

Your sustainable transport guide

How to drive better transport decisions
for your business

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netbalance
foundation

 Greenfleet

Why did we write this?

Greenfleet and the Net Balance Foundation are both strong advocates for sustainable transport, partnering to develop this Guide. We aim to encourage and support innovative practice and decision making in sustainable transport across all businesses as a result.

We have located our offices near train and tram stations and provide secure bike storage facilities to enable our employees to commute sustainably to work. We support flexible working arrangements to allow our employees to work remotely if required. Greenfleet leases fit for purpose vehicles for its foresters for site visits. Net Balance has a policy of walking or catching public transport almost exclusively for client meetings.

We are also committed to continually improving our sustainable transport outcomes, and are currently exploring further improvements we can make.

**We would love to hear your ideas — please contact us at:
info@greenfleet.com.au or info@netbalance.com**

Who we are

Greenfleet is a not-for-profit organisation that exists to make a difference, not a profit. Greenfleet encourages organisations and individuals to reduce the greenhouse gases they produce and then offset their remaining emissions by planting native forests that won't be harvested. These forests do more than take carbon from the atmosphere. Greenfleet plants a wide variety of native tree species in forests that help reduce salinity and soil erosion, provide essential habitat for native wildlife, and help build climate change resilience across the Australian landscape.

The Net Balance Foundation is a not-for-profit entity, which draws its resources (human capital, intellectual property, premises, networks, etc) from the Net Balance Management Group. The Foundation conducts research and provides sustainability advisory services to small to medium enterprises (SMEs), not-for-profit organisations and industry associations on a non-profit basis, thereby giving these organisations access to sustainability research and advisory services which may otherwise be inaccessible to them.



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Introduction

Welcome

Emissions from transport account for approximately 15 percent of Australia's greenhouse gas emissions. Reducing your organisation's transport footprint is a visible and often immediate way of showing commitment to sustainability to your customers and staff. It will help you demonstrate a point of difference from your competitors by enhancing your reputation. The sustainable transport strategies outlined in this Guide act as a starting point for organisations. This Guide is intended to help your organisation reduce carbon emissions from transport and you can save money at the same time.

We define sustainable transport as the movement of people and goods in a manner that most effectively uses existing infrastructure and that doesn't exacerbate environmental and social impacts. Whilst 'sustainable transport' remains a contested concept, in our view it broadly achieves positive environmental, social and economic benefits by making better transport choices, while still allowing for full access to services and mobility.

The big issues of today and the future, such as climate change, peak oil, financial instability, social inequity and declining community health, indicate that our current transport systems and practices are not viable in the longer term. Transport plays a key role in promoting sustainable behaviours, and therefore sustainable transport offers the chance for your organisation to make a real difference both in terms of impact reduction and efficiency savings.

This Guide aims to cover the broad spectrum of transport related issues for your organisation, regardless of its size. Transport is only one of the many key sustainability issues that organisations should be addressing. However by reducing greenhouse gas emissions from transport, you will see many other benefits. We recommend that any actions developed to improve sustainable transport practices are integrated as part of a broader sustainability strategy, but if you haven't done anything to date, transport is a good and easy place to start.

This Guide consists of four sections:

Part 1 **Generic Principles and Approach**

A high level discussion that provides a framework for taking action.

Part 2 **The Approach in Detail**

A detailed discussion that provides more extensive information, examples and hints on approaches to sustainable transport.

Part 3 **Quick Guide for Sustainable Transport**

A quick checklist that summarises the ideas provided in this Guide.

Part 4 **Summary of Resources**

An internet reference guide to support the suggestions provided in this Guide.

Consultation

Greenfleet and Net Balance would like to acknowledge and thank the organisations that contributed to the development of this Guide. These supporting organisations include the following:

Centrelink	VicRoads
LeasePlan	EPA Victoria
SmartSalary	Monash University
Corporate Express	Transurban
Linfox	Europcar
SkyBus	Original Foods
Department of Transport	VACC
Little Creatures	Ferguson Plarre Bakehouses
Telstra	RACV
Department of Sustainability & Environment	Victorian Transport Association
Medicare	Foster's Group
Toyota	Salvos Stores
	Victoria University

Part 1 - Generic Principles and Approach

1. Why?

The business benefits of sustainable transport

Adopting innovative sustainable transport practices makes a strong public statement about an organisation's corporate social responsibility philosophy. An integrated approach to sustainable transport allows your business to benefit from operational and capital cost savings, increase employee productivity, improve staff retention rates, exhibit environmental responsibility and retain a 'social license to operate'.

Understanding your organisation's key motives will dictate how widely and deeply you will implement your sustainable transport actions. Identify where your organisation is currently positioned on its 'sustainability journey', and remember that your organisation may be driven by several motivating factors.

Benefits to your bottom line

The conventional economic costs of transport for business are relatively straight forward, including car parking costs, fuel costs, carbon pass through costs, business travel and company fleet costs. When calculated, these costs can be a significant expense for businesses. We strongly urge your organisation to determine its direct transport costs to set a baseline of the cost benefits sustainable transport outcomes can bring to your organisation.

Benefits to your people

The social impacts of your organisation's transportation practices and its economic effect is not always evident. WorkHealth, the Victorian government's initiative to improve the health of the Victorian community, reports a direct link between workplace productivity



Diagram 1: Sustainability motivators

and employee health¹. Encouraging active forms of commuting to work such as walking, running and cycling can therefore directly improve employee health, thereby yielding business productivity benefits. Regular physical exercise can increase health significantly by reducing the risk of obesity, heart disease, diabetes, stress, anxiety and depression.

Time savings gained from reducing business travel can improve productivity in the workplace (i.e. less time in airport lounges, more in the workplace) and also give staff more time with their loved ones.

As a general rule, the ability to commute easily to work and a reduction in business travel can increase staff retention rates.

Benefits to the environment

Similarly, your organisation's transport requirements have a direct environmental impact in terms of both greenhouse gas emissions and local air pollutants. Burning fuel in vehicles directly contributes to climate change through the creation of greenhouse gas emissions.

Australia's transport spewed out around 80 megatonnes of carbon dioxide equivalent (Mt CO₂-e) in 2008. That's enough to fill 80 million houses – or every house in Australia 9.5 times².

Local air pollution from motor vehicles is a significant health issue in Australia. It has been estimated that air pollution causes more deaths annually via respiratory problems than road accidents. From an air quality perspective, road traffic is particularly significant since it emits large quantities of harmful chemicals close to populated areas. An overall reduction in the number of vehicles and improving the efficiency of the vehicles on the road will therefore contribute to a reduction in air pollution and associated health issues.

Hint

Transport is responsible for 14.6% of Australia's total greenhouse gas emissions, and greenhouse gas emissions from transport have grown by approximately 29% between 1990 and 2008.³ Emissions from the domestic aviation sector are projected to increase by 122% from 1990 levels by 2012.⁴

¹ <http://www.workhealth.vic.gov.au>

² There were 8,426,559 private dwellings counted in Australia in the 2006 Census, an increase of 8.2% since the 2001 Census. Source: <http://www.censusdata.abs.gov.au>

³ Australian Government 2010 "Australian National Greenhouse Accounts - National Greenhouse Gas Inventory - May 2010" Department of Climate Change and Energy Efficiency: Canberra

⁴ Australian Government (2005) "Health Impacts of Transport Emissions in Australia: Economic Costs" Department of Transport and Regional Services: Canberra.



2. Why not?

What gets in the way?

Despite the best intentions, significant barriers may exist within your business that can hinder sustainable transport outcomes.

Common barriers to keep in mind, and address where possible, are outlined below. There are potentially more barriers, unique to your organisation, so why not survey staff to find out?

3. What?

What will your approach to sustainable transport be?

A sustainable transport strategy, like any corporate management review and culture change process, will be highly dependent on the level of commitment and motivation of management. It will require a number of tools, systems and guidelines to implement and embed it.

Many companies still struggle with 'patchwork approaches', which can culminate in having different systems which address different needs, communicating inconsistent figures in parallel reports, using inefficient information flows and workflows. A strategy that is underpinned by a clearly articulated business objective will maximise impact, in comparison to any single initiative. A structured and integrated approach, involving relevant departments and engaging employees, is much more likely to lead to a successfully implemented and embedded sustainable transport strategy.

That said, any single thing that you do to improve your organisation's approach to sustainable transport is a step in the right direction. In fact, it may be more appropriate for your organisation to start with individual and smaller actions initially, and work towards an integrated approach over time as you gain confidence and experience. Either way, it's all good.

Knowledge barriers

- > Employees are not aware of transport alternatives in regards to different mode, routes and scheduling
- > Staff are unaware of the real cost of their salary packaged vehicle

Cultural barriers

- > Lack of commitment from the CEO and Senior Executive team
- > Failure to develop a 'whole of operation' approach in order to obtain integrated outcomes
- > Employees liken car transportation to 'freedom', despite the significant cost burden
- > Remuneration policy - Staff feel entitled to a car park to denote their status or cars are used as a way of attracting staff
- > Association of bigger, more powerful six cylinder cars as a status symbol
- > Perception that riding a bike or using public transport is unsafe

Structural barriers

- > Lack of senior management support
- > The business location may make it inconvenient for employees to catch public transport to work
- > Limited support or facilities to encourage riding or walking
- > Unlimited and cheap or free access to parking
- > Procurement policies that mandate locally manufactured vehicle choices
- > The small size of the business may mean it feels it cannot influence the sustainable behaviour of its suppliers or that car pooling is not an option
- > Inflexible work hours can force staff to travel in peak periods, where vehicle fuel efficiency is reduced. Increased traffic can also reduce bicycle safety and crowded public transport is an unpleasant experience

Diagram 2: Sustainable transport barriers

Part 1

Consider the range of transport activities your organisation undertakes and focus on those that make the biggest contribution and those that are very visible. They may include:

- > company fleets
- > business-related travel (including air travel, taxis, hire cars, etc.)
- > employee commuting

There are many other transport related issues that may be applicable to your business. These may include supply chain logistics such as warehousing, inventory management, freight modes, etc. These are not the focus of this Guide, but should be considered as part of your complete transport strategy.

The Environmental Protection Authority (EPA) Victoria has entered into a Sustainability Covenant with the Victorian Transport Association to promote sustainability in the transport and logistics sector. Find out more at https://www.epa.vic.gov.au/bus/sustainability_covenants/Vic-Transport-Association-Covenant.asp.

4. How?

How can a sustainable transport plan be implemented?

A sustainable transport plan should focus on action. Many well developed plans sit idle as corporate objectives change. To avoid this, your team should be supported to implement the plan for achieving its objectives within clear timeframes. It is understood and accepted that the plan will evolve and be refined over time.

We strongly suggest that you frame the strategy to avoid, reduce and offset transport impacts. This approach to sustainable transport action is shown below.

Further details and case studies regarding specific direct action strategies can be found in Part 2. These case studies provide broad suggestions, but other innovative and progressive ideas will hopefully evolve as your organisation starts on the journey to reduce its transport footprint.

Informal brainstorming sessions over a round of sandwiches often spawn amazing ideas so don't be afraid to think radically about how things are done in your business.

Hint

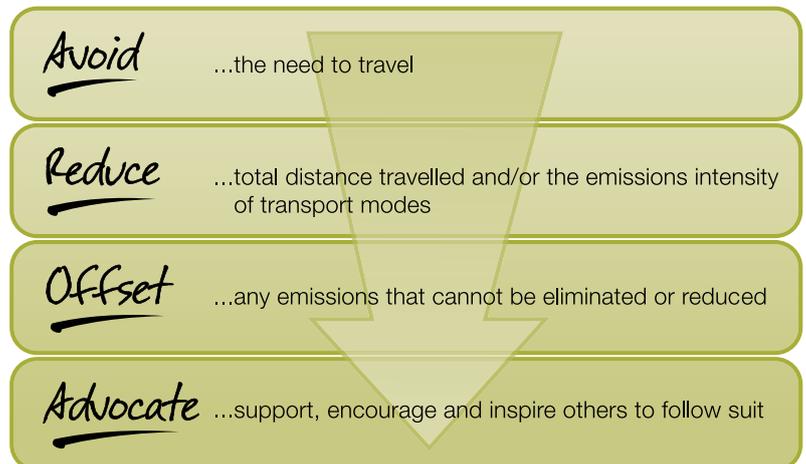


Diagram 3: Our strategic approach

5. Who?

Who is responsible and who do they report to?

Transport issues will touch all aspects of your business, so an effective sustainable transport strategy is more likely to succeed when you involve people across and up and down the organisation.

Large organisations

For maximum impact, responsibility for delivering on the business objective and achieving the stated sustainable transport goals should be assigned to a multi-disciplinary team, as suggested below.

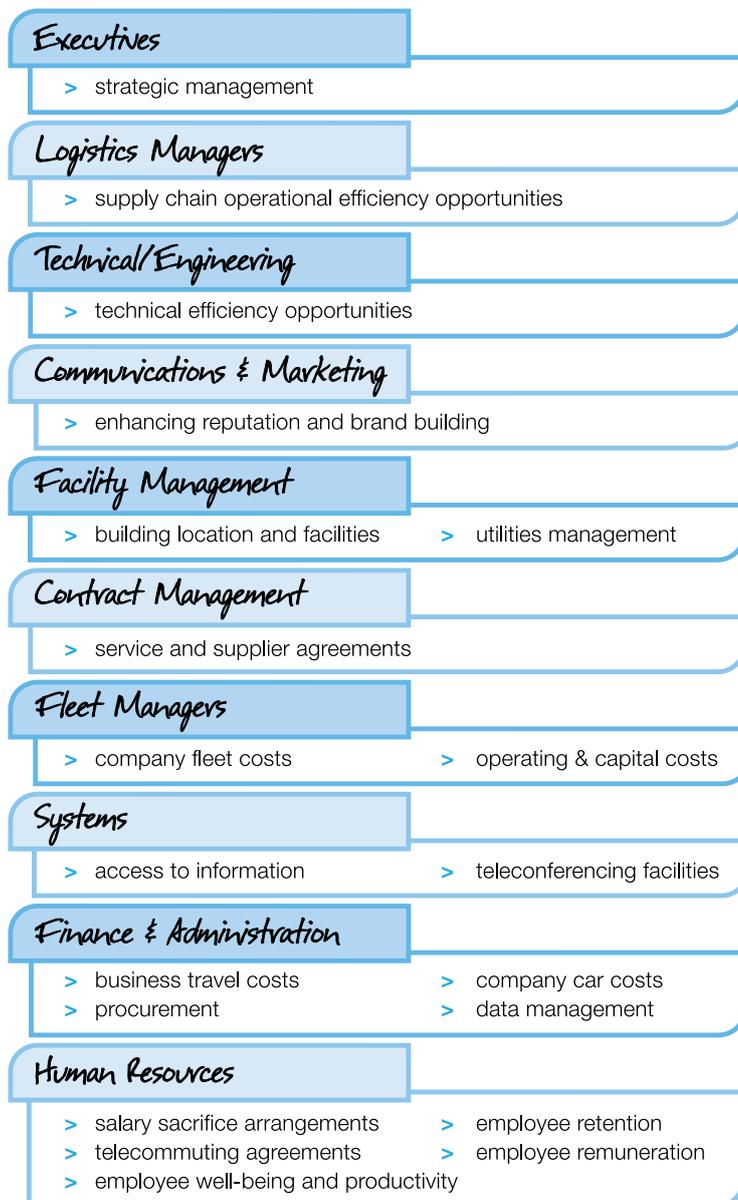


Diagram 4:
Potential employee / department representatives



Hint
Appropriate teams may already exist for other purposes; try to avoid 'another meeting/committee' syndrome.

Part 1

For ongoing success, you should:

1. Gain Management commitment:

Gain engagement and commitment from your CEO and Senior Executive team and things will happen across the organisation more quickly and easily.

2. Set measurable targets:

It is vital that targets are set and responsibility assigned, preferably in the form of key performance indicators (KPI) with clear reporting obligations. You may want to include some 'quick wins' to demonstrate progress and champion your success.

3. Regular updates & share what works:

The 'Sustainable Transport Team' should meet regularly to develop strategies, report on progress to executives and to communicate achievements.

Smaller organisations

Set a goal or target and nominate a sustainable transport champion/coordinator. You may formulate a sustainable transport team at a later stage or engage your customers and suppliers in the discussion. However, the 'set a target' rule always applies.

You could consider collaborating and sharing ideas and achievements with other small organisations. Your industry association may be very interested in the benefits achieved and support your communication and collaboration activities. Demonstrating positive behaviour, as well as influencing beyond your direct operations will engage your staff, enhance your business's reputation as a leader in the industry and most likely save you money.

Make sure that your information systems can generate the information you need to measure progress. If they can't, look for substitute measures (e.g. fuel consumed, then number of vehicles in fleet) and try to influence the design of existing or planned systems so you can get better data more efficiently into the future.

Hint

Share your progress. If you've done really well, enter industry awards to gain recognition for your staff and organisation.

Hint

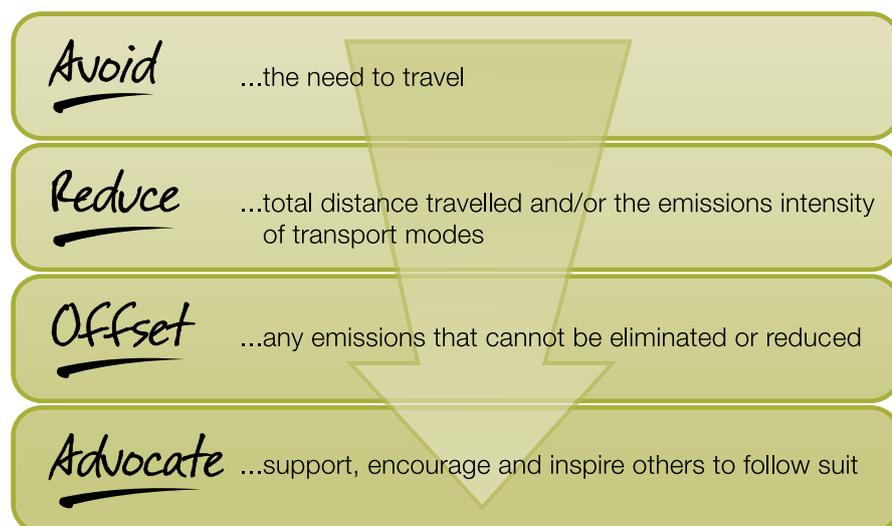
KPI's – consider setting total emission targets (no more than x tonnes), or an x% reduction on last year, and rate targets (e.g. x g/km travelled, x% below the national rate).

Hint

Part 2 - The Approach in Detail

Detailed strategies and examples for sustainable transport

Organisations should aim to avoid, reduce and offset their transport impacts. This section provides some broad suggestions and practical examples as to how this can be achieved. Other smart, innovative and progressive ideas will hopefully evolve as your organisation starts on the journey to reduce its footprint. Our strategic approach to sustainable transport is:



AVOID

Avoiding the need for business travel entirely is the most preferred sustainable transport outcome.

Use communications technology to avoid the need for travel by:

1. Installing appropriate technology and teaching people how to use it, and
2. Develop a workplace culture that supports and encourages its use, and that discourages unnecessary travel.

Provide the team with a video and/or teleconferencing technology induction to explain its capability and the reason for the policy to replace business travel whenever possible. Then, require employees to provide a strong justification as to why business travel is required for a business meeting (i.e. why teleconferencing is not adequate).

Further, some people use business travel as a way of visiting friends or family while away.

So consider allowing employees to use video and teleconferencing resources for personal use during specified times.⁶ We have outlined a sample of lower and higher end tools currently available below.

1. Installing videoconferencing and teleconferencing

A multitude of information and digital technology now exists to support the minimisation of business travel. It is true that a proportion of your business travel cannot be avoided, for example when meeting with a customer for a critical meeting, or making quality inspections at manufacturing sites. However, it is certainly the case that a significant percentage of current business travel could be replaced with either video or teleconferencing, saving your organisation travelling costs, time, energy and greenhouse gas emissions.



In 2007, research undertaken by Climate Risk for Telstra reported that a reduction of nearly 5% of Australia's total national emissions could be achieved through the use of telecommunication networks – making this one of the most significant opportunities to reduce the national carbon footprint.⁵

Hint

⁵ Telstra (2007) "Towards a High-Bandwidth, Low-Carbon Future: Telecommunications-based Opportunities to Reduce Greenhouse Gas Emissions". Pg46. Report prepared by Climate Risk and available at: http://telstra.com.au/abouttelstra/download/document/climate_full_report.pdf

⁶ Ibid.

Part 2

As Telstra notes:

“Business air travel can be exceedingly time inefficient. High-value executives spend valuable hours and sometimes days in transit, a significant waste of human resources with a direct dollar value to their companies”⁷

High quality teleconferencing and videoconferencing technologies are available to Australian businesses. Teleconferencing technologies are relatively cheap but they fail to allow users to pick up non-verbal cues. As approximately 60% of communications between people are non-verbal, video conferencing technologies (e.g. from Cisco and Hewlett Packard) are specifically designed to capture body language, gesture and expression in order to effectively replace business travel.⁸

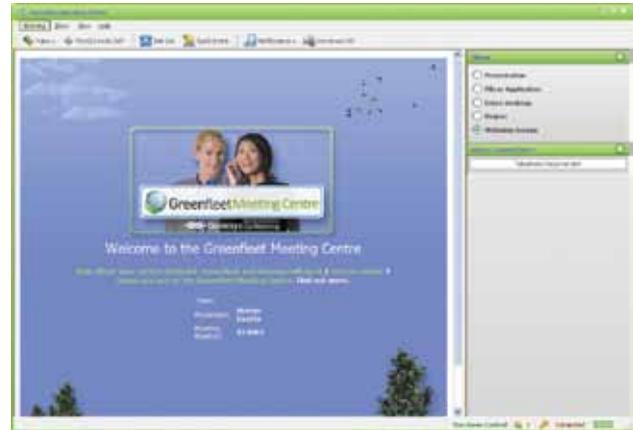
Telstra reports that for businesses with high levels of current business travel, high definition videoconferencing systems costing \$250,000 can have a payback period of less than six months when travel and salary costs are factored in.⁹

It is extremely important that the videoconferencing or teleconferencing experience of your employees is positive to ensure ongoing adoption of the practice.

Hint

2. Web conferencing

Alternatively, a range of low cost web conferencing tools are available on the market, such as Genesys Meeting Centre (<http://greenfleet.conferencing.com/>), as well as free web based services such as Skype (www.skype.com). These provide less sophisticated but lower cost teleconferencing and videoconferencing facilities and usage is becoming increasingly widespread.



Online meetings reduce the need to travel

Hint

To help organisations understand the benefits of remote working, Telstra has developed return on investment calculators to determine costs, greenhouse and time savings.

The calculators are available via appointment, for more information see: <http://www.telstraenterprise.com/abouttelstra/Pages/Sustainability.aspx>

7 Ibid
8 Ibid
9 Ibid

3. Working from home

Allow employees to telecommute (i.e. work from home) one or several days per week, where appropriate. Telecommuting is the easiest way to eliminate employee commuting, and has the potential to improve staff retention and productivity.

TravelSmart (www.travelsmart.gov.au) provides a multitude of resources for organisations looking to set up employees to work from home. Recommendations include:

- > Assess whether the work can be completed remotely. Consider whether documents are able to be sent electronically, how much face-to-face contact is required and whether access to hard copy documents is required.
 - > The most suitable types of roles for telecommuting involve 'self-contained' projects, such as project work, policy analysis, research, planning, data entry and writing.
 - > Assess the suitability of employees requesting to telecommute. Successful telecommuters tend to have qualities such as the ability to work independently, require minimal supervision, have a good work track record, are self-motivated, are well-organised and do not prioritise social interaction at work.
- > Move from a workplace 'culture of attendance' to a 'culture of performance'. Telstra's Group Manager for Environment, Turlough Guerin reinforces this culture shift when he says: "Work is something you do, not somewhere you go."
 - > Run a pilot across a small group of staff then rollout the program to a broader group.
 - > Draft a 'telecommuting agreement' between the employee and employer in order to set out the responsibilities and expectations of both parties and to clarify issues such as division of expenses, communication methods, security and employment conditions. TravelSmart provides a sample telecommuting agreement, available at www.travelsmart.gov.au
 - > Conduct an inspection of the employee's home to ensure Occupational Health and Safety standards are met and IT facilities are adequate.



Case Study

Greenfleet's management decided to close its Leongatha office and shift all operations to Melbourne. One driver for the change was to reduce the high kilometres travelled between Melbourne and Leongatha, which posed both an environmental dilemma and an OH&S risk. As Greenfleet's foresters largely work remotely, they don't need to be located close to the office. Having appropriate IT networks and a small amount of hardware allows foresters to work from home when not visiting sites and access Greenfleet's servers whilst out on site. Some of Greenfleet's administrative tasks are now performed by the former Leongatha Administration Officer directly from her home, allowing the role to be retained in the rural area and avoiding the cost of redundancy.

Overall, the change has allowed all staff to greatly reduce their travel footprint and they are not tired from the drive when they 'arrive' at work.

REDUCE

4. Business location

Where your business is located will impact staff commuting options, impacts of congestion and ease of delivery. Uptake of 'active transport' modes (i.e. walking and cycling) and public transport by your employees may be limited by your existing location.

Make access to public transport and bike paths selection criteria when deciding on your next business location.

Alternatively, work with other businesses and local councils to demand better and safer active and public transport options for your current location.



Consider recruiting locally – advertise in local media and engage local recruitment agencies to attract skilled workers from surrounding areas.

5. Encourage walking, cycling and public transport

Your employees can be encouraged to shift from highly carbon intensive to lower intensity forms of transport. There are numerous ways that your organisation can provide specific support to 'active' and public transport modes.



In "The Cycle-Friendly Workplace" Bicycle Victoria recommends a three step approach to creating a 'cycling-friendly' workplace for commuting.¹⁰ These steps are also relevant to walking and public transport.

Step 1: Build a workplace culture

Strategies may include:

- > Participate in National Ride to Work Day and National Walk to Work Day to introduce employees to the ease and benefits of cycling and walking to work.
- > Form a workplace BUG (Bicycle User Group) to promote the benefits of cycling to work (for example, see the University of Western Australia's BUG at <http://www.sponsored.uwa.edu.au/bug/welcome>).
- > Facilitate the use of bike share schemes, where available, if you don't have in-house cycling facilities.
- > Do not automatically provide employees with car parking places.
- > Consider options for salary packaging public transport tickets or memberships to specialist commuter cycling facilities, like Cycle2City in Brisbane, as an alternative to cars and car parking.
- > Let management lead the way by riding, walking or catching public transport themselves. Additionally, management can set a good example by electing to give up car parking allocations.

¹⁰ Bicycle Victoria (2008) "The Cycle-Friendly Workplace"
Available at: http://media.bv.com.au/8080/file/CFW_Booklet09.pdf

Part 2

Step 2: Improve facilities

Focus areas include:

- > Secure and convenient bike parking facilities.
- > Changing facilities and showers (if space is not available, an arrangement could be made with a near-by gym or adjoining building). Complete regular audits to ensure that facility provision adequately meets demand over time.
- > Storage lockers.
- > Provision of additional facilities including:
 - iron and ironing board
 - hair-dryers
 - sunscreen
 - bike toolkit (including tyre pump, spare tubes, puncture repair kits and allen keys).

Step 3: Incentives and further support

Consider offering numerous additional incentives and support, such as:

- > Instituting a casual dress code on a particular day of the week and/or when employees are not required to meet with clients or other stakeholders.

- > Set up links with the local bike shop to organise regular on-site maintenance workshops and discounts.
- > Offer weekly or monthly breakfasts for employees who cycle, walk or catch public transport to work.
- > Offer financial incentives such as allowing employees to salary sacrifice their bicycle or their annual public transport ticket, reimbursing employees for cycling costs such as bike storage and maintenance, offering interest-free loans for bike purchases, making sustainable transport objectives explicit in an employee's remuneration package, allowing employees who give up their personal car parking space and/or company vehicle to include the resulting cost savings in their remuneration package.
- > Provide employees with a sustainable transport pack, including the organisation's sustainable transport policies, cycling and walking routes to work, details of the workplace BUG, details of workplace cycling facilities, public transport timetables and routes, calculations on the cost of running a car versus the cost of active transport modes, and the organisation's stated active transport financial incentives.



Example

Encouraging your staff to catch public transport to the airport will save emissions and money. Buses and trains now run regularly to airport from the CBD in most cities¹¹. SkyBus, a Greenfleet supporter, runs frequent express buses

between Southern Cross Station and Melbourne Airport, and a hotel transfer service around Melbourne CBD to connect with the airport services. Based on the assumptions that a bus carries on average 20 passengers, and a taxi has 4 passengers, taking the bus will save ~36g CO₂-e per passenger km (55%). The savings are even greater if the taxi only has one passenger (~230g/passenger km (90%) or 5.3kg CO₂-e for every 23km trip.

Hint

Work out how many trips your staff take to the airport and measure the greenhouse savings (remember the \$ savings too).

¹¹ We have provided a list of airport public transport options in Part 4.

Part 2

Bicycle Victoria also suggests that organisations purchase a pool bicycle or establish a bicycle fleet that employees can use for short work-related trips, thereby saving taxi fares and pool car running costs and improving staff health. Electric-assisted and/or standard bikes can be provided. Helmets of different sizes, bike locks, reflective vests and bike odometers should be provided.

6. Supporting car pooling

Car pooling programs for staff commuting and business travel can help you unlock greenhouse, time, fuel and parking cost benefits.

TravelSmart suggests various strategies for organisations to encourage employees to car pool, such as:

- > Offer a guaranteed ride home (in case a designated car pool driver needs to leave at a different time than scheduled). TravelSmart reports that this is an effective and low cost way to encourage employees to car pool. TravelSmart cites the example of an organisation in the U.K. offering a guaranteed ride home for its 7,500 staff which was only actually taken up six times in a year.¹²
- > Provide preferential car parking spots for car poolers.



- > Set up a car pooling section on the work intranet or noticeboard to match drivers and passengers.
- > Provide free or discounted car servicing for car poolers.

Case Study

Victoria University maintains a car pooling program for employees to use when commuting to and from work. A website enables registered users to publicise their travelling requirements and search for colleague 'matches'.

Case Study

Little Creatures, a boutique beer business, purchased twenty bicycles to be used by its staff and the public at both its Fitzroy and Fremantle Dining Halls. The initiative has been highly successful, with all bikes hired out almost every day in order to provide a clean, alternative mode of transport for people to get around on.¹²



Case Study

As part of RACV's involvement in the TravelSmart program since 2003, the organisation successfully took part in a trial of a Pre Matching software car pool program which sits on the RACV IntraWeb. RACV also provides members with information about car-pooling including a Car Pooling brochure.

¹² The Age (2008) "Four steps to tackle global warming right now" August 3 2008.

Article available at: <http://www.theage.com.au/national/four-steps-to-tackle-global-warming-right-now-20080802-3p0c.html?page=-1>

¹³ TravelSmart (2008) "Employers Kit: Car Pooling" Available at: <http://www.travelsmart.gov.au/employers/carpool.html>

7. Flexible work hours

Your organisation can allow employees to work flexible work hours where practical. This allows members of your team to avoid peak congestion periods on the roads, thereby improving their cars' fuel efficiency and reducing commuting time and stress.

This also benefits cyclists who can travel when there is less traffic, therefore less risk of accidents; and public transport users who can travel in less crowded conditions.



In Melbourne, train commuters who arrive at their destination by 7am on weekdays (including public holidays) can travel for free.

Example

8. Vehicle needs analysis

Your organisation should question the need to regularly purchase new vehicles. The decision not to purchase a vehicle could ultimately have the lowest environmental impact from a total life cycle perspective, even if the new vehicle was, for example, to be a hybrid car. The manufacture of any vehicle contributes to environmental degradation by depleting environmental resources and emitting pollution, and reducing the need to purchase new vehicles can contribute to improving your environmental footprint.

Assess the vehicle to best suit your needs.

Quite a number of people simply buy vehicles similar to their previous purchase without analysing the appropriateness for purpose. For example, a 2.5 tonne truck may be all that is needed, not a 3.5 tonne truck, or a Sales Rep who drives mainly in the city may only need a small car rather than a large one.

Consider the fuel you use.

This can be a vexed question because of the overall environmental impact of the fuel. Things to consider include:

- > the fuel type (e.g. unleaded versus diesel versus biodiesel). Bio-fuels have a wide variety of grades of quality depending on how it was produced and from where and what it is sourced. Examine each fuel on its merits, particularly with regard to greenhouse savings.
- > standard of fuel (eg Euro IV vs Euro V).
- > technology fitted to the vehicle (some European manufacturers do not bring European built vehicles to Australia as Australia's fuel quality is lower than in Europe).
- > the relative efficiency of the engine using one fuel type vs another.

The energy source is also important for electric vehicles. While generally marketed as generating no driving emissions from fossil fuel use, this is only true if you source the electricity from 100% renewable sources. If you aren't generating your own renewable energy, remember to buy accredited 100% GreenPower for your plug-in electric vehicles.

Part 2

Hint

Different fuels produce different amounts of emissions so compare ratings for g/kms travelled, not just fuel consumption.

Case Study

Original Foods, a sustainable catering company, runs its transport vehicles on biofuel (recycled cooking oil), diesel and e10 unleaded fuel.

Case Study



Salvos Stores have recognised the environmental impact involved in the logistics of their operations. As a result they have purchased five hybrid vehicles to service the inner city runs. The short distance and stop, start nature of these areas will maximise the benefits from Salvos Stores' hybrid vehicle fleet.

9. 'Green' the fleet

The HR and Procurement departments of your organisation can introduce salary sacrifice, company vehicle fleet and business travel policies that preference the purchase, leasing and/or hiring of vehicles with lower environmental impact ratings.

Support and encourage fleet managers to address sustainability issues as well as the more typical procurement considerations such as price, availability and local manufacture. In considering sustainability issues, fleet managers can prioritise low-emissions vehicles, set minimum fuel efficiency performance standards and ensure that all company vehicles are fit for purpose.

Case Study

mecu pioneered a different approach to motor vehicle finance when they developed the goGreen® Car Loan. New cars or demonstrators with a greenhouse rating of 6 or better according to the Australian Government's Green Vehicle Guide get lower interest rates. This innovative loan product earned mecu the Gold Banksia Award in 2005, recognising their leadership in responsible banking. For more information visit: mecu.com.au/gogreen

As part of Linfox's Environment and Climate Change Strategic Plan, it has formulated a hybrid or four-cylinder only hire car policy and issued a directive to replace all company cars (except utilities) with hybrid vehicles at trade-in.¹⁴

Case Study

The Australian Government maintains an online Green Vehicle Guide, which provides a 'Star Rating' for vehicles, enabling motorists to identify vehicles with the lower environmental impact. The greenhouse gas emissions, local air pollution and fuel efficiency of each vehicle are taken into account. Smaller, hybrid and/or diesel engine vehicles generally have the lowest environmental impact. Vehicles determined to have the best environmental performance receive a 5 star rating. These vehicles are shown on the homepage of the Green Vehicle Guide.

The Green Vehicle Guide also provides a 'Fuel Consumption Guide Database', which contains fuel consumption data on vehicles sold in Australia between 1986 and 2003.

It is important to note that hybrid vehicles do not necessarily have a lower greenhouse gas impact than smaller cars. It is also important to note that while diesel vehicles tend to be more fuel efficient and therefore have a lower greenhouse gas impact per kilometre travelled than petrol vehicles, they can have a higher impact on local air pollution if they don't have soot collectors in their engine. So ask the question – does this diesel vehicle have soot collection in the exhaust system?

Another useful resource when attempting to determine which vehicle to purchase is the Greenwheels website.

For more information on either site visit:
www.greenvehicleguide.gov.au
www.greenwheels.com.au

Example



¹⁴ Linfox (2008) "Environment and Climate Change, Strategic Plan 2008-2011" Available at: http://www.linfox.com/Environment/~/_media/Documents/PDF/Green%20Strategy%20Plan.aspx

Case Study

Centrelink identified business travel as a significant environmental impact through the application of its corporate Environmental Management System (EMS). EMS application also identified travel-related legal and other requirements as well as guidance on development of objectives and targets to mitigate the impacts. A Management Plan was developed and the following programs rolled out:

- > Decreasing the fleet size. Since 2004 they have reduced the fleet by 24%
- > Mandating that all new vehicles are to have 4-cylinders with a combined Green Vehicle Guide (GVG) score of 10.5 or better. Well over 80% of the fleet meet these targets
- > Ensuring new vehicles are able to use e10 (unless diesel or LPG powered)
- > Obtaining funding to allow vehicle emissions to be offset through Greenfleet

Progress of initiatives was monitored and reviewed with objectives and targets refined to ensure continual improvement. Introducing environmental efficiencies into vehicle purchasing was made easier by good stakeholder engagement with the fleet purchasing team within Centrelink.



Case Study

As part of Europcar's environmental commitment, CO₂ ratings are printed on Europcar Fleet Guides. CO₂ emissions are also specified on Europcar's website to assist customers to make an informed decision when choosing a rental vehicle. A project is currently being developed

to print actual CO₂ emissions on customer invoices based on the vehicle rented and kilometres travelled.

See www.europcar.com.au



Ask your car hire services to provide your staff with lower emission choices and don't accept 'upgrades' to larger vehicles.

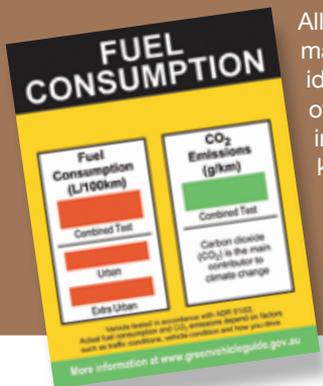
Hint

All new vehicles weighing up to 3.5 tonnes sold in Australia are now mandated to be labelled with a Fuel Consumption Label. This label identifies the average fuel economy of the vehicle (L/100km) and the rate of greenhouse emission release (CO₂-e g/km travelled). Lower numbers indicate that the vehicle will emit fewer greenhouse gas emissions per kilometre travelled.

Send a message to your staff, customers and suppliers that you are serious by leaving the label on the vehicle!

More information is available at:

www.environment.gov.au/settlements/transport/fuelguide/label.html



Example

10. Eco driving

Changing the way you drive will save you money. How a vehicle is driven can have a significant and immediate impact on both its fuel usage and greenhouse gas emissions. EPA Victoria reports that fuel efficiency can vary as much as 45% between different drivers using identical cars.¹⁵ Eco driving does not require you to buy a new car,

you just need to get better at driving the car you use today and you will save fuel (\$) at the same time.

Make your employees aware of 'eco/green driving practices' via staff inductions and/or provided with regular training courses.

Here's a challenge – know how far you should go on a tank of fuel and see if you can go further on every tank.

Case Study

John & Helen Taylor are an Australian couple who hold multiple world records for fuel efficient driving (visit www.fuelacademy.com to find out more). They have driven a Peugeot 308 1.6L Diesel (manual) all the way around Australia averaging 3.13L/100km (~90 CO₂-e g/km compared to the Australian average of 285 CO₂-e g/km).

Greenfleet recently ran a drive day for some of its fleet supporters that included a half hour tutorial by the Taylors on how to drive better to save fuel. Some drivers achieved an immediate 10% reduction on the fuel consumed on the return journey even though it was in heavier traffic.

EPA Victoria and RACV have launched a software program called the 'Car EcoMeter' to help drivers identify ways to reduce their fuel costs and greenhouse gas emissions. The Car EcoMeter can be accessed at: <http://www.epa.vic.gov.au/air/carecometer/default.asp>

Hint

Case Study

LeasePlan, the world leading fleet management company, in conjunction with Greenfleet, have launched a program called 'GreenPlan'. GreenPlan has been developed to help LeasePlan's customers better understand their fleet's impact on the environment and to take positive action against climate change, at no extra cost. Responsible fleet managers can use GreenPlan to reduce costs through enhanced fuel efficiency, by helping drivers identify ways to reduce their fuel costs and greenhouse gas emissions. LeasePlan's partnership with Greenfleet also extends to LeasePlan offsetting the CO₂-e emissions of its own fleet of trade cars.

Further information about GreenPlan can be accessed at: <http://greenplan.leaseplan.com.au>



In order to reduce fuel costs, Greenfleet recommends driving practices such as driving smoothly; using higher gears; maintaining appropriate distance with other vehicles; using the handbrake on slopes; conserving momentum; travelling light; and avoiding excess idling, high speeds and congested traffic areas.

More information is available at: http://www.greenfleet.com.au/Global/Individuals/Transport/Driving_Tips/index.aspx

Hint

¹⁵ <http://www.epa.vic.gov.au/air/savefuel/savefuel.asp>

11. Vehicle maintenance

Adequate vehicle maintenance can have a significant impact on fuel usage and greenhouse gas emissions. Your business' fleet management practices should incorporate regular fleet vehicle maintenance.

In order to reduce fuel costs, Greenfleet recommends vehicle maintenance practices such as regular services; proper tuning; use of correct engine oil; correct inflation of tyre pressure; and regular air filter checks.

More information is available at: http://www.greenfleet.com.au/Global/Individuals/Transport/Driving_Tips/index.aspx

Hint

12. Flexible remuneration packages

The way people are paid can make a difference to your greenhouse footprint. Provide all employees who currently have a vehicle as part of their remuneration package with other choices.

Employees can elect to give up their company vehicle, and receive an equivalent payment to account for the cost of the car, car parking, fuel, etc. This payment could be made in cash or superannuation payments or other benefits.

Further, employees could elect to downsize to a smaller vehicle, purchase a bike or purchase a yearly public transport ticket and similarly receive the cost difference in cash or superannuation payments.

We recommend that you pass on all cost savings to the employee to avoid employee cynicism and increase support for your organisation's sustainable transport commitments.

13. Alter freight delivery times

Consider shifting delivery times for freight deliveries to off-peak times, thereby avoiding congestion periods. This can unlock fuel savings and improve your 'social license to operate'. However, barriers to such changes may include parking restrictions during off-peak periods for freight vehicles and night time restrictions in residential areas.

Retailers and local government representatives may need to be consulted closely to ensure that an alteration to timing deliveries is supported. Similarly, local community groups can be consulted to ensure that they are comfortable with increased vehicle traffic during off-peak times.



Case Study

Ferguson Plarre Bakehouses, the 2009 Gold Banksia Award winner, has succeeded in consolidating deliveries to its stores from two to one per day. This has been made possible by its new Bakehouse, which allows Ferguson Plarre to bake larger batches and to bake earlier in the day. This has resulted in the opportunity to change its logistic system, to ensure everything is delivered to its more than 50 stores earlier in the day and to have one daily delivery instead of two. This initiative has resulted in significant diesel fuel use reductions by Ferguson Plarre's delivery fleet and a subsequent reduction in greenhouse gas emissions. It has also resulted in significant savings in driver hours.



Case Study

Original Foods, a sustainable catering company, has utilised logistic software to develop an innovative approach to scheduling its deliveries to reduce trips and increase efficiencies.

Part 2

14. Adjusting freight loads

Improved logistics and supply chain management can allow freight loads to be increased, thereby reducing the number of trips required for deliveries. This has greenhouse gas reduction, fuel use and 'social license to operate' advantages. However, you should also consider the impact of alterations to supply chains, such as increased storage area requirements.

Try to arrange two-way loads to reduce the number of empty trucks on return trips. If you don't have two-way loads for your business alone, contact local businesses near your common freight drop-off destinations and ask if they need anything delivered along the return route of the truck. It might just save you both some money too!

Case Study

Corporate Express has been thinking inside the box when it comes to corporate stationery deliveries. In 2007 a packaging review revealed that a significant proportion of customer orders were being sent out in half filled boxes – meaning that unnecessary space was being taken up in delivery vans. Based on volumetric data analysis, Corporate Express added an additional baggie size to better utilise the space in the vans and reduce packaging to customers. As a signatory to the Australian Packaging Covenant and keen to reduce greenhouse gas emissions from transport, Corporate Express recognised that by introducing new packaging sizes it could achieve a number of sustainable outcomes; cutting packaging waste and improving transport efficiency.



Case Study

Foster's Group has pursued a broad strategy to reduce emissions from its 'tool of trade' vehicle fleet. In conjunction with a 2009 fleet review, Foster's changed all its sales and supply vehicles, setting aggressive fuel efficiency and CO₂ reduction targets in the process. All drivers get training and access to information on efficient driving and fuel saving tips.

Furthermore, since 2006, Foster's has made an ongoing voluntary contribution to plant native forests with Greenfleet, on behalf of the entire fleet. Foster's has now extended the contribution to account for air travel as well. Foster's employees are also welcome to make a pre-tax Greenfleet donation for their private vehicles as part of the internal payroll giving program. These actions have also contributed to employee engagement on the environmental value of emissions reduction initiatives.

OFFSET

'Carbon offsets' can be purchased in order to reduce or recapture greenhouse gas emissions from the atmosphere in proportion to any greenhouse gas emissions from transportation. The Federal Government's National Carbon Offset Standard provides guidance on the purchase of credible offsets.

Whilst typically used as a strategy of last resort (once emissions cannot be reduced or eliminated further), carbon offsetting could also be used as a strategy of first resort to drive the business case for action to reduce greenhouse gas emissions.

By measuring and paying to offset emissions before commencing reductions, it may be easier to justify reducing emissions later – as you will save both the cost of the energy consumed and the cost to offset.

Some organisations offset by staff salary sacrifice or part of salary packaging. This reduces the cost of the offset to the organisation and is tax effective for the staff member. It is also a way of engaging staff on behavioural change initiatives.

Case Study

Smartsalary's 'Purple Meets Green' program gives customers who salary package a novated car lease the option to offset their vehicle's carbon emissions through their pre-tax salary. To date, around 90% of customers choose to offset their emissions, which is also contributing to expanding biodiverse native forests in Australia. Find out more at: <http://www.smartsalary.com.au/green>

Part 2



Greenfleet's 'Tree Totaller' calculator can be used to calculate the amount of greenhouse gas emissions resulting from an organisation's car and light vehicle fleet. This shows organisations how many carbon offsets they would need to purchase to offset their car and light vehicle fleets. The 'Tree Totaller' calculator is available at: <https://secure.greenfleet.com.au/treetotaller/treetotaller.htm>

Hint

Greenfleet plants biodiverse, native forests to recapture or offset greenhouse gas emissions. These forests do more than just capture carbon dioxide from the atmosphere - they also tackle erosion and salinity, provide habitat for wildlife,



Before



After

improve water quality in rivers and streams, support local employment opportunities and help our landscape develop resilience to the effects of climate change.

These pictures show the difference made by 4.5 years growth on a Greenfleet planting site in South Gippsland, Victoria.

Hint

ADVOCATE

15. Stakeholder engagement

Your organisation has the power to drive cultural and behaviour changes by your stakeholders, such as employees, customers, shareholders and/or suppliers, to support sustainable transport outcomes.

Engaging with stakeholders via workshops, information sessions, forums and informal discussions is vital to both formulate and communicate sustainable transport strategies and plans. Sustainable transport offers your organisation an opportunity to support, encourage and inspire others to follow suit.

16. Government engagement

While it is important for you to implement sustainable transport strategies, in some instances your organisation's transport outcomes may be beyond your control due to infrastructure provision by governments. State, Federal and local governments provide transport infrastructure and rules, such as roads, public transport and cycling and walking trails.

If your organisation (especially if large) requires improved sustainable transport infrastructure facilities to be provided, then it is crucial to engage with local, State and Federal governments to communicate this need. Governments will respond with

adequate funding of sustainable transport modes when clear demand is demonstrated; you have the opportunity to contribute a powerful voice to build such a demand.

Similarly, your organisation can also be a powerful voice in calling for the Federal government to remove perverse tax incentives for the high-use of company cars, namely the Fringe Benefits Tax (FBT). Get Up!, an independent, grass-roots community advocacy organisation, estimated that the FBT concession costs the taxpayer approximately \$1.1 billion annually.¹⁶ You could advocate to the Federal government that \$1.1 billion annually of taxpayer funds could be more effectively spent on public transport infrastructure to allow better sustainable transport outcomes to be achieved.

17. Transparency

In order to encourage and assist other organisations to achieve sustainable transport outcomes, it is important to be transparent about your business' commitments and to share key learnings. Therefore, include detailed reporting of your sustainable transport objectives and strategies in company sustainability reports and/or on your company website to demonstrate commitment. Here are some good examples:

AAMI Sustainability Report 2010, Environment section, p21	www.aami.com.au/company-information/news-centre/special-reports
Corporate Express Sustainability Report, explanation of targets, p38	www.ce.com.au/assets/27c0943f8cec4dc991bb52a73f7af8fa.pdf
mecu Sustainability Report, travel section	www.mecu.com.au/travelguide
Medicare Australia – Sustainability Report, Transport p16-19	www.medicareaustralia.gov.au/about/governance/files/2188-environmental-sustainability-report-2009.pdf
Net Balance – 2008 Sustainability Report, Greenhouse Emissions p30	www.netbalance.com/sust_report2008.html

¹⁶ Get Up! (2008) "GetUp!'s 08-09 Commonwealth Budget Submission". pg6. Available at: http://www.getup.org.au/files/campaigns/getup_budget_submission.pdf

Part 3 - Quick Guide for Sustainable Transport



SET GOALS FOR YOUR ORGANISATION

What	Who	When	Done
Set strategy – how far and wide will you go?			
Gather an enthusiastic team to implement the initiative and assign responsibility			
Set targets and consider: > Goals (e.g. carbon neutral by 2015, 50% staff walk, ride or catch public transport to the office) > Total limits (e.g. peak emissions at 2009 - total annual emissions to be lower than 2009 baseline) > Reductions (e.g. 10% reduction on previous year) > Rate (e.g. CO ₂ -e fleet average < 130 CO ₂ -e g/km, fleet fuel consumption average < 7.5L/100km ULP)			
Check that you can capture the data you need for measurement reporting – engage staff to ensure they can and do use any data collection systems			
Obtain management approval & sponsorship			
Report progress back to management and staff			

AVOID

What	Who	When	Done
Use IT to avoid business travel (web, tele and video conferencing)			
Work from home			

Part 3

REDUCE

What	Who	When	Done
Locate business close to public transport and bike paths			
Ride to Work / Walk to Work days (get the CEO to participate)			
Install showers and bike storage to encourage walking and riding to work (or do a deal with the business next door)			
Walk and cycle to work, meetings and site visits - or around the workplace for large worksites			
Car pooling - facilitate and encourage car pooling			
Challenge whether you need such a large vehicle or a vehicle at all			
Catch public transport around the city and to the airport			
Refuse larger vehicle 'upgrades' from car hire companies			
Conduct a vehicle needs analysis			
Green the fleet with more efficient vehicles			
Eco-driving - conduct training and offer incentives			
Ensure regular vehicle maintenance			
Provide flexible work hours			
Recruit locally			
Alter delivery times			
Develop flexible remuneration packages			
Plan trips – use workforce planning			
Change product packaging to reduce weight and make better use of space in delivery vehicles			
Meet with suppliers and ask them what they are doing? What can you do together?			



OFFSET

What	Who	When	Done
Engage staff by salary sacrificing or matching donations to plant native forests with Greenfleet			
Use some savings to plant forests to send a message to staff and suppliers that it's not just a cost cutting initiative			
Use business costs of offset as a business case for further reductions			
Access services and products from organisations that are taking actions to become more sustainable			

ADVOCATE

What	Who	When	Done
Celebrate and reward progress			
Publish staff or industry newsletter articles or presentations			
Update company website & sustainability reports for strategies and progress			
Enter awards to gain recognition for your achievements			
Write submissions, engage your industry association, meet with Ministers and their advisors and influence government policy			

Part 4 - Summary of Resources

Part 4

General information

Greenfleet	www.greenfleet.com.au
Net Balance Foundation	www.netbalance.org

Programs to avoid, reduce and/or offset transport emissions

Greenfleet's Tree Totaller calculator	https://secure.greenfleet.com.au/treetotaller/treetotaller.htm
Smartsalary	www.smartsalary.com.au/green
GreenPlan (an initiative between LeasePlan and Greenfleet)	http://greenplan.leaseplan.com.au/
NSW Government Workplace Travel Plan Resource	www.pcal.nsw.gov.au/workplace_travel_plan/best_practice_cas]_study
Car Ecometer (EPA Victoria and RACV) measure how different choices impact greenhouse emissions and costs	www.epa.vic.gov.au/air/carecometer/default.asp
EPA & Victorian Transport Association Covenant	https://www.epa.vic.gov.au/bus/sustainability_covenants/Vic-Transport-Association-Covenant.asp

Vehicle fuels and efficiency

Green Vehicle Guide	www.greenvehicleguide.gov.au
Government Fuel Label Guide	www.environment.gov.au/settlements/transport/fuelguide/label.html
Australian Automobile Association (AAA) Climate Change Statement	www.racv.com.au/wps/wcm/connect/racv/Internet/Primary/my+car/environment/Climate+Change+Policy+Statement?id=e5c84e44b137d86
Jamison Group <i>Fuelling future passenger vehicle use in Australia</i>	www.mynrma.com.au/about/jamison_report.htm



Tips for more fuel efficient driving

Greenfleet	www.greenfleet.com.au/Global/Individuals/Transport/Driving_Tips/index.aspx
EPA Victoria	www.epa.vic.gov.au/air/savefuel/savefuel.asp
Fuel Academy (John & Helen Taylor)	www.fuelacademy.com/taylors_tips.html

Cycling

National Ride to Work Day	www.bv.com.au/general/ride-to-work/
The Cycle-Friendly Workplace	http://media.bv.com.au:8080/file/CFW_Booklet09.pdf
Cycle parking, storage & shower facilities	www.cycle2city.com.au (Brisbane) www.bikepark.com.au (Melbourne)
Bike share programs	www.cityofadelaide.com.au/get-around/bike.html www.citycycle.com.au (Brisbane) www.melbournebikeshare.com.au www.cyclefreo.com.au (Fremantle - planning stage)

Working and meeting remotely

TravelSmart Sample telecommuting agreement	www.travelsmart.gov.au/employers/telecomm.html
Telstra Teleconferencing	www.telstraenterprise.com/products/services/enterprisecommunications/conferencingcollaboration/Pages/ConferencingCollaboration.aspx
Workforce Planning	www.telstraenterprise.com/products/services/mobility/workforcemanagement/Pages/WorkforceManagement.aspx
Climate Risk Report	http://telstra.com.au/abouttelstra/download/document/climate_full_report.pdf
InterCall web conferencing in partnership with Greenfleet	http://greenfleet.conferencing.com/
Skype	www.skype.com

Public transport to capital city airports

<p>Adelaide Airport</p> <p>Adelaide Metro Skylink Airport Shuttle</p>	<p>www.adelaidemetro.com.au www.skylinkadelaide.com</p>
<p>Brisbane Airport</p> <p>Air Train from Brisbane Airport to Brisbane and the Gold Coast</p>	<p>www.airtrain.com.au</p>
<p>Canberra Airport</p> <p>AirLiner bus between Canberra City and Canberra Airport.</p>	<p>www.airliner.com.au</p>
<p>Darwin Airport</p> <p>Airport Shuttle to all city accommodation locations Public transport</p>	<p>www.darwinairportshuttle.com.au www.darwinairport.com.au/to-and-from-airport/public-transport</p>
<p>Hobart Airport</p> <p>Hotel shuttle services to CBD accommodation.</p>	<p>www.tasredline.com.au</p>
<p>Melbourne Airport</p> <p>SkyBus from Melbourne Airport to Southern Cross Station and CBD accommodation locations.</p>	<p>www.skybus.com.au</p>
<p>Perth Airport</p> <p>Shuttle buses to Perth & Fremantle hotels & residential addresses in Fremantle.</p>	<p>www.perthairport.com/connect.com.au</p>
<p>Sydney Airport</p> <p>Airport Link train from Sydney Airport to city train stations.</p>	<p>www.airportlink.com.au</p>
<p>Airport Shuttles Australia</p> <p>Other airport shuttle services around Australia - including some regional areas</p>	<p>www.airportshuttlesaustralia.com.au</p>



Greenfleet and Net Balance would like to thank the companies who have helped us make this Guide available to you at no cost. Where possible we encourage you to access the Guide at the Greenfleet or Net Balance website, however we have printed a limited number of copies for times when web access is impractical.



Thanks to **mecu** who kindly sponsored the second printing of this Guide.



mecu has believed in responsible banking for more than 50 years and understands there are strong synergies between society, the environment and a responsible approach to banking.

Sponsoring this Guide is just one small part of the **mecu** sustainability journey. Read their sustainability report and find out more about their responsible banking solutions at **mecu.com.au**

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