

Executive summary

TRADE UNION ACTION TO PROMOTE SUSTAINABLE MOBILITY TO WORK AND DECARBONISE TRANSPORT



MOVILIDAD SOSTENIBLE AL TRABAJO

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1. Introduction

Work-related mobility, commuting to and from the workplace, is one of the main reasons why we travel, and it is on these journeys that cars are used the most. Considering that around 98% of our passenger car fleet is still powered by combustion engines, it is during commuting that the most greenhouse gases are emitted.

Reducing dependence on these vehicles for commuting is therefore the most effective way to decarbonise transport, which is the largest source of CO₂ emissions into the atmosphere, and to slow down climate change.

Furthermore, the widespread use of cars causes a series of serious impacts that affect workers, as well as the general public, and which undoubtedly undermine the competitiveness of the productive fabric, exerting a negative impact on public policy. The impacts in the form of externalities that we must address by changing the prevailing model of mobility to work are as follows: air pollution and ambient noise, which damage people's health; high accident rates, which mean that traffic accidents on the way to work have become one of the main causes of accidents at work; social exclusion, reducing employment opportunities for those who do not have access to a car; rising levels of traffic congestion, which increases the time spent travelling to and from work, to the detriment of work-life balance; and the increase in direct costs of car use and ownership, which eat into wages.

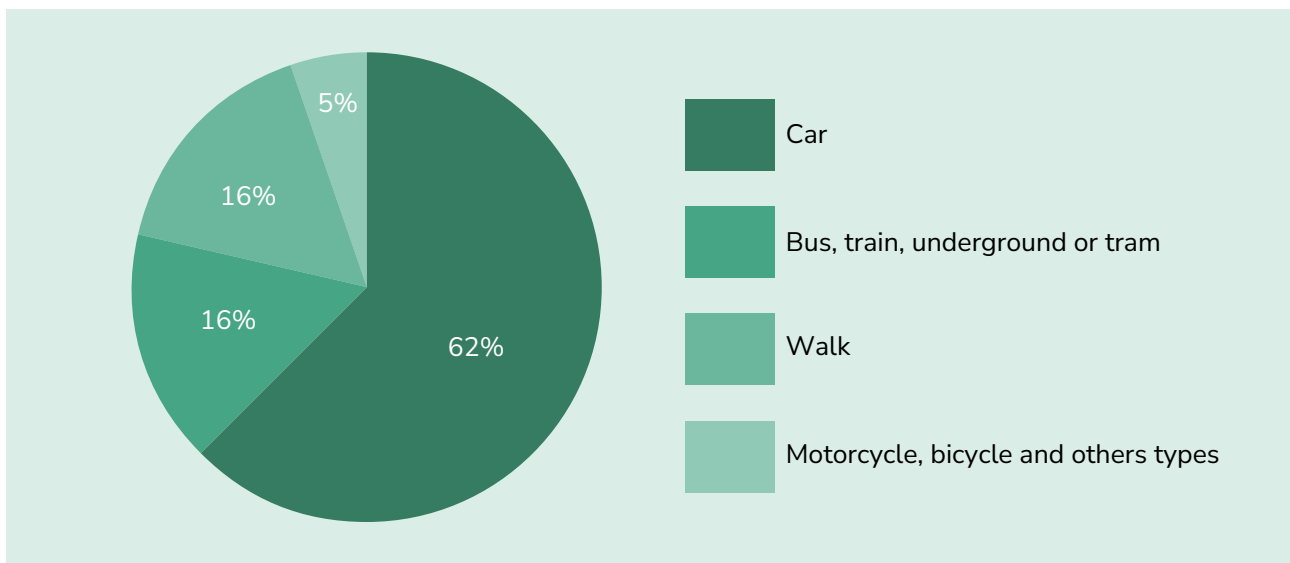
Consequently, those of us who have a responsibility to represent and, by extension, uphold the labour rights of workers, must incorporate the right to sustainable, healthy, safe, fair, efficient and affordable mobility to work into trade union action and collective bargaining.

This is even more important now that we have a draft law on sustainable mobility that includes a specific section on labour mobility. This emphasises the development of sustainable mobility plans for both company workplaces and public institutions, as well as for large mobility hubs (industrial estates, business parks, shopping centres, ports, airports, etc.), with a particular focus on collective bargaining in their development and, therefore, on trade union participation.

2. Characterisation of mobility to work

Based on the Essential Characteristics of the Population and Housing survey, we know that in, 2021, the population aged 16 and over made a total of 19 million daily journeys to their place of work or study, with 62.1% of these journeys being made by car. In second place, and lagging far behind, was public transport, with 16.3%, followed by walking, with 16.1%, and, trailing the field, motorcycles, bicycles and other types of transport, with a mere 5.4%.

Modes of mobility for commuting to work and studies



Source: Essential Characteristics of the Population and Housing survey 2021. INE 2023



3. The planning and management of mobility to work

The Mobility Board

In every workplace or large centre that generates mobility, a Mobility Board should be set up as a permanent forum for participation and consultation. The Mobility Board at a workplace should include representatives of both workers and management. In the case of large-scale mobility-generating centres, other agents such as public authority bodies with responsibilities for mobility and transport operators should also participate, in addition to trade unions and employers. Similarly, in the event of there being one, the management body of the large-scale mobility-generating centre should also be involved.

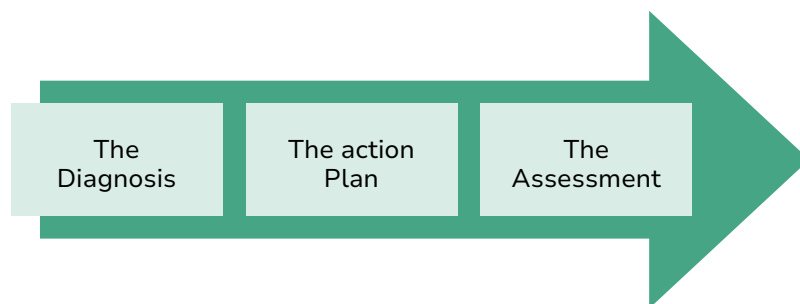
The objective of the Board is to promote and collaborate in the implementation of the plan, promote and disseminate the implementation of the proposals, and become the benchmark body for mobility management in its sphere.

Mobility manager

The Mobility Manager should be responsible for facilitating the implementation of the actions set out in the Mobility Plan for the management, control, organisation and monitoring of mobility in the workplace or large-scale mobility-generating centre. They should coordinate the various actors involved, generate information and promote the implementation of the Mobility Plan. They should also be the point of reference for mobility in the workplace.

They will also be responsible for disseminating sustainable mobility measures. To this end, together with the Mobility Board, they should monitor the actions carried out and assess the degree of implementation and compliance with the Mobility Plan.

The sustainable mobility to work plan



Strategies and measures to promote sustainable mobility should be established based on mobility supply and demand. This means setting specific time-oriented goals, making operational proposals, determining who is responsible for them, and establishing the budget. In the case of a workplace, if some of the proposals in the plan exceed its remit and need to be implemented by external agents who are not members of the Mobility Board, the person responsible must be identified, and arrangements made for them to be informed so that they can carry them out. Finally, indicators must be established to monitor the results of the implementation of the measures in the plan.

A work mobility plan is a dynamic process that is never concluded, instead calling for constant review in a process of ongoing improvement.

Contents of the work mobility plan

Stages of plan development:

Carrying out the diagnosis

What is the starting point and what problems have been detected?

Gathering information, identifying problems and understanding the starting point in order to assess the potential for change and define the strategy to be implemented in order to achieve the proposed objectives.

The drawing up of the action plan

What do we want to change and where do we want to end up?

Adopt solutions to move towards more sustainable and safer mobility for workers, identifying the agents involved in the process, the action schedule and the necessary material and financial investment.

The monitoring and assessment of the plan

What improvements have we achieved?

Specifying the environmental, social and economic benefits of implementing the action plan and the progress of each of the measures carried out.



4. Tools for promoting sustainable mobility to work

This section includes a compilation of regional legislation on the development of sustainable mobility plans in companies. It also highlights bipartite agreements between employers and trade unions, as well as consultation agreements within the framework of social dialogue between public administrations, employers and trade unions. Similarly, some support and advisory instruments have been included, as well as funding and taxation measures that encourage sustainable mobility.

Normativa autonómica de los planes de movilidad sostenibles de empresas

In Spain, seven autonomous regions have regulations and plans on mobility and the environment that require or propose the implementation of mobility plans in companies or large-scale mobility-generating centres.

In chronological order of approval, the following regional regulations are currently in force:

- Law 9/2003, of 13 June, on mobility in Catalonia.
- Law 6/2011, of 1 April, on Mobility in the Valencian Region.
- Law 12/2018, of 23 November, on Transport and Sustainable Mobility in Asturias.
- Decree 178/2015, of 22 September, on energy sustainability in the public sector of the Autonomous Region of the Basque Country.
- Law 4/2019, of 21 February, on Energy Sustainability in the Autonomous Region of the Basque Country.
- Decree 254/2020, of 10 November, on Energy Sustainability in the Autonomous Region of the Basque Country.
- Regional Law 4/2022, of 22 March, on Climate Change and Energy Transition in Navarre
- Law 6/2022, of 27 December, on climate change and energy transition in the Canary Islands.
- Decree 132/2024, of 30 July, approving the Air Quality Plan, Horizon 2027 for Catalonia, the short-term action plan for high levels of air pollution and the regulatory provisions for achieving air quality goals.
- Extremadura Sustainable Mobility Plan. Regional Government of Extremadura 2030. March 2025.

Fifth Agreement on Employment and Collective Bargaining

In 2023, the 5th Agreement on Employment and Collective Bargaining (V AENC) was signed between the trade unions CCOO and UGT and the business organisations CEOE and CEPYME.

The section on ecological transition explicitly mentions the introduction of mobility plans into collective bargaining in the following terms: *in order to ensure the reduction of emissions and the efficiency of the measures applied, where appropriate, for the benefit of both companies and workers, sustainable mobility plans will be promoted, encouraging collective transport by geographical area, industrial estates or areas with a high concentration of workers.*

The Legislative Institutional Socio-Economic Agreement of Aragón

At the end of 2024, an opportunity arose to address issues related to commuting in the Aragonesa region with the approval, in November 2024, of the Legislative Institutional Socio-Economic Agreement within the framework of the social dialogue entered into by the Government of Aragón, the CEOE, CEPYME, UGT and CCOO.

This agreement, proposed by CCOO Aragón, includes commuting in the section on Cohesion, Social Action and Public Services, *stating that it is necessary to address travel to large work centres, especially industrial estates.*

It goes on to add that *mobility is a problem of accessibility, but also of workers' access to their places of work. The latter refers to problems in travelling to certain workplaces located in remote areas where, for example, there is no public transport and, if you do not have your own vehicle, it is difficult to get there.*

Aid from the Zaragoza Area Transport Consortium for jointly shared bus services

In 2022, the Zaragoza Area Transport Consortium (CTAZ) approved the terms and conditions for the granting of assistance to companies that contract regular public passenger transport services for their workers¹.

The aim is to promote the use of company transport and share it among different companies, thereby fostering the service and, as demand grows, be able to expand it to give workers from small and medium-sized companies that share a location, such as an industrial estate, the opportunity to use said shared company transport.

In any case, these must be jointly shared bus services. In other words, services provided to workers from more than one company, making more than one stop at destination.

Aid from the Regional Government of Navarre for the implementation of sustainable transport plans

In 2022, Navarre passed a Climate Change and Energy Transition Law. This law includes an article on sustainable transport plans for companies and institutions.

These must be drawn up by companies and institutions with more than 200 employees in a single workplace and large commercial centres, as defined in the legislation regulating commerce in Navarre.

In this context, in 2024 the Regional Government of Navarre approved a call for applications for grants for the implementation of sustainable transport plans in companies².

En ella se indica que será subvencionable la realización de planes de transporte de una empresa states that the implementation of transport plans by a company will be eligible for subsidies, and also includes the possibility of subsidising sustainable transport plans for a group of companies located on the same industrial estate.

1 AGREEMENT of 9 December 2022, of the Executive Committee of the Zaragoza Area Transport Consortium, approving the rules of the administrative procedure and the first call for applications for grants to companies contracting regular public passenger transport services

2 [Aid for the implementation of sustainable transport plans in companies. Autonomous Region of Navarre.](#)

An Economic Activities Tax (IAE) rebate for the development of transport to work plans

Royal Legislative Decree 2/2004, which approves the revised text of the Law Regulating Local Finances, regulates the possibility of benefiting from a rebate on the Economic Activities Tax (IAE) for the development of a transport plan for employees. As this is a municipal tax, it falls to the municipalities to establish said tax incentive through their tax regulations.

A rebate of up to 50% of the corresponding tax is established for taxpayers who pay municipal taxes and who establish a transport plan for their employees aimed at reducing energy consumption and emissions caused by travel to the workplace.

Energy-Saving Certificates (CAE) for car sharing³

According to Decree 36/2023 establishing a system of Energy-Saving Certificates (CAE), energy companies are required by law to meet an annual energy-saving quota.

One option is to purchase Energy-Saving Certificates (CAE) from companies that can attest to the energy savings their employees have achieved through carpooling.

Energy savings are calculated by adding up all the kilometres travelled annually. The service must be managed by a legal entity known as a shared mobility digital platform operator, which monitors the journeys made.

Income tax exemption for the purchase of public transport passes

The purchase of public transport passes may be exempt from personal income tax (IRPF) as it is considered flexible remuneration for employees⁴.

When a company or institution includes this in its flexible remuneration policy, the workers may decide to pay the amount corresponding to the purchase of public transport passes directly out of their gross salary.

The provision of cards or any other electronic means of payment to employees shall be considered as indirect forms of payment to the entities responsible for providing public passenger transport services.

The amount that may be paid with these cards or other electronic means of payment may not exceed €136.36 per month per employee, with an annual limit of €1,500.

3 The draft Sustainable Mobility Law defines shared mobility or carpooling services as: services in which several users share a passenger vehicle on the same journey, free of charge, except, where applicable, for the sharing of expenses.

4 Royal Decree 1788/2010 amending the regulations on personal income tax, corporation tax and non-resident income tax in relation to income in kind, deductions for investment in housing and payments on account.



Work mobility in the Barcelona Metropolitan Transport Authority

In 2024, the 2027 Air Quality Plan was approved in Catalonia⁵. This includes an article focussing on the development of Company Travel Plans (PDE), which states that in areas that exceed pollution limits (a situation that may be identified in most of Catalonia) workplaces with more than 200 employees, whether internal or external, must have a PDE. In areas where pollution limits are not exceeded, PDEs must also be drawn up, but in this case for workplaces with more than 500 employees, whether internal or external, or more than 250 people per shift.

In both cases, the Air Quality Plan states that these mobility plans must be drawn up with the participation of the workers.

Within this framework, the Barcelona Metropolitan Transport Authority (ATM) has a section on its website given over to work mobility, which contains information on companies' travel plans.

It also includes a specific section on public aid, which provides information on financial assistance granted by the Barcelona ATM itself for the development of mobility plans for individual companies or groups of companies.

It is also important to note that the Barcelona ATM advises and provides technical support to companies and public institutions that draw up these plans and, once the plan has been completed, assesses its content and has the power to approve it.

⁵ DECREE 132/2024, of 30 July, approving the Air Quality Plan, Horizon 2027, the short-term action plan for high levels of air pollution and the regulatory provisions to achieve air quality objectives.

5. Good practices in sustainable mobility to work

This section of the study reviews various actions of different kinds that have been carried out to promote sustainable mobility to work within the framework of collective bargaining.

Apple and the La Maquinista shopping centre

Apple has 11 stores across Spain with a total workforce of around 1,400 people.

Following negotiations between the company and trade union representatives to make substantial changes to working conditions, the trade union proposed including the issue of mobility to work in the same negotiations. Although the company initially refused to address the subject, in the end it at least agreed to discuss it.

The final agreement was that, from 2025, public transport would be paid for up to a maximum of €60 per month, which equates to €720 per year (12 months). If the cost of the travel passes exceeds this amount, the excess would be exempt from personal income tax (IRPF) as provided for by the law for public transport passes, given said item is included in the salary as flexible remuneration.

This proposal for the payment of sustainable mobility costs came from CCOO delegates at the Apple store in the La Maquinista shopping centre in Barcelona. The union representatives of this Apple store, together with those of other shops and hospitality establishments located in the same shopping centre, are calling on Barcelona City Council to improve public transport services in general and, more specifically, on Saturdays and public holidays when the centre is open, as these are the days when the most customers (and therefore the most workers) are at the shopping centre. In addition to evenings, bearing in mind that there are leisure activities and restaurant venues which close very late at night. It is on these days and during the night-time hours that public transport services are at their lowest and should therefore be reinforced.

Azucarera Ebro

The Azucarera Ebro company provided free parking for its employees at its offices in the centre of Barcelona. When the company moved to a new area of the city, the CCOO Committee negotiated with the company's management to provide public transport passes, regardless of the origin of the journey, in order to put those who used public transport on an equal footing with those who used private vehicles and, at the same time, encourage the use of the former.

Since then, the number of workers travelling to work by public transport has continued to rise, while the number of carpark users has fallen. Prior to the company paying for workers' travel passes, more than half of them travelled to work by private car, but now the situation has been reversed.

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CCOO of Castile and Leon

The development of the CCOO Castilla y León Mobility Plan was part of a Sustainability Plan approved in 2019 by the CCOO Castilla y León Council. Specifically, the mobility plan was included in a section given over to energy efficiency as a means of reducing the carbon footprint.

The plan applies to the union's 11 offices throughout the region, located in the provincial capitals and other towns. The mobility plan therefore covers the 850 people who work in these offices.

In order to draw up the plan and monitor its implementation, a Mobility Board was set up as a body for participation and dialogue, with the involvement of people representing the different territories and federations, who were ultimately involved in the implementation and dissemination of the plan.

Some specific measures included introducing flexible working hours to adapt to public transport timetables and installing secure bicycle parking at the offices. A kit for minor bicycle repairs and maintenance was provided at the offices, and information on public transport options was also made available.

For journeys during working hours, it was proposed that a shared start time for meetings should be established to facilitate carpooling, as well as the organisation of events where there was more public transport available as opposed to more car parking space. Another suggestion was the provision of travel passes to encourage greater use of public transport, for instance instead of a fleet car.

The CCOO Confederation

As set out in the Collective Agreement for the staff of the CCOO Trade Union Confederation, from 2024 onwards, in order to contribute to sustainable mobility as an important part of the organisation's corporate social responsibility, public transport passes will be paid for workers according to the fare zones established in the Madrid Region, based on their place of residence.

Similarly, the Collective Agreement emphasised that *the aim is to encourage the use of public transport and discourage the use of private motor vehicles, and that there is a commitment among staff and management to use sustainable and less polluting means of transport.*

Denso

The Denso company has a workforce of around 800 and is located on an industrial estate in Sant Fruitós de Bages (Barcelona).

Due to the need to increase production, the factory had to be expanded. This was done by taking up space previously allocated to the company carpark, which meant that the number of parking spaces had to be reduced.

For this reason, the company management, with the involvement of the CCOO trade union, promoted the introduction of carpooling as a way of reducing the demand for parking spaces. The aim was to raise awareness among staff so that several people would come to work in the same car, thereby solving the problem of parking congestion, and improve environmental performance.

To incentivise this system, the parking spaces closest to the factory entrance were reserved for cars with a high occupancy rate. The scheme has been well received, with around 15% of Denso's workforce now carpooling to work. This reduces pressure on the carpark but, even more importantly, it reduces individual transport costs, as expenses are shared. It also enables people who do not have a car to work for the company.



The Administrative District of the Regional Government (Generalitat) of Catalonia

In 2019, five departments from the Regional Government of Catalonia located in the city centre began to move to the new Administrative District of Barcelona (DAB), which is located in a more peripheral area of the city, and generally less well served by public transport. The transfer of staff was carried out gradually until finally 3,200 civil servants were brought together in the new building.

Before the move, a series of measures proposed by the CCOO trade union were negotiated:

- Civil servants who wished to move voluntarily to the DAB were given the option of swapping places with those who did not want to move.
- The flexibility of start and finish times was increased by half an hour.
- It was agreed that a maximum of three days of teleworking per week could be carried out, at a time when this way of working was not yet as widespread as it has become since the COVID-19 pandemic.
- The Catalan government introduced three shuttle bus routes connecting the workplace with two of Barcelona's main rail, underground and bus interchanges.

Another initiative carried out was to promote cycling, for which the *bicifeina* (bike to work) project was established at the DAB, promoted by the Catalan government for its staff. A total of 40 bicycles have been made available to workers on a rotating basis for a period of six months, so that users can familiarise themselves with this mode of transport and, once the loan period has expired, travel to work on their own bicycles.

Fundación 1º de Mayo/CCOO

The Fundación 1º de Mayo of the CCOO, which has around 30 employees, has an article in its collective agreement titled *Measures to discourage the use of private motor vehicles*, which establishes the following:

In order to contribute to sustainable mobility, as an important part of the organisation's corporate social responsibility, and with the ultimate goal of promoting the use of public transport, all employees of the Foundation shall be entitled to a monthly travel pass or other equivalent travel ticket covering the journey between their home and their place of work.

To encourage travel either entirely by bicycle or by combining cycling with public transport, the basic subscription to public bicycle services will also be paid for those employees who request it, in a manner that is compatible with the payment of public transport..

Louis Vuitton

The Louis Vuitton company has four workplaces spread across the Vallès Oriental region. The company has a workforce of around 1,300 employees.

In 2011, the Barberà del Vallès Town Council discontinued the urban bus route that served the Salvatella industrial estate, where several of the company's workplaces were located. This coincided with a shortage of parking spaces on the industrial estate and continuous traffic jams, which took place mainly at the end of the working day when workers were trying to access the motorway, causing much of the internal roads on the industrial estate to become gridlocked.

In the light of these circumstances, the trade union representatives called on the company to participate in finding solutions to the mobility problems that were being endured by its workers. The company responded by offering its own bus service for the company employees.

What we have here is a bus service managed by a company specialising in providing work bus services tailored to the specific needs of each company. Routes are created and stops located, with timetables drawn up according to the interest shown by potential users who have previously indicated said interest via a digital form. In other words, bus routes are created on demand for the workers who request them.

As a result of this process, the first bus route began operating in 2019. Subsequently, more routes have been added, reaching a total of 16 active ones.

The introduction of new routes has been the result of intensive proactive work by trade union representatives, who proposed increasing the service as the need for new routes grew, in line with requests from workers. One of the great advantages of these routes is that, as they are designed in accordance with passengers' requests, the stops are close to where they live, which encourages their use.

Masorange

Masorange (the result of the merger between Más Movil and Orange) has a workforce of around 2,500 people and is located in the La Finca de Somosaguas business park in the municipality of Pozuelo de Alarcón.

Since 2006, the CCOO trade union has been working to promote sustainable mobility in the company. One of the first proposals implemented for those who could not do without a private vehicle was to change the system for allocating parking spaces. It was proposed that people who shared a car would have one of the reserved spaces that the company rented from the business park, whereas until then all spaces were allocated according to professional category, mainly to managers.

In addition, the business park has a shuttle bus service with seven routes connecting it to central areas of Madrid, which is available to companies on request. The shuttle buses are a free service for Masorange staff, as the cost is covered entirely by the company.

Thanks to years of work by the CCOO trade union, the 4th Orange Collective Agreement⁶ was signed in 2019, which includes many of the mobility measures that had been being demanded since 2006.

Specifically, in the chapter on the company's corporate social responsibility, there is an article given over to sustainable mobility. It states that *the widespread use of an urban transport model based primarily on private vehicles has caused significant problems, including air pollution and traffic congestion. As a socially responsible company, it has decided to commit to caring for the environment and its employees by promoting the responsible use of transport.*

As a result of this agreement, people who travel in sustainable ways are financially rewarded with what is known as the "sustainable mobility bonus". When public transport or shuttle buses are used, €60 per month (€720 per year) is paid out. If employees travel by shared car, motorbike or other modes of transport that do not involve a direct cost for their use (walking, cycling and scooters), this supplement is reduced by 40%, leaving the amount at €36.

6 In 2024, a merger took place with the company MásMovil, leaving the company name as Masorange.



Navantia

The Navantia factory in Cartagena is located on the outskirts of the city centre and borders the port. The company has around 2,000 employees, including its own staff and those of auxiliary industries.

Vehicle access is via a single narrow road. This connects the factory with the town centre, which means that the workers' entrances and, above all, their exits, are congested by heavy traffic, affecting the rest of the city.

Although it was possible to walk from some nearby neighbourhoods due to the short distances, the sides of the road were not suitable for walking due to their narrowness, the poor condition of the surface, poor visibility, lack of lighting and because cars were parked on some sections. Travelling along this road by bicycle was also unsafe due to the high volume of traffic and the large number of heavy goods vehicles attracted to and generated by this industry.

To remedy this situation, the CCOO trade union representatives proposed that the company draft a mobility plan committing itself to finding solutions, and this was drawn up in 2011. Subsequently, in 2020, it was deemed necessary to update the mobility plan to better adapt it to the current situation, and make further progress towards the goal of reducing car use.

With regards to the road, the pavements were widened, a cycle lane was built and the entire route was adequately lit. Raised pedestrian crossings were also installed to protect those on foot by lowering vehicle speed and, at the same time, making it easier for people with reduced mobility to cross the road.

Inside the factory, several parking areas have been provided for both bicycles and scooters, with a total of more than 250 spaces, which are expected to increase as demand rises. A maintenance and minor repair area for bicycles has also been set up, including a pump and a basic tool kit.

As a result, there has been a shift towards more sustainable modes of transport, with around a third of employees now travelling to work via an active form of mobility every day, significantly reducing car use.

Nissan

In 2016, Nissan had 3,500 employees and a Transport Committee made up of company management and employee representatives. At a committee meeting, the company proposed reducing the number of existing transport routes, arguing that they were underused.

The CCOO union drove a strategy aimed at turning the situation on its head, proposing that the routes should be reorganised to adapt them to the real needs of workers, thereby increasing usage.

In order to draw up the proposal for the reorganisation of the bus routes, the trade union representatives asked the company to provide information regarding the places of residence of the workers, which revealed that several routes did not pass through the areas where many of the workers lived, which might explain their low usage.

From that point, in collaboration with the company, a survey was conducted among the entire workforce. The aim of the survey was to gather opinions on the company bus service, and identify areas for improvement in order to increase usage.

Once all the information had been gathered, the union representatives decided to conduct an in-depth study of the routes in service and explore possible alternatives. To do this, they travelled all the existing routes in their own vehicles to assess the locations of the stops and establish possible new ones. Once the proposals had been drawn up, the bus company provided the workers' representatives with a coach and driver to follow the new routes, and check their feasibility and journey times.

In the end, a final route design was agreed on between the company and the Committee. The service was increased with one more line being added, but on the condition that if it did not get enough users, it would be withdrawn. This turned out not to be the case. The result of all of this was a significant increase in the number of users.

The Port of Valencia

In 2012, at the suggestion of CCOO, the Port Authority of Valencia (APV) promoted a mobility plan. CCOO also proposed and set up a mobility board made up of union representatives and the company, which has since been meeting regularly.

From there, measures began to be implemented. For example, a closed, card-access area was built providing parking space for around 30 bicycles, something that had previously been lacking. A changing room with showers was also built for people who cycle to work.

Subsequently, it was suggested to the president of the APV that the rest of the companies in the port should also be involved, creating a participatory space in which all the companies might be represented. As a result, a mobility board for the entire port was created. This decided to draw up a mobility plan covering the entire commercial port of Valencia.

The plan was completed in 2024, and clearly illustrates the predominance of private vehicles for workers travelling to the port complex.

The new plan includes measures for accessing the port and travelling around it by bicycle. Cycle lanes have been introduced within the port area, although they are mixed-use lanes, as they are also pedestrianised. As the port is restricted access, turnstiles have been installed at the gates to allow bicycles to enter the port.

The Local Business Agreement of the Port Authority of Valencia includes a section on loans to encourage sustainable mobility.

The loan regulations specify their nature:

- *A loan of up to €7,500 to purchase an electric car (0 or eco sticker) with a maximum repayment period of 5 years.*
- *An interest-free loan of €500 for the purchase of an electric bicycle or scooter with a repayment period of 12 months.*

Saneamientos de Córdoba (Sadeco)

This company has a workforce of 870 people spread across five large work centres, including its headquarters and four eco-parks, as well as other smaller centres. All of these are located throughout the municipality of Cordoba, some in the centre and others on industrial estates or in peripheral urban areas far from the centre.

In 2018, the company's Sustainable Transport Plan for the workplace was ratified by the trade union representation. To promote various forms of sustainable mobility, regulations were drawn up to establish the requirements for receiving a series of incentives.

With regard to pedestrians, it was decided that the minimum distance to be covered on foot to the workplace was 2km or no less than 20 minutes. Two types of incentives were envisaged to promote walking:

- When employees walk to work at least 10 days a month, they will receive free tickets to cultural/leisure activities.
- When the worker walks to work at least 60 days per semester, they will receive an extra day of holiday/personal leave.

Incentives for the use of any type of bicycle are as follows:

- Availability of priority covered parking.
- Employees who ride electric bicycles may use the company's charging points free of charge.
- Possibility of a salary advance repayable in up to 24 months and for a maximum amount of €2,000 for the purchase of a bicycle.
- The company negotiated with bicycle shops to offer workers a discount that included an annual service.

The promotion of public transport is defined as follows:

- When using this means of transport, a travel pass will be provided.

To encourage the use of zero-emission cars, the following incentives are offered:

- Payment of third-party vehicle insurance.
- Possibility of a refundable advance payment of up to 24 months to purchase one of these vehicles.

To encourage car sharing, the following incentives are established:

- Priority use of covered parking spaces.
- Cars with an Eco sticker and combustion engines will be given a free annual service.

6. Proposals for actions to promote sustainable mobility to work

In the following, we have set out a series of proposals for measures which we believe should be implemented to achieve our goal of transforming the way we commute to work. The proposals listed here are mainly based on the experiences described in the previous sections on tools to promote sustainable mobility to work and good practices.

- The establishing of mobility boards in the workplaces of companies and public institutions with the participation of representatives from the company or public institution as well as representatives of the workers.
- The appointment of mobility managers in workplaces in companies and public institutions, as well as in large-scale mobility-generating centres.
- The drawing up of sustainable mobility plans for workplaces with 100 or more employees or 50 per shift, as well as annual follow-up reports on the implementation of the plan and the results obtained.
- The creation of public agencies to provide support and technical advice to companies and public institutions in the development and implementation of sustainable mobility plans for work through transport consortia or the Autonomous Regions of Spain.
- The granting of financial aid or tax benefits for the development of mobility plans and the implementation of the measures contained therein.
- Tax exemption for the use of bicycles for commuting to work.
- The obligation for companies and public institutions to pay at least 50% of multi-trip public transport tickets and public bicycle service passes for commuting to work.
- An extension of the income tax exemption for public transport to company collective transport using the same criteria, of up to €1,500 per year.
- Regular specific surveys on commuting at national and regional level.
- The integration of sustainable mobility to work in companies' corporate social responsibility policies, environmental management systems, sustainability reports and carbon footprint calculations.
- The incorporation of the requirement that successful bidders have sustainable mobility to work plans into the evaluation criteria for public procurement and the acquisition of goods and services by public administrations.



