

YOUR JOURNEY TO WORK

Staff Travel Plan 2013-2030

YOUR LONDON AIRPORT
Gatwick

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Gatwick



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I have pleasure in introducing the Airport Staff Travel Plan which will support 'Access Gatwick' our Airport Surface Access Strategy. Together they will deliver our commitments to encourage sustainable journeys to and from the airport.



INTRODUCTION

One of the themes identified within 'Access Gatwick' is that the airport is a place of work for over 21,000 employees in 230 companies. Each year we estimate that the number of journeys made by staff to and from work is around 10 million; therefore the sustainable development of staff travel is a key element of our plans for the future.

In 2012, our Staff Travel Survey showed that 32.2% of employees were using public transport and sustainable travel methods for their journey to work. Our target is to increase this figure to 40% of staff travelling on public transport by the time Gatwick is serving 40 million passengers per annum. This Staff Travel Plan, therefore not only supports the ambitions for growth, our ASAS 'Access Gatwick', but sets out in detail how we aim to meet our future target for staff travel.

The principle aims of the Gatwick Staff Travel Plan are:

- Improve the choice of transport options and facilities available to all employees working at Gatwick
- Reduce the local, national and global environmental impact of airport staff travel to and from work by raising awareness
- Promote more sustainable means of transport

I commend this Plan to you.

Stewart Wingate Chief Executive

The background image is a vibrant, stylized cityscape at sunset or sunrise. Tall, modern glass skyscrapers line a street, their windows reflecting the warm orange and yellow light of the low sun. In the foreground, blurred light trails from vehicles create streaks of orange and red across the dark road, suggesting fast-paced movement. The sky is a mix of deep blue and bright orange near the horizon.

OUR JOURNEY INTO THE FUTURE

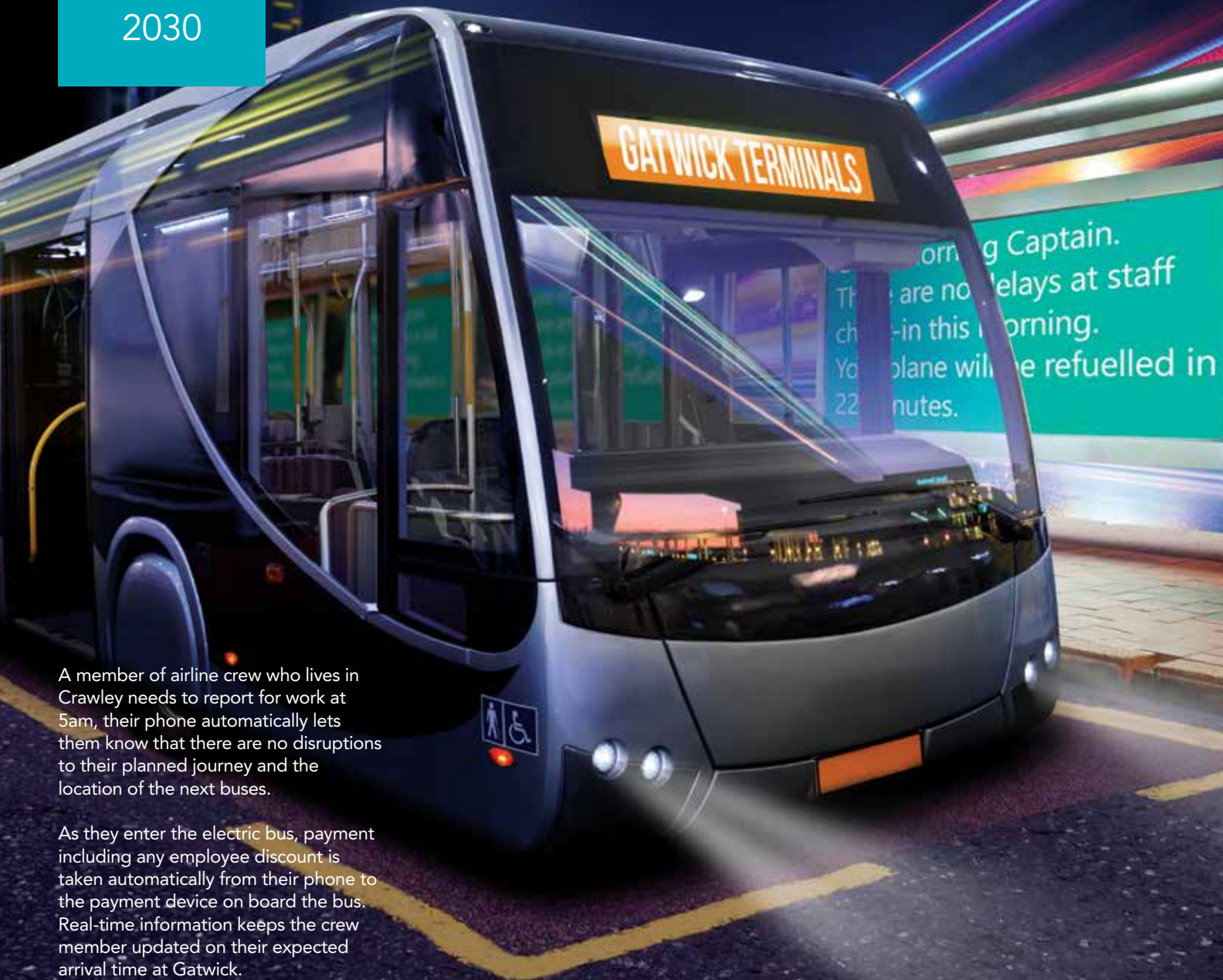
The world around us is continually changing and developing. Technology is one of the key drivers of this change and is improving how people can plan, book and undertake their journeys. It is also changing and improving the type of vehicles and infrastructure which are used.

As we scan the horizon to 2030, we have challenged ourselves to look forward to the future, embracing improvement, innovation and changes as a core element of our Strategy. Fundamental to this was the surface transport Vision Workshop held in April 2012.

Gatwick, along with 80 of the top UK transport professionals and key local stakeholders, created a view of what a number of journeys to the Airport may look like in 2030.

These journeys, along with emerging and future technologies, paint an exciting picture of future travel. At Gatwick, we aim to be at the heart of this change, with innovation and partnerships helping to transform travel to the airport.

FUTURE TRAVEL 2030



A member of airline crew who lives in Crawley needs to report for work at 5am, their phone automatically lets them know that there are no disruptions to their planned journey and the location of the next buses.

As they enter the electric bus, payment including any employee discount is taken automatically from their phone to the payment device on board the bus. Real-time information keeps the crew member updated on their expected arrival time at Gatwick.

THE FUTURE OF TRAVEL



Bombardier's ZEFIRO travels at 380 kph whilst cutting energy consumption by up to 50 per cent.



The Connected Bus uses advanced internet technology to enhance the experience of public travel for passengers including touch screens, free wireless internet access, external LEDs informing motorists and pedestrians about the environmental benefits of the bus, and traffic signal prioritisation.

The Philips Fluid utilises OLED technology within a curved handset using a tile based app menu. Built-in GPS tells you what transport is nearby - and when it will arrive.



ONE

GATWICK AIRPORT

Gatwick Airport is the UK's second largest airport and the busiest single-runway airport in the world. In 2012 it served around 200 destinations (more than any other UK airport) in 90 countries, with 34 million passengers a year on short and long haul point-to-point services. It is also a major economic driver for the South-East region, generating around 21,000 on-airport jobs and a further 13,000 jobs off-airport through related activities.

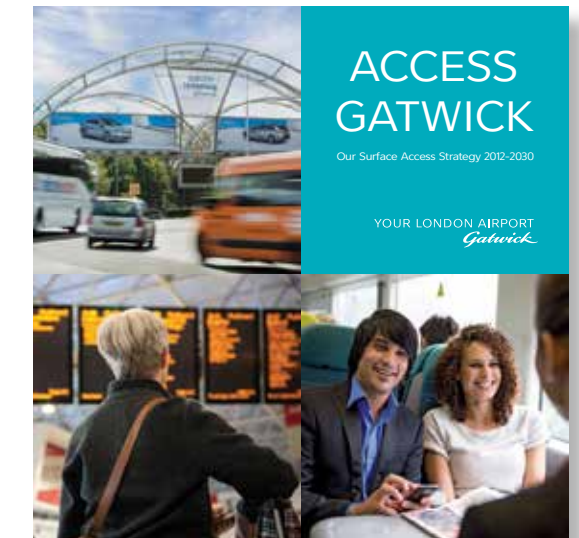
The airport is 28 miles south of London with excellent public transport links into the heart of London and elsewhere. It takes just 28 minutes from Gatwick by rail direct to the financial district in London or 30 minutes to key tourist attractions.

Gatwick Airport is owned by group of international funds, of which Global Infrastructure Partners is the majority shareholder. Gatwick's vision is to compete to grow and become London's airport of choice.

Our strategy for staff travel focuses on increasing the use of public transport, reducing single car occupancy and choosing alternative modes of travel to work. Through our on-going surveys we have gained an understanding of the transport needs of airport employees for their travel to work.

Following a thorough review of our surface transport activities in 2012, we decided to produce this separate airport travel plan, which refocuses our efforts on staff travel and will drive performance in this area.

The Staff Travel Plan is a daughter document of 'Access Gatwick' our Airport Surface Access Strategy (ASAS) which supports our Gatwick Master Plan. The ASAS is also an integral part of our efforts to deliver corporate sustainability and to achieve and maintain the ISO14001 environmental accreditation.



In 2010, Gatwick Airport launched the Decade of Change initiative, moving towards a sustainable Gatwick. Our ASAS and this Staff Travel Plan support this initiative. Our aim is to make sure that Gatwick is well connected and easy to use through a wide range of high quality transport links both locally and nationally. This will maximise the choice of travel options for both passengers and staff, reflecting their different needs.

The Decade of Change has set our three main targets for Surface Access through to 2020:

- Achieve 40% public transport mode share for air passengers and staff by the time the airport reaches 40 million passengers per annum (mppa)
- Identify feasible measures to achieve a stretch target of 45% public transport mode share once the 40% target at 40mppa has been achieved
- Achieve a quality service rating of 4.5 (1 is lowest, 5 is the highest) for all surface access transport modes and facilities by the time the airport reaches 40mppa.

The vision of 'Access Gatwick' our Airport Surface Access Strategy is to:

- Be the best connected and accessible UK airport, delivering integrated surface transport
- Contribute to the sustainable economic growth of the local community and of the UK economy
- Lead the way for best practise in Surface Access Strategies, with innovation at its core.

'Access Gatwick' demonstrates how the Gatwick Transport hub will be developed based on the following principles of transport hubs.

These are:

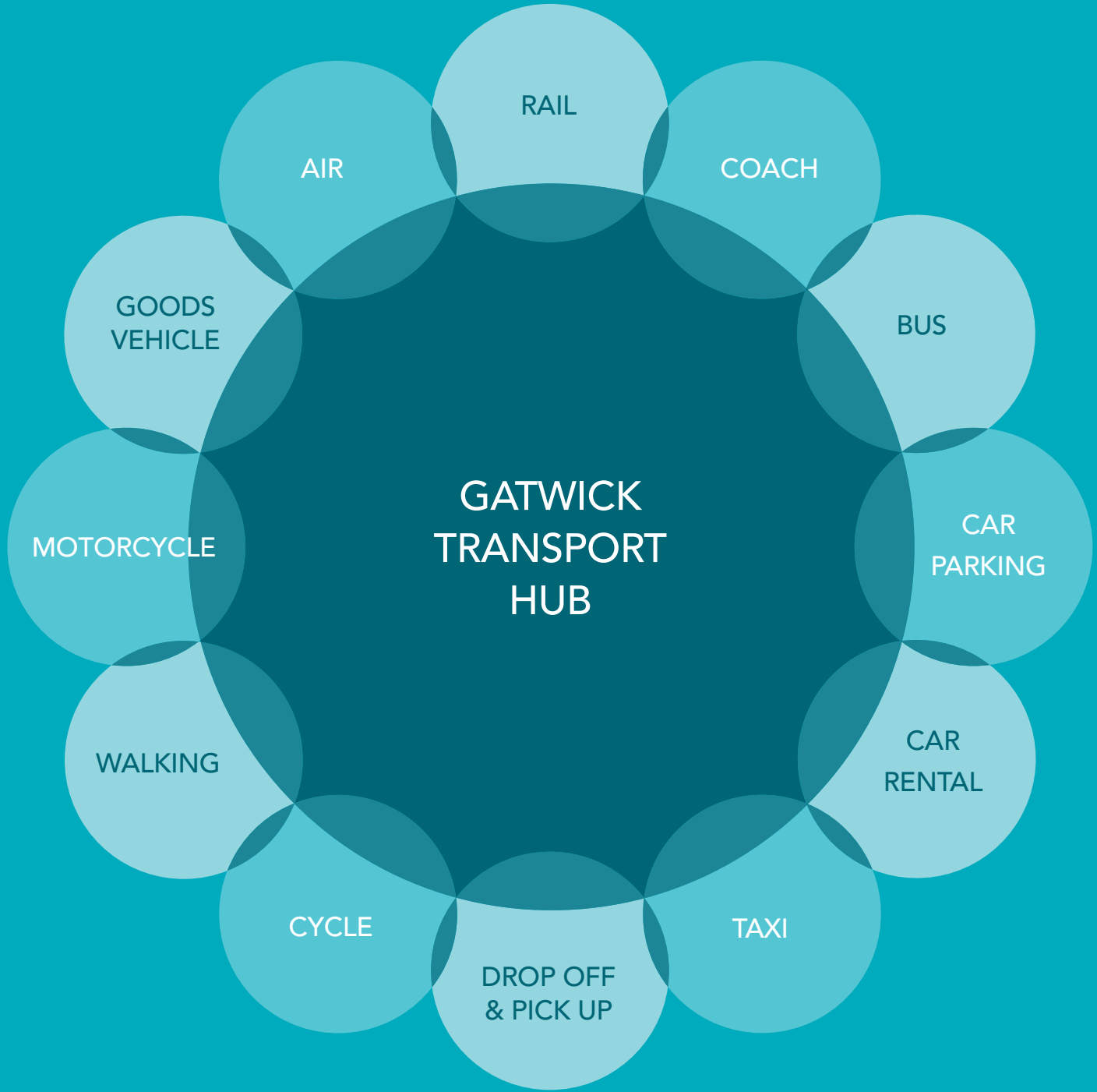
- Well governed
- Knowledgeable
- Connected
- A place of work
- Safe and sustainable
- Innovative - Challenging targets

The fundamental factors in developing and shaping 'A place of work' is to meet the needs of staff working on-airport and to work with others to share the benefits with commuters.

Our Staff Travel Plan will deliver the place of work principle of our key targets of 'Access Gatwick' which is to achieve a 40% public transport mode share for staff travelling to work by the time the airport reaches 40 million passenger per annum. We have set the following strategic priorities for staff travel in 'Access Gatwick':

- Introducing a new Airport Travel Plan by the end of 2013
- To promote sustainable employee travel measures to all employers on-airport
- Improving the attractiveness of public transport to staff by working with operators to achieve consistent smart card technology for all staff discounts.

In the next section we set out how the Staff Travel Plan and the Airport Surface Access Strategy links to the national, regional and local government policies.



GOVERNMENT GUIDANCE AND IMPORTANCE OF TRAVEL PLANNING

Travel plans, whether to the workplace, schools or for leisure, provide a means of addressing the challenges of moving people and goods whilst ensuring impacts on both the local and global environment are within acceptable bounds.

Congestion threatens economic growth in places such as urban areas and inter-urban corridors. Travel plans are effective at exactly these critical congestion spots, particularly during the peak times when the transport network is under most pressure.

So, despite their local focus, they have the potential to make a strategically important contribution to achieving better use of the transport system. In addition, companies and their employees can gain a wide range of benefits and savings from a travel plan.

National importance

Debate about how to tackle climate change has risen to unprecedented prominence during the past year, reflecting predictions of the likely effects. The Department for Transport has a range of initiatives including the promotion of travel planning, which are aimed at reducing the impact of transport on the environment. A well-designed travel plan can typically cut 15% of commuter car use and may amount to over a million less miles for just a single company. Combined savings from travel plans across the whole of the UK could amount to millions of tonnes of carbon dioxide.

Whether viewed at the level of the individual employee or company, the local or national economy, or even at the level of the global environment, travel plans offer us considerable benefits.

A travel plan sets out to combat over-dependency on cars by boosting all the possible alternatives to single occupancy car use. By reducing car miles it can not only benefit the

environment but can produce financial benefits and productivity improvements, saving both the business and its staff money at the same time.

Benefits from travel planning

For Airport companies:

- Solve problems caused by demand for parking
- Help meet shareholder demand for corporate social responsibility improvements, including meeting environmental targets such as the ISO14001 standard or global warming emissions target
- Enable a planning application for a new site or for new accommodation on the current site - local authorities are increasingly stipulating implementation of a travel plan as a legal condition of giving planning permission
- Save money on cost of providing and maintaining parking spaces
- Release land under car parks for more productive use
- Enable higher occupancy of existing buildings
- Cut mileage claims and other business travel costs
- Reduce staff downtime spent travelling on business
- Reduce the costs of running a fleet
- Solve problems caused by traffic congestion on and around the site
- Enable more customers to access our site
- Provide a better experience for customers travelling to our site
- Improve your image with both customers and neighbours
- Ease delays to deliveries and movements of goods off site
- Improve staff health and reduce absenteeism
- Assist with recruitment and retention by making staff journeys to work easier and cheaper
- Improve staff punctuality by reducing congestion delays and supporting more reliable means of transport.



For staff:

- Improve equal opportunities by shifting from travel perks based on seniority to incentives for sustainable travel to all staff, including those without access to a car
- Assure parking for those with most need to access a vehicle
- Help provide less stressful options for travel to work
- Give opportunities to build healthy exercise into daily life
- Reduce journey times to work
- Reduce the cost of travel to work, or avert the need to buy a car.

For the local community:

- Make local streets less dangerous, less noisy and less polluted
- Enhance public transport
- Improve the environment and the routes available for cycling and walking
- Help create a place which is better to live in, work in and visit and which attracts investment.

The benefits of first class Travel Planning can be demonstrated in the effective travel demand management executed during the London 2012 Olympic Games, whereby no parking was provided in and around the games yet public transport was organised to efficiently manage the increased demand. This demonstrates how a good staff travel plan can reduce the demand for parking, congestion and be facilitated through better management of public transport.

National and Local Government Policies

A New Deal for Transport: Better for Everyone - White paper

This document sets out a new approach to transport policy which has relevance throughout the UK, and it embodies new, modern thinking on integrating transport with other aspects of Government policy. The paper highlights the importance of a modern transport system supporting the Government's policies for more jobs and a strong economy.

Aviation Policy Framework

A decade has passed since the publication of the Air Transport White Paper. In that time the Government established the independent Airports Commission examining the nature, scale and timing of requirements for additional capacity to maintain the UK's global hub status. The Aviation Policy Framework sets out the principles which the Commission will take into account when working out its recommendations and fully replaces the 2003 Air Transport White Paper as Government's policy on aviation.

The overall objectives set out under planning for Surface Access are:

- All proposals for airport development must be accompanied by clear surface access proposals which demonstrate how the airport will ensure easy and reliable access for passengers, increase the use of public transport by passengers to access the airport, and minimise congestion and other local impacts
- The general position for existing airports is that developers should pay the costs of upgrading or enhancing road, rail or other transport networks or services where there is a need to cope with additional passengers travelling to and from expanded or growing airports. Where the scheme has a wider range of beneficiaries, the Government will consider, along with other relevant stakeholders, the need for additional public funding on a case-by-case basis.
- The Airports Commission has indicated that it will consider surface access needs as part of its work to assess the options for maintaining the UK's international connectivity, in the context of existing and potentially new airports.

Local Policy

West Sussex County Council, Local Transport Plan

West Sussex County Council's Local transport plan is a 15 year plan from 2011 to 2026 and sets their strategy for guiding future investment in West Sussex highways and transport infrastructure, and sets a framework for considering transport infrastructure requirements associated with future development across the county.

The plan includes four strategies that guide their approach to maintaining, managing and investing in transport, and meeting their main objective of improving quality of life for the people of West Sussex. The four strategies are:

- Promoting economic growth
- Tackling climate change
- Providing access to services, employment and housing
- Improving safety, security and health.

East Sussex County Council, Local Transport Plan

The East Sussex County Council Local Transport Plan (2011 to 2026) sets their future direction for planning, provision of transport infrastructure and services, needed to deliver sustainable economic growth.

The vision is to make East Sussex a prosperous county where an effective, well managed transport infrastructure and improved travel choices help businesses to thrive and deliver better access to jobs and services, safer, healthier, sustainable and inclusive communities and a high quality environment.

The high level objectives are:

- Improve economic competitiveness and growth
- Improve safety, health and security
- Tackle climate change
- Improve accessibility and enhance social inclusion
- Improve quality of life.



Surrey County Council, Local Transport Plan

Surrey Council Council's Local Transport Plan looks forward to 2026 and has been produced to help people meet their transport needs and to ensure transport plays its part in promoting economic vibrancy, protecting the environment, and improving the quality of life.

Their vision is to help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life.

Based on the vision there are four objectives for the Surrey Transport Plan. These are:

- **Effective transport:** To facilitate end-to-end journeys for residents, businesses and visitors by maintaining the road network, delivering public transport services and, where appropriate, providing enhancements.
- **Reliable transport:** To improve the journey time reliability of travel in Surrey.
- **Safe transport:** To improve road safety and the security of the travelling public in Surrey.
- **Sustainable transport:** To provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices.

Crawley Borough Council, Local Transport Plan

Crawley Borough Council is in the process of writing a new Local Plan and their target for adoption of this Local Plan is Dec 2014/Jan 2015. This agreement outlines how the airport's operation, growth and environmental impacts will be managed responsibly.

S106 Surface Transport (Staff travel) Planning commitments and obligations are:

- The company will support initiatives (such initiatives to be the subject of consultation with the Gatwick Area Transport Forum, the County Council and the Borough Council) which promote in accordance with the Airport Surface Access Strategy the use by passengers and staff travelling overland to and from the Airport in modes of travel other than the private car and with regard to staff travel the encouragement and promotion of car sharing.
- The funds provided for such initiatives in each calendar year from 2009 to 2015 will be based on the sum of:
 - A monthly charge amounting to £10 per annum for each pass validated for entry to a staff car park operated by or on behalf of the Company.
- A levy on the total supply of spaces in public car parks operated or available for operation by or on behalf of the Company on the 30th September in the preceding year at the rate per space of:

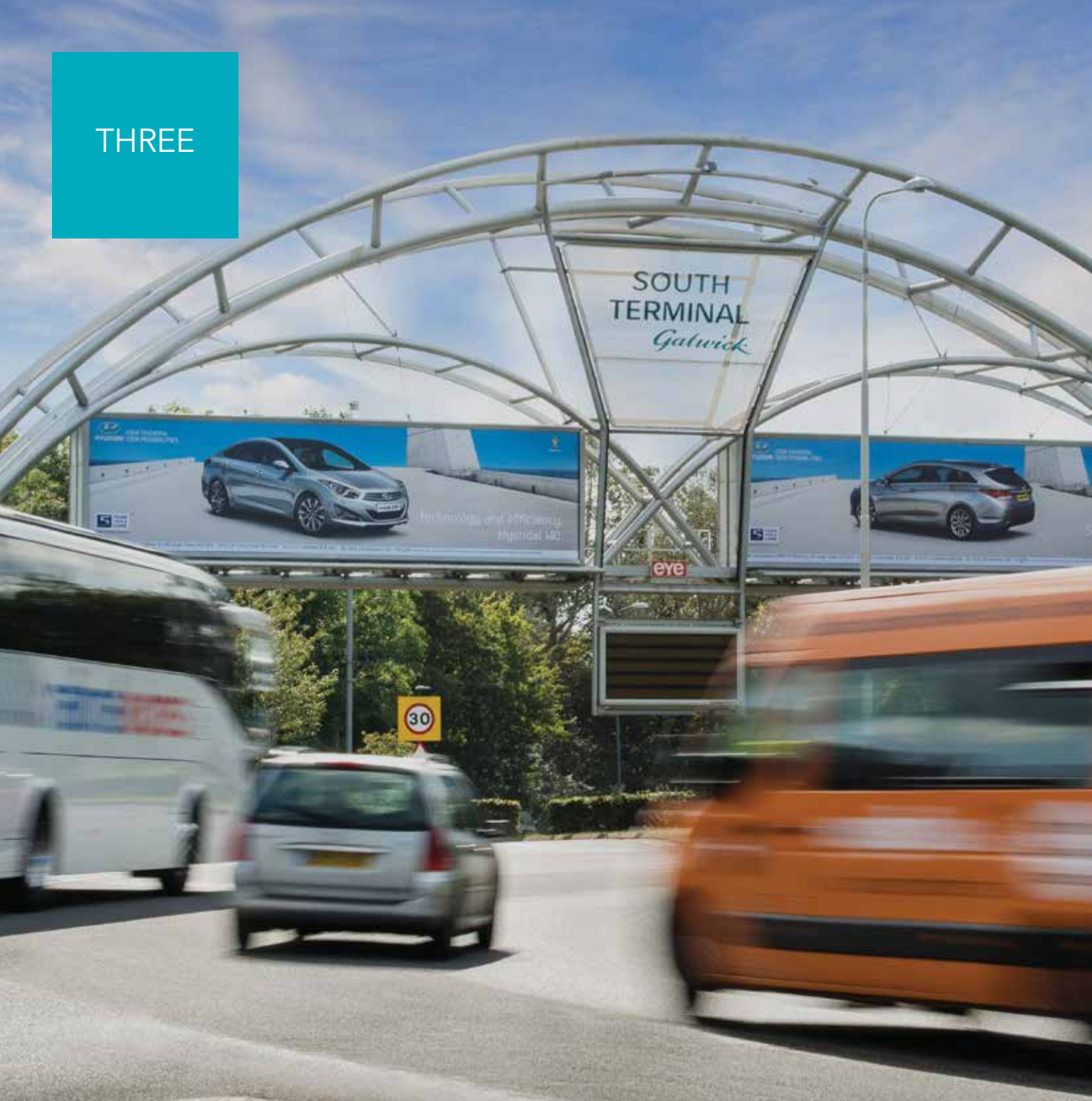
- £23.50 in 2009	- £24.25 in 2010
- £25.00 in 2011	- £25.75 in 2012
- £26.50 in 2013	- £27.25 in 2014
- £28.00 in 2015	
- Unless otherwise agreed with the County Council and the Borough Council the Company shall:
 - Each year invest in the chosen initiatives no less than 50% of the funds provided that year and of those carried over from the preceding year; and
 - By the end of the period of seven years have used no less than 50% of total funds to support the introduction or operation or use of bus services that promise to facilitate a material increase in the proportion of airport staff or airport passenger's choosing to use public transport for their surface journeys between the Airport and neighbouring communities.



- Restrict the use of Airport entrance/exit at Povey Cross to buses, emergency service vehicles, Airport operational users and a maximum of 675 staff car park pass holders, subject to these users satisfying the criteria specified. A report to be made annually on the number of passes issued to staff and readily available data on vehicular use of the entrance/exit.
- Provide sufficient but no more Company managed on-airport staff car parking spaces than is consistent with the mode share targets detailing in the Airport Surface Access Strategy 2007 and subject to working with stakeholders to revise the local bus target in line with agreed service enhancements.
- Maintain and promote an Airport wide Staff Travel Plan (ATP); this shall include:
 - Producing an action plan to facilitate and promote sustainable travel to/from work, also for business travel, modes including car sharing, public transport options, and cycling and walking;
 - Securing the active participation of other airport companies in the promotion of the ATP to their employees; and
 - Carrying out regular monitoring to determine the effectiveness of the various initiatives that comprise the ATP, including periodic staff surveys at intervals no greater than every five years.

- Work with Transport Forum partners to maintain and improve local bus accessibility to, from and within the airport, including possible extensions to the Fastway network.
- Work with Transport Forum partners to:
 - Develop the cycling and pedestrian network linking Gatwick Airport to the surrounding area;
 - Maintain and develop the network within the airport; and
 - Market the cycling and walking options to airport staff.
- Work with bus and coach and train operators to maintain current and develop further initiatives to encourage the greater use of bus, coach and rail services for journeys to and from the airport by airport staff.
- Provide no more Gatwick Airport managed on-airport staff car parking spaces than is consistent with achievements of the following travel to work mode share targets;
 - 20% of staff living in Crawley/Horley to use Fastway by 2008 and to work towards a revised local bus target that reflects improvements in the local route network;
 - 45% of staff living in South London (Croydon, Bromley and Merton) to travel by public transport by 2015; and
 - 30% of staff living in Brighton and along the South coast to use alternatives to single use private car by 2015.

THREE



GATWICK AREA TRANSPORT FORUM

The Gatwick Airport Transport Forum was set up in 1998 to establish a partnership approach to the way in which surface access to and from the Airport and with the surrounding area could be improved. By looking at transport issues in an area-wide context, we have found an integrated approach to transport initiatives across the Gatwick area that has yielded benefits.

The Forum comprises members of local authorities, regional and national government, transport operators, airport companies and other local businesses or interested parties, with over 70 organisations now being represented.

The Steering Group has the following representatives:

- Gatwick Airport Limited
- Network Rail
- Highways Agency
- Crawley Borough Council
- West Sussex County Council
- East Sussex County Council
- Surrey County Council
- Reigate and Banstead Borough Council
- Tandridge District Council
- Gatwick Diamond Initiative
- South London Partnership
- Transport for London
- Metrobus
- Gatwick Airport's Passenger Advisory Group (GATCOM)
- Brighton & Hove City Council.

The Gatwick Area Transport Forum aims are:

- Agree short and long-term targets for increasing the use of public transport
- Devise a strategy for meeting these targets, for incorporation in the Local Transport Plan
- Act as an executive board for the Transport Forum ensuring that a holistic approach is taken to the transport needs of Gatwick Airport and the surrounding area.



Travel associations

Gatwick Airport is a member of the regional group Travel Green Easit Network and the National Liftshare scheme.

- The Easit Network is a working partnership designed to support and encourage the most influential businesses in the local area to adopt alternative and sustainable transport behaviours to reduce pollution, ease congestion and increase satisfaction within its staff base
- Liftshare is a social enterprise that helps individuals to travel more sustainably by sharing their journeys. Liftshare funds itself by helping businesses and organisations in the UK and around the world set up their own online journey-matching tools to encourage local car-sharing and sustainable mobility. Their schemes help organisations of all sizes reduce their carbon footprint, alleviate parking problems and work towards sustainability commitments.

Gatwick Airport also supports Community Rail projects on the Arun Valley Line, the West London Line and the Tonbridge Line through its Public Transport Levy.



Gatwick Commuter

Gatwick Commuter is the Airports dedicated brand promoting sustainable travel to all on-airport staff. The main source of information is the website, which manages and monitors our liftshare scheme. It also has full information of all the modes of transport and discounts available with links to the relevant websites for timetables, prices and purchasing discounted fares.

TARGET

- To update the Airport Commuter website by spring 2014

The Public Transport Levy

The Public Transport Levy (PTL) agreement was signed in 2008 as an extension to the original Airport Development strategy signed in 2000. The levy was agreed with the local authority to support public transport as laid out by the S106 agreement to develop and increase public transport use by passengers and staff.

The PTL fund supports various enterprises and activities such as Gatwick Commuter, including the website, leaflets, marketing and road shows. It also enables enhancements to the operating hours of various services run by the local bus company, allowing free travel for staff between the North and South Terminals, promotion of travel options to passengers and staff, and pump prime funding for out of hours services on local buses. A significant contribution has also been made to the rail station development which is providing an additional platform and improved access and egress to and from Gatwick rail station.

In 2012 some of our key successes funded by the PTL were:

- 'Access Gatwick' The Airport Surface Access Strategy
- Hosted an innovative and impactful Transport Forum
- Employment and Staff Travel Survey
- New Passenger travel leaflets
- New Staff travel leaflets
- New cycle shelters and racks in North and South Terminals
- Development of a rail strategy for Gatwick
- Development of a bus and coach strategy for Gatwick
- Pump prime funding for some local bus services.





Travel trends

In 2012, we undertook the latest airport employer and employee travel survey. Overall this showed that there were estimated to be over 21,000 staff employed on-airport in 230 companies in 2012. This represents a 7% decrease from the total employed in 2008 (22,711 in 200 companies); this reduction appears mainly in staff employed by airlines and handling agents.

Some key facts are:

- 84% of staff work shifts on a 4 day shift pattern
- The average wage on-airport is around £23,000 though it is estimated that a quarter of permanent staff earn less than £13,000 a year
- Over a third of staff live in Crawley and the towns nearest to the airport (Table 1)
- 46% of staff travel less than 10 miles to work, and the average commute is 25 miles
- 38% of staff estimates their commute takes 20 minutes or less, and the average journey to work is 38mins.

TABLE 1 TOP TEN EMPLOYEE HOME LOCATIONS

LOCATION	%
Crawley	35.2
Horley	7.0
Brighton	6.0
Horsham	5.7
London SW and SE	2.8
Haywards Heath	2.6
Redhill	2.5
Burgess Hill	2.3
East Grinstead	1.9
Croydon	1.5

Staff travel patterns

Travel mode by staff for their journey to work at the airport has remained relatively unchanged since 2007, with 32.2% using public transport and sustainable travel and 65% driving to work alone (Table 2). Whilst this is still a very good performance, when compared to other airports and companies within the South East, we recognise that there is a need to show continuous improvement.

The performance in this area has prompted a radical rethink about how we deliver staff travel initiatives at Gatwick and in 2012 we initiated this process. The mode share target agreed in 2010 is to achieve 40% of staff using sustainable transport by the time the airport reaches 40mppa. Achieving this target remains challenging.

TABLE 2 AIRPORT EMPLOYEE TRAVEL TRENDS 1997-2012

	1997	2003	2008	2012
Total Employees	25,600	24,600	22,700	21,109
Car Driver %	78	76	65	65
Car Passenger %	5	3	4.3	4.5
Rail %	8	10.5	11.4	11.4
Bus/Coach %	9	6	13.2	11.8
Taxi %	-	-	1.6	0.9
Company Transport %	-	-	1.2	1.2
Walk %	1	-	0.8	1
Motorcycle %	-	-	0.6	0.7
Bicycle %	-	-	0.8	1.6
Plane %	-	-	0	0.6
Other %	-	-	0.9	0.4

Staff travel survey

In accordance with the S106 agreement, a staff travel survey must be carried out every five years. Our plan is to exceed this target and carry out the survey every four years to ensure data is kept as up to date as possible.

TABLE 3 EMPLOYEE PUBLIC TRANSPORT USE BY TRANSPORT CORRIDOR

TRANSPORT CORRIDOR	2012 PUBLIC TRANSPORT	PUBLIC TRANSPORT TARGET
Crawley/Horley	34%	40%
Croydon, Bromley and Merton	37%	45%
Brighton and on Sussex Coast	22%	30%

TARGETS

- To increase the number of staff travelling to work using a mode of transport other than single occupancy car from 32.3% to 40% by the time the airport reaches 40mppa
- To increase the overall mode share use of public transport per transport corridor to the targets set in Table 3
- To undertake Staff Travel Surveys every four years in 2016, 2020...
- To review the Staff Travel Plan every five years
- To enlist the support of the top 10 employers on Airport to the new Staff Travel Plan by 2014, the top 20 employers by 2015 and the top 30 employers by 2016.



FOUR



THE GATWICK TRANSPORT HUB

All surface transport modes come together in one transport hub at Gatwick enabling interchange and access to the airport and the wider community. Due to the very nature of the airport, the hub is spread across a wide area of the airport, but is focused around North and South terminals. On-going infrastructure capacity and security constraints have been the key determinants of where facilities have been located.

Roads - As the UK's second busiest airport, Gatwick is well placed in relation to the UK road network directly connected to the M23 at Junction 9, which directly connects to the M25. Most of the traffic accessing the airport uses these connections.

Rail station - The Airport Railway Station is located adjacent to the South Terminal and the station concourse is accessed directly from the Terminal. Ticketing facilities are concentrated on the station concourse along with information displays, customer services and retail facilities. The mainline services connected through Gatwick are Brighton, London Bridge, London Victoria and London Kings Cross/St Pancras.

Local buses - Local buses drop off and pick up passengers on the A23 located beneath the South Terminal. These can be accessed by lifts from the international Arrivals area or via stairs near the railway station or via stairs near the shuttle station concourse. Real time information screens are located at the exit to the railway station and the bus stops. North Terminal facilities are on Furlong Way. The local towns mainly supported by local buses are Crawley, Horley and Redhill.

Coaches - North and South Terminal public transport interchanges provide coaches with specially designed areas for dropping off and picking up passengers. In addition, new ticket offices, new timetable holders and smoking areas have been installed and way finding has been improved. On average there are between 450 and 500 daily arrivals and departures, offering services to destinations throughout the UK.

Car parks - The airport managed staff parking currently provides 7,000 spaces. All new employees who request a car parking pass for a Gatwick airport car park space are allocated to the remote Car Park X.

Motor cycle parking - Gatwick has numerous motorcycle shelters located in staff and air passengers car parks. In future we will continue to develop facilities for motorcycling to meet and develop demand.

Cycling/walking facilities - The National Cycle Route 21 passes through the airport on a north-south axis and is the principal pedestrian and cycle access route to the airport. We will continue to introduce cycling and walking facilities to meet and stimulate demand.



RAIL SERVICES

Gatwick is London's best-connected airport by rail with over 120 railway stations directly connected. 360 trains a day travel between the airport and the capital, serving over 13 million passengers annually, more than any other UK airport railway station and 10% more than in 2009.

The rail network (Figure 1) is also used by 11.4% of Gatwick staff for their journeys to work. Year on year the demand is increasing and hence the demands placed on the railway station continue to grow.

The rail infrastructure which supports the rail services serving Gatwick is comprised of the railway stations, the tracks and associated facilities, both at Gatwick and beyond. The Airport Railway Station is located adjacent to the South Terminal and the station concourse is accessed directly from the Terminal. Ticketing facilities are concentrated on the station concourse (also in the arrivals area in the South Terminal) along with information displays, customer service and retail facilities.



The following services currently operate to and from London:

Gatwick express non-stop to Victoria every 15 minutes, journey time 30 minutes:

- The service operates to London Gatwick from 03:30 and from Gatwick until 00:32 and premium fares apply
- Since 2008 northbound trains departing Gatwick between 0700 and 0900 in the morning and southbound trains leaving London Victoria between 1730 and 1900 have been extended to Brighton. Whilst this has reallocated capacity to improve connections to the South Coast, it has had a detrimental impact on the capacity available for air passengers especially in the morning when the air and commuter market peak simultaneously
- Originally a separate rail franchise, Gatwick Express was merged with Southern in 2008
- The overall satisfaction by passengers has fallen from 90% in 2007 to 80% in 2012 (National Passenger Survey), although passengers continue to highly value its direct nonstop service.

Southern Trains to Victoria via East Croydon and Clapham Junction:

- 4 trains per hour, journey time 34-53 minutes. Trains have a mixed stopping pattern, generally including Horley, Redhill, East Croydon and Clapham Junction with some adding up to a further five intermediate stops
- These trains originate from the South Coast and have limited capacity by the time they reach Gatwick.

Southern Trains additional trains to London Bridge:

- Peak periods only (six arrivals at London Bridge between 0714 and 0906, four arrivals at Gatwick Airport between 1749 and 1919).

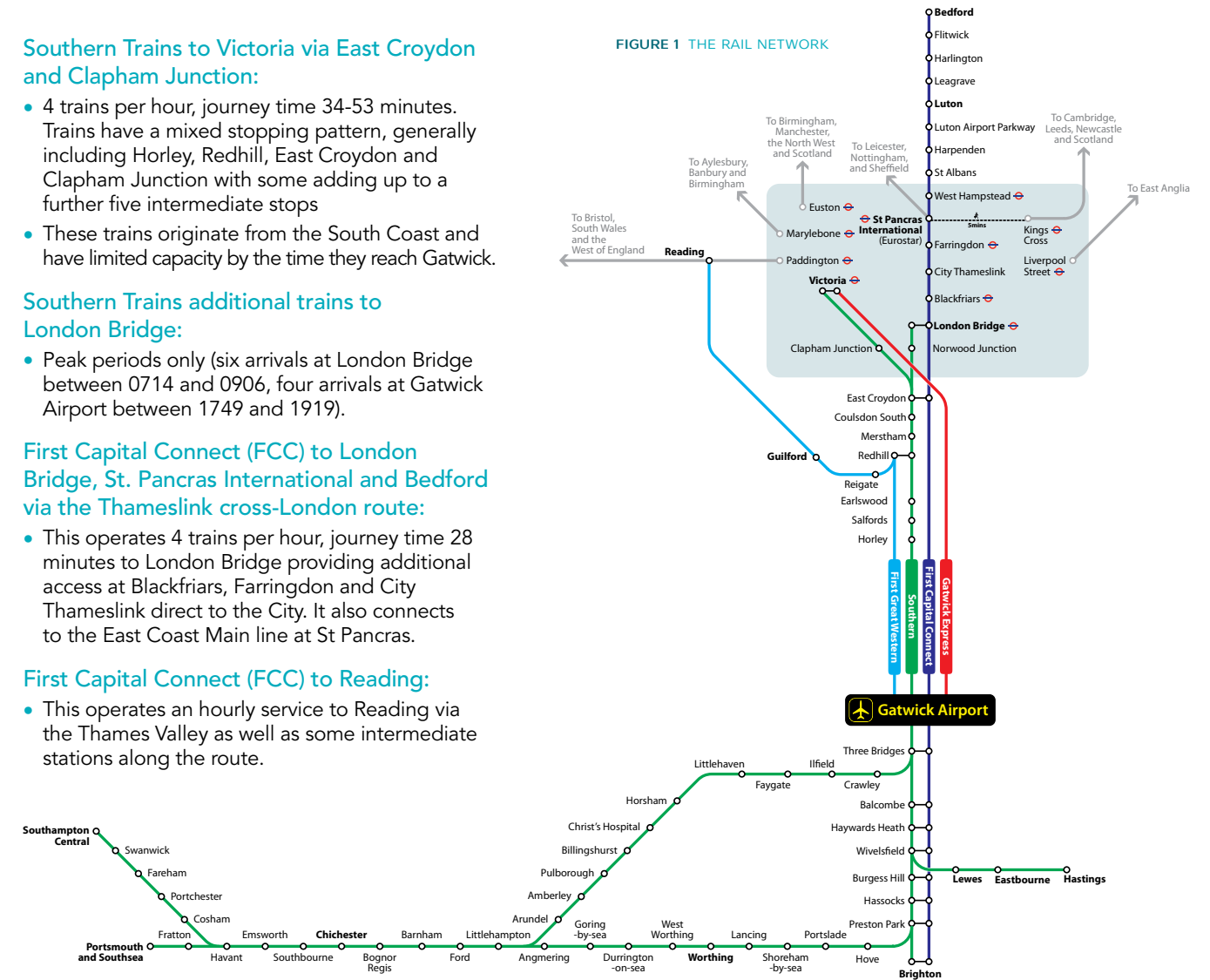
First Capital Connect (FCC) to London Bridge, St. Pancras International and Bedford via the Thameslink cross-London route:

- This operates 4 trains per hour, journey time 28 minutes to London Bridge providing additional access at Blackfriars, Farringdon and City Thameslink direct to the City. It also connects to the East Coast Main line at St Pancras.

First Capital Connect (FCC) to Reading:

- This operates an hourly service to Reading via the Thames Valley as well as some intermediate stations along the route.

FIGURE 1 THE RAIL NETWORK





Thameslink Franchise

The combined Thameslink, Southern and Great Northern Franchise will be the biggest franchise the Government has tendered and will bring together all of the services currently operated by two franchises: First Capital Connect (FCC) and Southern Railway (including Gatwick Express). It is expected that the new franchise will be introduced in around 2014. The Franchise will be responsible for delivering rail services across Bedfordshire, Cambridgeshire, Greater London, Hampshire, Hertfordshire, Kent, Norfolk, Surrey and Sussex.

Great Western Franchise

The Great Western Franchise has a dispersed pattern of services with a number of key interchanges. For Gatwick Airport the point of connection is Reading.

A new Great Western Franchise is expected to commence in 2016. We expect this to be based on the services presently operated by First Great Western (FGW), with some elements transferring to the new Crossrail operator.

It is hoped that there is a requirement for bidders for the new Great Western Franchise to provide two trains per hour on a standard pattern between Reading and Gatwick Airport. In the Network Rail Control Period 5 there is a committed scheme to enhance Redhill station to facilitate this.



The 2012 Gatwick Rail Strategy

In 2012, Gatwick developed its Rail Strategy to ensure that the UK's busiest rail network and its second largest airport, Gatwick, are properly integrated, supporting both the UK's future international connectivity, and the needs of the every-day commuter. It outlined that there is a clear rationale for delivering value and efficiency in future rail franchises and network planning. It also builds on the South East Airports Taskforce's view that rail and airport operators must work in partnership with Government to secure high quality surface access to and from airports.

- The Gatwick rail strategy was produced to lobby for the following enhanced services and facilities for staff and passengers:
- Removal of gating at the airport rail station
 - New rolling stock for Gatwick Express
 - Dedicated premium non-step Gatwick Express
 - Timetabling to support passenger and staff needs
 - Smartcards enabled for use with other modes of transport
 - Smartcards that will apply discounts that encourage staff use of public transport.

In the future, for both rail infrastructure and services, customer satisfaction, accessibility and capacity will be key issues.

For many employees, the rail network is a convenient and affordable way of getting to work. Staff usage of the rail network is highest among employees travelling from Croydon, London and Brighton, with substantial numbers also from places like Horsham and Redhill.

Airport Staff are eligible for a Gatwick Traincard which gives a discount on most train fares across the South east network which can be used on Southern, First Capital Connect and First Great Western services. This is popular with staff and has shown progressive growth in the take up with over 2,000 on-airport employees currently using the Gatwick Travelcard.

In 2013, Southern will be introducing the electronic smartcard. This will simplify the application process for the Gatwick Traincard and add additional benefits to the user.

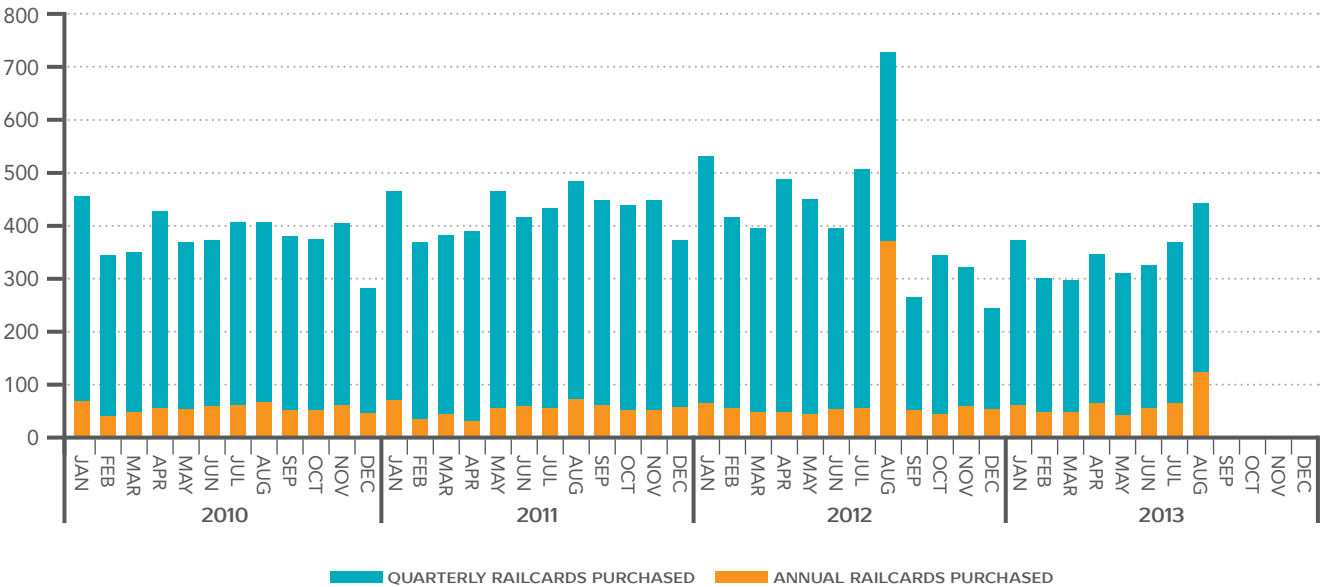
We will continue to work with the rail operators to promote the scheme to airport employees. The availability of early morning and late evening services are critical for employees who choose to travel by this mode. Gatwick is promoting this throughout consultation on upcoming train operating franchises.

In September 2012, Southern made the decision to reduce the rail discount available for staff from 34% to 25%, there is a higher than normal amount of rail cards purchased in August 2012 as staff made best use of the remaining 34% discount (Figure2).

TARGETS

- To increase the uptake of rail travel cards by 10% every year for 5 years
- To increase staff awareness of the rail discounts available from 61% to 80% by 2019
- To improve the rail travel card discount offered to staff with the new rail franchise.

FIGURE 2 GATWICK COMMUTER RAIL DISCOUNT CARD UPTAKE





SECTION FOUR

BUS AND COACH SERVICES

Modern-day coach travel offers a high quality, affordable alternative to private car. Services can be quickly grown through realistic funding and strong marketing. They provide an effective and efficient means of travelling to and from the Airport.

In addition to the needs of air passengers, local bus networks are crucial for ensuring sustainable access choices for the 21,000 employees that work at the Airport. Currently 11.8% of Gatwick Airport staff use bus and coach services and we hope to increase that amount in line with the Airport growth.

Local bus

The development of the highly successful Fastway bus service is a prime example of what can happen when Gatwick, airport employers, bus companies, business associations and local authorities work together in sourcing public transport solutions.

The majority of local bus service are provided by Metrobus (Table 4, Figure 3) and are used by airport staff and passengers. All buses are low floor, wheelchair accessible vehicles. The main towns served are Crawley, Horley, East Grinstead, Redhill, Caterham and Horsham.

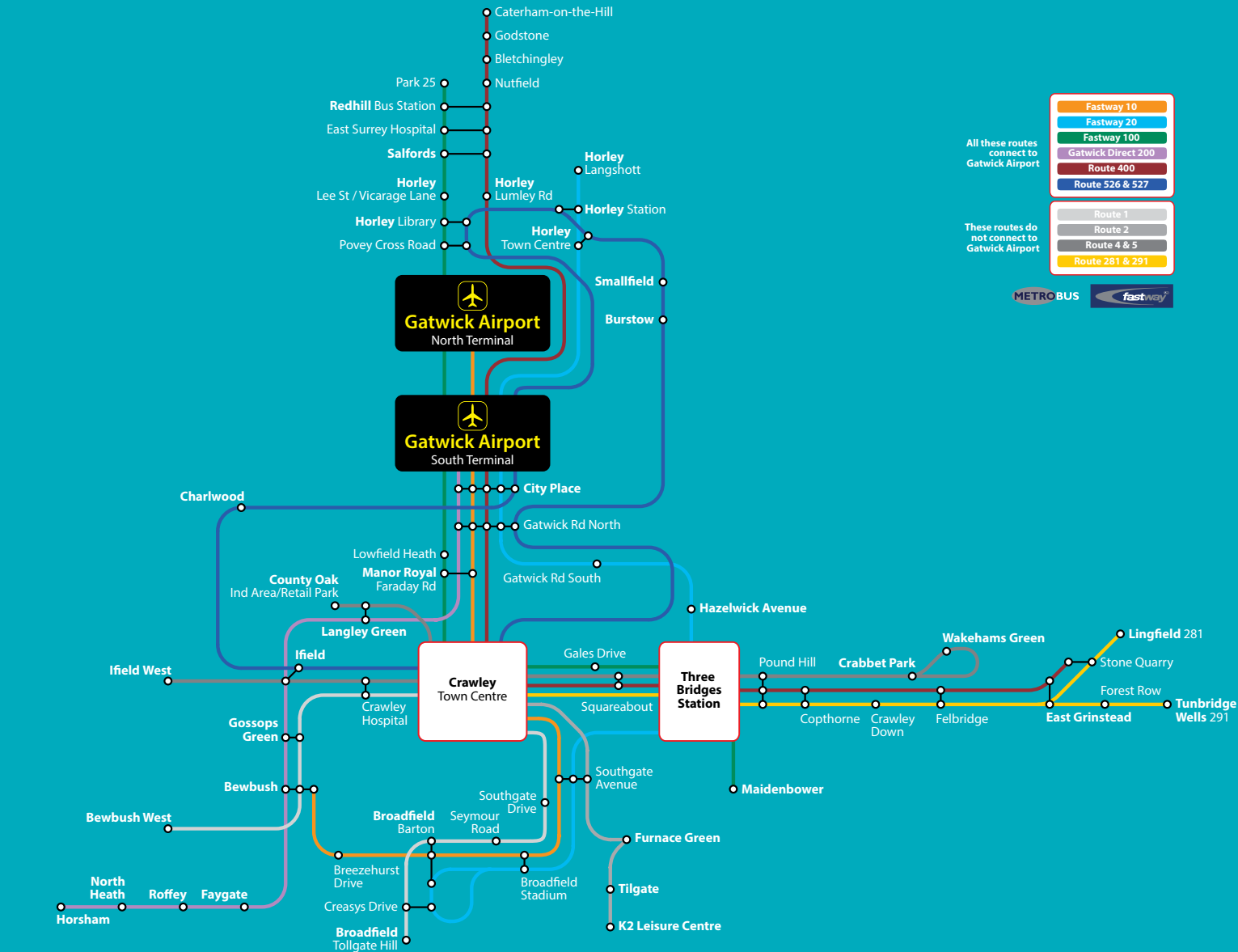
Metrobus provides three ‘Fastway’ bus routes accessing the airport, using new, wheelchair accessible buses, calling at stops with improved shelters and real-time information displays, and using a combination of bus lanes and guided busways to achieve bus priority over general traffic:

- 10: Bewbush - Broadfield - Crawley - Gatwick Airport
- 20: Broadfield - Three Bridges - Gatwick Airport - Crawley
- 100: Maidenbower - Three Bridges - Crawley - Gatwick Airport - Horley - Redhill

TABLE 4 LOCAL BUS SERVICES

OPERATOR	ROUTE NUMBER	ROUTE	DAILY DEPARTURES
Metrobus - Fastway	10	Gatwick N - Gatwick S - Crawley - Bewbush	134
Metrobus - Fastway	20	Langshott - Horley - Gatwick S - Broadfield	91
Metrobus - Fastway	100	Redhill - Gatwick N - Gatwick S - Crawley - Maidenbower	97
Metrobus	200	{Gatwick North Terminal selected journeys only} - Gatwick South Terminal - Bewbush - Horsham	40
Metrobus	300	Gatwick North Terminal - Gatwick South Terminal - Ifield West	2
Metrobus	400	Caterham - Redhill - Gatwick South Terminal - East Grinstead	25
Metrobus	460	Epsom - Reigate - Redhill - Gatwick South Terminal - Crawley	17
Metrobus	526/527	Crawley - Charlwood - Gatwick S - Horley - Smallfield	22

FIGURE 3 LOCAL BUS SERVICES FROM GATWICK





Since 2000, Gatwick has invested over £6 million in local bus services and infrastructure via the Public Transport Levy. This includes revenue to support the route 200 to Horsham and early morning services on the 400 services from East Grinstead. Fastway is the local areas flagship bus service, running along 24km of route network with extensive bus priority, including stretches of innovative guideways that allow the buses to by-pass congestion hotspots.

Fastway has proved immensely successful since its introduction in 2003 and carries over 16,000 passengers a day, many of these are airport employees. Fastway 10 also operates 24 hours a day, 365 days a year.

Metrobus also provides four conventional routes serving the airport, which are operated by wheelchair accessible buses:

- **200:** Horsham - Gatwick South Terminal - (Gatwick North Terminal for selected journeys only)
- **300:** Ifield West - Gatwick South Terminal - Gatwick North Terminal (peak hours only)
- **400:** East Grinstead - Gatwick South Terminal - Redhill - Caterham
- **460:** Epsom - Reigate - Redhill - Gatwick South Terminal - Crawley
- **526/527:** Crawley - Charlwood - Gatwick South Terminal - Horley - Smallfield.

London General operates two local bus services, which are very infrequent:

- **727:** Banstead - Gatwick South Terminal - Crawley provides one departure on Tuesdays and Fridays
- **772:** Redhill - Gatwick South Terminal - Brighton.

Particular emphasis has been placed on improving early morning services to the airport every day of the week, in order to enable shift workers to be able to use the bus to get to work. In 1998, there were just four buses that arrived at Gatwick for staff that were on the early shifts, starting work between 04:00 and 06:00 each morning. Now there are 23 each day.



Gatwick staff who use the local bus services including Fastway, which are run by Metrobus, are able to buy the Gatwick Travelcard (a smart key card) (Figure 4) which is accepted at all times on all Metrobus routes which serve Crawley or Gatwick. These are available for periods of 1 week, 4 weeks and annually and can be topped up online. It allows for unlimited travel on a large number of routes.

In February 2013, Metrobus launched a trial for free Wi-Fi for all passengers on the local 400 service. If this is successful they will roll out free Wi-Fi on all their services allowing passengers to use their time on the bus productively.

Further initiatives under consideration by Metrobus and Gatwick Airport are:

- Installation of direct lifts access, stairs and covered walkways to South Terminal bus stops
- Refurbishment of South Terminal A23 bus stops
- Install real time information screens to North Terminal bus stops
- Improve way finding from terminal buildings to local bus stops
- Integration of real time bus information into other airport data feeds
- Installation of Wi-Fi on all local buses
- Automatic issuing of Gatwick Travelcard key card to all new staff when receiving airport ID
- Travel packs to be delivered to all staff.

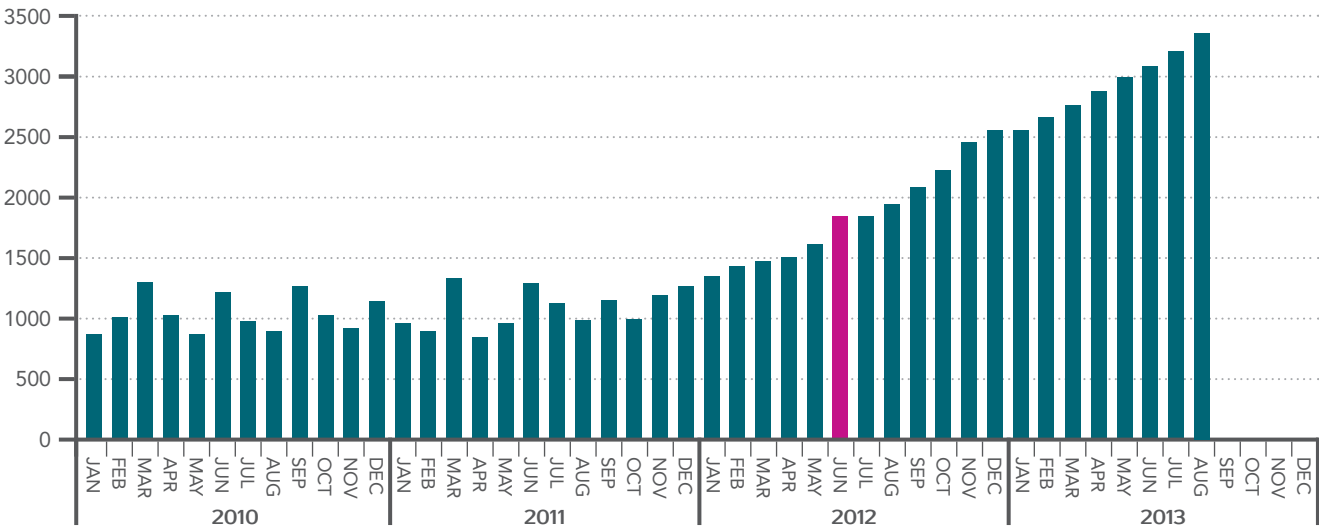
We will continue to work with Metrobus to ensure continuity of the travel card scheme and to look at new ways of targeting marketing activities to ensure staff are aware of the benefits on offer.

From June 2012 there has been a continuous increase in the amount of Metrobus travel cards purchased. This significant rise is due to Metrobus changing the travel card being paper to smart card technology 'The Key'. Prior to going electronic, travel card users had to travel to the Metrobus Travel Shop in Crawley to purchase the card whereas now the process is completely online with much easier accessibility.

TARGETS

- To increase the uptake of Metrobus travel cards by 10% every year for 5 years
- To increase staff awareness of the bus discount from 62% to 80% in 5 years
- To continue to support Metrobus in developing new routes and new technology to support staff needs
- To continue to review how the PTL supports local bus services to ensure best possible use of funds to deliver the airports Bus and Coach Strategy.

FIGURE 4 METROBUS TRAVEL CARD UPTAKE





SECTION FOUR

Express coach network

Gatwick has a mature and well developed coach network which serves it well (Figure 5). However it may be limited in terms of serving new destinations developed and achieving growth due to the airport’s excellent rail connectivity.

Gatwick Airport is served by a range of coach services, which both complement and compete with the rail network. On average there are between 450 and 500 daily arrivals and departures, offering services to destinations throughout the UK, either directly or via Heathrow, Victoria or Birmingham. Many operators have invested in high-quality vehicles, customer service improvements and effective marketing which have contributed to more attractive coach services.

The main coach services used by staff are the National Express services (Table 5) which also offer staff a discount on their journeys, with the most utilised route being Brighton and London Victoria.

The availability of early morning and late evening services are critical for employees who choose to travel by this mode.

There are a number of key features for an ideal coach service:

- Regular frequency
- Operating hours (24 hours a day, 7 days a week, 365 days a year)
- Variety of information available via different media
- Fares (simple and clear, with the opportunity for advance purchase discounts)
- Ticketing (integrated, ability to use smart technology)
- Quality of vehicles.

National Express Coaches provides a wide range of direct services to and from Gatwick, including 10 destinations in South and central London, with London Victoria as the main terminus, South Wales and East Anglia. In total over 30 other towns and cities are served throughout England and Wales.



Despite strong competition from rail, National Express operates high frequencies on its 025 Route (London Victoria - Gatwick South Terminal - Brighton). In December 2011, National express complemented this with a separate new route A3: London Victoria - Gatwick South Terminal - Gatwick North Terminal. London Victoria is the National Express hub for their UK coach network.

The 2012 bus and coach study

In 2012, Gatwick Airport commissioned a bus and coach study to identify where future new and existing services could be developed.

In the short term the development of new services to Kent and East London/Stratford service are the strongest options. For enhancing existing services the South London stops on Central London express coach services and the Sussex Coastal towns express coach services look the most promising.

Local bus again shows that with a mature network, the opportunities for wholly new services are limited to potential new services around Reigate, Dorking and/or Leatherhead. For existing services we need to ensure the sustainability of existing services, investigate early morning journeys on Metrobus 200, along with early morning, late evening and Sunday journeys on Metrobus 400.

FIGURE 5 COACH SERVICES FROM GATWICK

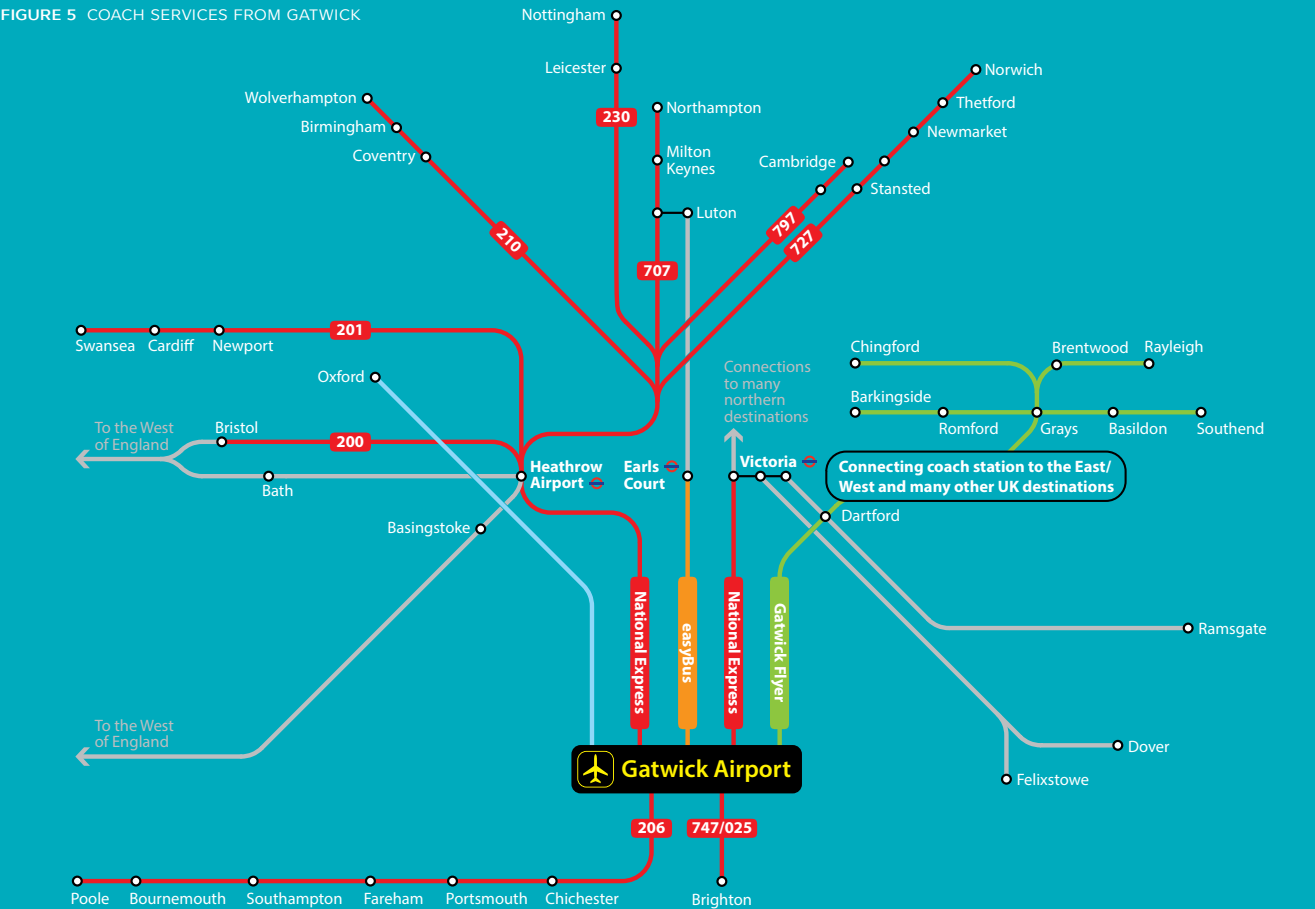


TABLE 5 EXPRESS COACH SERVICES IN 2012

SERVICE	ROUTE	KEY DESTINATIONS	HOURS OF OPERATION	DAILY DEPARTURES
National Express	025	Eastbourne - Brighton - Gatwick S - Coulsdon - Mitcham Junction - Streatham - Stockwell - Vauxhall - Victoria	24 hours	16
National Express	A3	Victoria (London) - Vauxhall - Stockwell - Streatham - Mitcham - Sutton - Gatwick S	24 hours	22
National Express	747	Brighton - Gatwick S and N - Heathrow	24 hours	20
National Express	797	Cambridge - Stansted - Gatwick N and S	24 hours	10
National Express	206	Poole - Bournemouth - Gatwick S and N	24 hours	10



SECTION FOUR

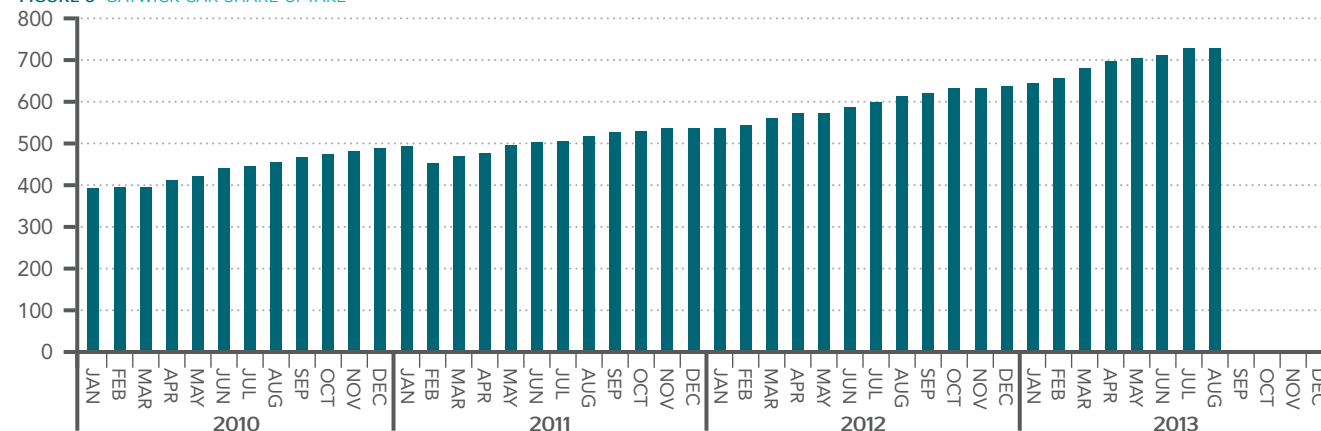
TRAVELLING BY CAR

Whilst we encourage and promote sustainable travel for employee journeys to work, we acknowledge that these options aren't always the most appropriate depending on an individual's needs.

The airport-managed staff car parking currently provides 7,000 spaces. All new employees who request a car parking space are allocated one at the remote Car Park X where a shuttle bus service to both terminals is in operation 24 hours a day, 365 days a year. There are no preferential parking spaces for any airport company managers.

Use of car parking spaces are charged to the individual employees company and it is at that company's discretion if they choose to pass on this charge to their employees. The staff car parks are managed and maintained on a day to day basis by a nominated management company. Access to the car parks is controlled with a secure barrier system to ensure they remain secure and are used by authorised personnel only.

FIGURE 6 GATWICK CAR SHARE UPTAKE



Car sharing

One of the main initiatives of Gatwick Commuter is to promote the Airport's Car Share scheme, to reduce the number of single occupancy car trips to and from the airport. Car sharing is often a popular option for employees who work shifts due to their specific start and finish times. The 2012 Staff Travel Survey showed that 84% of all employees surveyed were shift workers and 75% of them had fixed working hours. This contributes to the steadily growing popularity of the Car Share scheme with over 700 staff now being registered on the car-share data base (Figure 6). As the airport grows in size, it is expected that there will be an increase in employee numbers. We have set a stretch target to grow car share by 5%.

Registered car sharers have the use of staff car park R which is based near Concorde House at the South Terminal. On the days employees are car sharing they have use of this dedicated car park while retaining their previously allocated car park access for the days they travel alone.

To gain access to staff car park R, car sharers must register on the Gatwick Commuter website where they can find other employees in their area to potentially increase their car share group. When registered, members can see how much money they are saving and how much of a reduction of CO₂ emissions they are producing. In addition to this information members are offered a variety of retail benefits such as discounts at many popular UK attractions, incentives and special offers.

To register visit the Gatwick Commuter website:
gatwickcommuter.liftshare.com

TARGETS

- To increase staff awareness of the Gatwick car share scheme from 56% to 80% in 5 years
- To increase the use of the Gatwick Car share scheme from 10.3% to 20% of all staff by 2019
- To research possible new sites for car share parking across both North and South Terminal.

The 2012 Staff Travel survey results showed that 56% of airport employees were aware of the Gatwick Car Share scheme. The target for the future is for 80% of airport employees to have knowledge of all the Gatwick Commuter initiatives. This should create a significant increase in the use of these schemes as a result. Further, we are seeking to provide rewards and initiatives to members using this scheme, encouraging growth in car share.





SECTION FOUR

CYCLING AND WALKING

Cycling and walking are a small, but important component of our strategy with 2.6% of staff choosing this option to travel to work. They provide staff with the opportunity to make local journeys to destinations in and around the airport.

The National Cycle Route 21 passes through the airport on a north-south axis and is the principal pedestrian and cycle access route to the airport (Figure 7). It links into local networks in Crawley and Horley. There is also access to the airport via Povey Cross Bridge which is convenient for staff living around Charlwood and Hookwood, and from the Balcombe Road for residential areas to the east of the airport.



Working in partnership with Evans cycles, Gatwick participate in the governments Ride2Work scheme which allows GAL to purchase bikes and lease them out to employees for the purpose of commuting. This scheme offers saving of up to 42% off the retail price and employees make monthly repayments from their salary. In addition to this scheme Evans Cycles offer an extra 10% saving in store to all airport employees on cycles and cycle accessories, the voucher code for this extra discount can be found on the new Cycle Staff Travel Leaflet. Evans Cycles also offer "Fix it! maintenance classes" to teach employees how to service and repair their cycles.

These are excellent incentives that will help raise the profile of cycling at Gatwick. We will continue to work with other companies on-airport to encourage them to join the Ride2Work scheme and will seek more cycling and walking incentives for all airport employees.

At various points around the airport, new cycle parking has been introduced during 2012. The 2012 Staff Travel Survey results showed that 1 in 10 people surveyed could have chosen to cycle or walk to and from work rather than drive. We will continue to introduce cycle and walking facilities to meet and stimulate demand and to encourage cycling and walking through various different schemes, incentives and Gatwick Commuter road shows.

Motorcycling

The government's White Paper, The Future of Transport, recognised that mopeds and motorcycles can provide an alternative means of transport for many trips. Gatwick has numerous motorcycle shelters located in employee and air passenger car parks to support the 0.7% of staff who travel to work this way. In future we will continue to develop facilities for motorcycling to meet and develop demand.

TARGETS

- To double the number of staff cycling to work by 2019
- To continue running the Ride 2 Work scheme for GAL staff bi-annually
- To encourage other businesses based at Gatwick to sign up to the Ride 2 Work scheme
- To review the current cycle and motorcycle facilities for improvement and development
- Investigate the possibility of introducing a Gatwick Cycle Centre.



FIGURE 7 MAP OF CYCLE PARKING AND ROUTE THROUGH GATWICK



SECTION FOUR

GATWICK COMMUTER

A key activity of Gatwick Commuter is promoting the alternatives to driving to work alone. New staff travel information leaflets have been introduced across the airport.

However, the very nature of the airport requires a variety of measures to be deployed from large outdoor posters located close to the car parks, internal posters on notice boards, staff restaurants and rest areas, advertisements and articles in airport newspapers to leaflets, newsletters, websites and face-to-face visits.

We will be using all these mediums to promote our staff travel plan across airport at regular road shows in staff areas and presentations with targeted businesses.

- **Staff leaflets** - Produced in early 2013, these are a series of 6 leaflets targeting different areas. Car Sharing, Cycling, Travel Options, Local, London and South. These contain detailed information on different modes of transport to and from various locations in the South East and advertise the various discount schemes available to all on-airport staff.
- **Road shows** - These are regularly held marketing events giving the airport staff the opportunity to learn more about the various modes of transport available to them by talking directly to the Gatwick Commuter team. All transport providers are invited to attend and support the road shows, alongside Evans Cycles who offer Dr Bike sessions for anyone who needs repairs or maintenance training for their cycles.



- **Gatwick Commuter website** - The main use of this website is for Car Sharing. Staff can register to car share, find others in their area who wish to car share, calculate their annual savings and how much they have reduced their CO₂ emissions by. Registered members are able to utilise exclusive discounts and special offers with a variety of retailers. In addition, the Website offers links to the websites of all the transport providers who offer discounts to airport staff. There are online PDF's of the new staff travel leaflets which can be downloaded and provide detailed information on cycling routes and advice on a healthier lifestyle.

By Summer 2014, we plan to update the Airport Commuter website and provide more information relevant to the needs of airport staff. Once this is completed, a high-profile marketing campaign will be introduced to ensure we reach our target for the Gatwick Commuter brand to have instant recognition from Gatwick Staff.

To do this we need to develop and improve recognition on various initiatives by improving and developing the website, introducing Dr Bike sessions to the Gatwick Commuter Road Shows and investigate the opportunity to introduce a multi-modal Staff Travel Key Card.

TARGETS

- To improve and modernise the Gatwick commuter website by summer 2014
- To deliver at least two marketing campaigns a year
- To develop welcome packs for Gatwick Airport staff new starters by summer 2014
- To develop a welcome pack for all other new staff at the airport by summer 2014
- To investigate and research the introduction of a multi-modal Gatwick Travel Card by 2015.

Recruitment and new employees

Providing travel planning is an integral process for new GAL employees who receive information as part of the recruitment process. We will work with other employers on the airport to encourage them to promote sustainable transport choices during their recruitment and induction processes.

As part of the recruitment process, where possible, there will be a presentation to new recruits and welcome packs, including our new staff travel leaflets, detailing the alternative modes of transport new starters can utilise in traveling to and from work.

Reducing business travel

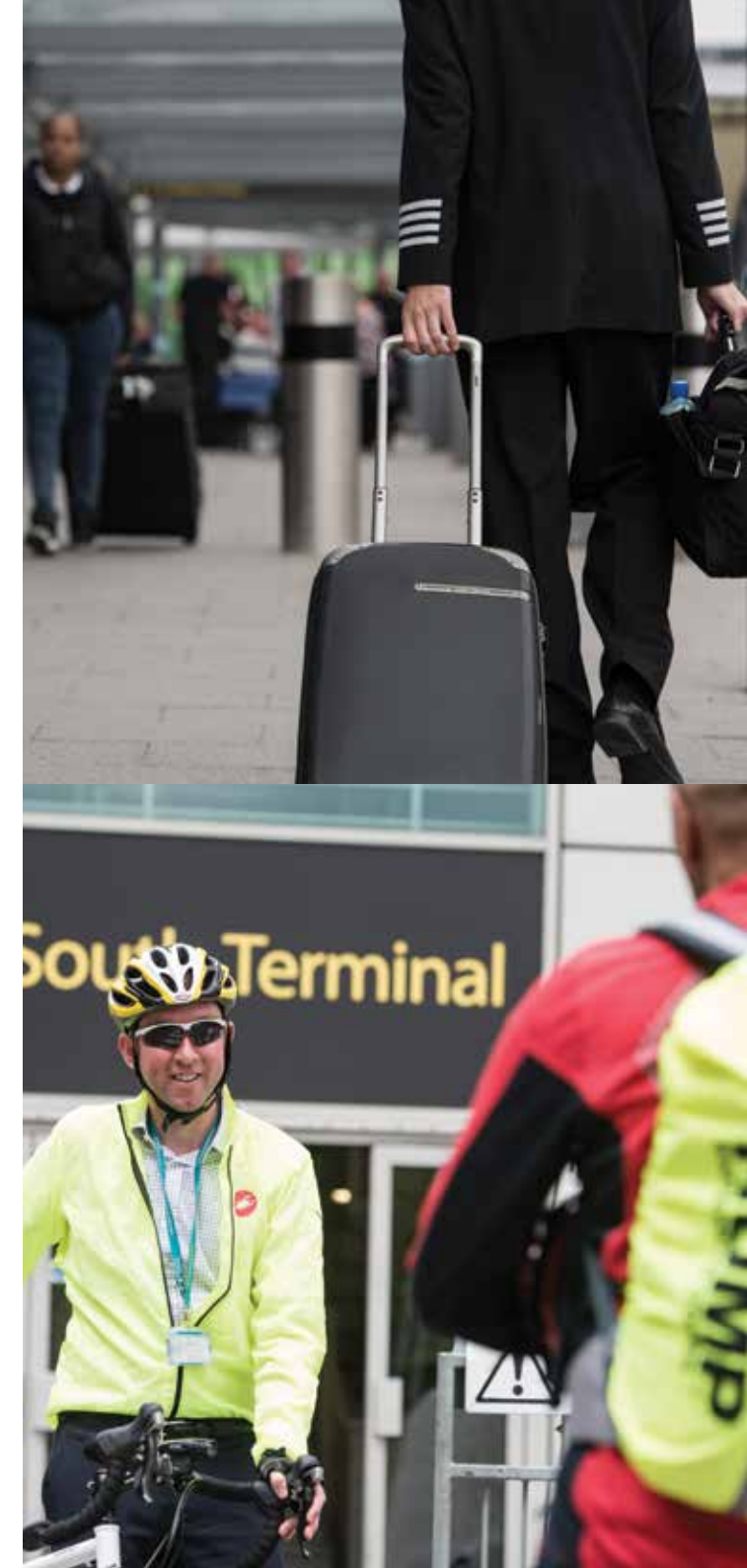
At the airport the majority of jobs are operational and as such require working on-site. However there are a number of employees who are predominantly office based and occasional home working is a viable option. Those Gatwick employees whose jobs lend themselves to working from home are able to access their GAL computer remotely via the internet.

In addition, Gatwick has video and tele-conferencing facilities readily accessible for use as an alternative to travelling for face to face business meetings.

Pool cars are available which we will be promoting increased use of verses the use of private car.

Looking to the future on further ways to reduce the need for inter-terminal travel, Gatwick are investigating a VOIP system to look into introducing it to the airport. VOIP is Voice Over IP. (Internet Protocol). It works in a similar way to Skype but is more secure, this would enable users to make voice calls through laptops, to do multi-screen video conferencing allowing meetings to be held with various people at various locations between areas across the airport all without losing traveling time.

To complement the webmail and Bring Your Own Device (BYOD) services already available, GAL are introducing a new system called Direct Access for those employees with company laptops who can work from home. This will allow GAL staff to use the company IT applications and shared drives as if they were sat at their desk.





MONITORING OUR PERFORMANCE

To ensure we continue to measure our performance and are on target to achieving our targets and commitments.

We will monitor our progress using the following sources of information:

- Staff travel surveys
- Car share data
- Travel cards purchased with rail operators
- Travel cards purchased with Metrobus
- Uptake of discount scheme with National Express.

