

Changing Direction

Heathrow's Travel Plan 2004 – 07



Working together
for sustained
business growth

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Introduction



Janis Kong
Chairman,
BAA Heathrow

Welcome to Changing Direction – developed by BAA Heathrow with input from airport-based organisations and employees with the aim of supporting sustainable business growth through reducing the impact of road vehicles at the airport

Heathrow handles over 63 million passengers and 1.3 million tonnes of cargo a year and its 350 organisations employ 70,000 staff. All of this activity generates a substantial amount of road traffic and vehicle emissions.

If Heathrow is to be able to grow successfully into the future – as the Government has said it should – then we are in no doubt of the need to address air quality and car parking capacity as part of Heathrow's sustainable development.

Sustainable development at Heathrow will not only benefit the airport and its users – it will benefit each and every airport-based business. The employer that encourages its employees to reduce car use will not only cut its car parking costs but will improve its ability to attract and retain staff. The company that converts its fleet to alternatively fuelled vehicles will reduce its operating costs and improve its reputation. The company that adopts flexible working practices will cut its business travel and accommodation costs and improve productivity.

Changing Direction outlines how the airport business community can realise – and is already doing so in some cases – these benefits. It explains what BAA Heathrow and other airport organisations are doing to reduce the impact of road vehicles and how behaviours can be changed to the benefit of all stakeholders.

I urge all Heathrow-based business leaders to read Changing Direction and make a commitment to work together to reduce the impact of road vehicles at Heathrow.

Thank you for your support.

Janis Kong
Chairman, BAA Heathrow

The Aims and Benefits of Changing Direction

Changing Direction has been developed by BAA Heathrow with input from airport-based organisations and employees

The aims of Changing Direction are to:

- facilitate the sustainable development of Heathrow whilst minimising the impact of road vehicles at the airport and in the surrounding area
- help airport organisations reduce employee car use related to commuting and business travel
- help airport organisations improve the cost effectiveness and environmental performance of their business travel and fleet operations
- promote and support public transport, car sharing, motorcycling, cycling, walking and flexible working amongst employees
- provide clear and accurate information to passengers and visitors regarding road/rail based travel to and from Heathrow

The area in which Changing Direction can have a substantial impact is on employee car use. Heathrow is important to the international, national, regional and local economies and its employees are its lifeblood. It is important that Heathrow is, and remains, an attractive place to work and part of that attractiveness is ensuring employees can travel to work and on business easily.

Changing Direction is about helping businesses to find ways to encourage their employees to travel and work differently. It is not anti-car, nor is it about reducing employee benefits. It is about providing and promoting realistic, high quality alternatives to help change our travel behaviour for business, personal and environmental benefit.

The Benefits of Changing Direction

The benefits that Changing Direction will bring to airport businesses, employees and the environment are detailed below.

Business benefits

There are ten very good reasons why businesses should adopt Changing Direction. These are:

- **Managing for growth**
Changing Direction will help manage the growth of Heathrow businesses within the 42000 car parking cap. Demand is forecast to exceed this supply
- **Recruiting and retaining employees**
Encouraging and supporting alternatives to the car makes it easier for people to get to their place of work, which in turn increases the potential labour market for employers. This is important for lower paid jobs where candidates are less likely to have access to a car. Supporting and incentivising alternatives also helps to equalise benefits between car and non-car users and improve the overall employment package
- **Car parking costs**
By reducing the number of staff requiring a car parking space, Changing Direction will help reduce business spending on car parking permits, car parking administration and construction of new car parks. It will also help relieve congestion in employee car parks
- **Business travel costs and productivity**
By reducing the need to make business journeys and by improving the operational efficiency of the fleet, Changing Direction will cut business and fleet transport costs. Reducing time spent driving on business will also improve productivity – both through the extra time available to employees and reducing the stress associated with driving on congested roads

- **Accommodation costs**

Where a business can adopt a flexible working regime for its non shift-working employees, opportunities exist for reducing accommodation costs

- **Future transport costs**

Congestion Charging and the Workplace Parking Levy are on the national transport policy agenda. Although not yet a reality, it is possible that such policies could be implemented to manage traffic demand. Managing demand now could reduce the need for such policies

- **Planning approvals**

Local authorities require Travel Plans to manage traffic generated by new developments. By adopting Changing Direction, airport businesses can ease the planning approval process for new developments

- **Corporate Social Responsibility**

By adopting Changing Direction, businesses demonstrate an environmental and social commitment to their stakeholders, contributing to corporate social responsibility and environmental management

- **Employee welfare**

Changing Direction can help improve employee health and reduce the stress associated with driving to work every day. A healthier workforce is more productive and motivated

- **Contingency Planning**

When something goes wrong and employees cannot get to work by their usual means – such as during the fuel crisis – the better the alternatives, the less the impact on business operations

Facts



Heathrow is the world's busiest international airport – and the most important aviation hub in the world



In 2003 over 63 million passengers and 1.3 million tonnes of cargo passed through Heathrow



40% of the UK's air traffic goes through Heathrow



With Terminal 5, Heathrow will handle 95 million passengers per annum in 2016



Heathrow contributes £5bn to the national GDP per annum



70,000 people work at the airport, employed by 356 organisations



50% of the workforce are from the five local boroughs



In the wider economy it is estimated that Heathrow sustains 240,000 jobs in the UK

The Aims and Benefits of Changing Direction



“Changing Direction is not anti-car, nor is it about reducing employee benefits. It is about providing and promoting realistic, high quality alternatives”

Employee Benefits

We live busy lives, juggling the increasingly complex demands of family and work life and, particularly at Heathrow, varying shift patterns. Changing Direction can help to improve the lives of employees by providing more and better travel choices. In doing so, Changing Direction can realise the following benefits for employees:

- **Financial**

Using non-car modes or sharing the car is more cost effective than driving alone. Cycling and walking cost next to nothing and public transport can also be cheaper than the car. According to the AA, a typical daily 4-mile commute costs £600 to £900 per year, taking the full costs of car use into account. This compares to £380 for an annual London Bus pass

- **Health**

Leaving the car at home is a very simple way for people to improve their health. Cycling or walking briskly for 20 minutes a day halves the risk of heart disease. Furthermore, sharing the drive to work relieves the stress of the daily commute

- **Work/life balance**

Employees' work/life balance may improve where organisations can support home and/or flexible working policies

- **Social**

Not driving, or sharing the journey with others, can be rewarding and relaxing. For example, public transport users can read or listen to music and car sharing enables new or existing friendships to develop

Environmental Benefits

BAA Heathrow places its environmental responsibilities at the very heart of its operations. By reducing the growth in the number of vehicles on the road and by improving the cleanliness and efficiency of these vehicles, Changing Direction will make an important contribution to managing a number of environmental impacts, in particular:

- **Air quality**

Heathrow is in an Air Quality Management Area, designated by the London Borough of Hillingdon to manage the levels of nitrogen oxides and particulate matter. Working in partnership with Hillingdon, BAA Heathrow has produced an Air Quality Strategy to reduce the airport's impact on local air quality. Changing Direction is a component of this strategy. The Government's Aviation White Paper has confirmed the importance of managing air quality by making it a necessity to resolve air quality issues before a third runway is considered

- **Climate change**

Changing Direction contributes to BAA Heathrow's commitment to reduce CO₂ emissions

- **Congestion**

Changing Direction helps to reduce the growth in the number of vehicles on our roads, thereby reducing the growth in congestion levels and the impact on the local community

Managing Change

By working in partnership with BAA Heathrow, businesses can realise the benefits of Changing Direction

Figure 1 Transport Fund 2002-03

	£M
Income	1.78
Public Transport Development	1.02
Marketing and Communications	0.37
Strategy and Projects	0.52
Admin Costs	0.11
Total Expenditure	2.02

Changing Direction is about change: changes in attitudes, changes in travel behaviour and changes in the way we work. It is not change for change's sake but change to deliver lasting benefit for the airport, the local community and the environment. However, bringing about this change requires commitment, resources and partnership working.

Resources

Changing Direction requires resources and leadership to be successful.

Financial Contribution

The Heathrow Area Transport Fund contributes approximately £2 million each year to transport-related projects from a levy on passenger and employee car parking. Projects range from major infrastructure improvements such as the M4 spur bus lane, to employee travel schemes such as Airport Carshare and the provision and marketing of bus services and other initiatives. Figure 1 shows the Fund expenditure for 2002-03.

The Fund also pays for the team responsible for managing Changing Direction. In addition to the Fund, BAA Heathrow contributes £500,000 per annum to improving transport facilities.

The BAA Heathrow Team

A multi-skilled team oversees the development and on-going implementation of Changing Direction. The team consists of Change Management, Marketing and Communications and Travel Planning specialists. For team contact details please see page 35.

Changing Direction – Together with Airport Businesses

Changing Direction is for the airport community. The products and services are available to all organisations and employees across the airport.

BAA Heathrow and several other airport-based companies already promote non-car products and services to airport staff. However, to be more effective, support is needed from other airport businesses. Since April 2003, BAA Heathrow has been meeting with companies to understand the issues they face and to consider how Changing Direction could help them. Many are concerned about recruiting and retaining staff – staff turnover in retail companies can be as high as 50% each year. Others are looking to save money – and reducing car parking costs can help.

Airport organisations have a vital role to play in promoting and supporting the take up of Changing Direction's initiatives amongst their own employees. This document highlights a number of examples of what other companies are doing. To encourage others to build on these examples, BAA Heathrow is asking airport organisations to make a Changing Direction Commitment. In making a commitment airport organisations will be asked to:

- endorse Changing Direction
- designate a manager to be responsible for promoting Changing Direction and to attend the Heathrow Area Travel Plan Network
- agree to an action plan, produced in partnership with BAA Heathrow, to promote alternative forms of travel to their employees
- monitor the take-up of alternative forms of transport and update BAA Heathrow on progress

Managing Change

In return for making this commitment BAA Heathrow will offer the following:

- preparation of an action plan to promote alternative forms of travel
- professional advice on implementing travel measures
- up to £1,000 worth of employee travel related products. Employers will be able to choose from a number of products such as:
 - *assistance in mapping residential locations* to facilitate targeted promotion
 - *production of personalised journey planners for staff*
 - *tickets for London Buses or Heathrow Express* – these can be used in promotional campaigns to encourage staff to try using public transport
 - *bicycles* – these can be used as prizes for promotional campaigns or for completing a staff travel survey or for providing pool bikes for use at work
 - *cycle training* to help staff who are interested in cycling to work
 - *grants towards travel plan related capital works* – for example for the provision of changing and cycle storage facilities

Boker Aeroclean: Staff Buses

For the last 15 years, aircraft cleaning company Boker Aeroclean has operated its own transport fleet taking its staff from their doorstep to work at Heathrow.

Boker's fleet of 30 nine-seater mini-buses is used by 70 per cent of its staff. All vehicles are driven by appointed driver/cleaner members of staff who have regular location-led collection and drop-off points.

"We appreciate that staff are our greatest asset and doorstep collection and delivery is a great employee benefit – it also goes some way to ensuring that absenteeism is kept to a minimum," explains General Manager Peter Copley. "Offering free staff transport is our unique selling point in the highly competitive Heathrow employment market. It also makes the job and shift work accessible to potential employees who would not feel comfortable travelling late at night on public transport."

Peter adds: "All the hassle of how to get to and from work is taken away and the same fleet of vehicles transport our cleaners around the airport. It has been a very successful scheme for a long time."

That view is endorsed by Driver/Cleaner Scott Moger who has been with Boker for ten years, the last three as a driver.

"I live in Slough and pick up nine members of staff in Hayes," said Scott. "It works like a dream and it creates a good atmosphere to work in – any alternative, even public transport, couldn't compete."

Whilst not initially introduced for environmental benefits, the team at Boker understands the contribution its staff bus scheme is making to improve air quality. But it is also doing more. "We've joined the BAA Heathrow Clean Vehicles Programme which addresses the issue of emissions from our fleet," said Peter. "We have just purchased three LPG vehicles and plan to have a greener fleet in the future."



Case Study

Boker Aeroclean: Staff Buses



“Offering free staff transport is our unique selling point in the highly competitive Heathrow market”

Peter Copley, General Manager



“Airport Carshare is the most well-known alternative travel scheme, and the one with the highest potential to change commuter behaviour”

Figure 2 Employee Awareness of the Travel Plan

	2000	2003
Aware of the Travel Plan	38.5%	45%
Fully understand that the Travel Plan is an essential part of the business	9.5%	14%
Fully support the Plan's implementation	7.5%	10%
Have changed their travel arrangements as a result of the Travel Plan	0%	6%

Source: BAA Heathrow Travel to Work Focus Groups

BAA Heathrow will set up a Heathrow Area Travel Plan Network to provide support and give the opportunity to exchange views and experiences. The Network will be open to any Heathrow employer and will have the following aims:

- to share information on transport and travel issues at Heathrow
- to identify areas of need
- to develop and implement solutions

Changing Direction – Together with Airport Employees

As well as talking to employees about transport issues, it is also essential to listen so their thoughts, ideas and concerns are taken on-board in the development of Changing Direction.

Airport Commuter

Airport Commuter is a dedicated team of travel advisors. They provide information and advice to airport employees on how to get to work through roadshows around the airport, at the walk-in Commuter Centre at British Airways' Waterside and countless telephone calls. This interface with airport employees is vital in helping develop travel related products and services to meet employee requirements.

Travel to Work Focus Groups

BAA Heathrow holds Travel to Work Focus Groups with their own employees. Almost 120 BAA Heathrow employees took part in Focus Groups which were held during 2000 then again in 2003. The main objectives of these sessions were:

- to understand individuals' motivations behind their choice of transport to work
- to gather employees' views about the quality and availability of car alternatives
- to understand how best to encourage reduced car use

The key findings from the 2003 Focus Groups were as follows:

- Airport Carshare is the most well-known alternative travel scheme, and the one with the highest potential to change commuter behaviour
- employees are more aware of sustainability issues than they were in 2000 when the previous Focus Group sessions were held
- peak-time commuters are more able, and more likely, to change habits than shift workers
- employees are more driven to change by a business or personal finance decision than an environmental one

In both the 2000 and 2003 Focus Groups members of staff were asked about their awareness of the Travel Plan (now called Changing Direction), its contribution to business objectives and its impact on their own travel behaviour. The findings are shown in Figure 2.



“Airport organisations have a vital role to play in promoting and supporting the take up of Changing Direction’s initiatives amongst their own employees”

These findings illustrate the growing recognition by staff that how they travel to work is an increasingly important issue, and that by making a small change they, as individuals, can have an impact.

Changing Direction – Together with Local Authorities

BAA Heathrow works with key influencers in the local area through the Heathrow Area Transport Forum. This Forum brings together local authorities, transport operators, businesses and organisations to consider how best to improve transport facilities and services in the region. One of the Forum’s sub-groups is the Employee Commuter Group.

The Employee Commuter Group meets on a quarterly basis and consists of representatives from Hillingdon, Slough, South Bucks, Surrey and Reading local authorities. There are also representatives from Axis Business Park, Stockley Park and airport organisations such as British Airways, BAA Heathrow and World Duty Free. The Group shares experiences and resources and works together to achieve a reduction in employee car use. It recognises the importance of supporting improved transport infrastructure and new public transport services by working with people to encourage the use of these facilities.

Changing Direction – Together with Public Transport Operators

Strong partnerships with public transport operators are fundamental to the success of Changing Direction. Through the Transport Fund, BAA Heathrow continues to support the marketing efforts of bus and coach operators at Heathrow and in the surrounding community. For example, funds are made available for public transport leaflet distribution outlets along the bus and coach corridors to Heathrow, providing timetables and promotional material. Partnership funding has also been provided to a number of operators to support specific marketing campaigns.

BAA Heathrow is in the process of agreeing a Bus and Coach Strategy, which will set out a range of measures to expand the bus and coach network at Heathrow. Following the consultation, the Strategy will be published in mid-2004.

Monitoring Change

Monitoring staff travel patterns and setting targets for change will help businesses achieve the successful delivery of alternative travel measures

Changing travel behaviour is an evolutionary process. Lasting change takes time. It is important, therefore, that Changing Direction is constantly reviewed and refined. Continually monitoring how Heathrow employees travel to work is fundamental to the on-going development of Changing Direction. Likewise, setting appropriate targets helps to focus on delivering sustained change.

Staff Travel Surveys

Staff travel surveys help to measure the impact of what has been done and indicate whether adjustments need to be made. BAA Heathrow uses two main methods to survey how employees travel:

- a 5-yearly employment survey of all Heathrow employees
- an annual survey of BAA Heathrow staff

The last employment survey was undertaken in 1999. Figure 3 shows the modal split for all companies at Heathrow taken from the 1992 and 1999 employment surveys. In 2002 and 2003 Travel to Work Surveys were carried out amongst BAA Heathrow employees. Figure 4 compares the results from these surveys with the BAA Heathrow employee element of the 1999 Employment Survey.

The figures reveal successes in reducing the percentage of employees travelling to work by car. Between 1992 and 1999 this was reduced by 6.5% across Heathrow – a great achievement particularly against a background of increasing car ownership. The next employment survey takes place in 2004, when BAA Heathrow looks forward to demonstrating further success.

BAA Heathrow employee sole car use is also declining, however the figures are not completely comparable (for example with car share). A methodology has now been agreed that will allow all future annual surveys to be compared against the 2003 data.

Apart from modal split, the surveys provide crucial information concerning employee journeys to work. The 1999 survey revealed that of the 68,000 employees at Heathrow, 67% lived within 12 kilometres of the airport – a distance where public transport should be a viable option. However, approximately 75% of Heathrow employees are shift workers – which can make public transport a less attractive option. This is a challenge BAA Heathrow's Transport Strategy team continues to work on and operators are encouraged to provide 24 hour or 18 hour services to areas of high employee density. This has already been achieved with some services such as the 105 from Southall, 285 from Feltham and 140 from Hayes.

By using the Surface Access Management System (SAMS) it is possible to plot where employees live, showing which areas are well served by public transport and which are not. Further analysis is underway to compare journey times by car with journey times by public transport as – contrary to people's perceptions – the latter can be very competitive. The areas with the biggest proportions of Heathrow's workforce are Hounslow to the East, Hayes and Southall to the North, Slough to the West and Feltham to the South.

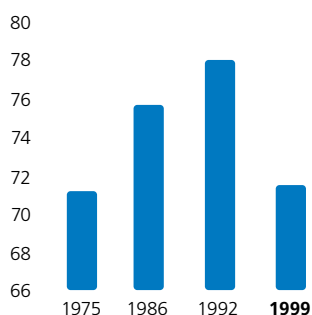
Figure 3 Heathrow Employees – all companies

	1992 (%)	1999 (%)
Car	78.0	71.5
Car share	4.0	4.0
Underground	6.0	6.3
Bus/Coach	6.0	11.7
Motorcycle/Scooter	2.0	2.1
Bicycle	1.0	1.3
Walk	–	0.6
Rail	–	0.8
Taxi	1.0	0.8
Aircraft	1.0	0.9

Source: BAA Market Research

Figure 5 Turning back the clock

% Employees driving alone to Heathrow



This graph shows the percentage of Heathrow employees driving alone and how this has changed since 1975. The reversal in the trend of growing car use has been achieved as a result of BAA Heathrow's Surface Access Strategy and Travel Plan.

Source: BAA Market Research

Figure 4 BAA Heathrow Employees

	1999 (%)	2002 (%)	2003 (%)
Car (including car share)	85	85.7	82.3
Car share	–	–	7.0
Sole car	–	–	75.3
Total Public Transport	7.6	8.0	13.8**
Bus/Coach	5.3	3.9	8.8
Underground	2.0	2.4	4.2
Heathrow Express	0.1	0.2	0.7
Other Rail	–	1.5	0.1
Motorcycle / Scooter	4.7	3.9	2.7
Bicycle	2.2	1.6	0.6
Walk	0.5	*	0.5
Works' Transport	0.1	*	–
Taxi	–	*	0.1
Aircraft	–	*	0.1
Total	100.1	99.2	100.1

Source: BAA Market Research

Percentages may not total exactly 100 due to rounding

* In 2002 these modes together represented 0.8%

** The substantial increase in public transport use is likely to be due to a combination of factors:

- the 2003 sample was much larger, more representative and spread across most job functions
- previous surveys under-represented certain types of workers due to difficulties in obtaining self-completion responses. This may have skewed results towards those more likely to use cars.

Monitoring Change

Targets

BAA Heathrow has set a number of targets to focus on the successful delivery of Changing Direction. These include a mix of airport-wide and BAA Heathrow specific targets. BAA Heathrow undertakes to report annually on all the following targets, providing evidence of financial, environmental and social impacts associated with each individually and in total.

Heathrow Airport Related Targets – to 2008

- From the 2004 Heathrow Employment Survey baseline, reduce single occupancy car use by Heathrow Airport employees by 1% year on year until 2008
- Increase the number of registered Airport Carshare members by 1000 each year and increase the percentage of active members by 1% annually until 2008
- To achieve on-airport employer support to Changing Direction ensuring that 75% of Heathrow employees work for actively supportive organisations by end March 2008
- To evidence best practice in travel planning by implementing at least one new scheme/initiative annually to support employee car use reduction

BAA Heathrow Specific Targets – to 2008

- From the 2004 Heathrow Employment Survey, reduce single occupancy car use by BAA Heathrow employees by 1% each year until 2008
- To increase the use of video conferencing meetings by 50% a year until 2008
- To research baseline data relating to BAA Heathrow business travel (cost and environmental impact) by end March 2005
- To set a business travel reduction target from 2005-06 onwards and report annually.

British Airways: Commuter Centre

The need for a Commuter Centre at BA's Waterside head office was triggered when the consolidation of staff from other locations swelled the Heathrow complex's population to around 4,000.

To help manage this increased pressure, on-site parking was limited to four days a week and staff were encouraged to adopt more flexible working practices or alternative ways of commuting.

Already committed to minimising the impact of its operations on local road congestion (staff and passengers make almost 20,000 journeys a week on BA's own network of shuttle buses alone) the company's Green Travel Plan became vital.

"We already had a number of good transport initiatives but had to make sure that people were getting the help they required," explains BA's General Manager for Airport Policy Paul Ellis.

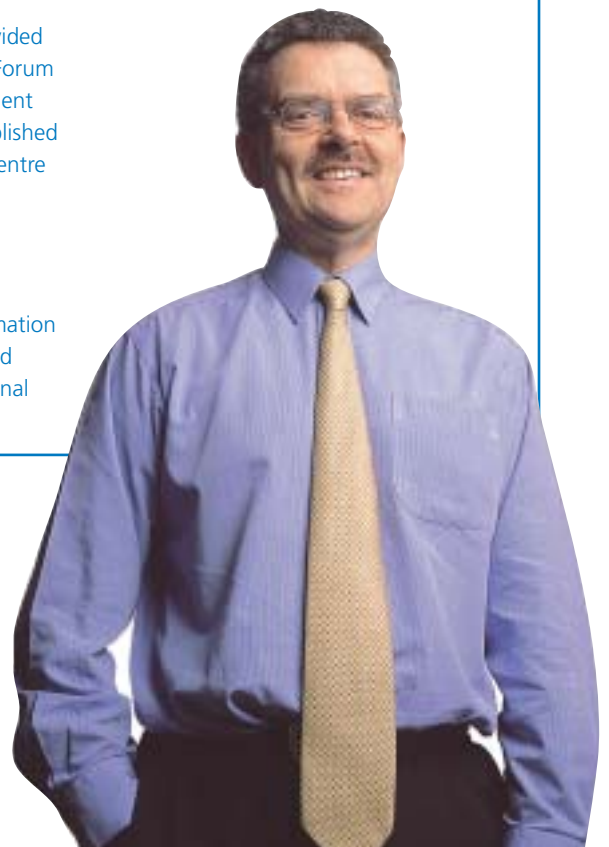
"Bringing together resources provided by the Heathrow Area Transport Forum with accommodation and equipment committed by ourselves, we established a dedicated walk-in Commuter Centre in July 2003 that is open to all Waterside-based employees."

The range of services includes registration for car sharing, information and advice on public transport and cycling and the provision of personal journey plans.

One grateful BA employee who visited the Commuter Centre is Systems Programmer Keith Gough who frequently cycles the six-mile journey from Uxbridge.

"Although I have quite a pleasant cycle route along tow-paths and cycle tracks, some areas in Hillingdon were overgrown making it pretty dangerous," said Keith. "I wasn't sure what the Commuter Centre could do but soon enough the Council had addressed the problem following the Centre's intervention. The staff were extremely helpful and also provided up-to-date cycle path leaflets."

Paul Ellis added: "Providing better information about alternative travel options supports BA's commitment to manage its impact on the environment in a sustainable way and to be a good neighbour to local communities. We are now looking to revise and extend our Travel Plan as we prepare for British Airways' move to Terminal 5"



Case Study

British Airways: Commuter Centre

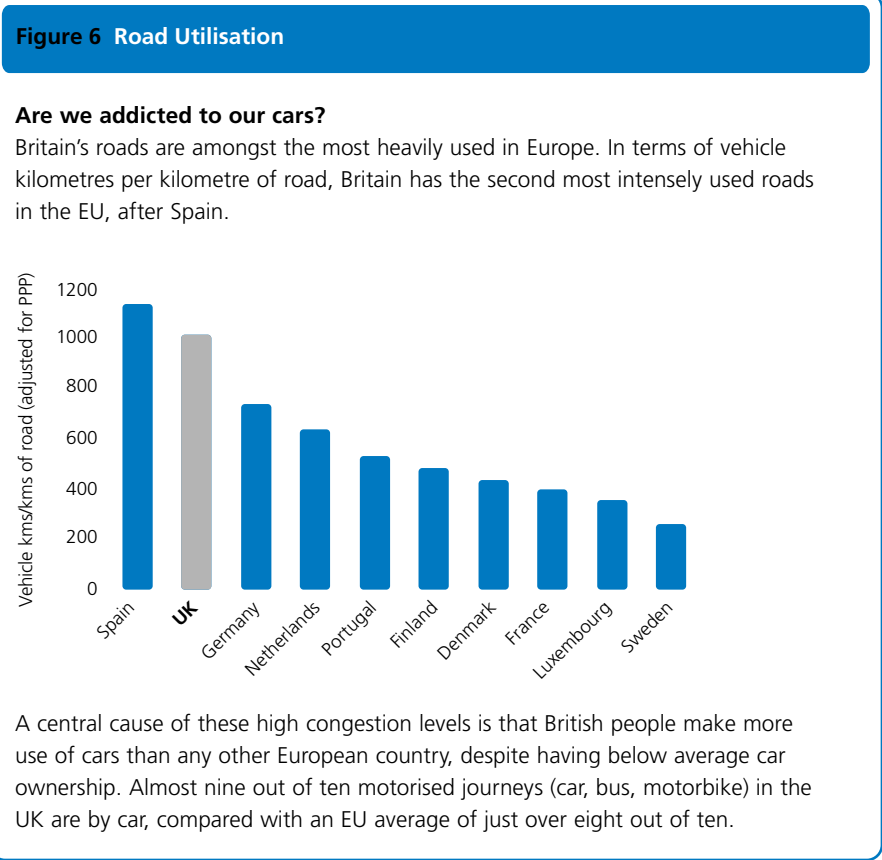


“Providing better information about alternative travel options supports BA’s commitment to manage its impact on the environment in a sustainable way and to be a good neighbour to local communities”

Paul Ellis, General Manager for Airport Policy

Cars and Car Parking

Many car journeys are essential, however car parking at Heathrow is a scarce resource. Heathrow businesses need to find ways to reduce the demand for car parking



Source: Commission for Integrated Transport

Changing Direction is not anti-car – BAA Heathrow realises that cars are essential for many people and an integral part of our lives. However, for some journeys there are viable alternatives. Changing Direction seeks to help people use these alternatives more and their cars less where possible.

At Heathrow many employees work late or start early, in which case the car may be the only option. Alternatively, they may commute long distances from places where there may be no viable public transport. These constraints are recognised.

Changing Direction is not about getting everyone to leave their car at home all of the time. Rather, it is about encouraging those staff who can use alternatives to consider them and enabling them to do so. It is also about encouraging everyone to consider making small changes to their travel patterns when they can, for example when they are on a shift pattern that means they could use the bus or car share with their neighbour. If everyone who currently drives to work left their car at home just once a fortnight, employee car use would be cut by 10%.

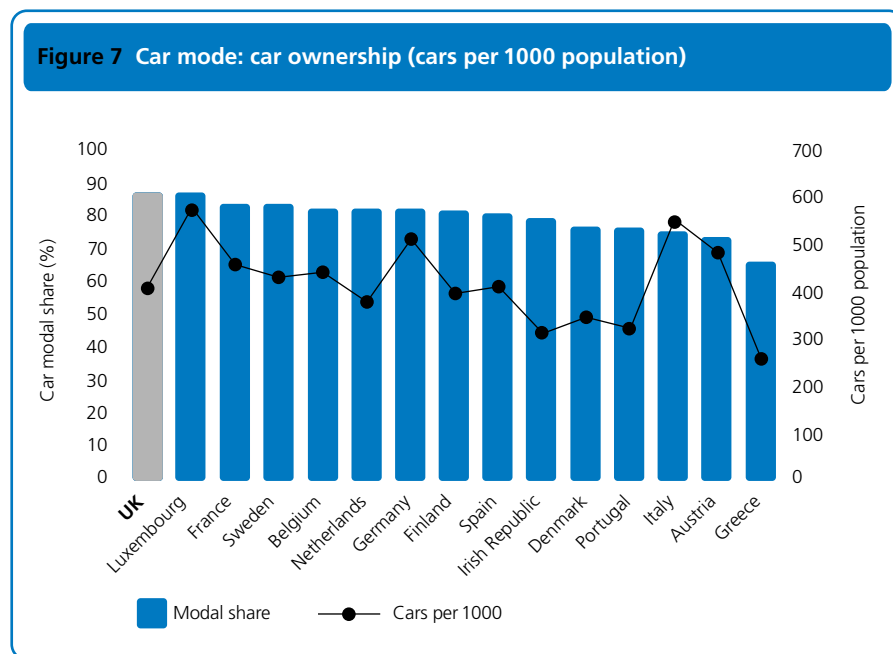


“Annual parking passes cost in the region of £500 – £800 per space depending upon the location of the car park. In most cases the employer pays. Employee car parking is regulated which means that charges are set to cover costs”

Car Parking

The overall objective of Heathrow’s Car Parking Strategy is to ensure that car parking facilities are used as efficiently as possible by passengers and employees who are not able to take advantage of public transport services or other alternatives to the car. This objective is consistent with the airport’s approach to sustainable development, which recognises the need to provide parking spaces for passengers who would otherwise generate four road trips instead of two, for example by taking a taxi or asking a friend to drive them to and from the airport.

Employee car parking continues to be a challenging and sensitive issue. In common with other businesses most employers at the airport choose to absorb the cost of providing car park spaces to their staff. The consequence is that most employees are unaware of the real cost of car parking. However, the Terminal 5 Car Parking Cap Condition makes it vital to develop strategies and policies to manage the limited car parking resource effectively and



Source: Commission for Integrated Transport

efficiently. To this end research is being carried out with Napier and Loughborough Universities to understand how best to reduce employee car use whilst keeping Heathrow an attractive centre of employment. It is anticipated that this work will be complete by mid-2004 when a full update will be provided.

In April 2004, BAA Heathrow submitted car park count figures to the London Borough of Hillingdon as required by the T5 Inspector. There were 34,602 Heathrow Airport Limited controlled spaces and 11,460 tenanted spaces. The spaces are counted and provided to the London Borough of Hillingdon annually.

Alternative Modes – Reducing Employee Car Use

Viable alternatives to the car do exist. Heathrow businesses can promote and incentivise the use of these alternatives to their staff

Terminal 5 Project: Car Sharing

One of the T5 Conditions given to BAA Heathrow is that half of the construction workers should avoid travelling to work in their own cars.

The T5 Construction Workers' Public Transport Strategy promotes ways of travelling to limit the reliance on private cars. Car sharing is a crucial part of that strategy.

"The beauty of car sharing is that it has all the benefits of driving but is also a sustainable way of travelling," explains T5 Transport Manager Cressida Spachis. "It's an obvious alternative to public transport and particularly helps those workers who suffer from poor public transport links."

With approximately a quarter of T5 construction workers car sharing, it is the most favoured alternative mode of commuting but the idea is not new to the construction industry. "To many of our workers, sharing travel has always been a way of easing transport costs or sharing the burden of driving – especially when travelling long distances," said Cressida.

"Even so, it's still important to promote alternatives like the Airport Carshare scheme and public transport services, and the T5 site now has a Mobile Commuter Centre." The Centre is a converted double-decker bus staffed by the Airport Commuter Travel Advisors as part of BAA Heathrow's effort to help workers understand their travel options and encourage them to commute differently.

The biggest excuse for not car sharing – even with almost 70,000 people working at Heathrow – is not living near another airport worker, but Airport Carshare matches potential car sharers.

BAA Communications Design Manager Nigel Clarke has been car sharing with T5 Internal Communications Advisor Ivana Bozicevic since December 2003 and knowing each other has helped make it a success.

"We car share because, simply, we both live in Putney, we get on and we wanted to do it," says Nigel. "But the real secret of the success is the take-away cappuccino Ivana brings before we leave!" Nigel and Ivana now car share at least three times a week.

As Nigel says: "it's worked out well because Ivana and I often work together so we use the time to share ideas, talk about the day ahead and arrive to work in top gear!"



Case Study

Terminal 5 Project: Car Sharing



“The beauty of car sharing is that it has all the benefits of driving but is also a sustainable way of travelling”

Cressida Spachis, T5 Transport Manager

Alternative Modes – Reducing Employee Car Use



“Between 1992 and 1999 the proportion of airport staff using buses and coaches rose from 6.5% to 11.7%”

There are many alternatives to driving to work alone including public transport, car sharing, motorcycling, cycling, walking, or home working. Based on the needs of staff at Heathrow, Changing Direction focuses on two key options – public transport and car sharing. However, it does contain other elements including, motorcycling, cycling and walking. All these measures are described in the following sections.

Public Transport

Bus and Coach

There is an excellent network of buses and coaches serving Heathrow. Through the Heathrow Area Transport Fund BAA Heathrow supports many of these services financially or through targeted marketing campaigns. As a result major progress has been made in attracting new users to local bus services. Between 1992 and 1999 the proportion of airport staff using buses and coaches rose from 6.5% to 11.7%.

Through the Heathrow Area Transport Forum (HATF) BAA Heathrow continues to have on-going dialogue with the local transport operators and local authorities to influence decisions on new routes or where improvements on existing routes are required and to support them financially. In 2002 and 2003 a number of improvements to services were made (see table).

To make it easier for staff and passengers to move around the airport, the Transport Fund provides the Free Travel Service on local airport bus services. The service enables staff to travel easily between employment bases including Hatton Cross, Heathrow Point, the terminals, including Terminal 5. Free travel is also available on Heathrow Express between Terminal 4 and the Central Terminal Area.

Train and Tube

Heathrow is well served by the tube, with stations in the Central Terminal Area, Terminal 4 and at Hatton Cross. An extension to Terminal 5 is being constructed.

BAA is committed to improving rail access to Heathrow. Heathrow Express provides a service to Heathrow every 15 minutes. Future plans include an extension to Terminal 5 and increased frequency to four trains per hour with every other train also stopping at Hayes and Harlington station.

BAA believes an 'Airtrack' service offering improved connections to Waterloo, Staines, Richmond, Clapham Junction, Reading (via Bracknell) and Guildford (via Woking) has the potential to be of real strategic significance to Heathrow and the region. BAA is working with Surrey County Council to explore the business case for Airtrack.

Interest Free loans

BAA Heathrow offers their staff interest free loans to assist with the purchase of Airports Travelcards or other season tickets such as London Transport season tickets. Repayment is made direct from salaries.

Bus Service Improvements

Service 75/76 – Slough/Maidenhead First Group in Berkshire, with partnership funding from the Heathrow Area Transport Fund, introduced a new standard of bus quality in 2003. Eight new Mercedes-Benz Citaro buses were introduced, bringing new levels of comfort to the service, including climate control, luxury seating, wheelchair access and comfort ride packages. The Citaro buses have some of the lowest emissions on the market. The service was further enhanced by improving the frequency of buses to Slough from 3 to 4 per hour.

Service 441 – Staines The Heathrow Area Transport Fund has provided funding support to service 441 since 2000, initially providing an hourly frequency and increasing to every half hour in 2002. The length of the operating day was increased to meet the needs of Terminal 5 workers. In 2003, the minibuses operating the route were replaced with refurbished full-size, low-floor accessible buses, branded in BAA Heathrow's generic bus livery.

Service 805 – Northolt This service received a major enhancement in 2003 with the frequency of the service being increased from four per day to two per hour. The routing was also changed with the service now terminating at Northolt Station, further North of Southall and Terminal 5 at Heathrow, further west of the Cargo Centre.

Service A40 – High Wycombe (NEW ROUTE) A new service from High Wycombe, the A40, was launched in 2003 by Carousel Buses in conjunction with BAA Heathrow and Buckinghamshire County Council. The service operates Monday to Saturday on an hourly frequency from 0600 to 1900. It offers a range of ticket options including period returns making the service particularly attractive to air passengers.

Airports Travelcard

Airports Travelcard provides unlimited travel on designated public transport services with significant discounts to airport employees. It represents excellent value for money at £30, £60 or £100 per month depending upon the route.

£30 per month or £300 per year	75/76 from Maidenhead and Slough
	50 from Windsor and Datchet
	441 from Egham and Staines
	555/6/7 from Chertsey, Walton-on-Thames and Sunbury
	805 from Northolt, Hayes and Southall
	724 Greenline Service
£60 per month or £600 per year	Woking Railair
	A2 from Euston, Marble Arch and Bayswater
	Reading Railair
£100 per month or £1,000 per year	National Express Services 703 / 707 / 717 / 727 / 757 / 787 / 797
	Heathrow Express from Paddington



“To make it easier for staff and passengers to move around the airport, the Transport Fund provides the Free Travel Service on local airport bus services”

Alternative Modes – Reducing Employee Car Use



“The British Medical Association advises that the health benefits of cycling outweigh the risk of injury and that regular cyclists take fewer days off sick each year than the average employee. Dr Harry Rutter, a Specialist Registrar in Public Health for the Government Office of the South East, has calculated that the health benefits of cycling regularly, in terms of life years gained, are at least twenty times greater than life years lost due to accidents. His work has taken into account the health costs due to sedentary lifestyles, which are in part caused by the increasing use of the car in our society”

Exel: Holiday Bonus

Staff who cycle to work at the Exel-operated Heathrow Consolidation Centre can take advantage of an innovative scheme that rewards them with up to a week's extra holiday per year.

Exel's Retail Liaison Manager Helen Seeley explains: “The reward scheme is based on ten minutes holiday granted for every day cycled to work and is really making people change their views towards pedal power as a means of commuting.

“We monitor usage and a week of additional annual leave is possible if someone cycles every day of the year, otherwise holiday is granted on a pro-rata basis at the end of the year. It's early days and no-one has clocked up the maximum bonus yet but it has really provoked a lot of discussion which can only be good.”

“We're aware how important the issue of air quality is at Heathrow, so we're incentivising our staff to do their bit.”

The scheme is one of Exel's initiatives that helped them achieve Diamond status in the BAA Heathrow Clean Vehicles Programme – the highest award yet achieved by any member.

Exel are also active in promoting other sustainable travel initiatives and hold regular green travel roadshows to raise awareness amongst staff. These have resulted in 40 per cent of their staff participating in Airport Carshare.



Case Study

Exel: Holiday Bonus

The Exel logo, featuring the word "Exel" in a stylized font with a red swoosh underneath.

“We’re aware how important the issue of air quality is at Heathrow, so we’re incentivising our staff to do their bit”

Helen Seeley, Retail Liaison Manager

Alternative Modes – Reducing Employee Car Use



“Cycling builds exercise into the daily routine. Just 20 minutes of brisk activity a day can halve the risk of coronary heart disease”

Two wheels

Cycling

Cycling affords independence and flexibility, is great for health and is quick and convenient. An average speed of 12 mph is achievable on most routes, which is faster than the car in London at peak times.

Approximately 5,000 employees live within 3 miles of Heathrow Airport – a distance which is easily cycled by most people. According to a 2003 survey by WS Atkins, between 200 and 400 airport workers regularly cycle to and from Heathrow. The Heathrow Bicycle User Group (BUG) has 180 regular, occasional and leisure cyclists. Supported by BAA Heathrow, the BUG is for all airport employees and gives a focal point to lobby for better facilities and provide practical support for Heathrow's cyclists.

In 2003, the Heathrow BUG has:

- assisted with a cycle safety poster campaign
- organised 'Bike2Work' days during national Bike Week
- helped organise one-to-one cycle training and confidence building
- run bike maintenance lessons
- supported a 'Dr Bike' initiative which provided a free repair service to Heathrow cyclists

BAA Heathrow recognises the need to improve cycling infrastructure, both in terms of safe routes to the airport and providing more and improved storage and changing facilities. In the last two years a

secure cycle park has been built in E2 and secure cycle lockers have been installed in the Terminal 1 cycle park. Consultants WS Atkins have completed a report assessing the need for – and the feasibility of – providing dedicated cycle lanes around the airport to improve safety and ease of access to the cyclist. In 2004/05, over £300k will be spent on a new cycle lane between Sealand Road and Seaforth Road on the Southern Perimeter Road adjacent to the Cargo Village.

BAA Heathrow also provide four electric pool bikes at various locations around Heathrow for use by their staff and approved contractors and offer their employees interest free loans of up to £500 and a business mileage rate of 20p.

Motorcycle/Scooter

Motorcycles and scooters play an important role in reducing the growth in congestion and emissions. Dedicated motorcycle parking is provided in the Central Terminal Area, at other staff sites and as part of new developments. For BAA Heathrow's own staff interest free loans of up to £500 and a business mileage rate of 24p are offered.

Walking

Walking can be a great way to get to work. Walking briskly for 20 minutes a day, or approximately one mile, is as healthy as cycling for 20 minutes. Less than 1% of airport employees currently walk to work. Most parts of the airport are accessible on foot – although walking to the Central Terminal Area is not possible.

Figure 8 The Impact of Heathrow's Airport Carshare

Period	Registered Members	Active Members	CO ₂ Emissions Reduction (kg)	Km Reduction	Fuel Savings (l)
April 2001 – Mar 2004	3514	2076	3,200,000	16,800,000	1,300,000

Registrations across the BAA Group totalled **5898** at the end of March 2004.

Car Sharing

Car sharing is an option for many employees at Heathrow. Because so many people work at Heathrow it is not unusual to find others who live nearby who also work at the airport. To help match potential car sharers, BAA Heathrow has developed Airport Carshare – through which employees can be matched with other airport workers, with similar work patterns and preferences.

Airport Carshare members are entitled to use designated car share bays in Heathrow Airport Limited managed car parks and have an emergency ride home if needed. They can also receive a variety of discounts – and all they are asked to do is car share at least once a week. The Airport Commuter team understands the requirements of potential car sharers and considers individual requirements when making car share matches. Registration is by leaflet, telephone, in person or on the website: www.airportcarshare.co.uk

Since the inception of Airport Carshare in April 2001 until the end of March 2004, results show that it has been very successful in enabling employees to reduce car journeys to work.

Airport Carshare has been extended to all BAA UK Airports – Gatwick, Stansted, Southampton, Aberdeen, Glasgow and Edinburgh – and is managed 'virtually' from Heathrow. Registrations across the BAA Group totalled 5898 at the end of March 2004. It is now the largest single site car-sharing scheme in Europe – based on Heathrow's figures alone.



“Airport Carshare has been extended to all BAA UK Airports. It is now the largest single site car-sharing scheme in Europe – based on Heathrow's figures alone”

Flexible Working and Recruitment – Reducing Employee Travel

Heathrow businesses should consider alternative working arrangements to reduce travel and accommodation costs and to improve staff productivity

Home Working

Many tasks in the modern workplace can be carried out just as well remotely as in the office. By supporting home working it is possible to reduce the amount of commuter trips by employees. Home working is clearly not possible for everyone – approximately 75% of Heathrow's employees are operational and need to be at the airport. Nevertheless, for some of the 25% of employees who are predominantly office based occasional home working could be an option. It is also these office based, non-shift workers who have a greater impact on congestion and pollution because they are most likely to travel during peak times when the roads are most congested. Potentially, part-time home working has an important role to play in reducing congestion and pollution at Heathrow.

Sustainable Teleworking Research

In 2002 the flexible workstyles of the Planning and Environment team at BAA Heathrow were featured in a European-wide study entitled 'Sustainable Teleworking – Assessing and Optimising the Ecological and Social Benefits of Teleworking'. The study – led in the UK by Bradford University – highlighted the following:

- **Improved work performance**
over 70% of employees surveyed felt that they were more productive and over 65% felt their work was of a better quality
- **Improved employee retention and reduced absenteeism**
70% of employees said that they were able to work when prevented from reaching a work location e.g. because of illness of adults or children
- **Improved Work/Life Balance**
60% of employees felt that teleworking had a positive impact on time available for non-work activities. This was a result of greater autonomy and flexibility in work planning and performance
- **Quality of life**
almost all employees felt their quality of life improved as a result of reduced stress due to commuting and greater control of personal time. The increased working hours may be less than the time saved in commuting, leaving more time for family and other activities

In addition to encouraging staff to work from home, BAA Heathrow has trialled a 9-day fortnight, where staff work extra hours over 9 days to enable them to have the tenth day off. Of the 117 people participating in the trial there was a reduction of 102 commuter journeys per fortnight, which equates to a 5.4% reduction on current levels, with 55 fewer car parking spaces being required per fortnight.

Business Travel and Video Conferencing

In common with some other airport businesses, BAA Heathrow is quantifying the financial, social and environmental impact of business travel in order to develop a programme to reduce business travel overall and to reduce business car mileage in favour of public transport. Staff are encouraged not to use their cars for travel around the airport during the working day but instead to use the Free Travel Service or the electric vehicles.

As part of this programme, BAA invested in £150,000 worth of video conferencing equipment across its UK Airports. Despite being an airport operating business, BAA sees the value of video conferencing and acknowledges the financial, environmental and individual benefits that this technology brings. BAA Heathrow has achieved its target of 200 video conferencing meetings during 2003-04 and aims to increase video conferencing meetings by 50% each year up to 2008.

Recruitment Strategy

Recruiting local people from areas that are well served by public transport links to Heathrow supports the aims of Changing Direction. A local workforce helps to reduce overall commuting distances and is much more likely to generate sustainable travel-to-work patterns. Commuting difficulties are one of the reasons why job offers are declined or why existing employees leave. By targeting recruitment in local areas, particularly those that are well served by public transport, Heathrow businesses can improve their staff recruitment and retention rates.

BAA Heathrow has developed a Local Labour Strategy to maximise the employment benefits of Heathrow. The Strategy is delivered by the Heathrow Employment Forum – a multi-agency partnership involving BAA Heathrow, other major employers and key public agencies such as the Learning and Skills Council. Initially focusing on the construction industry, the Forum has supported a range of projects to improve local skills (including a number of new construction training centres) and enabled local people to access employment at Heathrow. Further information can be found in the Local Labour Strategy document available from joe_hardman@baa.com.



“BAA Heathrow has developed a Local Labour Strategy to maximise the employment benefits of Heathrow”

Flexible Working and Recruitment – Reducing Employee Travel



“Over 70% of teleworking employees surveyed felt that they were more productive and over 65% felt their work was of a better quality”

BAA Heathrow: Alternative Workstyles

With 25% of BAA Heathrow's employees being support office-based workers, the company is piloting alternative workstyles to find a balance that benefits the individual, the business and the environment.

“BAA Heathrow has an alternative workstyles policy that supports staff in balancing the demands in their life,” explains Planning and Environment's Heather McInroy. In 2000 a 'smarter working' project, led by the Group Accommodation Team, was implemented at Heathrow Point West, where many of BAA Heathrow's management and support functions are based. An innovative environment – with best practice environmental credentials – was created to support hot desking and teleworking. Open plan work, rest and creative areas were provided housing almost twice the number of employees that previously occupied the space.

There was also a reduction in car parking spaces at Heathrow Point West – from 300 down to 230. To reduce the demand for these spaces a 3:5 system has been implemented whereby employees can park adjacent to the office 3 days a week and park remotely the other 2 days. Remote parking encourages employees to consider the impact of cars and whether they could work from home or use public transport.

According to Heather many staff appreciate the opportunity to work from home: “On days when we have

no meetings, we can log on from home where there are no interruptions. Some of our travelling time becomes working time – so more hours are worked but we are more relaxed.”

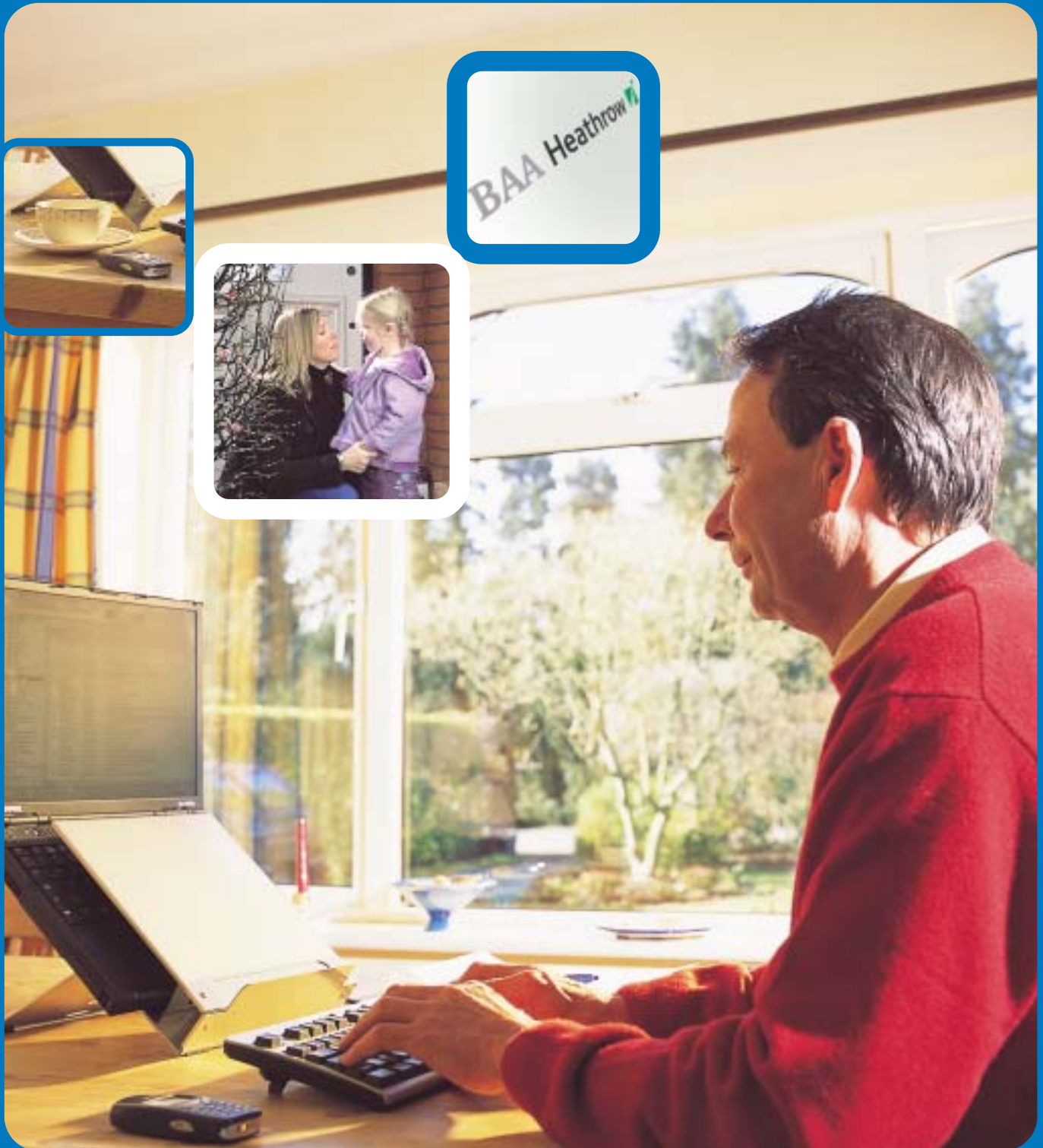
“We appreciate part-time home working is not possible for the majority of airport workers, however for those whose roles are suited, it contributes to reducing accommodation costs and car parking requirements, whilst helping to lower the growth in emissions and improving the work/home life balance for individuals. We are aware that other organisations have also adopted alternative workstyles and we are keen to understand the contribution that this can make to Heathrow's sustainable development.”

From 2004, the Heathrow Employment Survey will include a question relating to home working and alternative workstyles.



Case Study

BAA Heathrow: Alternative Workstyles



“BAA Heathrow has an alternative workstyles policy that supports staff in balancing the demands in their life”

Heather McInroy, Head of Research and Travel Management

Vehicles, Suppliers and Contractors – Reducing the Cost and Impact of Fleet Vehicles

Heathrow businesses can reduce the costs and impact of their fleet vehicles by joining the Clean Vehicles Programme and using the Retail Consolidation Centre

Clean Vehicles Programme Members

Airlinks (National Express)

Alitalia

AMEC

ASIG

Aviation Fuel Services

Aviation Securicor

BAA Heathrow

Boker Aeroclean

British Airways

DHL Aviation

Eagle Pest Control

Exel (Retail Consolidation Centre)

First Buses

Gate Gourmet

Haliford Construction

LB of Hillingdon

London United

Menzies Aviation

Menzies World Cargo

Plane Handling

OFJ Connections

Signs Express

World Duty Free

Heathrow generates business and commercial vehicle traffic. The impact of these vehicles can be reduced through using cleaner and more fuel-efficient vehicles and adopting more efficient working and logistics practices to minimise the number of trips.

BAA Heathrow vehicles

BAA Heathrow operates a sizeable fleet of vehicles, primarily for airside operations. As part of BAA Heathrow's Air Quality Strategy a commitment has been made to improve the environmental performance of these vehicles. The 2002-03 target of 15% of the fleet to be alternatively fuelled was exceeded by almost 5%. A target of 40% has been set for 2005. The fleet now consists of a number of LPG vehicles of all types, electric cars and electric bikes.

Electric cars and bikes are provided at various locations around Heathrow for use by BAA Heathrow staff and approved contractors. Since the electric cars were made available in October 2002, they have been used over 900 times, clocking up 7500 miles that would otherwise have been travelled by conventional vehicles. The electric cars are not a substitute for the use of the Free Travel Service – rather they are for use to and from areas that are not, as yet, fully connected by public transport or when equipment is being carried.

Suppliers and Contractors

BAA Heathrow is aware of the impact of its suppliers' and contractors' vehicles. A number of initiatives have been developed to manage the impact of these vehicles including:

- a Retail Consolidation Centre
- a Construction Consolidation Centre for Terminal 5
- an accreditation scheme known as the Clean Vehicles Programme

The Consolidation Centre reduces site congestion and pollution by allowing suppliers to deliver to peripheral sites where the goods are stored and then consolidated onto a smaller number of vehicles for final delivery when required. Since it opened in May 2001, vehicle movements among retailers using the Retail Consolidation Centre have reduced by 60%, reducing emissions by an estimated 30 tonnes of CO₂ and 310 kilograms of NO_x.

The Clean Vehicles Programme (CVP) was developed to help airport companies improve the environmental performance of their fleet transport operations. It helps companies identify and implement cost-effective measures that will improve the environmental performance of their vehicle fleets. In its first year 23 companies signed up to the CVP.

Getting the Message Across

Constant awareness raising is crucial in helping to change travel patterns. Heathrow businesses can help by promoting Changing Direction to their staff

Communicating sustainable travel is fundamental to the success of Changing Direction. BAA Heathrow has developed an extensive marketing and communications programme to encourage airport employees to change their travel behaviour by focusing on the benefits to the individual. The programme reflects the diverse nature of the airport environment and uses a range of communication techniques.

Airport Commuter

"Airport Commuter" is the brand name BAA Heathrow uses for the in-house team of travel advisors who provide all types of travel information including rail and bus timetables, maps, information about Travelcards and other travel-related staff discounts for all airport employees. Airport Commuter can be contacted either by phoning 020 8745 2680 or visiting the website – www.airport-commuter.co.uk

The Airport Commuter team carries out roadshows in staff areas such as in restrooms and canteens in order to inform employees about the services and offers available to them. In 2003 it was estimated that 10,000 airport staff were informed about staff travel schemes first hand at these roadshows.

In August 2003 a satellite Airport Commuter Centre was opened at British Airways' headquarters in Waterside. This new walk-in facility makes it even easier for British Airways' employees to receive information. The facility, which is jointly funded through the Heathrow Area Transport Fund and British Airways, is the first of its kind at the airport. Located in the main concourse at Waterside, the Commuter Centre brings the solutions to staff travel direct to employees. Dedicated staff provide high levels of customer service and take the pain out of travel planning. The Waterside Commuter Centre will be closely monitored and, if successful, similar facilities will be provided across the airport.

Communications

In addition to the team of travel advisors who run Airport Commuter, BAA Heathrow uses a variety of methods to communicate Changing Direction's products and services.

Marketing Campaigns

Each year high profile marketing campaigns are carried out. These involve the use of outdoor billboard posters located close to staff car parks, internal posters on noticeboards in staff canteens and rest areas and advertisements and articles in airport newspapers. Specific, targeted messages are identified for each campaign.



"Airport Commuter can be contacted either by phoning 020 8745 2680 or visiting the website – www.airport-commuter.co.uk"

Getting the Message Across

Leaflets

In 2003 four new leaflets were produced to inform airport employees of the main public transport services to the airport. One of the leaflets is aimed at Heathrow employees and three were specifically designed for Terminal 5 employees.

The Heathrow leaflet, "Fly to Work", provides details of the main public transport routes to the airport and, the discounts available. Various maps show the key connections to Heathrow and how best to travel around the airport site. All leaflets are made available across the airport through easily identifiable Airport Commuter leaflet dispensers.

New Employees

Travel planning is now included in the induction process for new employees. Each new BAA Heathrow employee receives a travel induction pack containing various travel leaflets to enable him or her to decide how to make the journey into work.

From mid-2004, a sustainable travel video will form part of the induction process. The video, which contains interviews with public transport users and car sharers, will also be made available to all on-airport organisations.

T5 Construction Workers

Terminal 5 specific leaflets promoting national and local public transport links to Heathrow, including the dedicated Terminal 5 shuttle bus services, have been produced. In August 2003 approximately 4,200 workers were employed at T5. A survey revealed that 51% of these staff used non-car modes to get to work.

DHL Aviation: Video Conferencing and Car Sharing

Reducing emissions has made perfect business sense for DHL Aviation who introduced a package of more environmentally friendly business travel measures in 2002. The package of measures is really paying off as General Manager Danny Pedri explains: "We're not green for the sake of it; we're green because it makes business sense."

"As part of the company's commitment to be a responsible and conscientious corporate citizen we set ourselves objectives to improve the management of environmental outputs."

And the advantages have been triple-fold. "We have lower costs as a direct result of reducing miles driven", says Danny. "Greater management productivity due to less travelling; and a reduction in pollution and greenhouse gas emissions. What I would call a win, win, win."

In its attempt to reduce the amount of business mileage DHL Aviation started to make greater use of video conferencing and encouraged managers attending business meetings to car share with colleagues.

Records of journeys not made revealed that by introducing these measures DHL Aviation reduced its car business travel by 75,000 miles in 2002, saving approximately £6,000 in the process.

Business transport emissions are being reduced further with a review of the types of vehicles being used across the business.

"Membership of BAA's Clean Vehicles Programme has made us more aware of alternative and greener fuelled options," said Danny.

"Already, the company has converted diesel forklift trucks to electric and purchased low-emission pool vehicles and will continue to review all of its fleets."



Case Study

DHL Aviation: Video Conferencing & Car Sharing



“We’re not green for the sake of it; we’re green because it makes business sense”

Danny Pedri, General Manager

Getting the Message Across



“World Duty Free literally got on the buses to attract new staff with recruitment advertising inside buses”

Non-Car Promotional Days

National events – such as Bike to Work Day and European Car Free Day – continue to be a popular method of promoting non-car modes of transport and are an excellent way of encouraging employees to try out a different mode of transport for one day. Employees are encouraged to participate in these events with free public transport tickets, prize draws and free breakfasts.

Individualised Marketing and Personalised Journey Planning

Individualised marketing is an innovative approach that provides tailored travel information to staff. One approach used by the Airport Commuter team is to provide Personal Journey Planners. Personal Journey Planners package together all the information that an individual needs to know about using alternative means of getting to work, such as:

- the times, frequencies and ticket prices of buses
- a map showing the walking route from an individual's home to their nearest bus stop
- how long the journey takes, including walking and waiting times

World Duty Free: Employee Recruitment and Retention

Public transport routes are playing an important role in the recruitment and retention of retail staff working for World Duty Free (WDF).

“Recruiting and retaining good staff in the retail industry – which is well known for its high staff turnover – is always a challenge, especially in the Heathrow area,” explains WDF Reward Manager Nicos Nicolaides.

“How you get to work is often left to the individual, so we have changed the way we look at public transport and incorporated it into our resourcing strategy. For example, everyone who joins WDF at Heathrow automatically gets a personalised journey planner that unravels the mysteries of which public transport route to take.”

Recruitment methods have also included a focus on where people live and where they could potentially work at Heathrow.

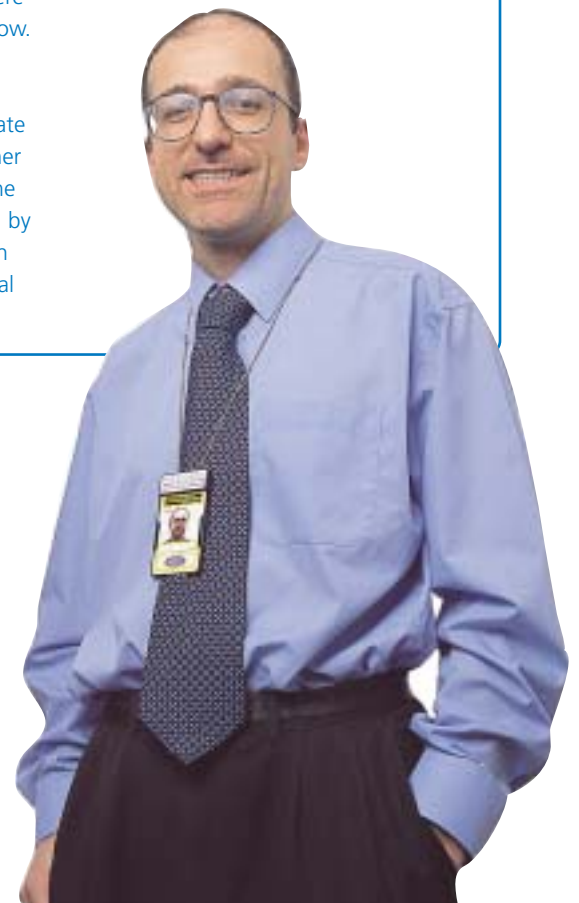
“In any job, the priority is always to ensure we take on the most appropriate candidate for the role – but as a further incentive, we look to locate staff at the site which is easiest for them to reach by public transport, in particular between the Central Terminal Area and Terminal 4” says Nicos.

Recently, WDF literally got on the buses to attract new staff with recruitment advertising inside buses that serve the Heathrow Central Bus Station. A similar exercise has taken place at London Underground stations.

Other sustainable travel initiatives led by Nicos have included:

- interest free loans for travel season tickets
- loans for bicycles
- active promotion and involvement in Airport Carshare
- promotion of the Airports Travelcard

“The commuter initiatives are only ‘soft’ benefits at the moment, but they all add up to what we hope makes us the biggest single employer of choice in the Heathrow area,” added Nicos.



Case Study

World Duty Free: Employee Recruitment and Retention



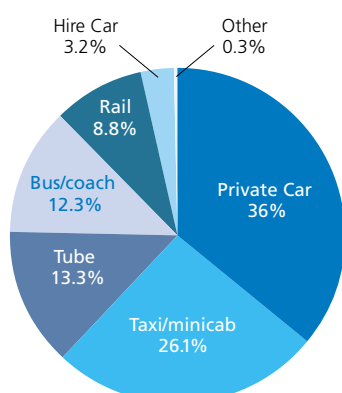
“We have changed the way we look at public transport and incorporated it into our resourcing strategy”

Nicos Nicolaides, WDF Reward Manager

Customer Information – Reducing Passenger and Visitor Car Use

Heathrow is the UK's busiest multi-modal transport hub with air, road, rail and underground all converging at the airport

Figure 9 Mode of access to airport by passenger 2002



Source: CAA Airport Survey data, 2002

One third of passengers travel to Heathrow by public transport with two thirds travelling by private car, hire car or taxi. BAA Heathrow seeks to maximise public transport capacity at Heathrow and increase the number of passengers travelling by public transport.

BAA Heathrow's medium and long-term objectives are to continue to improve public transport links to the airport. Working in partnership with the Strategic Rail Authority, Network Rail, Transport for London, train operating companies and local authorities, BAA Heathrow is committed to further developing quality rail, bus and coach services and infrastructure.

The concept of a Public Transport Interchange, developed for Terminal 5, is that of a multi-modal transport interchange accommodating the needs of travellers between road, rail and air. Journeys will be integrated by making the transition from one mode of transport, or one part of a journey to another easy and trouble free. When completed, Terminal 5 will be one of the most advanced, integrated passenger terminals in Europe.

In addition to providing the right public transport services to and from the airport, relevant information is required to enable passengers to make informed decisions. BAA Heathrow is improving the level of information provided on the BAA website and aims to work more closely with airline customers to ensure this information is made available to passengers at an early stage of their journey planning.

Based on passenger profiles, two styles of leaflet have been produced – one with national public transport routes to the airport and one with local routes from London and the South East. The leaflets

address typical concerns such as how to get from the coach/ bus set down points to the terminals; where to obtain trolleys; where to purchase tickets and the frequency and length of journeys. User friendly maps provide details of facilities in the terminals, travel between the terminals, travel around the airport, how to get to other BAA airports, the local bus network, the local and national rail network, national coach services, travel to central London and the tube network. For additional journey planning assistance, contact details of operators are provided and timetables of the first and last services and their frequencies.

The leaflets are available in the terminals in the Onward Travel Information displays and can also be obtained through the BAA Heathrow website (www.baa.com) either by download or on request.

How to travel to and from the airport is one of the most frequently asked questions on the BAA website. BAA Heathrow is committed to improving passenger public transport information and onward travel facilities to encourage a greater use of non-car forms of transport.



"Passenger information leaflets and maps

are downloaded from **www.baa.com** at a rate of 25,000 each month"

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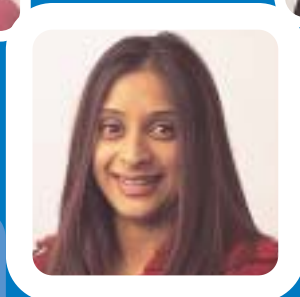
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Useful Contacts

Local Travel Advice

Airport Commuter/Airport Carshare

Tel: 020 8745 2680

Web: www.airport-commuter.co.uk
www.airportcarshare.co.uk

London Transport Travel Information

Tel: 020 7222 1234

Web: www.tfl.gov.uk

London Cycling Campaign

Tel: 020 7928 7220

Web: www.lcc.org.uk

Travel Planning and Best Practice

Association for Commuter Transport

Tel: 020 7348 1987

Web: www.act-uk.com

Transport Energy Best Practice

Tel: 0845 6021425

Web: www.transportenergy.org.uk

TravelWise

Web: www.travelwise.org.uk

Low Carbon Vehicle Partnership

Tel: 020 7222 8000

Web: www.lowcvp.org.uk

Transport Policy

Department for Transport

Web: www.dft.gov.uk

Commission for Integrated Transport

Web: www.cfit.gov.uk

Campaigning Organisations

Transport 2000

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