financing sources

**Jos Vandikkelen, Velo bicycle point** gives a short explanation about the services of the bicycle point, organized by Velo: supply to commuters and to companies. He shows the visitors around in the public bicycle parking at the station, including a bicycle repair service. This is part of a social economy project where people from risk groups (lower education, long unemployment,...) are employed to do little reparations and services so the distance between unemployment and regular economy is closed.

**Hans Goesens, CIP – project development** guides a visit around the *Kop van Kessel-Lo*, a new urban development project adjacent to Leuven station. Like in other Belgian cities (Antwerp, Ghent, Bruges, Liège,...) huge investments are made around station areas: offices, apartments, hotels,... The development of station areas for working and housing is part of a sustainable urban and mobility policy.

### 3. General conclusions (Traject)

The site visit in Belgium had a clear added value for the E-cosmos project. While in other visited countries mobility management is more about planning and studying, it seems that – especially in Brussels and Flanders – Belgium takes the next step. Focus is less on studies but more on implementation and follow-up of measures.

The obligation of company mobility plans in the Brussels region is an interesting example of an implementation oriented mobility management policy. In Flanders, the focus is on supporting companies - financially and via advice – in implementing mobility management measures.

The legal and fiscal frameworks in Belgium stimulate the use of public transport, cycling and carpooling. The commuter fund (in Flanders) and the federal diagnosis (Belgian level) are effective ways of bringing mobility management into the discussion between employers and employees on company level.

## Report of the first workshop – Madrid

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### Description of the activity:

It was organised by CCOO and ISTAS, with the participation of representatives of CGIL, ABVV, ACE, ISTAS and CC OO.

During this workshop the following tasks were completed:

- Launch and detailing of project tasks and other project coordination issues.
- Discussion and approval of the methodology for the study.
- Checking of technical visits to be carried out in each country.
- Exchanging experiences and learning about different successful practices on sustainable mobility in Madrid (Spain).

### Programme of the Workshop:

A. Welcome attendees and Introduction.

Union participating partners, Llorenç Serrano, Chairman & Carlos Martinez, E-COSMOS director

B. The E-COSMOS Project

- Detailed Work Programme. Manuel Ferri & Luis Cuenca, Comisiones Obreras Union
- Management of the project. Pilar Pedroso, ISTAS
- Budget of the project. M<sup>a</sup> Cruz Martinez, Comisiones Obreras Union
- Structure of the work program. Manuel Ferri & Luis Cuenca, Comisiones Obreras Union



### C. Transport & Mobility to work

- International perspectives in mobility. Manuel Ferri, Comisiones Obreras Union
- National perspectives in mobility. Luis Cuenca, Comisiones Obreras Union
- Local perspectives in mobility. Manuel Fdez. Albano, Comisiones Obreras Madrid Union

### D. Mobility in Madrid Area

- Sustainable transport modes in Madrid Area. Domingo Martín Duque, Madrid Regional Transport Authority
- Companies mobility experiences in Madrid Area
  - Telefónica (Las Tablas). Luis Cuevas, Telefónica branch union CCOO
  - Orange (La Finca). Gustavo Adolfo Arribas, Orange branch union CCOO
  - Vodafone (Las Tablas). Raúl García, Vodafone branch union CCOO

**12 January 2011**

### Site visit

- Sites to visit:
  - Industrial Estate in Villaverde (Madrid) \*.
  - Tramway system in Parla

\* the work programme included a visit to industrial estates in Getafe with a shuttle system from the railway station, but given the low frequency of shuttles during off-peak hours and the short duration of days in January the programme was modified and the visit was replaced by a visit to the industrial estate La Resina in Villaverde, in the south of Madrid.

The following goals were achieved during the visit:

- Offering workshop participants information on specific transport services to industrial estates located around the metropolitan area of Madrid.

- Learning about specific services for the public transport system in the metropolitan area of Madrid.
- Revealing the difficulties and the solutions to improve these services.

■ Structure of the visit:

All the available means of transport were used to cover the visit: Metro, suburban trains, shuttle bus and tramway.

1. Metro from workplace to Villaverde Alto
2. Shuttle Bus to La Resina Industrial Estate (Villaverde – Madrid)
3. Suburban train Villaverde Alto – Parla
4. Parla's circular tramway system
5. Suburban train Parla – Pta. del Sol
6. Metro Pta. del Sol – Hotel

**Results:**

The first Workshops of E-Cosmos wanted to find a common ground on goals, management, budget and schedules for the visits and workshops. One of the first consequences was the modification of patterns for workshops and visits, so that these activities would develop for three successive days, beginning in the afternoon of the first day and ending in the morning of the third day:

- Visit to Rome (Italy): 23-25 February
- Visit to Berlin (Germany): 29-31 March
- Visit to Belgium: 6-8 April
- 2nd Workshop in Barcelona: 4-6 May
- 3rd Workshop in Barcelona: 6-8 June
- Final Conference in Madrid: October 25th

To conclude, the E-cosmos project seeks to **get insight** on the state of affairs in Germany, Italy, Belgium and Spain, regarding:

- mobility management policies (commuting)
- role and involvement of trade unions (or workers representatives)

It also wants to observe and learn from the **best practices** in every country

- via presentations (theoretical part) and discussion with local key players
- via site visits (“practical part”)

As final goals it seeks to:

- describe what happens in every one of the four countries
- define guidelines for trade unions on Mobility Management - actions and measures
- suggest guidelines for common EU-policy on Mobility Management for commuters

In order to prepare the technical visits, a list of tasks was drafted by each hosting organization, which aims at clarifying practical aspects and providing data on population, institutional framework in each country. A form was designed to facilitate this task.

Aspects related to mobility had to be explained in detail and include at least:

- modal split of commuting
- number of vehicles per inhabitants
- traffic accidents
- brief description of the legal Framework of mobility and its management policies
- companies’ level of obligation to develop mobility plans

- employers contribution to commuting expenses
- average cost of home-work trips on public transport
- Cost of monthly transport fares for buses, tramway, metro or suburban trains
  - Employers' contribution
  - Specific costs of transport for each country
- Clear description of different mobility problems for commuters considering
  - Environmental aspects
  - Social aspects (exclusion, etc.)
  - Legal and fiscal frameworks
  - Health issues
  - Economic aspects
  - Specific aspects of each country
- Description of the role and experiences of trade unions (and other organizations involved in mobility management):
  - Is sustainable mobility an issue for trade unions?
  - Is sustainable part of collective bargains?
    - At national level?
    - At regional level?
    - At sector level?
    - At company level?
  - Where is it focused?
  - Specific aspects of each country

- Description of some good practices
  - trade union initiatives
  - initiatives of local authorities
  - employers' initiatives
  - initiatives of industrial estates

#### **Other documents**

- E-Cosmos News
- Photos page I: Presentations during the meetings of the workshop in Germany
- Photos page II: Site visit in Madrid Area

## **Report of the second site visit & workshop – Barcelona**

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**4 may 2011**

### **Visit the Can Sant Joan tertiary estate**

The partners took the train to the San Joan industrial area. This area is close to the highway and to a direct train line to BCN. There is a shuttle bus from the station, serving the industrial area. This a good example of a MM-project, although the infrastructure (road and public transport) is reaching its limits: the capacity of the train station is too small and for instance, there is no good waiting infrastructure at the shuttle bus stop. In near future some investments will be done to improve the shuttle bus service: there will be a free bus lane so the bus can avoid traffic jams.

### **Albert Perez (CONC) and Albert Villalonga (ISTAS) – more info on the San Joan mobility plan**

The modal split figures show the success of the mobility plan: 26% of the workers use public transport to travel to the San Juan industrial area. They mention a mental shift: in the past the developers would think about “more roads” as the only solution while at the moment developers also feel improvement of public transport (tramway) is necessary.

### **Rafael Requena, Mobility Plan UAB**

Rafael Requena explains how the Autonomous University of Barcelona deals with mobility issues. The decision to locate the University outside town was taken in the 60's when sustainability was no major issue. Therefore the UAB is a “commuter university” with the majority of students commuting every day. 54% do this by public transport, 38% by private car (11% carpooling). The share of cycling is less than 1% and 7% come by foot.

The mobility coordinator is persuaded that increase in cycling, public transport and carpooling is possible but that restrictions in parking are a necessary

precondition. For instance paid parking for students (and for employees?) would generate means to invest in sustainable measures like bicycle renting for students.

**5 may 2011**

**José Jurado, Dpt. de Sostenibilitat de la CONC – transport and mobility to work**

José Jurado explains the role the trade union plays in the debate on workers mobility. Social mobility, environmental friendly transport modes and equality are main topics for the trade union.

**Angel Lopez, head of mobility department BCN city council – urban mobility policies BCN**

Mr Lopez gives a presentation on the mobility policy and strategy of the Barcelona city council. At the moment, the modal split for BCN is 30% public transport (PT), 24% car, 45% walking and 1% cycling for internal trips and 44% PT, 47% car and 9% walking/cycling for trips from outside to the city. The recent mobility policy was successful as the number of car trips decreased since 2000. Barcelona puts effort in monitoring and evaluation: on a yearly base a small publication with main figures and characteristics is made.

Based on his experience, Angel Lopez gives some tips for a successful urban mobility policy:

- a mix of different measures (zone 30, parking policy, bicycle infrastructure,...) is needed. Not an individual measure but the total packet makes the difference
- people choose a transport mode which suits them the best (“individual profit”) and not because it’s the best for society. Local authorities have the duty to do what is best for the whole community. Therefore the local authority should invest in these transport modes which have the highest added value for society
- it’s all about making choices and choosing for the most efficient investments (from a society’s point of view)

- use income from parking to invest in sustainable travel mode
- give priority to the inhabitants and encourage these transport modes that use the lesser space

BCN's mobility strategy consists of 4 priorities and 4 main instruments:

4 priorities:

1. well being (safety, health,...) and quality of life
2. sustainability (climate change,...)
3. equality
4. economical efficiency

4 instruments to reach this:

1. innovation
2. imagination
3. excellence ("a fondo!")
4. consensus

note: consensus at political level and with the citizens is reached easier when "innovation, imagination and excellence" are combined and maximized.

The Bicing system, which is exploited and financed by the city itself, and the way the cities deals with freight delivery ("the 30' minute-cardboard") are examples of this smart policy.

### **@22 cycling tour**

A guided tour in the @22 neighborhood was organized. This district used to be an industrial area and is now subject to new city development: 4000 new social housed, 145.000m<sup>2</sup> public facilities, 44.000 new active workers. The @22-district is a sustainable development with respect for the historic past of this area. A



new tramline, several Bicing-stations and good cycling infrastructure are a stimulus for sustainable transport modes and creates an attractive atmosphere.

**6 may 2011**

### **Albert Villalonga, union training in mobility**

Albert Villalonga stresses the importance for members of the trade union to be formed in the field of sustainable mobility. He explains that Istas organizes two kind of courses:

- courses in classes
- online courses (50h) with tutorships, tests and exercises. The advantage is that persons can follow the courses independent of time and location. (410 students already since sep '09) The online courses are “syndical courses”. The goal is to increase the knowledge of representatives in the field of MM.

There is a standard course but also courses tailor made for different situations. A continuously evaluation of the teachers by the “students” is also organized.

The courses are successful and reach the initial goal of increasing the knowhow of the representatives. The ppt's developed by representatives during the courses are the prove of it.

### **Experiences in mobility (Josep Exposito, Vicenc Tarras, Daniel Guttierrez, Jose-Luis Gojos)**

Vicenc Tarras explains the “pactes de movilidad” for industrial areas in Barcelona and Tarragona. He explains the importance of having an external person working on mobility issues. If there is a mobility problem for an industrial area it is an advantage for the internal syndicalist to be able to pass the topic to a member of the trade union on an higher level. For the zona Franca (logistics area) there is a mobility manager on the area level and regular discussion platforms are organized.

Josep Exposito from the county of Girona explains the mobility actions taken the last years. Also in this case, the installation in 2007 of a mobility manager (from

CCOO) was an important measure. One of the actual demands of the trade union is the request for a transport card.

Daniel Gutierrez explains the actions of the trade union in the industrial area of El Pla (300 companies, 10.000 workers), one of the areas in the Gesmopolis-project. Apart from the trade unions and the local authorities, a representative of the employers were involved during the analysis and development phase. Attention was paid to improvement of pedestrian infrastructure, cycling infrastructure and public transport. The implementation slowed down due to budgetary reasons but now there is again a mobility manager for the area.

Jose-Luis is a worker and union representative in one of the companies in El Pla. He explains that when his company moved to the El Pla area, he took the initiative of contacting the CCOO but also representatives from other companies in the zone. A mobility committee was formed to develop a mobility plan which was presented to the different mobility actors (local authorities, public transport companies,...). In this way, the El Pla area was incorporated in the overall sustainable mobility strategy of the region.

## **Report of the third site visit & workshop – Barcelona**

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**June 6 2011**

### **Visit to the facilities of the Barcelona Airport**

Partners gathered at the meeting point of Terminal 1 (T1) of the El Prat airport (Barcelona) to become familiar with transport services for workers and passengers, such as the railway link with the city (suburban train lines), regular buses to the city and the shuttle bus service connecting terminals 1 and 2 (T1 and T2) with the municipality of El Prat del Llobregat.

The suburban train line has been working for over 30 years, but frequency and schedules became insufficient. Thanks to CCOO's intervention and the fact that suburban trains' management was transferred to the regional government the running times of trains to the airport were extended to meet the airport workers' working schedules. The opening of line PR1 connecting the airport with El Prat is also a result of trade union actions.

### **Guillem Alsina (Metropolitan Transport Agency of Barcelona) and Manel Ferri (CC OO). Accessibility to Barcelona airport**

The Metropolitan Transport Agency explained of the basis for the management of the new express buses service to the airport and the process of trade union intervention carried out by CCOO in Baix Llobregat for the improvement of railway and shuttle services (PR1) to the airport.

**June 7 2011**

### **Good practices of access to workplaces**

The group travelled on public transport at early morning hours to the logistic park (ZAL). The first sessions took place in the CILSA/ZAL meeting room.

**Rossend Bosch, Mobility manager of the logistic park ZAL**

Rossend explained the details of the mobility plan which affects several industrial areas and estates (Zona Franca, Logistic Park, and Pratenc). The plan has had an irregular pace of development since it affects two municipalities (Barcelona and Prat de Llobregat). He also detailed the composition and phases of the mobility desk. The desk has been working alongside with the development and implementation of the mobility plan.

**Vicenç Tarrats, head of the mobility department CCOO, district Barcelonès**

The presentation focused on trade union intervention and follow-up of the Mobility Plan for Pratenc's industrial estate with the participation of work councils, elected representatives and municipal authorities.

**Carlos Caro (Work Council at Gearbox)**

Mr. Caro made a presentation on the involvement of Gearbox in Pratenc's mobility plan. The meeting was held in the company's offices. Gearbox that produces gearboxes for cars. Mr. Caro spoke as president of the work council. He highlighted the significance of workers participation in the mobility desk of the industrial estate in the implementation of a shuttle bus line from the interchanging station at El Prat and the management of parking spaces (with spaces reserved for bicycles and the carpooling at Gearbox).

**Mobility perspective in the city of El Prat**

Afternoon sessions took place in the district CCOO headquarters in El Prat del Llobregat

**Sergi Alegre, deputy mayor for environmental/territorial affairs and urban development of Prat de Llobregat**

Mr. Alegre explained the sustainable mobility policies implemented by the city council in the district during the last 8 years. Municipal authorities in El Prat have worked in the integration of industrial estates with municipal transport networks through shuttle bus services to the logistic park and to terminal 2 of Barcelona airport.

Mr. Alegre also described the network of protected areas in the delta of the Llobregat River, a protected natural environment designated as National Park, and the different urban development policies related to sustainable mobility (30km/h zones, bicycle and pedestrian lane networks, etc.)

### **Trade union experiences in mobility (Daniel Gutiérrez, Teresa Castellà, and Albert Vilallonga)**

Daniel Gutiérrez described the mobility policies to access to workplaces in El Prat focusing in the implementation of the bus line PR4. The implementation of line PR4 which connects the railway interchanging station of El Prat with Pratenc's industrial estate was carried out with the participation of the City Council (Prat de Llobregat), the regional government of Catalonia, the metropolitan transport agency, the Port Authority of Barcelona, the Consortium of Zona Franca, CILSA, Barcelona's market network and Pratenc's industrial estate association of owners.

Teresa Castellà commented on mobility-related trade union activity on the district, specifically on the Mobility Plan for the University Hospital Arnau de Vilanova.

Albert Vilallonga presented two specific trade union experiences: the building of two pedestrian alleys in La Granada (Baix Penedès) and Can Buscarons (Eastern Vallès), based on a trade union demand to provide safe access to both industrial estates.

The bicycle ride to the Natural Park (Llobregat Delta) was cancelled due to the high risk of heavy storm which eventually affected the area by the end of the day.

### **June 8 2011**

The sessions were held at the Catalanian CCOO's headquarters. (Via Laietana 16 – room 1)

### **Vincent Meerschaert, Traject Consultants**

Mr. Meerschaert made a detailed description of the data collected in the surveys sent to the project partners; these data will be the cornerstone of the final report to be submitted in October in the final conference. The most significant aspects include:

- Modal split by country
- Significant mobility aspects in each country
- Differences in modal split between countries

The presentation offered a perspective on mobility of the general population, trade unions and employers.

Mr. Meerschaert informed that the document will conclude with ten mobility guidelines for public authorities and/or trade unions. Guidelines explain why and how to achieve certain goals, as well as some examples and links to websites that clarify the information on sustainable mobility.

#### **M<sup>a</sup> Cruz Martinez (Comisiones Obreras) and Pilar Pedroso (ISTAS)**

Both participants highlighted aspects of the project related to strict compliance by partners with budget and travel expenses requirements related to the workshops carried out in Barcelona and the final conference in Madrid in October 2011.

#### **Luis Cuenca & Manel Ferri, Comisiones Obreras**

Both participants briefly explained the development of the final conference as well as the exact dates of the meeting, which will be held earlier than scheduled (to make the conference match with a mobility seminar that might be funded by the Spanish Ministry of Public Works).

The final conference will include a round table with the participation of all partners (except ISTAS).

## **Annex 2. Recommendations for the development of a European Union Directive**

### **Recommendations for the development of a European Union Directive on the promotion of sustainable mobility for commuters**

The development of Project E-COSMOS (European Commuters for Sustainable Mobility Strategies) included a comparative study of mobility problems of commuters in Belgium, Germany, Italy and Spain which led to an obvious conclusion: the problems do not differ greatly in each country and we face a problem on a European scale. 83% of commuters use private vehicles in Italy, 63% in Spain, 65% in Germany and 68% in Belgium. The use of public transport to commute fluctuates between 13% in Spain and Belgium and 11% in Italy. Spain shows some positive indicators due to the fact that 18.5% of commuters walk to work against 8% in Germany and 2% in Belgium, although the use of bicycles in Spain is less common. 12% of Belgian commuters cycle to work, 10% in Germany and in Spain only 1.5%. Carpooling practically does not exist in all four countries.

The study shows that most European workers choose private motor vehicles for one of their basic activities: commuting. This fact leads to the undeniable conclusion that in order to achieve an economic, social and environmentally sustainable transport (as expressed in the White Paper on transport of the European Commission) it becomes necessary to act on a European scale to modify commuters' mobility patterns. In an increasingly interrelated European context, we all have our share of responsibility regarding the negative consequences of a model that relies mostly on the use of private motor vehicles. Therefore all players must cooperate to address this problem which has such negative impacts on European citizens.

A European Directive, as a regulatory framework for Member States in terms of policies to reduce car dependency and promote sustainable mobility alternatives for a shift of the mobility model, is ultimately necessary.

A series of well-proven planning, management and assessment tools is required to achieve a more sustainable mobility for commuters.

## Planning of urban and territorial development

### **1. Coordination between urban planning and mobility**

A series of urban and territorial planning policies shall be promoted to reduce the number of journeys and commuting distances. Those policies must focus on the compacting of urban spaces, and on the mixed use of soil space into unified residence and workplace areas. One of the priority policies must be the location and concentration of centers of generated mobility in areas with optimal accessibility with public transport, in established urban areas, future development and expansion projects, or in rearrangement projects within city areas.

## Planning of sustainable mobility

### **2. Sustainable mobility plans for areas with great concentration of work/business activity** (industrial estates, business complexes, hospitals, universities, etc.)

This course of action shall imply a joint approach to common mobility problems shared by several companies located in the same area, as well as recommending cooperation between employers and competent public authorities in the field of mobility in territories that generate commuting activity.

Strategies and measures to promote sustainable mobility must be based upon specific supply and demands studies. Those measures include defining temporary goals, making functional proposals, and determining responsible agents, costs, funding and follow-up indicators.



Proposals must aim at:

- correcting the deficit of public transport
- granting accessibility to pedestrians and cyclists
- promoting the shared use of company buses
- promoting carpooling and sustainable management of parking spaces
- facilitating intermodality and other measures to change the current mobility model.

### **3. Sustainable mobility plans for companies**

The promotion of a modal shift among commuters not only requires the development of territorial mobility plans for areas where activity is concentrated, it also calls for reduced mobility plans for individual working facilities (both private and public), since this is the area where specific intervention and workplace action are more viable.

Besides, workplaces are the scenario for the implementation of specific measures to promote safe and sustainable mobility among workers' representatives and employers. Measures directly linked to employers' actions include:

- granting safe parking for bicycles
- management of company's shared bicycle services
- implementation of company shuttle bus services
- providing free public transport fares for workers
- parking management with preference to carpoolers

Mobility plans must therefore be implemented at least in public agencies and public authorities' facilities with more than a 100 workers (regular or interim), and in companies with more than 200 workers (regular or interim).

The plan must include strategies to promote sustainable mobility based on workers' mobility habits. It must also define temporary goals, make functional proposals, and establish control and follow-up indicators. The plan must have a detailed program of intervention.

All companies with a staff over 100 workers shall submit an annual survey on workers' mobility patterns.

### **Mobility management**

#### **4. Mobility desks for areas of concentrated industrial activity**

Mobility desks shall be stable negotiation and participation bodies that include all social agents: unions and employers, public authorities related to the territorial management of the plan, and transport operators.

The goal of mobility desks is to promote and cooperate in the mobility plan, and to encourage and disseminate proposals. They must be the main body of reference in terms of mobility management in each area.

#### **5. Companies mobility groups (commissions)**

Mobility groups shall be participation bodies for the negotiation of measures to achieve a modal shift, and for the follow-up of implementation.

A task force must be designated to develop a company mobility plan. This task force must include employers, union representatives and if necessary, transport operators and local authorities on a temporary basis. Workers' representation must seek the possibility of including regular and interim workers.

The objectives of this commission include promoting and cooperating in the implementation of the mobility plan, encouraging and disseminating proposals, as well as monitoring the implementation.

## **6. Mobility managers for areas of concentrated industrial activity**

Mobility managers shall be responsible for the implementation of decisions of the mobility groups. They must coordinate with the different players involved, generate information and monitor the implementation of mobility plans.

Mobility managers must also grant that the decisions and proposals of the mobility commission are carried out effectively.

Their functions include:

- negotiating with different public and private agents of the industrial estate to expedite the execution of the mobility plan
- adequately generating and forwarding mobility information in the industrial estate (public transport, bicycle services, etc.).
- carrying out training and advisory activities aimed (for workers and employers) related with the promotion of sustainable mobility in the different companies.

## **7. Company mobility manager**

Company mobility managers shall be responsible for the management, control and organization of mobility in the company. They will also be in charge of promoting the actions of the mobility plan, their follow-up and assessment.

Their responsibilities shall include the dissemination of the mobility plan, recommendations on collective public transport, mobility on foot or bicycle, carpooling and other modalities that improve the system's global sustainability.

## **Assessment and follow-up of European commuting**

## **8. European Commuting Observatory**

A European observatory on commuting will help assess and follow-up commuting in different Member States. The observatory shall become an instrument to compile, process and disseminate information through specific

publications and websites. Data collected by the observatory must focus on mobility indicators, follow-up of implementation, and on the results of sustainable mobility planning and the dissemination of good practices. The observatory shall also promote European research on commuting.

The observatory's staff must include European mobility experts and agencies, as well as European trade unions and employers' organizations.

## Annex 3. Glossary

**Accessibility:** *capability of moving and reaching a destination with ease and without obstacles, i.e. possibility of access.*

**Air quality:** *levels of concentration of pollutants in external troposphere layers which do not imply harmful effects for human health and the environment as a whole.*

**Average occupation:** *Average number of passengers that use the same motor vehicle at a time.*

**Bus shuttle:** *Transport lines that connect intermodal or railway stations with industrial estates or company premises to facilitate a combined use of different means of transport.*

**Carsharing:** *System based on a short term rental of cars by individual commuters.*

**Carpooling | Vanpooling:** *System based on the use of motor vehicles for several passengers to reduce the costs of commuting, energy consumption and polluting emissions.*

**Collective public transport:** *Group of collective transport means owned or managed by public agencies, private companies or with joint ownership.*

**Commuting accident:** *Material and physical damage caused by collision between two or more vehicles or transport systems during their journey to workplaces (between drivers of different vehicles, vehicles and pedestrians, drivers and cyclists, etc.).*

**Demand management:** *System to define and achieve eco-mobility in which travelling on foot, bicycle and public transport would prevail over other forms of commuting*



**Ecomobility:** *Group of sustainable collective public transport means.*

**Energy inefficiency:** *inefficient management of energy investments with a negative effect on productivity.*

**Fare/Tariff integration:** *System that allows the purchase of transport fares valid for all public transport networks in cities and metropolitan areas (to favor intermodality and increase the use of public transport)*

**Intermodality:** *Transport of persons and goods combining different transport modalities.*

**Labor exclusion (commuters):** *Impossibility to access workplaces with public or sustainable transport means.*

**Mobility assessment:** *Group of research methods or techniques that allow the study of impacts associated to each mean and system of transport.*

**Mobility demand:** *Amount of journeys generated by the population of a given territory in a given period of time, usually to access places or facilities.*

**Mobility desk:** *group of agents and sectors involved in the planning and management of mobility in a given territory or facility.*

**Mobility management:** *Actions and measures taken to achieve a more sustainable mobility in a given territory or facility.*

**Mobility manager:** *Mobility expert with executive functions to implement sustainable mobility measures and coordinate with the agents involved*

**Mobility on foot, bicycle:** *Journeys on foot or on bicycle*

**Mobility plan:** *Study of citizens' commuting habits and patterns as well as the interaction between different mobility networks.*

**Modal split:** *Distribution of citizens' mobility patterns according to means of transport and travelling systems*

**Park & ride:** *Intermodal system based on car parks with connections to public transport which allows commuters to transfer to collective public transport systems.*

**Parking management:** *Management and distribution of parking spaces based on preferential criteria.*

**Public healthcare:** *Levels of wellbeing, physical or psychological health of the population.*

**Public participation:** *Legal mechanisms that grant the intervention of public transport users in the decision-making process on transport systems and operators.*

**Public transport operator:** *Public, private or jointly owned company that provides collective public transport services.*

**Reserved | Bus lane:** *urban lanes specifically reserved for the circulation of collective public transport vehicles or for vehicles with several passengers.*

**Sustainable mobility:** *Efficient (safe, equitable, healthy, participative and competitive) mobility.*

**Transport fare:** *Prepaid card, ticket or document that allows commuters to access certain transport services or networks for a number of journeys.*

**Transport fiscal bonuses:** *Tax exemptions or reductions on transport fares depending on the degree of sustainability.*

**Transport fiscal policy:** *Taxes levied on different transport means and systems.*



## Annex 4. Pictures

### Photos of the visit to Rome











## Photos of the visit to Berlin



















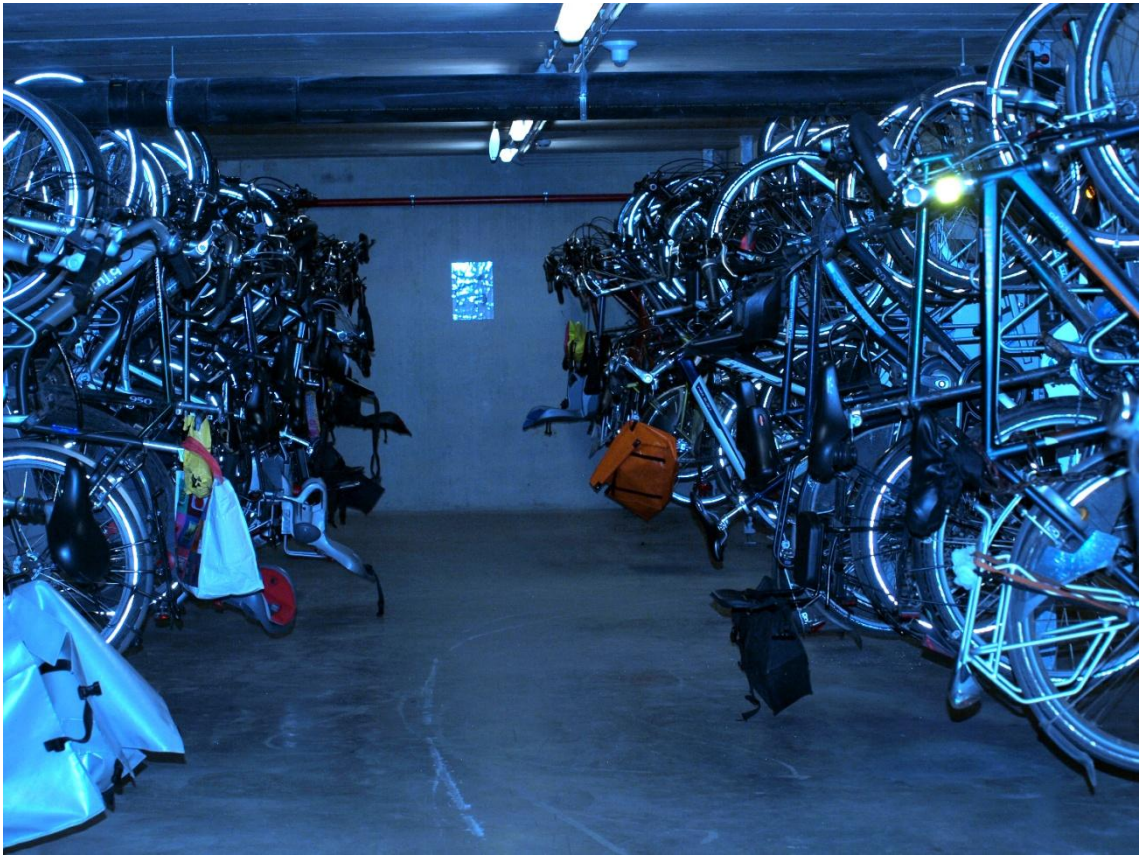
## Photos of the visit to Belgium













## Photos of the workshop of Madrid







## Photos of the first workshop of Barcelona





















## Photos of the second workshop of Barcelona









European Commission  
Directorate-General for Employment, Social  
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