

MOBILITY MANAGEMENT AND COMMUTING

Solutions for Swiss companies

ABOUT THIS GUIDE

This guide is intended to help companies develop a sustainable mobility strategy based around the commuting behaviour of their employees. Optimum measures will differ depending on a company's location and working time model. Companies can select one or more of the suggestions in this guide based on their individual situation. The list is not exhaustive but is intended to stimulate reflection on sustainable mobility.

WHY IS COMMUTING BEHAVIOUR RELEVANT?

Sustainability is greatly impacted by mobility. In 2020, for example, mobility was directly responsible for around 40% of total CO₂ emissions in Switzerland. Cars accounted for around 70% of this amount.

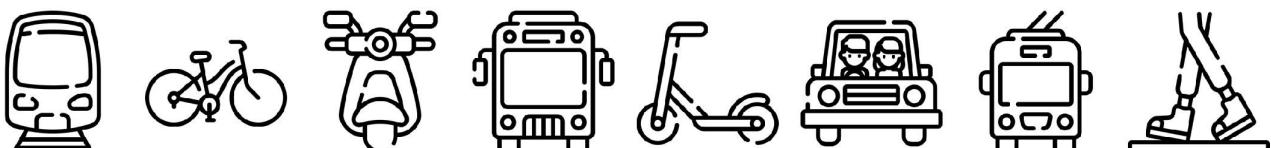
Mobility is responsible for around 40% of CO₂ emissions in Switzerland.

Commuting accounts for a significant proportion of mobility in Switzerland. Eight out of ten Swiss workers were commuters in 2020. That's around 3.5 million people. Just over half of these (52%) used a car as their primary mode of transport to work. Although the journey to work only accounts for approximately 25% of the daily distance travelled, while leisure accounts for 45%, the mode of transport chosen for the journey to work can also influence the transport chosen during leisure time. This is why it makes a lot of sense for companies to take measures to encourage employees to consider more sustainable forms of travel for their commute.

The car is the primary mode of transport for more than half of Swiss commuters.

WHY SHOULD COMPANIES ENGAGE WITH THIS ISSUE?

In its 2030 Sustainable Development Strategy, the Federal Council outlines its commitment to establishing clear guidelines and the necessary foundations to drive the shift towards a sustainable economy. It also calls upon the private sector to set itself ambitious targets for sustainable development, develop appropriate business models, and demonstrate the progress being made. That is why it is in companies' interests to facilitate sustainable mobility. Two incentives have also been identified by the SwissEnergy federal government programme: lower costs due to more efficient business travel and own-account transport and happier employees because easier access makes for a more attractive work location and increases employee and customer satisfaction.



WHAT ARE THE GENERAL REQUIREMENTS?

To achieve the desired sustainability improvements in commuting, a four-pronged approach is required that incorporates knowledge, feasibility, action and measurement.

KNOWLEDGE	<ul style="list-style-type: none">○ Collect and present information and facts○ Raise employee awareness on the issue○ Choose a pragmatic approach, i.e. don't make it too complicated to ensure employee engagement○ Understand/ascertain the mobility behaviour of employees
FEASIBILITY	<ul style="list-style-type: none">○ Define dedicated measures that can be used for the company's own structures○ Avoid ideological discussions○ Establish a framework and ensure top-down support
ACTION	<ul style="list-style-type: none">○ Start with an example○ Give motivated individuals the opportunity to make a positive contribution○ Consider different situations and develop alternatives○ Have management lead by example
MEASUREMENT	<ul style="list-style-type: none">○ Ensure regular (straightforward) reporting on the successes achieved○ Explain that it is a dynamic topic that cannot be measured down to the last decimal point

WHAT MEASURES COULD BE CONSIDERED?

The most important factors in the selection and implementation of measures to make commuting more sustainable are the company's location and working time model.



Location: A company's location is key as this impacts its public transport connections and how easily it can be reached by bicycle or on foot. There are three different types of location: urban core, within the catchment area of urban cores (= urban agglomeration), or outside the catchment of urban cores (= rural areas).



Working time model: Flexible or fixed working hours have an impact on mobility by controlling demand. A distinction is usually made between companies operating in the primary (agriculture), secondary (industry) or tertiary (services) sectors. However, these mobility considerations are less concerned with the sector *per se* than with the impact on working hours and whether or not the employees work in shifts.

The possible measures are therefore listed under these categories. When using the **matrix of measures**, a company should first ask itself whether it is located in the urban core, within the catchment area of an urban core, or outside the catchment of an urban core. The second question is whether it has fixed or flexible working hours. Each box lists the measures that can be considered for the respective situation. More than one box may apply to the company. The list is not exhaustive. The numbers in each box refer to the measures listed below the table.

MATRIX OF MEASURES

	Urban core	Catchment area of urban cores	Not in the catchment of urban cores
Fixed working hours	1 2 3 4 5 6 7 9 10 11 12 13 14 15 17 18 20 25 26	1 2 3 4 5 6 8 9 10 11 12 13 14 15 16 19 20 23 24 25 26	1 2 3 4 5 6 8 9 10 11 12 13 14 15 16 19 20 21 22 23 24 25 26
Flexible working hours	1 2 3 4 5 6 7 9 10 11 13 18 14 15 17 20 25 26	1 2 3 4 5 6 8 9 10 11 13 14 15 16 19 20 23 25 26	1 2 3 4 5 6 8 9 10 11 13 14 15 16 19 20 21 22 23 25 26

* Measures with a blank background (#) have only limited applicability in that category.

LIST OF MEASURES

Public transport and bicycle



1. Contribute towards public transport travelcards
2. Contribute towards bicycle repairs
3. Contribute towards the purchase of a bicycle/e-bike
4. Provide covered, secure bicycle parking areas
5. Provide lockers and showers for cyclists
6. Provide bicycle repair kits for cyclists (with bicycle pump etc.)

Parking



7. Ideally, do not provide parking spaces for employees
8. Actively manage on-site car parking spaces (number, cost, distance between home and workplace etc.)
9. Provide charging stations for e-bikes and electric cars
10. Reserve a fixed number of parking spaces for electric cars

Working from home, co-working, etc.



11. Support working from home, where possible
12. Offer flexible working hours, where possible
13. Establish a videoconferencing infrastructure
14. Give employees the freedom to work from a co-working space that is conveniently located for them
15. Hold in-person meetings involving employees from different subsidiaries and/or other companies in a central location (such as Olten, for example)

Partnerships



16. Partner with car sharing providers
17. Provide pool vehicles, including for private journeys
18. Partner with bike sharing providers
19. Make bicycles available to company employees, for cycling to work from the nearest train station, for example
20. Support car pooling
21. Reach out to and partner with local public transport operators (e.g. to expand the infrastructure by installing a new bus stop outside the SME)
22. Partner with local companies facing similar mobility challenges and seek and develop joint solutions
23. Organise scheduled shuttle buses to and from the nearest train station
24. Align working hours with public transport timetables to avoid waiting times

Other



25. Provide parking only for cars with an A or B energy rating or that are more than five years old
26. Offer a financial contribution towards private cars with an A or B energy rating only

SOURCES AND LINKS

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INFORMATION

This guide was drawn up in 2022 for a thesis as part of the *CAS in Sustainable Management* at Lucerne University of Applied Sciences and Arts (School of Business, Institute of Management and Regional Economics). This guide presents the opinion of the authors and does not necessarily reflect the opinion of other organisations.

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