

# FM JOURNAL

# FACILITIES SUPPORTING FLEXIBLE MOBILITY

moving people  
your smarter way to work

## Facility Management is also Mobility Management

The company's facilities and services affect the conditions for employee transport during working hours and to and from work. For example, good bicycle facilities in the workplace have an impact on whether employees think it is easy and attractive to ride a bike.

The big question is whether companies actively use the facilities to promote green and healthy transport or to provide employees with good transport options? Mobility Management is about companies taking an active choice to support employee transport through initiatives that promote, for example, cycling, car sharing or public transport.

In this journal we address this agenda.

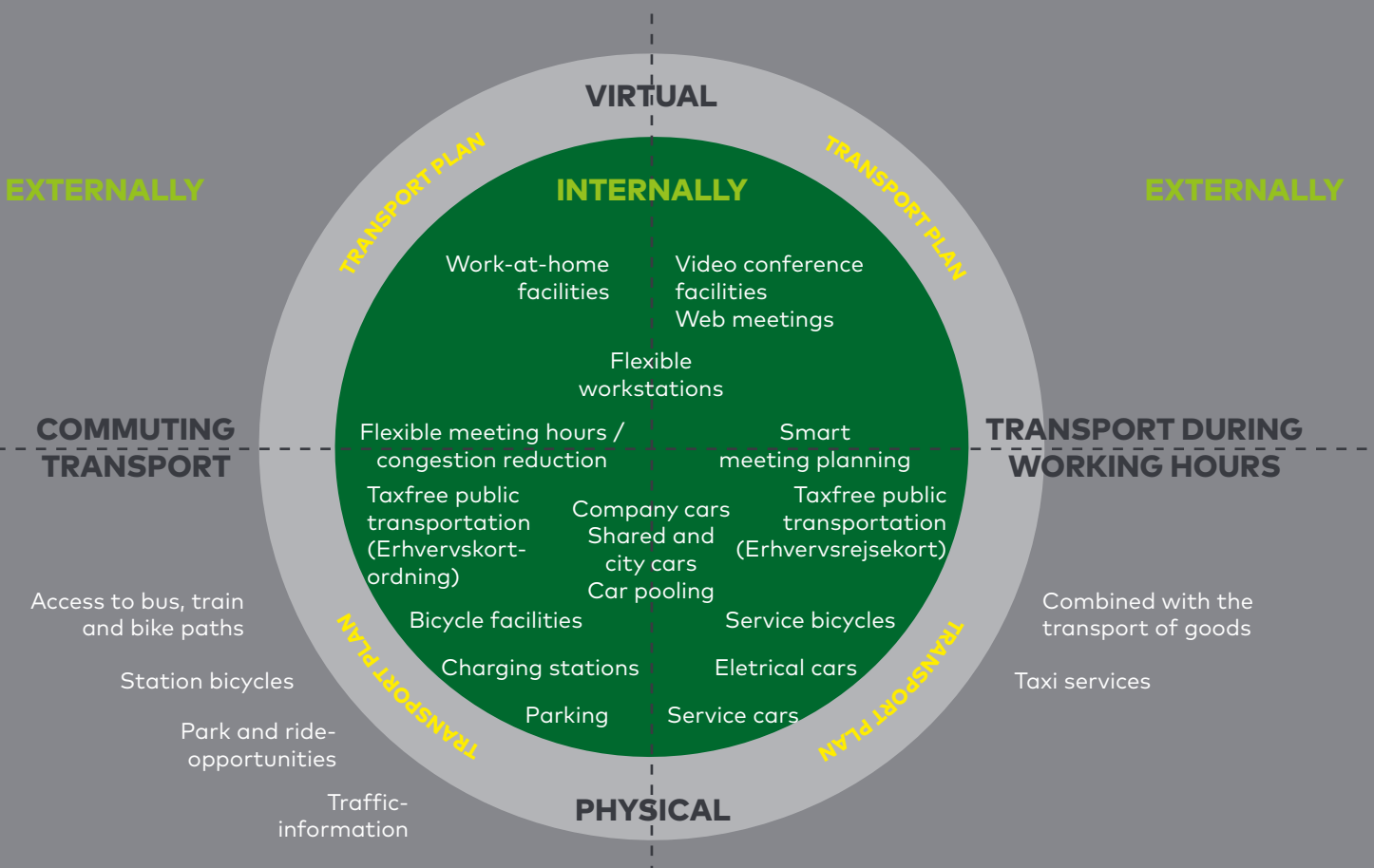
## Facilities provide us with options

The model below gives you an overview of the array of facilities and structures that affect employee transport – and can be influenced by the company.

The important issue is that different transport options should be available so that employees can choose flexibly between the options.

Companies wishing to support healthy and green transport should give their facilities a holistic check-up inspired by this model.

## OVERVIEW OF FACILITIES THAT ENABLE A FLEXIBLE TRANSPORT FOR EMPLOYEES



## CASE:

# STICK-AND-CARROT REDUCED THE NEED FOR PARKING BY 35 PERCENT

Distance between employees' homes and work was a crucial factor when the University Hospital in Maastricht introduced differentiated payment on parking spaces. Now it offers cash benefits to replace car commutes with cycling - and that has reduced the need for parking spaces.

Money in the hand and exercise on the bike. These are some of the benefits employees with a short distance to work receive when working at Maastricht University Hospital in the Netherlands. But in return a parking space is more expensive for those employees than for colleagues with a longer distance to work.

"We would like more people to ride a bike - and only take the car if necessary. Therefore, we combined a range of instruments, which were both stick and carrot. And it worked. The use of the parking areas fell by 35 percent," explains Rick Miltenburg, Facility Manager at Maastricht University Hospital.

### The path to fewer parking spaces

In 2014, the University Hospital faced the loss of 450 parking spaces due to urban development. This corresponds to 25 percent of the parking area. The management therefore conducted a survey of how the employees transported themselves to work - and their distance to work.

The survey showed that every day around 200 parking spaces were occupied by employees with less than two kilometers to work. This showed that there was potential for moving some employees from driving to walking or biking to work.

"We decided to reward employees for cycling and that employees should pay for parking. At the same time, the price of parking should

depend on how far the employee has to travel to work. This means that employees with a long distance to work pay less to park than employees with fewer kilometers to work. It creates a more fair system," explains Rick Miltenburg. Another differentiation is that it is more expensive to park in peak hours.

Together with the financial incentives for employees to swap their cars for a walk, bike or electric bike, Maastricht University Hospital naturally has had to expand the bicycle facilities - and giving employees the benefits of, for example, offering electric bicycle purchase tax-free and a payment scheme to allow employees to pay off an electrical bike over three years. This reduces the barriers for buying a relatively expensive bike.

The initiatives were implemented over a period of six months and in the course of well over two years, reduced the need for parking by 35 percent. The incentives have since been supplemented by an offer of two month's paid public transport if the employee does not park in the parking lot at all.

### Create transparency - and be fair

Rick Miltenburg acknowledges that it has not been 'a walk in the park' to introduce payment parking. It is a sensitive subject among many employees who are expecting free parking as an employee benefit. The University Hospital has worked extensively to involve the employees and to ensure that the system became as fair as possible, with differentiated parking rates depending on the distance to the home, and that the rewards also vary depending on that distance.

Kilometre	Parking license	Per day	Reward for walking/cycling
< 2 kilometre	€ 5,00	€ 3,00	€ 0,5
2-5 kilometre	€ 3,00	€ 2,00	€ 0,75
5-7 kilometre	€ 2,00	€ 1,50	€ 1,00
>7 kilometre	€ 1,00	€ 1,00	€ 1,50

At the same time, the University Hospital has made the system completely transparent for the employees. This means that each employee has a personal staff-webpage where they can log-in and track their parking fees and rewards. The information is collected via their employee card, which registers whether the employee arrives from the parking lot or from the bicycle basement.

Rick Miltenburg emphasizes that in the process it has been important to:

- have a multidisciplinary working group
- involve the employees
- nudge - do not forbid
- focus on peak hours and missing parking spaces
- Create a scalable and future-proof system

### Collaboration required

Implementing mobility actions requires collaboration across functions:

#### Develop strategic goals

-> involve Management

#### Identify desired behaviors and tools

-> involve Facility Management

#### Make instruments attractive and transparent

-> involve HR department

#### Make online tools available

-> involve Communication and IT department

Rick Miltenburg,  
Facility Manager  
Maastricht University Hospital

# CASE: RELOCATION ENABLED FACILITIES TO BE RECONSIDERED

A move from Virum to Ørestaden gave Rambøll the opportunity to nudge the employees' transport habits and reconsider which facilities would best support new habits.

In 2010, Rambøll brought together 1,600 employees in new headquarters in Ørestaden. At the former workplace in Virum, the staff had 15 minutes to the nearest station and plenty of parking spaces. However at the new headquarters there is a metro and train station and payment parking.

"The move was a great opportunity to nudge the employees' habits. Therefore we made a travel survey where we asked the employees how they travelled to Virum - and how they expected to travel to Ørestaden," says Morten Agerlin Petersen, Senior Transport Planner at Rambøll.

The travel survey led to a transport plan for Rambøll and the relocation - half of which was funded by the Danish Road Directorate. The plan aimed to influence the employees' future transport through information, nudging and facilities in the future headquarters in Ørestaden.

## Increased awareness of transport

Rambøll's transport plan had three goals:

- 1) All employees should know the alternatives to cars
- 2) All employees would know the best and fastest route between their home and workplace
- 3) That awareness would be raised of bicycle, public transport and combination travel as means of transport to and from work and on trips during working hours.

"In order to raise the knowledge level of transport options we made an internal website. Here you can find a map of Ørestaden and links, such as Find a bike path, Park and Travel and Real-time departure information for the Metro station," says Morten Agerlin Petersen.

In addition Rambøll introduced a company-based 'We-bike-to-work campaign' with a photo contest, bicycle library from Bicycle Innovation Lab, sale of cycling apparel with Rambøll logo and taxfree 'Erhvervskort' for public transport - all in order to nudge the employees to use their bikes or combine cycling with public transport.

## Travel survey provided input to new facilities

"Moving our headquarters gave us good accessibility by public transport such as Metro and Øresundstog and good car accessibility through the Øresund freeway. In return, we also got payment parking, which is managed by CPH City and Port Development. Parking costs 890 Danish kroner a month, and since it is paid through a gross salary deduction scheme, the employees are tied to the payment for one year at a time - this creates problems in terms of being flexible in the choice of means of transport," says Morten Agerlin Petersen and, continues:

"In Rambøll we would like to help employees choose transport modes more flexible. This is why we also used the travel survey to work with facilities that support cycling and public transport."

This means that Rambøll today offers the employees:

- Changing rooms and bathing facilities for cyclists
- Bicycle parking in the basement
- Basic bicycle repair tools in the basement
- Mobile bicycle service
- Company bicycles
- Increased number of company cars / pool cars for use in working hours
- PC with sim card enabling employees to work on the train

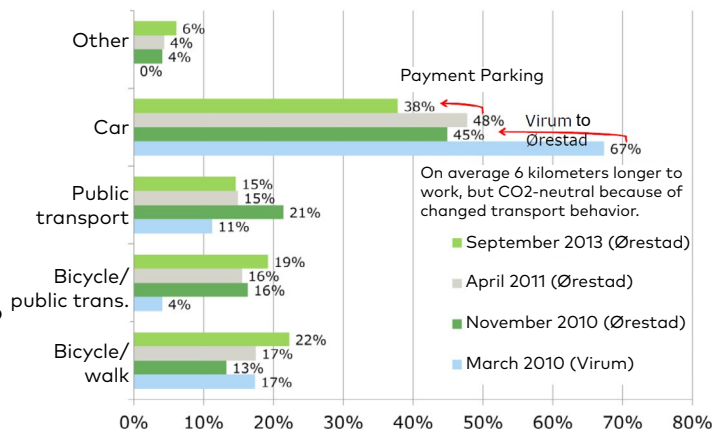
In addition, Rambøll has other facilities and services that help reduce employee transport:

- Hairdresser
- Fitness center (workout before and after work - to get employees out of rush hour)
- Package center also for private packages
- Canteen offers food-to-go via webshop
- Green Mobility hotspot (City Car-provider)
- Video conference

## A CO2-neutral relocation

The relocation from Virum to Ørestaden became CO2-neutral with regards to transport, even though the employees had an average of six kilometers longer to travel to the workplace. The percentage of car drivers dropped from 67 percent in Virum to 48 percent in Ørestaden. Rambøll paid the parking fees for the first three years. And when this ceased, the percentage of car drivers dropped by another 10 percent.

## Rambøll - Transport modes to work



# QUOTE OF THE DAY



At Novo Nordisk the survey of our employees' transport has created great value for us. This gives us great insight into how to prioritize investments in our facilities. The survey has shown us how important mobility is and how even small delays in traffic will affect our employees and our business. This means a greater managerial focus on prioritizing the mobility of our employees. The transport survey has helped to highlight the importance of providing employees with more attractive transport services. "

**Torben Buur Stougaard,**  
Director Corporate Facilities, Novo Nordisk

## Top 4 facilities in Moving 30 companies

Chargers for electric cars



Changing rooms and bathing facilities



Possibility to work at home



Video conference equipment



## Facility Management with facts and numbers

Facility Managers entering the mobility agenda wish to ease employees' transport to and from work, with even more means of transport. Very few can imagine using sticks like paid parking to affect people's transport. But how do you convince management that carrots like new bicycle parking is a good solution? It may be easier if there is a burning platform - for example local road construction. Another good lever is to present data. How many employees are arriving by car or by bicycle? How many more would get on their bikes if, for example, there were good bicycle facilities? Numbers, numbers and numbers.

## Facility Management should embrace a new mobility culture

Most companies nowadays have facilities for changing clothes and bathing, video conferencing and electricity chargers for electric cars. It has gradually become the standard for a modern company. However, trends within technological development and the sharing economy give rise to the fact that companies need to look at how new services can be made available to employees.

### New services for businesses to explore:

**1. One-way car sharing for business**

**2. Test of bicycles and new bicycle services**

e.g. bike library, bike service, bike rentals, city bikes

**3. Flexible workplace location**

work from a different company location or elsewhere

## About Moving People and Moving 30

Moving People gathers more than 80 companies in local networks and a regional network - Moving 30 - to strengthen smart mobility on their business agenda. Together with municipalities, universities and transport operators the companies will explore how to change travel habits while testing new and existing mobility solutions.

Moving People is supported by the Capital Region of Denmark in the period 2016 – 2019.

## Moving 30 partnership 2018

ALD Automotive  
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Rambøll  
Region Hovedstaden  
Siemens  
Sweco  
Widex

## Moving 30 partnership and journals

In 2018 the regional Moving 30 forum held three roundtables focusing on Mobility Management in the perspective of different business units. The three roundtables were held for Facility Managers, CSR Managers and HR Managers. These journals summarize the presentations and debates among participants. The aim is that the journals can inspire to internal cooperation across business units, as well as external cross-sectoral cooperation.

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