Capgemini invent | AUTONOMY
WORLD'S LEADING SUSTAINABLE MOBILITY NETWORK

SUSTAINABLE CORPORATE MOBILITY OF TOMORROW

Strategies to reduce mobility emissions via the mobility budget

EXECUTIVE SUMMARY

Climatological research is becoming a warning siren. It is increasingly evident that for a climate catastrophe to be avoided, current levels of GHG emissions need to be cut in half by 2030 and reach net zero by 2050. According to the World Business Council for Sustainable Development (WBCSD), transport accounts for 24% of global emissions, with more than 50% of these emissions being linked to the movement of people and up to 50% of the distance traveled dedicated to commuting.
Taking this into consideration, up to 6% of global emissions could come from people commuting to work. Companies are responsible and can have a direct impact on employees' mobility choices.

THIS PAPER EXAMINES THE FOLLOWING SUBJECTS:

- **How companies have a strong opportunity to impact employees' mobility choices:**

  Some studies suggest commuting constitutes as much as 98% of an employee's work-related emissions.
  Clearly employers have a responsibility to help their employees in reducing this load. There are also recent examples of companies rolling out initiatives to promote sustainable commuting habits among their employees.
  Recently, IKEA commenced their participation in an international carpool trial, designed to encourage employees to create sustainable habits with the assistance of a ride-sharing app.

- **The origin and current state of corporate mobility regulations in France and other countries:**

  Two and a half years after the Mobility Orientation Law came into force in France, 38% of private sector employers responded by saying they have deployed a Forfait de Mobilités Durables (FMD), or Company Mobility Plan within their organization. This is an increase of 12 points when compared to 2021.
  Today, nearly 80% of employers are aware of this system and 40% of organizations are considering deploying it.
  Beyond the private sector, 19% of respondents are from the local public service and 48% of them declare that they will have deployed the FMD by January 1, 2022. Moreover, 15% indicate that they will implement it this year.

- **How companies are facing obstacles as they develop real corporate mobility strategies:**

  Though companies can have a profound impact on corporate mobility, certain barriers are preventing them from implementing mobility strategies. For instance, regulations are not always in line with how quickly companies should address corporate mobility. In the case of France, the Loi d'Orientation des Mobilités (LOM), or the Mobility Orientation Law offers new features, like the FMD Mobility Budget and the Crédit Mobilité, or Mobility Credit.
  But it does not translate into a majority of companies developing a strategy for corporate mobility.
  As a result, most companies are not structured enough to plan and deploy a strategy dedicated to mobility.

- **Impactful solutions for different company's constraints:**

  There is an increasing evolution in the corporate mobility model. Indeed, to address more diverse commuting patterns and incentivize employees to use greener transportation modes, companies usually start by improving their infrastructure. They do this by offering secured parking spots for bikes and installing electric charging stations on their parking lot. In addition to this, companies can also provide subsidized costs to employees to use public transportation.
  While the current legislative framework is slowly encouraging companies to act on corporate mobility, a solid corporate mobility strategy needs the right governance and mobility solutions developed at the local level, accounting for each site's characteristics. Lastly, there is an expanding availability of different tools that companies can use to ease their relationships with third-party providers and change the way they provide corporate mobility plans.

While this paper highlights the use case of France and includes inputs from interviews with people in the French mobility ecosystem, it also looks into other countries, such as the Netherlands and Belgium.

The term corporate mobility is potentially confusing, since it includes employee commuting, as well as business trips and some aspects of logistics.

In this report, we focus on employee commuting as an important subset of corporate mobility.

Improvements to employee commuting represent an unprecedented opportunity for emissions reduction and improvements in urban livability.

We also examine France’s interesting regulatory developments to improve corporate mobility, noting that employee commuting is the key factor.

This paper also highlights initiatives in other European countries, such as Belgium and the Netherlands.

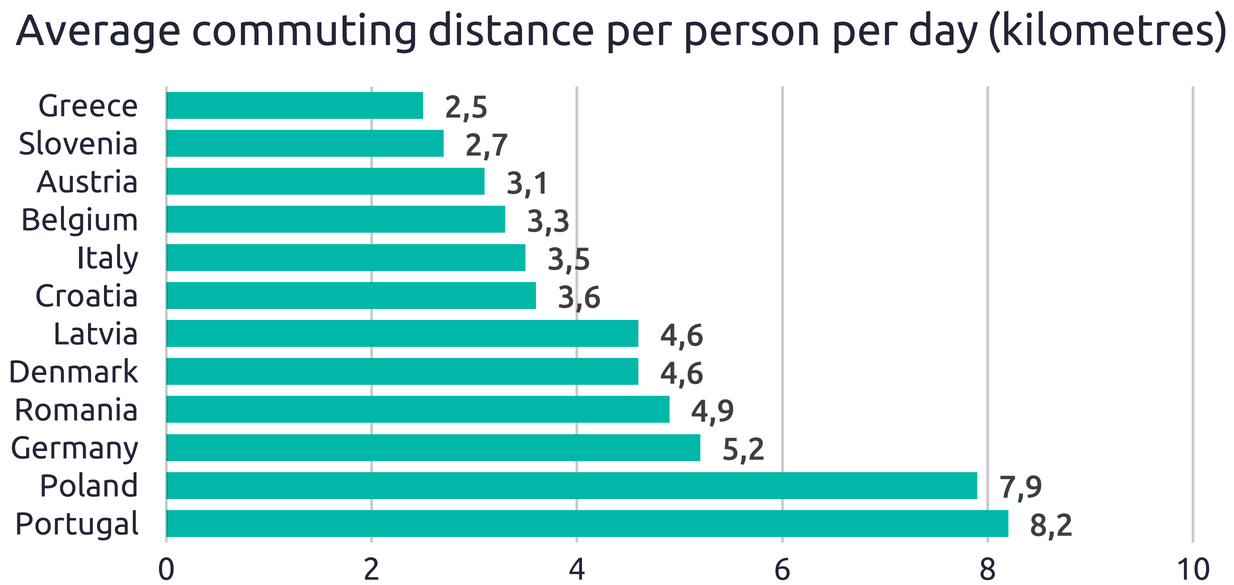
SUMMARY

INTRODUCTION

According to the UN's IPCC (Intergovernmental Panel on Climate Change), "Global warming of 1.5°C and 2°C will be exceeded during the 21st century unless deep reductions in carbon dioxide (CO_2) and other greenhouse gas emissions occur in the coming decades."

The IPCC notes that the world's transport sector would have to cut its emissions by 59% to meet the goal of only a 1.5°C rise by 2050.
Indeed, the **World Business Council for Sustainable Development (WBCSD)** states that "[t]ransport accounts for 24% of global emissions and more than 50% of these emissions are linked to the movement of people."[1]

By this formulation, around 12% of all emissions is the result of personal travel of some sort and up to 6% of global emissions could be linked to daily trips taken for commuting to work.
According to **Eurostat**, *"[c]ommuting is one of the main reasons for daily travel: 27% of the overall distance covered in Germany and 47% in Croatia is for work."*[2] The results of a survey published in December 2021 on passenger mobility across 12 member states in the EU indicated that across a majority of the states, 30-48% of people commute every day for work. This survey specifically focuses on passenger mobility in urban areas and was carried out between 2013 and 2019.



Source: Eurostat

In this context, this paper will question how corporate mobility strategies can be used as levers to reduce emissions. While the responsibility of companies in providing better mobility solutions for their employees will be analyzed, this paper will outline the challenges companies are still confronted with and present existing, impactful solutions.

[1] (WBCSD), 2022

[2] (Eurostat), 2021

COMPANIES ARE RESPONSIBLE AND HAVE A DIRECT IMPACT ON EMPLOYEES' MOBILITY CHOICES

Companies have a strong opportunity to impact employees' mobility choices, both on the basis of the way employees currently commute to work, as well as from a legislative and regulatory perspective. In fact, in certain cases, companies are already playing a part in changing employees commuting behavior through direct and indirect contributions.

Companies have a strong opportunity to impact employees' mobility choices

Some studies suggest that commuting constitutes almost all (as much as 98%) of an employee's work-related emissions.[3]
Clearly, employers have a responsibility to help their employees in reducing this load.

There are examples of businesses in the Netherlands that would agree and have drawn up a pledge on the subject. For instance, the **Dutch Business Sustainable Mobility Pledge** rallies businesses to get behind the goal of limiting global warming to no more than two degrees centigrade.[4] The pledge states, among other things, that businesses should reduce the CO_2 footprint of employee mobility by 50% by 2030 (with 2016 as a baseline).

There are also recent examples of companies rolling out initiatives to promote sustainable commuting habits among their employees. Recently, IKEA has commenced participation in an international carpool trial, designed to encourage employees to create sustainable habits with the assistance of a ride-sharing app.[5] The app is built by Liftango, a technology company dedicated to facilitating shared transport.

The coronavirus pandemic proved that it's possible to greatly cut back on emissions from commuting and that reducing GHG emissions is not only about innovation and technology, but also about behavioral changes.

Therefore, given that commuting to work accounts for about a quarter of all transport emissions and that transport accounts for about a quarter of all energy-related emissions, employers can make a serious impact on reducing global emissions – estimated at around 6% – by encouraging cleaner commuting.

6% of global emissions could be linked to daily trips taken for communiting to work

Source : World Business Council for Sustainable Development (WBCSD) & Eurostat

Moreover, it is also in the best interest of companies to provide green mobility solutions to their employees. Indeed, the importance of sustainability as a purchasing factor for citizens is now growing. A survey conducted in the context of another **Capgemini Point of View on Sustainable Mobility** quantified this evolution. For instance:

> 69% of participants stated that product sustainability is important for their purchase decision (average across Germany, the UK, and the US), with the highest proportion, 73%, found in the US.

> 34% of participants would go as far as to switch from their preferred brand to a different one due to product sustainability or sustainable-related company activities, with the highest proportion in Germany (37%) and the lowest in the US (31%).

69% of people from a Capgemini's study judged that "Sustainability" has become a decisive factor in the purchase of a new vehicle.

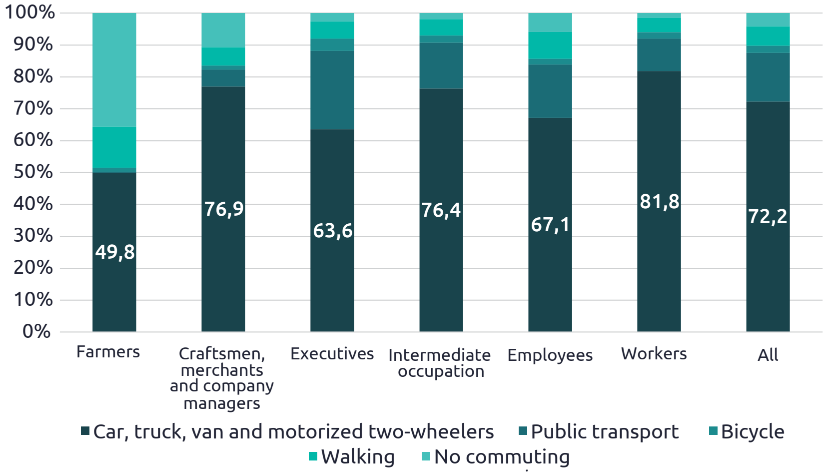
Source : Capgemini Point of View on Sustainable Mobility

[3] **(Green Car Congress), 2008**
[4] **(Anders Reizen), 2019**
[5] **(Intelligent Transport), 2022**

Autonomy, freedom and new working habits are strong commuting behavioral factors

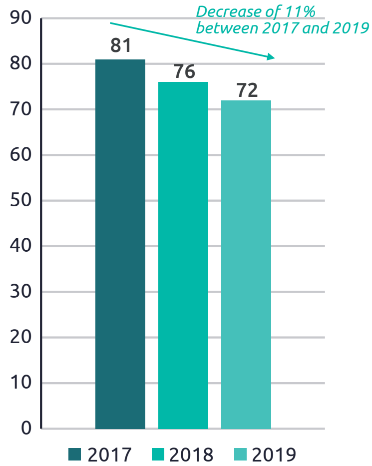
Before the coronavirus pandemic, car use for commuting was declining in France. A 2019 study, **Companies and Mobility**, produced by the Institut Français d'Opinion Publique (IFOP), France's leading pollster, and Alphabet France (a car rental firm) proved enlightening. It showed that in 2017, 81% of French working people used a car for their professional or home-to-work journeys. In 2018 that dropped to 76% and in 2019 it dropped further to 72%.[6]

Means of transport for commuting by socio-professional category in 2018



Source: Insee, census

Car usage rate for home-to-work journeys in France



Source : IFOP & Alphabet France

The same study found that on average, one-way commuting time in France was 23 minutes; with 60.5% of respondents spending less than 20 minutes getting to work, while 19.7% spent over 30 minutes. The study also found that bigger towns tend to spend on average longer commuting times.
In the Paris Region, for example, 38.6% of respondents spent over 30 minutes commuting. For towns with over 100,000 inhabitants, 24.1% commuted for over 30 minutes.

23min
Average one-way commuting time in France

Source : IFOP & Alphabet France

[6] (Alphabet France, IFOP), 2019

More generally, a fifth of Europeans spend 90 minutes on their daily commute. Not only that, but according to one forecast, by 2050, 82% of the citizens of the EU will live in an urban area away from their workplace.[7]

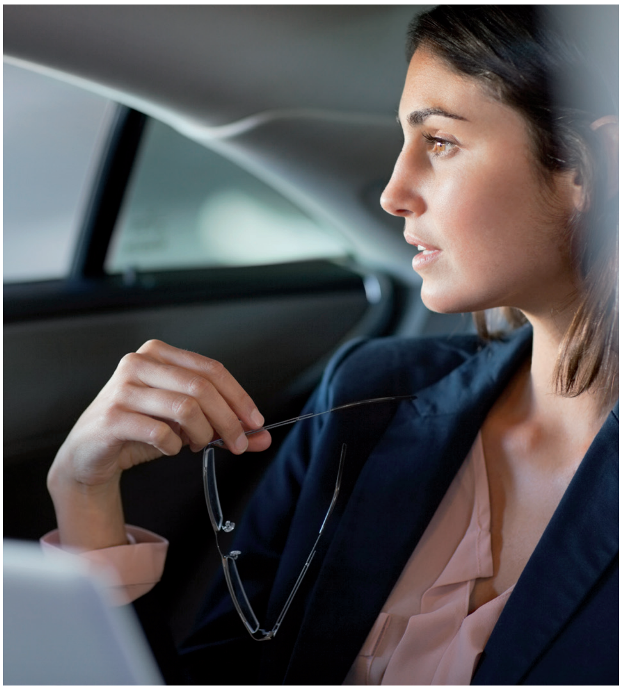
From the 1970s, when the term was first coined, organizations began to consider the 'quality of work life' (QWL) in terms of HR development. QWL is mostly a subjective measure of employee satisfaction and professional development.

Long commuting times in heavy traffic are clearly bad for QWL. However, according to the IFOP study, only 14% of respondents felt negatively impacted by their commute, while 38% – surprisingly enough – felt positively impacted.[8] This suggests that commuting itself is not necessarily bad for QWL. However, as would be expected, 57% who reported being positively impacted by their commute were mostly using two-wheelers (including motorized vehicles), while 41.3% were car users. This suggests that people enjoy the autonomy and freedom that personal transport provides, particularly the two-wheeled variety.

We must also consider how the increase in work from home will change commuting patterns, which will most likely *"result in unpredictable demand requirements."* Again, there is an opportunity for new mobility companies to meet new demands. According to an article published by Frost and Sullivan, *"traditional work commute modes have become less feasible and attractive. In response, corporate mobility is evolving towards a future defined by more flexible solutions and integrated multimodal platforms. A wave of mobility start-ups is accelerating such fundamental shifts."*

One of these startups is Liftshare (a UK based car-sharing system), whose platform Mobilityways collects data on mobility and incentivizes behavior change.

A **2020 UK survey by Mobilityways** made use of employee postcodes and anonymized smartphone data to compare average commuter emissions levels (ACEL) with average commuter emission level opportunity (ACEL). Over 40% of commuters could walk or cycle, but only 15% did; almost all could carpool, but only one in ten did, and over half could use public transport, but one in five did.[9] While the survey does not indicate the reason as to why this is the case, it does mention that commuting habits in the UK have not changed much in the last 30 years, indicating that it has more to do with the lack of incentivizing new, more sustainable commuting behaviors. Therefore, companies certainly have the great opportunity to promote more sustainable forms of commuting for their employees.
The commuting issue is global, as the aforementioned numbers indicate, and despite situations varying locally, trends are similar. Here, we will use France as a use case to illustrate where we are and where we need to go.



[7] **(Alphabet France, IFOP)**

[8] **(Alphabet France, IFOP)**

[9] **(Mobilityways), 2020**

The origin and current state of corporate mobility regulations in France

1 THE FIRST CORPORATE MOBILITY REGULATIONS IN FRANCE INTRODUCED THE NEED TO CREATE A MOBILITY PLAN FOR EMPLOYEES BY 2018

French legislation aimed at corporate mobility was first introduced in 2015, with the Energy Transition Law for Green Growth, which obliged companies to employ 100 or more people at the same site to create a Plan de Mobilité (PDM), or mobility plan, by 2018. These PDMs are aligned to France's plans de déplacements urbains (PDUs), or Sustainable Urban Mobility Plans.

The PDMs should promote, among other things:

- Active mobility (i.e., cycling, walking and other human-powered modes)
- Public transport
- Carpooling
- Shared micromobility
- Adapting work hours and remote working

In December 2019, France enacted its last mobility law, named Loi d'Orientation des Mobilités (LOM), aimed at improving transport and reducing emissions. Article 26 of the LOM draft law piggybacks on current labor legislation by adding a mandatory negotiating point of the Labor Code. Unions and employers must negotiate *"measures to improve the mobility of employees between their place of habitual residence and their place of work, in particular by reducing the cost of mobility, by encouraging the use of environmentally friendly modes of transport."* This applies to companies that employ at least 50 people at one site and makes provision for reimbursement of fuel, bicycle, and carpooling costs.

An important consideration is that originally, the PDM related to "all travel generated by the company's activities," including business travel and supplier travel, but Article 26 "refocuses the obligation on employees' travel between their home and their workplace."

2 THE LOM INTRODUCED THE MOBILITY BUDGET THAT INCENTIVIZED EMPLOYEES WITH REIMBURSEMENTS FOR GREEN COMMUTING

A key feature of the LOM is that as of January 2020, companies can introduce a 'Mobility Budget' with which employees are incentivized through reimbursements for greener commuting.

In August 2022, the government decided to subsidize mobility even more and offer employers up to 700 Euro per year per employee (a 200 Euro increase) in tax and social security exemptions to encourage greener commuting modes, of which a maximum of 400 Euro can go to the fuel or electricity needed to power the vehicle. The FMD encourages employers to go further and set aside as much as 800 Euro per employee (600 Euro before) if it is combined with a public transport subscription.

In 2022 the French Ministry of Transport, together with L'Agence de la Transition Écologique (ADEME), France Mobilités, Via ID and Ekodev, produced a second FMD Barometer[10] to *"take stock of the deployment of the FMD among French employers."* The Barometer surveyed 823 organizations, 72% of which belong to the private sector. Below are the key takeaways from the Barometer.

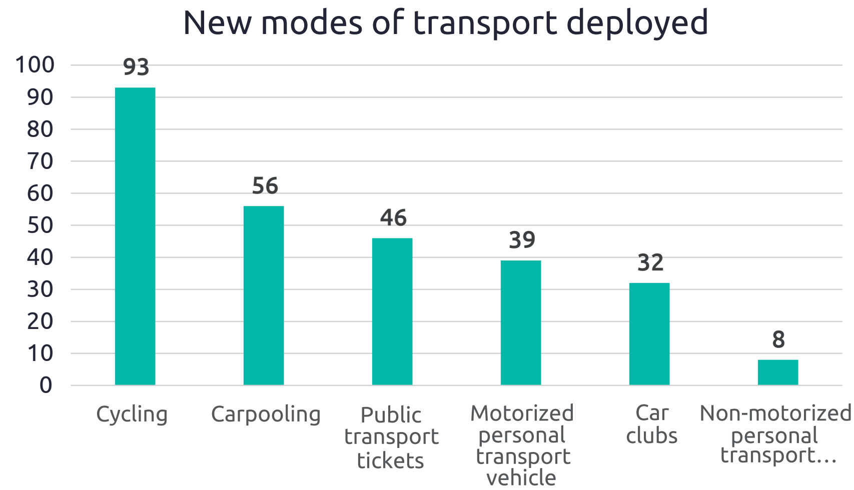
[10] **(French Mobility), (https://www.francemobilites.fr/resultats-du-deuxieme-barometre-forfait-mobilites-durables), 2022**

Deployment of FMD:

Two and a half years after the Mobility Orientation Law came into force, 38% of private sector employers who responded say they have deployed the FMD within their organization. An increase of 12 points compared to 2021. Today, nearly 80% of employers are aware of this system and 40% of organizations are considering deploying it.
Beyond the private sector, 19% of respondents are from the local public service and 48% of them declare that they will have deployed the FMD by January 1, 2022 and 15% indicate that they will implement it this year.

Modes of transport:

Amongst the private employers surveyed who have deployed the FMD, 96% have opened this package to cycling and 56% to carpooling.
Bicycles thus appear to be a must. The barometer shows that it is popular in all areas, both urban and rural. Carpooling is more common among employers in rural areas (74%) than in urban or suburban areas (50%). This confirms the relevance of this mode of transportation in areas where public transportation is less available. Additionally, 46% of private employers have opened the FMD to public transport tickets (excluding season tickets) and only 13% of companies have opened it to all eligible modes.



** Carpooling is more common among employers in rural areas (74%), than in urban or suburban areas (50%).*

Source : Ministry of Ecology, ADEME, with the support of France Mobilités, and managed by Via ID & Ekodev, Baromètre « Forfait Mobilités Durables »

It should be noted that the average amount of the Mobility Budget offered by private employers has increased by 8% when compared to 2021, from 400 Euros to 434 Euros per year.

Currently, the system seems to favor cycling, including e-bikes (a potential weakness with the FMD framework is that it does not include personal e-scooters and walking).

Some interesting trends that can be seen are that there is an increase in the deployment of the FMD and there is increased implementation in both urban and rural areas.

There is strong evidence that, although acceptance is partial, the regulatory system is working to encourage better commuting patterns. By the same measure, employers and employees are generally amenable to the scheme.

3 LOCAL REGULATION AND PUBLIC INFRASTRUCTURE MEASURES ARE ESSENTIAL TO SUPPORT COMPANIES IN THIS TRANSITION

Companies can play a role in the transition to green commuting by investing in private infrastructures, but ultimately, they will be enabled by regulation and public infrastructures initiated by governments. Carpooling lanes are one such example of this.

In late 2020, Grenoble became the first place in France to have a carpooling lane (it's on the A48, connecting the Voreppe toll booth and the Saint-Egrève junction). France has had dedicated lanes for buses and taxis for some time, but now it follows countries like Spain, Canada, and the US (which has had them for decades) in passing a law (2019) allowing authorities to create carpool lanes.

According to TomTom's Traffic Index (2020), France's most traffic-heavy cities are Paris, Marseille, Bordeaux, and Grenoble. Paris may implement a carpool lane on the périphique by 2024. In Bordeaux town planners also favor more carpool lanes. Jean-Marc Offner, a well-known Bordeaux-based urban planner, wrote in a recent publication: ***"It is no longer the car that is a designated enemy, but 'autosoloism' - individual usage of a method of transport designed to carry four or five people."***

Elisabeth Borne, France's former ecological transition minister and current Prime Minister, announced in 2019 the government's ambition to make ***"carsharing a daily habit,"*** by tripling the number of communal journeys taken in France by 2024. She cited figures that state 70% of journeys between work and home are made by car in France, among which ***"90% are made by individual drivers,"*** adds Joachim Renaudin, Head of New Business at Karos, a carsharing company specializing in daily home-to-work trips. Carsharing for commuting could take a million cars off the road daily, reducing GHG emissions by 7,800 tons per day.

In France, there is a political case for reducing cars on roads. According to a recent Ifop study (done for Caroom.fr), 62% of urban dwellers in cities with over 100,000 inhabitants want local authorities to reduce car usage. The figures are even higher for younger people: almost 80% of those under the age of 34.

Despite there being regulations in place and efforts being taken to support companies in their transition to low-carbon mobility options for employees, there are still several hurdles in the way. Regulations are only a first step to incentivize companies to make a change.

COMPANIES ARE FACING OBSTACLES TO DEVELOP REAL CORPORATE MOBILITY STRATEGIES

Though corporate mobility is a matter on which companies can have a bigger impact (see part1), they are still facing barriers to implement mobility strategies.

First, regulations are not always in line with how quickly companies should address corporate mobility. For instance, in France, the LOM offers new features like the Mobility Budget and Mobility Credit but they are still mostly not implemented. Additionally, they do not lead to the majority of companies developing a strategy for corporate mobility. As a result, most companies are not structured enough to plan and deploy a strategy dedicated to mobility. We will focus again on the French use case in this chapter, but there are many similarities with the situation in other countries.

Regulation is only a first step in building a strategy

1 DESIGNING A MOBILITY PLAN CAN BE SEEN AS OPTIONAL

While in 2015 it was already an obligation for companies with more than one hundred employees on the same site to build a Corporate Mobility Plan, the 2019 LOM set the bar higher by imposing the same plan for companies starting with 50 employees. However, the law states that this obligation only occurs if companies have not discussed and agreed on measures to improve the quality of their employees' home-to-work mobility. As a consequence, the Fleet and Mobility Barometer produced by Arval Mobility Observatory France and Ipsos in May 2022[11] shows that only 24% of the companies surveyed declared a PDM, while 55% have not, due to lack of time or skills and expertise.

Timothée Quellard, Founder of Ekodev, a French consulting firm specialized in sustainable development for companies and local governments, underlines that in this context, *"many companies are simply looking to comply with the law without fully realizing the impact they could have."*

As the regulations are not binding, corporate mobility does not seem to have become a priority for companies. Indeed, as long as companies show they tried to improve their employee's mobility, they will still be considered abiding by the law.
Thus, even if the LOM seeks to make companies more accountable for their employees' mobility, the legal framework appears to be unclear. According to the FMD Barometer, *"[s]everal large companies have told us: since it's not stable, it's holding us back, we're waiting for it to be stabilized and clear before implementing it."*

Also, some future regulations might require retroactive emission reductions from a base year. While they have the advantage of being precise and simple to implement, they can generate inertia, since in this case, companies have an interest in waiting to know the base year to start making efforts and could be disadvantaged if they start too early.
By not being sufficiently prescriptive, the government and the law might not offer enough visibility to companies to organize and prioritize their actions.

[11] **(Arval Mobility Observatory, Ipsos), (https://mobility-observatory.arval.fr/barometre-des-flottes-et-de-la-mobilite-2022), 2022**

2 CORPORATE MOBILITY IS NOT FACTORED IN THE COMPANY'S CARBON FOOTPRINT

Our previous **Capgemini's points of view on sustainable mobility** already underlined it, *"The topic of sustainability has been on the agenda of leading companies for more than 25 years. Reporting on sustainability has become standard practice for more than 90% of Fortune Global 250 companies today."*

But regardless of regulations, carbon footprint is taken more and more seriously by companies as they pledge to reduce their emissions. But as always with numbers, it is important to clarify the scope. Indeed, scope 1, 2, and 3 are the international conventions to categorize CO_2 emissions. While scope 1 and 2 cover a company's direct CO_2 emissions – accounting, for instance, for companies' factories, facilities, and vehicles' emissions – scope 3 accounts for a company's indirect CO_2 emissions, which corporate mobility falls under.

In our post-industrial age of information, many companies' business models are selling time and expertise, and thus, such companies tend to have low scope 1 and 2 but high scope 3, due to employee commuting and business travel. For example, Arcadis, a Dutch management consultancy with 350 offices in 40 countries, *"declared in its 2019 annual integrated report that 73% of their GHG emissions were related to employees' mobility."* This includes business travel and employee commuting, and much of this constitutes scope 3 emissions.

However, as per the GHG Corporate Protocol, organizations must declare scope 1 and 2 emissions, but they are not required to do so for scope 3 emissions. Indeed, even if more and more companies are committing to ambitious environmental goals, such as becoming carbon neutral by 2030, commuting is usually seen as a complex issue to tackle and not yet highly prioritized.

Nonetheless, we could see increasing pressure on organizations to declare and reduce emissions from employee commuting and business travel; some companies, like Arcadis, choose to address the issue and be more transparent. Ronan Perrier, Head of mobility for corporates at Arval, adds that *"companies don't wait for new regulations to question how they operate, but a law has a strong accelerating and framing effect to change their position."*

Indeed, the LOM is only the beginning, and some later decrees or regulations could help clarify companies' obligations regarding the way their employees move, starting with actually considering and planning how they can commute, and taking into account the full scope of their emissions.

FMD and Crédits Mobilité appear not to incentivize companies enough to make a change

Before the LOM introduced the FMD and the Crédit Mobilité, companies have been responsible for employees' mobility but in a passive way. In France, companies are required to pay a local tax to their local Public Transport Authority (PTA), called the Versement Mobilité, or Mobility Payment, depending on their location and number of employees. This tax helps the PTA organize transportation over the whole area for all citizens. However, The FMD and Crédit Mobilité give companies the opportunity to directly address their employees' journeys.

First, the FMD, which fosters green mobility alternatives by granting compensation to employees who travel to work by bike, carpooling, carsharing, or micro-mobility services, is open to any employee commuting to work. However, the FMD is optional, and the level of subvention is determined by the company and capped at 600 Euros per year per employee. The FMD is still under experimentation and its success will be analyzed to determine whether it becomes mandatory or not. As of now, only 38% of the organizations surveyed in the Mobility Budget Barometer have deployed the FMD. The barometer reveals that the main obstacle to the deployment of the FMD for employers is the budget to be allocated (40%). For 30% of respondents, the obstacle lies in a lack of understanding and information on the subject. For 23%, other solutions have been implemented, which limits the interest of the FMD. And for 19% of employers, there is a management blockage. In 2021, 32% of employers emphasized this blockage: management is therefore more and more inclined to support employee mobility. For organizations that have deployed an FMD, the barometer indicates that the problems encountered for companies surveyed are equally divided (15%) among the difficulty in collecting evidence and the lack of understanding of the system and the budget. However, 35% of employers say they have not encountered any difficulty. Olivier Baert, in charge of the development of the MaaS Pro at Instant Systems, a French company expert in Public and Corporate Mobility, is convinced that:

"We will have no other option than to make it mandatory if we want to decarbonize mobility because it is a powerful tool that incentivizes companies to change their policy and rewards employees for sustainable choices."

Timothée Quellard at Ekodev agrees, stating that *"an obligation would allow a more significant deployment on a larger scale and to consider subsidizing their employees according to their socio-professional category."*

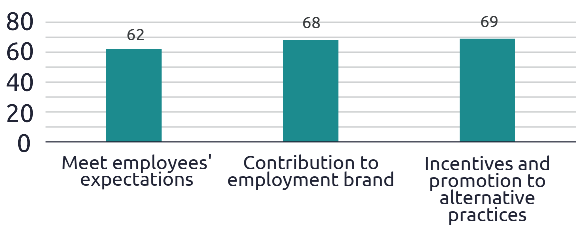
The other new feature, the Crédit Mobilité, contrary to the FMD, only targets employees who already have a company car or are eligible to get one. It offers them a budget dedicated to using greener and more responsible transportation options. For instance, if an employee prefers a smaller car or no car at all, they can use the difference in price between the cost of the company car and that of the alternative chosen to pay for all business and even personal travel. This means they can use this allowance to use public transportation, rent a bike, or even buy train tickets. However, the same taxation is applied to this Crédit Mobilité as to the company car. As Olivier Baert puts it:

"Nowadays, there is no reason for companies to change their policy – which is always time consuming – and offer Crédit Mobilité to their employees."

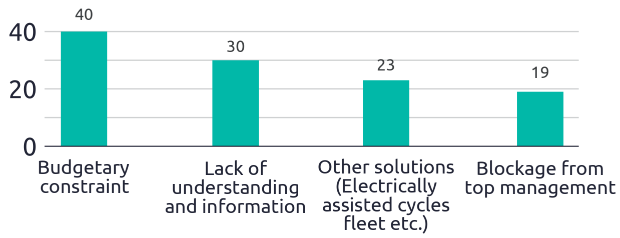
Also, it will only benefit employees who are eligible for a company car and will not address the mobility issue for all employees.

With the FMD and Crédits Mobilité initiatives, the French government took the first step and triggered fruitful discussions within companies to consider other modes of transportation. But it appears not to be enough for the majority of companies to take full responsibility for how their employees go to work. The Belgian example (detailed below in Part III) shows how more ambitious laws and tax incentives can help move to a more sustainable mobility. That first attempt in France also revealed how most companies still don't address the mobility issue effectively and globally enough.

Main reasons for FMD deployment



Obstacles to FMD deployment



Source : Ministry of Ecology, ADEME, with the support of France Mobilités, and managed by Via ID & Ekodev, Baromètre « Forfait Mobilités Durables »

Companies are not well structured and organized around mobility

1 TO PLAN ACTUAL CORPORATE MOBILITY PLANS…

Though the French regulation is still timidly setting the right legal framework to achieve concrete goals, companies are slowly paying more attention to corporate mobility. Companies are starting to handle employees' mobility issues, but a single point of contact (SPOC) is rarely designated. Indeed, many corporate mobility service providers agree that corporate mobility responsibility is shared between HR and Corporate Social Responsibility (CSR) departments, or even with infrastructure or fleet managers. Therefore, budgets can be blocked or stalled if no one has the authority to decide. Companies' ability to offer new mobility options that cater to their employees' needs is then directly compromised.

This lack of governance also prevents organizations from addressing the topic globally. "Each department usually deals with a specific mobility aspect," Timothée Quellard states. "HR will handle public transportation plans, CSR leasing bikes, and infrastructure and fleet managers' company cars." "Furthermore, their objectives can vary from applying the law, cutting costs, or simply extending their employees options for mobility," explains Margot Giordana, Marketing Manager at Marcel, a French taxi operator that offers corporate mobility services. Therefore, mobility solutions are often designed in silos and might not address the whole mobility chain.

Additionally, new working and commuting patterns have emerged since the emergence of COVID-19, contributing to emissions reduction. Remote working stands not only to be an HR responsibility but should also be further analyzed and managed by someone in charge of corporate mobility, such as a Mobility SPOC. A Mobility SPOC, or even a Mobility Manager, at a company could indeed consolidate data and account for the whole mobility value chain within the organization.

2 …AND TO MEASURE AND ACKNOWLEDGE THE BENEFITS THEY COULD REPRESENT

Offering alternatives to driving a car to go to work for their employees is not just a constraint for companies, it also brings a lot of unseen advantages. Indeed, biking improves employees' health, contributing to more well-being at work and fewer sick days per year. Charles Poretz, the founder of Cyclez, illustrates this by the fact that the cost of insurance for companies tends to decrease when they initiate a bike plan. Also, carpooling or car sharing services enable fewer land costs, usually assigned to parking lots. Because corporate mobility is managed by different departments, these benefits are scattered across the company and not consolidated, which does not offer the global picture to decision makers. Joachim Renaudin, in charge of company relations at Karos, highlights the fact that "companies have heard of these benefits, but it is still not enough for them to realize that for every Euro invested, they could save as much as two."

While it looks like a lot of companies are not mature enough on corporate mobility issues, this also means there is room for a lot of improvement. The good news is that solutions already exist and can be implemented, tailored to any company's needs.

IMPACTFUL SOLUTIONS FOR DIFFERENT COMPANY CONSTRAINTS

Employees are sometimes required to travel for business trips and usually file expense reports to get reimbursed. Therefore, companies have had a clear vision of their employees' professional mobility choices and are starting to look at the environmental impact of these business trips. However, companies have a lot less information about their employees' day-to-day commute. Indeed, it requires an active data collection – companies need to ask employees to fill out a form that can cause a GDPR problem – and commuting can be complex. Moreover, while employees who use their car might travel the same distance and consume the same amount of CO2 every day, other employees might shift from public transportation to biking one day and using a scooter on another day. With this in mind, it is a lot more complicated for companies to get a relevant picture of their employees' mobility and find ways to monitor it.

Another considerable factor is the way mobility evolves with social trends and eras. For instance, **a Capgemini study on car subscriptions models** highlighted how flexibility and convenience is becoming even more important to citizens nowadays, to the point they would rather subscribe to a service than own a car. As mobility becomes more complex and a major lever to reduce GHG emissions, companies can reconsider their corporate mobility model to better meet their employees' needs and their overall environmental responsibility. This is also a way to get a better understanding of how they are integrated into the public infrastructure network (be it public transportation or road networks). Implementing a more environmentally friendly and efficient model requires the right governance and mobility solutions designed at a local level, accounting for each office's distinctive characteristics.

The following section examines different tools available to companies to change their corporate mobility and reduce their emissions.

The evolution of the corporate mobility model

Going back to our French use case, only Ile de France, or the Greater Paris Region, companies were required to pay up to 50% of employees' travel tickets from home-to-work until 2008. In 2009, this principle was extended to all regions in France, and later, the amount was fixed to 50% for all companies. France also benefits from a powerful and dynamic source of revenue paid by companies, the Versement Mobilité, which covers 48% of the financing needs of public transport in cities with regular lines.[12] Therefore, for years, the majority of companies concluded they were already taking care of their corporate mobility needs by subsidizing public transportation, but still have not completely addressed the commuting issue. In fact, in that very common scenario, employees would take public transportation or drive to work in their personal car and companies would only worry about getting enough parking space for all the drivers (Level 0 cf. maturity framework below).

However, to attract new talent and be more environmentally friendly, companies are reviewing their benefits and we are slowly observing new corporate mobility models.

To address more diverse commuting patterns and incentivize employees to greener transportation modes, companies usually start by improving their infrastructure. For instance, they offer secure parking spots for bikes and install electric charging stations on their parking lot. (Level 1 cf. maturity framework below). However, the number of charging spaces is often not enough to match the need of electric commuters, or to incentivize other employees to shift to electric vehicles.

Organizations are also making commitments to greener travels. While some are converting their fleet to offer only electric vehicles, others can also offer a shared electric car and bike fleet dedicated to business meetings or trips on site.
(Level 2 cf. maturity framework below).

Finally, some companies want to reduce their emissions globally, leading them to decide to address the whole scope of corporate mobility. They can start by analyzing employees' mobility patterns (in compliance with GDPR requirements), study relevant alternatives for employees, and offer custom solutions tailored to their employees' needs (Level 3 cf. maturity framework).

	LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3
	Companies do not address the corporate mobility issue and only comply with the law	Companies take a step to manage corporate mobility	Companies start to offer employees greener alternatives for their home	Companies target to reduce their emissions and custom mobility solutions to achieve this goal
Dedicated budget	Pays for 50% of employees' travel tickets Provides parking spacesPays the 'Versement Mobilité'	*Level 0's dedicated budget included* Electric charging infrastructure for cars and bikes	*Level 0's dedicated budget included* Electric charging infrastructure for carsand bikes Electric shared electric fleet (cars or bikes) for business on on-site trips	*Level 0's dedicated budget included* Adequate mobility budget dedicated to the corporate mobility strategy
Mobility SPOC	No SPOC: corporate mobility is shared between HR, CSR and infrastructure managers	No SPOC: corporate mobility is shared between HR, CSR and infrastructure managers	Someone manages infrastructure and shared car fleet	A mobility SPOC leads the corporate mobility strategy
Emissions reporting	No Emissions Analysis and Reporting	No Emissions Analysis and Reporting	Emissions reductions between thermal and electric vehicles reporting	Diagnosis of current emissions, definition of KPI's and regular reporting
Sustainable commitments	No Objectives defined	No Objectives defined	No Objectives defined	Sustainable Objectives Target (SBTi's)

Corporate model maturity framework

The titular framework is built on French law, but can be easily adapted to any country, as it mostly measures a company's level of involvement in improving corporate mobility.

All in all, evolving towards a Mobility-as-a-Service model (Level 3) requires a radical shift in the way companies consider their employees' mobility. Therefore, we believe corporate mobility will change gradually, beginning with building the right governance to design a corporate mobility strategy.

[12] (Duron), (https://www.ecologie.gouv.fr/sites/default/files/RAPPORT%20DURON.pdf), 2021

A solid corporate mobility strategy needs the right governance and mobility solutions developed at the local level, accounting for each site's characteristics

While the current legislative framework is slowly encouraging companies to act on corporate mobility, we believe that given the heavier climate pressure, evolutions are only a matter of time. Companies will soon face a real challenge with the way their employees move. They will need to define a corporate mobility strategy and adapt their governance accordingly, as most of them are currently not prepared and organized enough to handle this matter.

To build a mobility strategy and carry and monitor mobility programs, a company should name a SPOC for mobility within the company. This will enable them to lead the mobility policy and manage interfaces between HR, CSR, infrastructure, and fleet managers. That person would oversee the company mobility roadmap, ideally with a relevant budget for implementation. The first step in building the roadmap usually involves carrying out an assessment of the employees' mobility, known as the "as-is situation." This step is combined with a definition of the goals, or the "to-be situation," and the right KPIs to monitor progress. Businesses can appoint an internal team dedicated to this task, but they can also benefit from the expertise of an external specialized company. At Capgemini, we have supported companies through the process of building the right governance, assessing the situation and developing a strategy for the future, such as in Belgium, with our Mobility Budget offer.

Belgian Mobility Budget Offer

Belgian Mobility Budget legislation was launched in February 2019, with the aim of not moving away from a company car, but rather opting for a 'greener' and 'cheaper' car – or no car – and using the savings for alternative modes of transportation or cash.
In the Belgian context, it is in the best interest of companies to implement this Mobility Budget, as electric and hybrid vehicles will be 100% fiscally deductible in 2026. Moreover, employees expect their companies to move towards the sustainability path.

Capgemini Invent Belgium has developed a national offer to support companies in their governance and strategic decisions when implementing the Mobility Budget. First, we propose to gain a deep understanding of the As-Is situation by benchmarking a company's expectations and needs.

We also recommend assessing where the company stands on the Mobility Budget options and market.

The objective will then be to define the to-be situation with a clear financial and organizational view of the impacts for employees, based on the three Mobility Budget pillars: more eco-friendly cars, alternative transportation options, and the remaining budget transferred in cash to the employee.
In a second phase, we will build the transformation roadmap and the concrete steps to take to reach the to-be situation.

While this offer has been developed in Belgium, companies in Europe and worldwide will be facing the same evolution needs in the near future.
We will therefore be able to leverage our projects experiences on the Belgium market to best support every company.

Mobility has been proven to be deeply local. While companies can set a global sustainable goal at a national, or even continental level, they cannot define a global mobility strategy that would apply to all their global offices. Solutions should be tailored to each site's characteristics and their employees' needs. To succeed, they need to offer both a framework and a budget in which their employees can seize the opportunity to make propositions and are incentivized to take the responsibility to make them happen. Change management works when a new solution is adopted locally and is followed up to make sure it fits its purpose. For instance, some services might require a critical mass to become relevant, like carpooling. For such a service to thrive, it will require a local community with active members who need both the right tools and support. Furthermore, it is an opportunity for companies to leverage their geographical proximity with other organizations to offer shared services. Indeed, a successful mobility strategy covers the whole value chain from end to end, including the local roll-out, such as the case for Pôle Emploi.

pôle emploi

At Pôle Emploi, the French public employment service that provides advice for jobseekers, Capgemini worked on their sustainable mobility strategy. As a public agency aiming to be exemplary in terms of CSR, Pôle Emploi sets the ambitious goal of carbon neutrality by 2050.
In doing so, they were looking to accelerate the deployment of sustainable corporate mobility in all regions, anchor the transformation of mobility on commuting and business trips, and build a regional ecosystem around sustainable mobility.

We supported Pôle Emploi on a co-creation model during the whole process, based on solid sustainable mobility benchmarks that resulted in a roadmap with approved budgets from each regional executive committee.

Additionally, since any change management requires local persons of contact who will implement the projects and nurture the strategy, we helped build a community of local correspondents with a toolkit and guidelines for collaboration between national and regional levels.

"Sustainable mobility is a major challenge for the years to come, for which we need to set structural guidelines, ensure the mobilization of the organization and the entire managerial line, and achieve top-level management. The work with Capgemini has enabled us to provide Pôle Emploi with a solid overall method for getting this large-scale project off to a good start."

Hélène Rambourg,
Head of CSR
at Pôle Emploi

Different tools are available to companies to ease their relations with third-party providers and change their corporate mobility

With the introduction of the Mobility Budget, many mobility service providers have developed solutions dedicated to companies and the mobility of their employees. To foster the implementation of greener and impactful solutions within companies, mobility service providers are working to deliver the most seamless solutions. However, there are still numerous actors, leading to the possibility of companies getting lost between all available options.

This is how Corporate Mobility-as-a-Service (C-MaaS) apps can become relevant, as they enable companies to pay for a global solution as a service, where a wide range of mobility options are already integrated. Additionally, MaaS apps usually also provide a back-office dashboard for companies.
In the administration back office, companies can first define and customize their travel policy. For instance, they can define the different modes they want to include within their policy. Sometimes, they can also choose to incorporate gaming programs to incentivize employees. But that's not all. Companies can also closely track their emissions reductions with the reporting dashboard. Indeed, with MaaS, employees consume mobility through their app, meaning employee mobility data can be collected – and anonymized, in compliance with GDPR requirements. Consequently, companies can get more precise information on their employees' mobility patterns and measure how close they are to their sustainable objectives.
For Olivier Baert at Instant Systems, *"corporate MaaS will be the key solution companies should have to reduce their emissions."*

To deliver very accurate sustainable KPIs, Instant Systems even worked with a dedicated company to certify their carbon footprint travel computation method.

To provide greener mobility options to their employees, companies could subscribe to a Corporate Mobility-as-a-Service solution, which only their employees would have access to.
But they could also use local and public MaaS, implemented by the PTA. PTAs are also trying to address corporate mobility, offering to manage the mobility of companies' employees on the local MaaS. Some public MaaS also incorporate download functionalities for travel proofs employees can submit to companies – automated submission are also possible.

In the end, the MaaS complexity (and beauty) remains in the interfaces it handles between the whole corporate mobility value chain. It needs to create the easiest customer journey and prove that using any mobility option can be as easy as driving your car, while guaranteeing personal data is safe and GDPR-compliant. For instance, Mon Compte Mobilité, or My Mobility Account, a project of common interest led by Capgemini and La Fabrique des Mobilités, is aiming to reduce this complexity.
It provides a single interface that connects the whole corporate mobility value chain: citizens, companies, mobility service providers, and Public Transport Authorities. Companies no longer need to go through the processes of implementing a new mobility service provider because Mon Compte Mobilité will already have it integrated.

mon compte mobilité

Mon Compte Mobilité aims to create a national and standardized platform to promote incentives for sustainable mobility. This digital service enables local authorities, companies, and mobility operators (public transport, carpooling, bicycles, et cetera) to better understand the travel habits of citizens and employees and encourage sustainable behavior via their incentive programs. By subscribing to Mon Compte Mobilité, citizens will be able to access all the public mobility aids they are entitled to. In addition, employees whose compagnies elected to participate in experimentation, will benefit from all the mobility aids and partnerships their employer has to offer. Throughout the experimentation, Mon Compte Mobilité will continuously gather and share all relevant data with local authorities and partners to test and promote the emergence of virtuous behaviors.

Moreover, Mon Compte Mobilité will also contribute to the standardization of MaaS platforms by creating and sharing a replicable framework (user account, interfaces with other MaaS platforms and with several Mobility Service Providers) that could help reduce the development costs of new MaaS platforms.

By leveraging its strong expertise in developing digital tools, Capgemini has developed a service that aims at revolutionizing corporate mobility for companies and citizens and become a central actor of the corporate mobility transformation.

"With Mon Compte Mobilité (My Mobility Account), we are pleased to facilitate access to mobility subsidies for employees of partner companies in the Greater Paris region. We aim to encourage travelers to adopt low-carbon mobility options by promoting the mobility subsidies they are entitled to – such as the Forfait Mobilité Durable (Company Mobility Budget) – when purchasing travel tickets within IDFM Connect and by simplifying the application process with the automatic submission of purchase receipts to partner companies."

Jean-Louis Perrin,
Deputy General Manager
at Île-de-France Mobilités (IDFM)

Digitalization is only a way of reducing complexity, integrating different sets of data and offering various solutions, but it can be a powerful one when combined with a clear strategy and strong governance. Moreover, the International Accounting Standards Board (IASB) introduced the IFRS 16 accounting standard in 2019, by which companies must disclose leased assets in their balance sheets and recognize liabilities for future rental payments. This is likely to further boost mobility tech platforms in ways that can help companies to maintain their fleet, especially those who have the digital sophistication to deliver corporate mobility as a service and to account for costs accordingly.

Various platforms will come to the fore with this shift away from car ownership and toward mobility as a service. There are opportunities for current platforms – and new ones – to solve corporate travel issues. Uber recently launched its Uber for Business app, and it is perhaps only a matter of time before the big players enter the employee commuting space.

CONCLUSION

Overall, companies have a strong role to play in helping to significantly reduce GHG emissions. We can assume that 6% of global emissions are directly linked to daily trips. France's goal is to achieve a 40% reduction in emissions by 2030. As a result, organizations are going to be required to reduce their carbon footprint accordingly. Here's what Senior B2B Marketing Manager at Uber, Setareh Olgiati had to say about the subject:

"We clearly identify a willingness from local authorities (in France) to limit access to city centers, by giving access to specifically low emissions vehicles with the objective of addressing public health and climate change. Dozens of projects are about to be developed (Greater Paris, Lyon, Bordeaux, etc.). This major trend needs to be anticipated by all actors of mobility by partnering to develop multi-modality solutions and by massively greening transportations."

Also, with current soaring oil and gas prices, low-income employees who rely on driving a car to work because they live in an area with poor public transportation and cannot work remotely will need support to transition to greener and cheaper modes of transportation. Charles Montejo, Head of marketing at Padam Mobility, says the occupancy rate in their on-demand shuttles increased over 10% since oil prices skyrocketed. Joachim Renaudin, at Karos, noticed the same phenomenon for carsharing.

Part of this support can come from public authorities:

The government

The government is responsible for the legal framework and regulations. All the partners we interviewed agree on one point: in France, FMD should be mandatory – along with the proportionate subsidies – as it would represent a strong incentive for companies to tackle the issue.

Local authorities

Local authorities are responsible for adapting and developing public infrastructures, such as cycle and carpool lanes, electric charging stations, public transport lines, on-demand transportation, and so on.

And as employees' mobility is a global issue, not limited to French or even European borders, other countries have enacted mobility legislation aimed at reducing emissions. For instance, the Netherlands is also expected to pass a decree (Besluit activiteiten leefomgeving, Bal) in January 2023, whereby companies that employ 100 or more people must report their employees' business travel and commuting emissions. If these exceed the maximum standard, companies will be given four years to lower the emissions by encouraging the use of bicycles, public transport, or EVs. Although the measure is not final (it awaits parliamentary approval), there is every chance it will become a law.

In Vienna, Austria, the price of an annual season ticket was lowered to €365 (€1 per day for unlimited public transport mobility), combined with a high quality of service. Companies can buy the ticket for their employees and claim a tax deduction. By 2019, about half of Vienna's adult population was using the annual season ticket and as a result, public transport's modal share has increased to 38% (UITP).

And further away from Europe, Singapore has been working to reduce the transportation sector's emissions by dissuading car ownership and by encouraging the use of active mobility and public transport and transitioning to cleaner energy vehicles. Indeed, due to its small size and high urban density, Singapore imposes a quota on the maximum number of vehicles that can be used at any given time. This mandate is enforced through the controlled distribution of a limited number of Certificates of Entitlement (COEs). The COE entitles you to the right to register, own, and use a vehicle in Singapore for 10 years. However, it is expensive, as demand exceeds supply. At the same time, the government has been taking steps to make public transport operations greener. It aims to raise the mass public transport modal share during peak hours to 75% by 2030. Since 2020, all new public bus purchases are clean energy buses, including electric or hybrid buses, with the aim being to replace all diesel buses with cleaner energy buses by 2040.

But companies should also play a more active part.

They can start by making a Corporate Mobility Plan and hiring expertise, if need be, especially for the 55%[13] who declared they haven't done so because they lack time and or skills. They can name a SPOC for mobility who will be responsible for proposing a company's mobility strategy and implementing it by coordinating all departments involved (HR, CSR, infrastructure and fleet managers, et cetera). It goes without saying that this strategy needs a solid budget, clear governance, and strong internal communication to make sure everyone is aware of the program and local initiatives can be carried out. Even more so, appointing a SPOC for mobility is also an opportunity to consolidate the data, monitor evolutions with the right KPIs and, and measure the probable positive return on investment. Companies can also benefit from existing digital solutions that facilitate interfaces between users, mobility providers, and financial supporters (i.e., companies and or public authorities). We obviously strongly suggest doing all the above because it is always better to act upon rather than react to situations, bearing in mind that actions can start small and evolve gradually. And as Sébastien Hurtaux, General Manager at UbiTransport France puts it: "Organizing transportation for its employees is great in terms of corporate image!"

All these initiatives show that the issue of employees' mobility is taken more and more seriously around the world, and that the corporate mobility of tomorrow will definitely have to be a greener one!

[12] (Arval Mobility Observatory France), (https://mobility-observatory.arval.fr/barometre-des-flottes-et-de-la-mobilite-2022), 2022

ACKNOWLEDGMENTS

We want to thank all participants to our interviews for their time and insightful inputs:

Hélène Rambourg
Head of CSR at Pôle Emploi

Jean-Louis Perrin
Deputy General Manager at Île-de-France Mobilités (IDFM)

Charles Montejo
Head of Marketing at Padam Mobility

Joachim Renaudin
Head of New Business at Karos

Julien Chamussy
Co-founder and CEO at Fluctuo

Charles Poretz
Founder at Cyclez

Timothée Quellard
Co-founder at Ekodev

Ronan Perrier
Head of mobility for corporate at Arval

Sébastien Hurtaux
General Manager at UbiTransport France

Olivier Baert
Director of Business Development Maas Pro at Instant System

Margot Giordana
Marketing Manager at Marcel

Setareh Olgiati
Senior B2B Marketing Manager at Uber

CONTACTS

Capgemini authors

Vanessa Ouaknin
Vice President
Frog part of Capgemini Invent

Lucile Ramackers
Senior Manager and Sustainable mobility SPOC
Capgemini Invent

Toscane Berberian
Mobility consultant
Capgemini Invent

Capgemini contributors

Mehdi Essaidi
Vice-Président Smart Mobility
Capgemini Invent

Farès Goucha
Director Railway industry
Capgemini Invent

Emmanuelle Brodard
Director Digital Business Models & Product Design
Frog part of Capgemini Invent

Philip Haaf
Director,
Head of eMobility Solutions

Jonathan Schick
Senior Manager and Head of Mobility Belgium & Luxemburg

Guillaume Cordonnier
Executive Vice President,
Head of Services/ Mobility & Deputy Chief Sales Officer

Autonomy contacts

Ross Douglas

Shashwati Shankar

Daniel O’Brien

REFERENCES

ALPHABET FRANCE, IFOP. (2019) "Baromètre 2019 Alphabet France. / IFOP : Entreprises & Mobilité."
Alphabet.com, 19 November 2019
https://www.alphabet.com/fr-fr/presse/barometre-2019-alphabet-france-ifop-entreprises-mobilite
Accessed 31 August 2022

ANDERS REIZEN "Dutch Business Sustainable Mobility Pledge - Exploiting the lowcarbon potential of green miles."
Anders Reizen, 2020
http://www.andersreizen.nu/wp-content/uploads/2019/12/Dutch-Business-Sustainable-Mobility-Pledge.pdf
Accessed 31 August 2022

ARVAL MOBILITY OBSERVATORY FRANCE "Baromètre des flottes et de la mobilité 2022."
Arval Mobility Observatory, 2 May 2022
https://mobility-observatory.arval.fr/barometre-des-flottes-et-de-la-mobilite-2022
Accessed 2 September 2022

DURON, PHILIPPE "Report on the economic model of transportation."
Ministère de la Transition écologique, French Ministry of Ecological Transition, 18 June 2021
https://www.ecologie.gouv.fr/sites/default/files/RAPPORT%20DURON.pdf
Accessed 2 September 2022

EUROSTAT "Passenger mobility statistics - Statistics Explained."
European Commission, 21 December 2021
https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Passenger_mobility_statistics
Accessed 31 August 2022

GREEN CAR CONGRESS "Sun Microsystems Study Finds Open Work Program Reduces Energy Consumption, Saves Time and Money."
Green Car Congress, 10 June 2008
https://www.greencarcongress.com/2008/06/sun-microsystem.html
Accessed 31 August 2022

INTELLIGENT TRANSPORT "IKEA commences international employee carpool trial with Liftango."
Intelligent Transport, 5 July 2022
https://www.intelligenttransport.com/transport-articles/137129/ikea-employee-carpool-trial-liftango/
Accessed 31 August 2022

LEVEQUE, FRANCK "Shared, Integrated, and Flexible: How Corporate Mobility is Being Reinvented for the Future."
Frost & Sullivan, 4 August 2021
https://www.frost.com/frost-perspectives/shared-integrated-and-flexible-how-corporate-mobility-is-being-reinvented-for-the-future/
Accessed 31 August 2022

MOBILITYWAYS "Analysis of half a million postcodes shows latent potential of the sustainable commute – Mobilityways."
Mobilityways, 2021
https://www.mobilityways.com/insights/analysis-of-half-a-million-postcodes-shows-latent-potential-of-the-sustainable-commute/
Accessed 2 September 2022

WBCSD "Commuting Behavior Change - World Business Council for Sustainable Development (WBCSD)."
World Business Council For Sustainable Development (WBCSD), 2022
https://www.wbcsd.org/Programs/Cities-and-Mobility/Transforming-Urban-Mobility/Commuting-Behavior-Change
Accessed 31 August 2022

Capgemini invent | AUTONOMY

GET THE FUTURE YOU WANT *

*Le futur que vous voulez

About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

Visit us at **www.capgemini.com**

About Autonomy

Autonomy is an international trade show and mobility network for sustainable urban mobility solutions. Based in Paris, the company produces industry leading content through its newsletters, the Urban Mobility Weekly and the Business of Bicycles, as well as through its Knowledge Platform, white papers, reports and webinars. Autonomy offers bespoke solutions for cities, public sector agencies and private sector companies looking to communicate to its wider mobility community.

Visit us at **www.autonomy.paris**