



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

Transport to Work/Employment Toolkit

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Introduction

Evidence (i) (ii) (iii) supports that transport provision is one of the most significant barriers to accessing employment or training (alongside childcare), which might be access to a car or ability to drive, or public transport which is at the times, frequency and routes necessary, reliable and affordable. Also, safe routes to/ from public transport particularly early in morning or late in evening for shift workers. Cost of travel is, of course, also a barrier.

There are **many actors** who have a keen interest or role and responsibility in travel to/ from work **including employers themselves**, local authorities, transport operators and providers, regional transport partnerships (RTPs), local employability partnerships (LEPs), work coaches within DWP, further education and training providers, third sector organisations and more.

By improving employees' transport access to their workplace and premises, **employers can receive the following benefits:**

- Reduced Employer NI Contributions on certain schemes
- A Greener Corporate Image – supports Environmental, Social, and Governance goals
- Higher Employee Retention & Satisfaction – offering a valuable perk
- Attracting New Talent – many employees now prefer workplaces with sustainable benefits
- Corporate Social Responsibility (CSR) benefits contributing to lower carbon emissions

[Employability in Scotland](#) has details for both employers and individuals looking for work, training, or skills development, and links through to local support across different areas.

- i. Just above half (51%) of the [responses](#) reported that transport has been a barrier for employees or potential employees accessing their employment. 16% responses identified that 'public transport services don't match with shift patterns'; 19% responses identified 'a lack of public transport services'; and 11% responses identified 'high public transport costs'
- ii. Young people (16-24) across the UK report [transport as a barrier to accessing opportunities](#). They have lower car access and use the bus more than older age groups.[21]
- iii. importance of [making transport more available, affordable and accessible](#) for low-income families

Using the Toolkit

This toolkit is designed for any employers who are looking to **increase** their **awareness**, understanding and ability **to improve** employees/future employees **transport access to their workplace**. [Home - Traveline Scotland](#) is the recommended first stop for up-to-date travel information (see more in section 9).

The best option for individual employers will depend on the particular profile and circumstances of their workforce. Deciding which to pursue and how it would work in practice should begin with active engagement with workers to understand their needs and preferences.

Many of the options will work most effectively in combination with other measures employers can take to support their workers, for example flexible working.

[Travelknowhow Scotland](#) currently offers funded workplace travel support for employers across all seven [Scottish Regional Transport Partnership](#) areas. The initiative helps organisations measure staff commuting and homeworking emissions, analyse travel patterns, and provide personalised commute plans aimed at encouraging active and sustainable travel.

The toolkit was developed as part of a wider proposal from Transport Scotland to support the development of the final Child Poverty Delivery Plan (2026-31).

The toolkit includes a range of key information and resources to support employers:

- To increase knowledge on **what's available** to them;
- To increase knowledge on **the benefits accrued to them and their employees**;
- To be inspired by case studies that are already taking place.
- This toolkit doesn't cover company car policies (also called [pool cars](#)) or [grey fleet](#).

Staff Shuttle Bus

A staff shuttle is a private bus service put on by businesses for their employees. These bus shuttles enable staff to get to work in areas underserved by public transport, during off-peak times, or in a more environmentally friendly way.

How does it work?

First step is to design the route based on employees travel demand

Then to procure a bus operator

Onboard staff onto the new ticketing and payment system

Access to real-time data analytics where available.

There are numerous benefits to organising a shuttle service for both employers and employees:

Benefits of a staff shuttle service:

- Employee recruitment and retention
- Ease on-site parking pressures
- Increase sustainability
- Save time and money
- Encourage the return to the office
- Reduce admin burden, e.g. employee travel reimbursements and other related expenses
- Improve staff attendance

Types of staff shuttle services

- Home-to-work staff shuttle: designed around employees' home locations.
- Last-mile staff shuttle used to pick employees up from a local transport hub, such as a public bus or train station, and take them to work.
- Out-of-hours staff shuttle used for staff who need to get to work during hours when public transport doesn't operate.

Case study: [JD Williams fulfilment centre in North Manchester](#)

Provided staff with bespoke services and ticket offers to assist with their shift operations.

Ongoing transport information days continue with other stakeholders to ensure that employees have the relevant information to make their journeys.

Shared Car Use – Car Club

Car sharing can take **two major forms** through a **car club** or through a formal/informal **car-share scheme**.

Benefits of shared car use:

- Reduced grey fleet mileage, [cost](#) and emissions.
- Encourage more sustainable travel behaviour and accelerate modal shifts, especially if used in tandem with active travel.
- It may also help ease parking problems at sites where spaces are limited or expensive.

How does a car club work? [Community car sharing](#)

Case study: Highland Council

A lack of public transport options meant that staff often used personal vehicles for business.

Highland Council introduced a car club through Enterprise to combat this, deploying 60 vehicles across 21 sites in 2018.

This reduced the council's grey fleet mileage by over 800,000 miles in the car club's first year of operation. Since 2018, this has saved Highland Council £900,000 on travel costs and reduced CO2e emissions by 649 tonnes (37%).

Shared Car Use – Car Share Scheme

- Benefits of shared car use:
- Reduced grey fleet mileage, [cost](#) and emissions.
- Encourage more sustainable travel behaviour and accelerate modal shifts, especially if used in tandem with active travel.
- It may also help ease parking problems at sites where spaces are limited or expensive.

How does a car-share scheme work?

- Staff sign up to participate in a car-share scheme
- To set it up please follow [car-share-guide.pdf](#)
- To maximise car-share scheme employee engagement, be aware of best [Practice Guide For Large Employers](#)

Case study: ARUP Solihull office

Minimal parking available caused daily issues with double parking and vehicles blocking emergency services routes.

Arup partnered with LiftShare to introduce a car sharing scheme at the site.

Employees who car share are guaranteed a parking space, with priority parking over single occupancy vehicles.

Vehicles can register with the scheme, and shared trips are recorded. In total, 83% of Arup's staff signed up for the Liftshare scheme, and 56% have since shared at least one commute.

Arup also introduced a shuttle bus from the local train station. Combined with the car share scheme, this has reduced demand for spaces at the site and resolved the issues with double parking.

Liftshare calculates that over four years, members of the car share scheme have saved 764,000 grey fleet miles. This has reduced costs by an estimated £80,400 and saved approximately 151 tonnes of CO2.

Improved Bus Services

Employers can work in partnership with transport officials within their council(s) or [Regional Transport Partnership](#) (e.g. SPT in the Strathclyde region) and local bus operator(s) to try to amend bus services in terms of bus stops and timetable.

Benefits of improved bus services:

- Under 22, disabled and over 60-year-old employees travel for free
- Young employee recruitment and retention
- Ease on-site parking pressures
- Encourage more sustainable travel behaviour and accelerate modal shifts, especially if used in tandem with active travel

Case study: Workforce Mobility Project within the Edinburgh and South East Scotland City Region Deal

Scottish Borders Council have reported that using this tool to design bus services to cater for known but untapped demand rather than just serving key corridors, with the aim of better serving communities and growing patronage.

The project has successfully supported sustaining and enhancing services within the current constrained resources (200% increase in passenger numbers on some services and additional service that meet actual communities demand)

Salary Sacrifice Car Scheme

A salary sacrifice car scheme lets an employee reduce their gross (pre-tax) pay in exchange for the use of a vehicle. Because the deduction happens before tax and National Insurance (NI), employees usually make big saving (up to 60% for EVs) versus a like-for-like personal lease. The car is treated as a Benefit-in-Kind (BiK) for company car tax; Battery Electric Vehicles attract the lowest BiK rates, with Plug-In Hybrids typically higher and rising faster after April 2028.

HMRC: [Salary sacrifice car schemes: A guide for employers](#)

How does it work?

Your business partners with a provider (i) to offer eligible cars via payroll.

Employee chooses a car: The gross deduction covers the lease and bundled services.

Package typically includes maintenance, insurance, breakdown and road tax, so most running costs are fixed.

Payroll & compliance: Deductions are taken before tax/NI. Ensure pay never drops below National Minimum Wage and that a contract variation is in place.

(i): Octopus EV, The Electric Car Scheme, Fleet Alliance, Loveelectric or SalSac

Benefits of salary sacrifice car scheme:

- Reduced employer NI Contributions (savings of 13.8% per employee)
- A greener corporate image – supports ESG goals
- Higher employee retention & satisfaction – offering a valuable perk
- Attracting new talent – many employees now prefer workplaces with sustainable benefits
- Corporate Social Responsibility benefits – contributing to lower carbon emissions

Case study: [Scottish Power](#)

Cars have collectively reduced carbon emissions by an estimated around 1000 tonnes a year.

The company offers bookable EV charging points at its offices and can support employees with deals on home EV charging installations.

Salary Sacrifice Bike Scheme

The salary sacrifice bike-to-work scheme allows employees to obtain a bicycle and safety equipment through a salary sacrifice arrangement, providing tax benefits and promoting greener commuting.

There are discussions about potential changes to the Cycle to Work scheme, including the introduction of spending caps to prevent high earners from benefiting disproportionately from the scheme. This is part of a broader review of salary sacrifice schemes by the UK Government

HMRC: [Salary sacrifice car schemes: A guide for employers](#)

How does it work?

Salary Sacrifice Arrangement: Employees agree to give up a portion of their gross (pre-tax) salary in exchange for the use of a bicycle and approved accessories. This arrangement reduces the employee's taxable income, leading to potential savings on income tax and National Insurance contributions

Hiring the Equipment: The employer purchases the bike and safety equipment on behalf of the employee, who then "hires" it over a typical period of 12 to 18 months. Payments are deducted from the employee's salary before tax and National Insurance are applied, resulting in significant savings—typically between 32% to 47% depending on the employee's tax bracket.

End of Agreement Options: At the end of the hire period, employees may have the option to purchase the bike for a fair market value or return it. There may also be an End of Agreement Fee, which is deducted from the employee's net pay.

Benefits of salary sacrifice bike scheme :

- **Tax Savings:** Employees can save on taxes and National Insurance contributions, making cycling more affordable

- **Health and Environmental Benefits:** The scheme promotes healthier lifestyles and reduces carbon emissions by encouraging cycling as a mode of transport.
- **Employer Benefits:** Employers can save on National Insurance contributions and promote a healthier workforce, which can lead to increased productivity

Case study: [University of Stirling](#) contains an excellent video on their salary sacrifice scheme to pay toward the hire of a bicycle and associated safety equipment for 12 months from Cyclescheme.

Financial Support for Purchase of Annual Bus or Train Passes

Employers in the UK can provide financial support for the purchase of annual bus or train passes through various schemes. Here are some options available:

- **Season Ticket Loans:** Many employers offer a season ticket loan scheme, which is an interest-free loan to cover the costs of commuting. This scheme is particularly beneficial for employees in city-based companies where peak travel costs are high. The loan can be used for unlimited travel within the ticket's validity period and route, and employees can request a loan up to £10,000, depending on the organization. Employees must be a salaried member with sufficient net pay to cover the monthly instalments. They should also have a contract of employment that exceeds the expiry date of the season ticket. More info [Expenses and benefits: public transport: Overview - GOV.UK](#)
 - **How Does A Season Ticket Loan Work?** : employer sets a policy (Eligibility, Maximum loan amounts, Repayment terms, Process for applying to the scheme and application process) then employee has to apply for a season ticket loan through their employer. Typically, this is done via a benefits platform such as [My.Drewberry](#), or by submitting an application form. Then the employer reviews the application, approves it then provides a season ticket loan either by purchasing it on behalf of the employee or providing the cash value of the season ticket to the employee to purchase it themselves. The employer adjusts payroll to ensure the employee's payments are deducted. To provide a season ticket loan scheme via salary sacrifice, you will have to adjust the employee's salary accordingly and create a new contract detailing the terms of the benefit. Payroll will also need an adjustment to ensure your employees are repaying the right amount.

SmartGO Scheme is a national scheme that provides discounted workplace travel, incentivizing low-carbon transport and saving staff money. It offers discounts on buses, trains, bikes, and more, all accessed through an online portal. The scheme is designed to promote sustainable travel and is available to employers and staff in various locations across the UK.

Transport UK Corporate Travel offers a Season Ticket Loan Scheme called "Let's Commute," which allows employees to order their train or tube pass directly via an online portal. This service is designed to save time and resources for both the organization and the staff.

Benefits of this financial support:

- Reduced Commuting Costs,
- Help Support Hybrid Work,
- Offering A Greener Method Of Travel.

Future and New Employees

We know that people who apply then accept a job usually have already planned how they will travel there.

Employers are advised to set out information on travel to work **at job advert, interview and induction stages**. The best source of information is Traveline Scotland, which provides public transport information, including journeys, fares and ticket options. The travelinescotland.com/plw/create/journeyPlanner is an easy-to-install online journey planning widget available for free, to locate on your website, to help direct people to your premises quickly and easily.

Case Study: [GreenLeaf Marketing Ltd](#) – Travel-to-Work in Job Advert

Background: GreenLeaf Marketing Ltd is a mid-sized creative agency based in a semi-rural business park. Public transport links are limited, but the company wants to attract a diverse pool of candidates without unintentionally excluding those without a driving licence.

Job Advert Extract:

Location: GreenLeaf Marketing HQ, Willow Business Park, 3 miles from Oakford town centre.

Travel to Work:

Our office is accessible by car, bicycle, and limited public transport (bus route 42, approx. 15-minute walk from nearest stop).

We offer a cycle-to-work scheme and secure bike storage.

For those without personal transport, we provide a company-arranged shuttle from Oakford train station twice daily.

Occasional travel to client sites may be required; costs will be covered by the company.

We welcome applications from all candidates and will discuss reasonable adjustments to support your commute where possible.

Why It Works:

- Clarity: Candidates know exactly where the office is and what transport options exist.
- Inclusivity: The advert avoids stating “must have a driving licence” unless it’s essential.
- Supportive Measures: Offers alternatives like shuttle services and cycle schemes.
- Compliance: Reduces risk of indirect discrimination under the Equality Act 2010.



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