

## Appendices

**Appendix A**  
**Audit Results**

## Audit Results

- 1 The audits were undertaken to identify common operational trends, gain a better understanding of the nature of the transport impacts arising from Waitrose operations and to help identify appropriate ways to deal with them. They looked at issues such as how far away Partners and customers live from branches, what mode of transport they use to access branches, what measures might encourage them not to travel by car and how deliveries are made. The results of these audits are given below.

### Partners

- The Waitrose branches audited employ up to 250 Partners each. Of these, only 40% are on site at any time. On average, around 50% of Partners drive to work, although the audits showed this figure can range from 10% for branches located in town centres to 86% for branches located in more rural areas.
- The majority of branch Partners work part-time shifts, which mean that they travel outside peak hours at times when there is less potential to add to congestion and traffic-related environmental impacts.
- Around 50% of branch Partner respondents expressed an interest in a car share database that could find share partners on similar shifts. Smaller but still notable percentages of branch Partner respondents said they would use public transport more often to travel to work if more direct routes and more frequent / reliable bus services were available.

### Customers

- The audits showed that although customers generally live within one or two miles of a branch, most choose to use their car for shopping trips. However, it was also apparent that in cases where a branch was located in a town centre with a good mix of residential, work and retail land uses, car use could be virtually zero throughout the day.
- It was found that on average around 25% of customers walk to branches, while only around 1% cycle.
- Many customers showed an unwillingness to change their travel behaviour (ie. to use their cars less). An average of 42% indicated that they would not change their travel behaviour in response to measures put forward, although an average of 16% would change travel behaviour if more direct public transport routes were available. On average, 17% would change travel behaviour if more frequent / reliable bus services were provided.

## Deliveries

- Waitrose recognises that goods deliveries to branches by lorry need to be carefully managed. There is a range of measures Waitrose have implemented to minimise lorry mileage and CO<sub>2</sub> emissions in relation to turnover. These include:
  - Reduction in HGV movements;
  - Improved vehicle emission efficiency;
  - Extension of delivery times outside of road network peak hours;
  - Decreased lorry noise to reduce disturbance to neighbouring properties; and
  - Driver training and route planning.
- All deliveries are managed by Waitrose in order to ensure that the measures are implemented.

### **Measures Waitrose is Taking to Support Sustainable Transport Generally**

- 2 Through the audit process, Waitrose were able to examine the effectiveness of the sustainable transport measures already in place and consider what further measures might need to be implemented in order to support sustainable transport across the business. The measures already in place and those planned in the future are described below.

## Travel Co-ordinator

- 3 At all Waitrose branches (and Waitrose Head Office and distribution centres) where a Travel Plan is in operation, one of the Partners fulfils the role of Travel Co-ordinator (TC). The TC is part of the branch management and is supported by the Branch Manager and Head Office. The TC acts as a lynch pin, drawing all the facets of a Travel Plan together to ensure a successful outcome while also becoming the repository of advice on a range of transport issues. These range from local bus routes and times to local cycle routes as well as helping with personal travel planning for those Partners wanting to use alternative travel modes.

## Car Share

- 4 Flexible working hours and shift patterns at Waitrose branches (and Waitrose Head Office and distribution centres) has the effect of reducing concentrations of traffic on the road network at peak times of the day. However, Waitrose are keen to minimise the impacts of Partner travel further. As the branch audits revealed a clear interest among Partners in car sharing, Waitrose offer Partners at all branches an opportunity to become involved in a car share scheme.
- 5 Waitrose has set up a "Private Group" on Liftshare.com. Liftshare.com is a public website, which can be accessed either from home or through the company intranet and is available to all Partners including those at the proposed Ipswich branch.

### E-shopping – Waitrose Deliver

- 6 Waitrose has developed an Internet shopping service, known as 'Waitrose Deliver' ([www.waitrosedeliver.com](http://www.waitrosedeliver.com)), which is a branch-based home delivery service offered at most branches. Waitrose Deliver enables customers to order a wide range of Waitrose products via the Internet and to have those delivered without any recourse to their cars.
- 7 By offering customers alternatives to travelling to branches by car, it is envisaged that the services will have considerable scope for Waitrose to reduce traffic generated by its branches. It is hoped that Waitrose Deliver will make further contributions to sustainable transport by attracting customers from those retailers who currently rely to a greater extent on their customers driving to stores.

### Cycling

- 8 Partners are entitled to 25% discount on bicycles at John Lewis Direct ([www.JohnLewis.com](http://www.JohnLewis.com)).
- 9 The John Lewis Partnership operates a salary sacrifice scheme for purchasing bicycles and equipment called 'The Partner Cycle Scheme' which is available to all Partners following completion of three months employment. The salary sacrifice scheme enables Partners to purchase bicycles and equipment up to a value of £1,000 before tax and is re-paid over an 18 month period through Partners salaries. The TC will promote this scheme to Partners.
- 10 Waitrose's audits suggested that relatively few customers cycle to branches, although many customers live within only one or two miles.
- 11 Many of those surveyed felt that they would never be likely to cycle to and from Waitrose branches. There is however scope to provide good cycle facilities for the small, but still notable, proportion who responded positively to suggested improvements for cyclists. Such improvements may also make it easier to use the home delivery service without recourse to a car.
- 12 A number of Waitrose branches offer customers the free loan of bicycle-compatible shopping trailers. This gives the customer the opportunity to complete a full shop and transport it home safely using the cycle trailer. The cycle trailer loan service will be extended to other branches, where there is demand for it.

### Public Transport

- 13 It was apparent from the audit results that there is a significant interest in more direct, frequent and reliable public transport services among customers and Partners. Waitrose encourage bus operators to introduce more direct and frequent services between areas where people live and Waitrose branches.

### Taxis

- 14 The audits revealed that taxi-waiting areas at branches were often empty. Taxis waiting at the designated pick-up point or other waiting areas offer the customer a good level of service. They also make it more convenient / feasible to access branches by a non-car mode since the return leg (with shopping) can be made by taxi.

### Deliveries

- 15 Waitrose recognises that goods deliveries to branches by lorry need to be carefully managed. There is a range of measures Waitrose have implemented to minimise lorry mileage and CO<sub>2</sub> emissions in relation to turnover.

### Reduction in HGV Movements

- 16 Waitrose is seeking to reduce goods delivery mileage through:
- a) Consolidating deliveries into larger but less frequent loads.
  - b) Consolidating loads from small suppliers to increase vehicle-fill levels.
  - c) Using computer-optimised route planning.
  - d) Using emptied vehicles to collect stock from suppliers (known as back hauling).
  - e) Encouraging suppliers to take a delivery to one of Waitrose branches after delivering to Waitrose Regional Distribution Centres (known as forward hauling).
  - f) Keeping under review the location of support warehouses in relation to branches.
- 17 Waitrose operates a centralised distribution system from Regional Distribution Centres (RDCs) at Aylesford, Bracknell, Brinklow and Chorley. A centralised system enables Waitrose to deliver its goods while travelling fewer miles than would otherwise be the case, with consequent environmental benefits. Suppliers and some vehicles returning from Waitrose branches deliver into these RDCs. In addition, smaller warehouses are sometimes used as load assembly points by local suppliers for onward delivery of larger loads to an RDC, thereby minimising mileage. Using emptied vehicles to collect stock from suppliers has proved a particularly successful measure.

### Vehicle Efficiency and Emission Reduction

- 18 Waitrose regularly reviews and seeks to improve vehicle efficiency. To optimise efficiency, each vehicle is specified according to its operational role. Aerodynamic styling is employed wherever feasible and engine choice is based upon the latest general technology (currently Euro V).

- 19 In order to maintain a low average-age fleet, latest generation vehicles are progressively entering service and older types withdrawn well in advance of end of useful life. This strategy produces a fleet profile with a high proportion of vehicles which reflect the latest technology about safety and environmental considerations.

#### Delivery Times and Lorry Noise

- 20 Waitrose deliveries operate under the business constraint that fresh food needs to arrive at branches as close to its time of sale as possible. Wherever it is practical to do so, deliveries are made at night or in the early morning to reduce the impact on other road users. In addition, because roads are less congested at such times, lorries can be driven with less stopping and starting, which means better fuel consumption performance. To this end, Waitrose endeavour to extend delivery times outside peak congestion periods where local conditions permit.
- 21 Delivery lorries inevitably pass by houses situated next to roads and thus, Waitrose seek to minimise any noise disturbance. All Waitrose lorries over 7,400 kg gross vehicle weight use quiet air suspension and refrigeration systems are virtually silent.

#### Driver Training and Route Planning

- 22 Waitrose recognises that good driving technique can reduce accidents significantly and reduce fuel consumption by up to 20%. Drivers of all company vehicles are trained to drive for economy in accordance with the principle of “defensive” driving (e.g. avoiding hard acceleration and harsh braking wherever possible). During 2010 / 2011, the commercial vehicle fleet was fitted with an in-cab telematics system, which monitors driver performance. This enables Managers to instantly recognise excellence and poor performance allowing training to be focussed where most needed. Fully qualified LGV driving instructors are employed at all depots and Waitrose is an approved JAUPT (Joint Approvals Unit for Periodic Training) centre enabling continuing training of drivers in line with current legislation. All drivers are also given periodic refresher training in addition to the legal requirement.
- 23 All commercial drivers are encouraged to join the Royal Society for the Prevention of Accidents (RoSPA) that operates a national award programme for safe driving. Of the 1,120 Partner members, 842 qualified for awards in 2010 in recognition of another year of incident free driving and five Partners qualified for further awards following more than 25 years of incident free driving.

#### Cars

- 24 Waitrose provides Partner car parking facilities for those with special needs. Each case is assessed on its merit and takes into account the availability of spaces. Waitrose discourages Partners from parking in branch car parks as it recognises that the majority of Partners live in the vicinity of the branch and that many branches are in town centre locations. Partners are reminded that occupying a parking space for themselves reduces the availability for customers. This affects the income of the branch, which, in turn, reduces the Partner’s Partnership Bonus. Partners are also discouraged from parking on-street where this would have an adverse effect on local residents.

- 25 Although few company cars are used at branches, Waitrose is committed towards more efficient vehicles including the use of LPG where feasible. Across the business Waitrose have increased the proportion of diesel cars to petrol cars, thus producing a more fuel-efficient fleet.

#### Reducing Partner Travel

- 26 Waitrose provides support for home working where appropriate. Support Partners are provided with facilities to work from home and branch management are provided with laptops to enable home working. Generally however, branch management need to be on the shop floor to maintain Waitrose management and customer service standards.
- 27 Waitrose endeavour to recruit Partners from areas local to the branch to encourage use of more sustainable modes of transport for travelling to and from work. This aids towards reducing Partner travel by single occupancy vehicle.
- 28 Waitrose offers relocation packages to Partners who move to new areas of the country. The size of the company means that Partners sometimes have to move to take up jobs which advance their careers or which the company is unable to fill locally. Waitrose will meet essential expenses involved in such a move if it is in the interest of the business.

#### General Branch Facilities

- 29 Partner cloakrooms are provided with secure lockers for each employee and hanging rails for outdoor clothing. In addition, facilities for washing and changing in privacy are provided.
- 30 The nature of Waitrose business enables Partners to be provided with a subsidised restaurant and supermarket along with facilities for general shopping. This reduces the need for Partners to make additional journeys from the branch and separate shopping trips at other times.



**Appendix B**  
**Sample Questionnaire**

# Green Travel Plan

## Partner Survey for Branch:

Please answer the following questions and return the form to your Section Manager Personnel as soon as possible

Surname: .....

First Name: .....

Section: .....

Home Postcode: .....

I am: Full Time  Part Time   
 Permanent  Contract   
 Agency  Casual / Seasonal

**Q1 Please indicate which modes you normally (main mode) and occasionally travel to work by. Please also indicate which mode you would prefer to travel by.**

Travel Mode	Normal Mode	Other Mode Occasionally	Preferred Mode
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car (single occupancy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car share as a driver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car share as a passenger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Park & Ride Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scooter/Motorcycle (below 125cc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scooter/Motorcycle (above 125cc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tube	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DLR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tram	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Riverboat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify) .....

**Q2 Why do you use your normal mode of travel? (tick up to four boxes)**

- Convenience
- Cost
- Safety
- Work need / commitments
- Environmental reasons
- Dropping / collecting / caring / other reasons
- Time savings
- Availability
- Personal safety
- Health - disability reasons
- Health - fitness reasons
- Other (Please specify) .....

If you drive or car share for a part of your entire journey to work answer Q3. If not, go to Q6.

**Q3 What would encourage you to use an alternative mode of transport?**

- Car-sharing scheme
- Cheaper public transport / discounts
- More reliable public transport
- More frequent public transport
- Better public transport information
- Employer to provide bikes / equipment
- More cycle lanes
- Safer / lit pedestrian routes
- Bigger lockers to store uniforms etc.
- Other (Please specify) .....

**Q4 If you travel to work by car, what is the main reason for doing so?**

- Its flexibility
- I cannot make my journey by any other means
- It provides greater personal security
- I drop off or pick up children from school
- Its quickest by car
- I need my car for business travel during the day
- Too many changes by public transport
- I am disabled / have restricted mobility
- Lack of cycle storage
- Lack of cycle parking
- Lack of shower facilities
- Crowded public transport services
- Other (Please specify) .....

**Q5 If you travel to work by car, where do you usually park?**

- On site car park (no parking charges)
- On site car park (with parking charges)
- Public car park (off-site)
- On street parking (no parking charges)
- On street parking (with parking charges)
- Not applicable - I am dropped off
- Other (Please specify) .....

If you travel to work by a mode other than a car answer Q6. If not go to Q7.

**Q6 What measures would improve your journey to work?**

- Improved security on public transport
- Interest free loans for season ticket purchase
- Cheaper fares
- More reliable / frequent services
- Better cycle parking facilities
- Better storage facilities for cycling / walking equipment
- Discount / loans for purchase of cycles and equipment
- Improved footways on route
- Improved shower and changing facilities at work
- Safer crossing facilities on route
- Other (Please specify) .....

.....Continued over page

# Green Travel Plan

## Partner Survey for Branch (continued)

### Q7 Would you be interested in taking part with other Partners:

- a. In a car sharing scheme?
- Yes  
 No  
 Maybe
- b. In a salary sacrifice scheme for season ticket purchase?
- Yes  
 No  
 Maybe
- a. In a salary sacrifice scheme for bicycle purchase?
- Yes  
 No  
 Maybe

**Q8 If you have any further comments on how your journey to and from work can be improved please state below. (Please continue onto additional sheets if required).**

## Information for Partners

As a food retailer, Waitrose recognises that our operations, like those of most large retailers, attract car users. Road traffic, as we all know, can cause congestion in our towns and cities and gives rise to environmental problems such as air pollution and noise.

As a company, it is our policy to recognise and take measures to alleviate any environmental impact arising from our operations. As part of this policy, we are asking all our branch employees to complete a survey so that we can find out how they travel to and from work. We can also explore what alternative options may be available and appealing to them. Information from the survey will be collated and will influence the future development of the Green Travel Plan for your branch.

Full details of local public transport can be found on the 'Green Travel' notice board in your branch. If you have any questions about Green Travel, please speak to your nominated Travel Plan Co-ordinator for the branch.

**Thank you for taking part in this survey**

**Appendix C**  
**Car Share Information**

## CAR SHARING

1. Car sharing is an easy way to reduce travel costs and make a contribution to reducing the amount of traffic congestion.

Remember - you do not have to share every day to make an impact - if you share once a week you will be making a personal contribution of 20% reduction in car use.



If we can achieve a 20% reduction overall this will be more of an impact than the school holidays which is estimated to skim off approximately 10% of traffic both from the reduction in "school run" traffic and in the increased number of people taking annual leave.

### **Liftshare.com**

2. Following a "Good Suggestion", Waitrose has chosen to fund the set-up of a "Private Group" on Liftshare.com. Liftshare.com is a public website which has government support and covers the whole of Great Britain. As a Partner you may wish to register with our Private Group (at no cost to yourself) through the JLP Net, or if you prefer, you may still register on the wider Public Site free of charge on the Internet if that suits you better. Alternatively you may choose to register on both.
3. Access to the Waitrose Private Group can be found through a link on the JLP Net. Your Section Manager Personnel can help you register. Once registered, ongoing access can be achieved through the intranet or from home via the public website [www.liftshare.com](http://www.liftshare.com).

### **Top tips for car sharers!**

4. It is mostly common sense but some of the below may mean the difference between a successful car share and avoidable misunderstandings.
  - (a) Meet your partners BEFORE you start car sharing. Talk about insurance, communication and personal preferences.
  - (b) Discuss your route and schedule. Establish your pick up places and times for the morning and evening journeys.
  - (c) Establish the ground rules at the outset. Agree on maximum waiting times and whether you like music/talking/smoking in the car.
  - (d) Be punctual. Decide how long the driver should wait.
  - (e) Be courteous. Don't sound your horn whilst waiting. Inform other people if you are ill or on leave.

- (f) Establish a chain of communication
- (g) Respect individual preferences
- (h) Consider starting out as a trial and arrange a review.
- (i) Keep your car reasonably clean and in good condition

## Frequently asked questions

### 5. **Is car sharing allowed by law?**

Yes, however according to the Road Traffic Act 1988, the vehicle should not be adapted to carry more than eight passengers if it is used for car sharing.

### 6. **What is the insurance position?**

Obviously all cars used must be taxed and have a valid MOT and you must be fully insured. Providing that costs are shared and no profit is made most insurance policies are unaffected by car sharing schemes. It is advisable to check your policy and inform your insurance company, but no additional charges should be incurred. Car passengers are automatically covered under the driver's car insurance policy in respect of any negligence on the part of the driver.

### 7. **How much should I charge/expect to pay?**

The Road Traffic Act 1988 allows a contribution to be made to the driver, but states that the total sum received should not generate a profit. Individual sharers can decide between them how they wish to split the cost of a journey. In many cases the sharing arrangement will simply be alternating between different cars, however it is quite acceptable to charge per mile.

### 8. **What happens if I have an accident whilst car sharing?**

The situation is exactly the same as if you have an accident with any other passengers in the car. You should always let your insurance company know if you car share but it will not make any difference should you be unfortunate enough to have an accident.

### 9. **What if I am a car sharer and have to leave work suddenly?**

If for genuine, unexpected reasons you have to leave suddenly and are a passenger Waitrose will pay for a taxi to your home. This is also the case for any passenger whose driver has to leave unexpectedly.

**Appendix D**  
**Public Transport Loans**

## SEASON TICKET LOANS



Loans are available from the Partnership to help finance Partners' purchases of season tickets.

There will be an interest charge of 3¼% of the value of the loan for a full year and pro rata for shorter periods, representing a true annual rate of interest of approximately 6.75%. Loans may be taken for less than the full value of the ticket.

## HOW TO APPLY

Application forms are available in Personnel Offices, or, for Waitrose Partners, from the Administration Department at Bracknell. You will be told what to do with your completed form. When your application has been authorised and processed, you will receive a cheque made payable to you. The season ticket loan (plus the interest charge) will be deducted from your pay each month. However certain conditions do apply:

**Quarterly Tickets** - The price of the ticket and the loan must be at least £125 and the Partner must have served at least a total of three months in the Partnership. Season Tickets at the quarterly rate over 13 weeks and up to 26 weeks - The price of the ticket and the loan must be at least pro rata to £125 for the quarter and the Partner must have served at least three months in the Partnership.

**Season Tickets at the quarterly rate lasting over 26 weeks** - In the unlikely event of this ticket being required, the price of the ticket and the loan must be at least pro rata to £250 for the 26 weeks and the Partner must have served at least a total of three months in the Partnership.

**Annual Tickets** - Where no quarterly ticket is available for the major part of the daily journey by a particular carrier, the price of the annual ticket and the loan must be at least £280 and the Partner must have served at least a total of three months in the Partnership. Where a quarterly ticket is available for the major part of the journey (for example for travel by British Rail), the price of the annual ticket and the loan must be at least £465 and the Partner must again have served a total of three months in the Partnership.

These minimums are necessary for administrative reasons and the amounts are reviewed annually. Partners who have received one loan will not be prevented from receiving one next time by an accident of timing of the review. On the other hand, when a Partner, who has a loan for his former journey, moves house, the next season ticket must satisfy the minimum price requirements.



# APPLICATION FOR A SEASON TICKET

PARTNER'S NAME \_\_\_\_\_

DEPARTMENT and BRANCH NAME \_\_\_\_\_

CONTACT NUMBER \_\_\_\_\_

EMPLOYEE NUMBER \_\_\_\_\_

DATE OF JOINING PARTNERSHIP \_\_\_\_\_

IS THIS YOUR FIRST LOAN? YES / NO

HAS YOUR JOURNEY CHANGED SINCE YOUR LAST LOAN ? YES / NO

DURATION OF TICKET (minimum 13 weeks) \_\_\_\_\_

STARTING DATE \_\_\_\_\_

ZONES YOU ARE TRAVELLING IN (if applicable) \_\_\_\_\_

PUBLIC TRANSPORT FROM \_\_\_\_\_ TO \_\_\_\_\_

PRICE OF TICKET (as quoted by the carrier) \_\_\_\_\_

DELETE AS APPLICABLE\* : \*NAME OF TRANSPORT CARRIER THE CHEQUE IS TO BE MADE PAYABLE  
TO: \_\_\_\_\_  
or  
\*PLEASE PAY THROUGH BACS INTO MY BANK ACCOUNT

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## COMPLETED BY PERSONNEL

Cost of season ticket loan £ \_\_\_\_\_ which will carry an interest charge of £ \_\_\_\_\_  
being 3¼% of the price of the ticket on an annual basis and representing a true annual rate of approximately 6.5%.

Total cost of ticket £ \_\_\_\_\_ Account to be charged 601/ \_\_\_\_\_ /73365

To make repayment a monthly amount of £ \_\_\_\_\_ will be deducted from pay over \_\_\_\_ months.

Authorising Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## Terms and Conditions

I hereby agree and accept that if I leave the Partnership before the full amount of the loan, interest or costs (if any) have been repaid, then the total outstanding amount is immediately repayable by me to the Partnership.

I hereby agree and accept that it is a fundamental condition of this agreement that the loan must be used for the specific purpose as stated on this application form or immediately returned to the Partnership. If the loan is used or retained for any other purpose whatsoever, then it shall become immediately repayable with interest and cost and render me liable to disciplinary action for serious misconduct up to and including dismissal and possible prosecution.

I further authorise the Partnership to deduct any amount of outstanding loan, interest and cost from any monies including my salary due to be paid by the Partnership to me without further recourse to me and that if these monies are insufficient to repay the full amount I owe, I agree to immediately pay the balance owing to the Partnership.

By signing this document, I agree and accept the terms and conditions laid out above and authorise the Partnership to make the relevant deductions from my monthly pay.

Signature of Partner

Signature of Parent or Guardian  
(if Partner is under 18)

\_\_\_\_\_  
Date \_\_\_\_\_

## **SEASON TICKET LOAN INSTRUCTIONS**

1. Please ensure that you read and understand this information sheet and meet the qualifying guidelines.
2. Find out the price of your ticket from your station. Please note that supplementary cheques cannot be raised if the actual price of your ticket is found to be incorrect.
3. Complete the attached loan form then:
  - Corporate Partners return it to the Corporate Personnel Dept.
  - JL Partners return it to the Branch Personnel Administrator, Personnel.
  - Waitrose Partners return it to Personnel Services, Bracknell.
4. There are two options the loan can be paid:
  - Through your bank account (BACS) (THE ACCOUNT MUST BE THE SAME ONE THAT YOUR PAY IS PAID INTO).
  - Or
  - a cheque made out to the transport company/carrier.
5. Your Personnel Dept (see point 3 above) will complete loan form calculation and process as follows:
  - **Department Stores:** The form goes to Central Financial Accounts, Stevenage, who raise either a BACS or cheque payment and then send on to Payroll Dept at Bracknell who set up deductions to pay.
  - **Waitrose Branches:** The form goes to Payroll Dept Bracknell, who set up deduction to pay and send copy of form to Finance Dept, Bracknell who raise payment.
  - **Central Departments:** One copy goes to Central Accounts, Partnership House, Victoria, who raise either a BACS or cheque payment and retain the copy for their records. A second copy is sent to Payroll Dept at Bracknell who set up deductions to pay.
6. If you request a cheque: Take the cheque to your local station to obtain the season ticket. London Transport will require you to show two forms of identity, e.g. driving licence, gas or electricity bill, credit card, etc.
7. Contact details for queries or problems relating to your Deductions to Pay:  
+Partnership Payroll Dept, 7-42 5585.
8. Contact details for queries or problems relating to your BACS or Cheque Payments:  
Department Stores: 7-45 4141 Waitrose 7-42 4529 Central 77-5854
9. Contact details for queries or problems relating to your ticket should be taken up by you directly with your station. This includes duplicate and changeover tickets and refunds for non-service (e.g. bad weather, industrial disputes, etc.).
10. **MISUSE OF LOAN OR WHEN LEAVING THE PARTNERSHIP** - Please read the terms and conditions **FULLY** before you sign the agreement. Any misuse of this loan will be considered a breach of agreement and will be treated as a disciplinary matter that could result in your dismissal. On leaving the Partnership, we will claim back from your final salary all outstanding monies, should this be insufficient to cover the loan, the balance must be paid immediately.

### **QUALIFYING GUIDELINES FOR SEASON TICKETS**

1. Loans are available from the Partnership to finance Partners' purchases of their season tickets, provided that the conditions specified below are met. There will be an interest charge of 3¼% of the price of the ticket for a full year and pro rata for shorter periods, representing a true annual rate of interest of approximately 6.5%.

Quarterly - The price of the ticket must be at least £125.

Season Tickets at the quarterly rate lasting over 13 weeks and up to 26 weeks - The price of the ticket must be at least pro rata to £125 for the quarter.

Season Tickets at the quarterly rate lasting over 26 weeks - In the unlikely event of this ticket being required, the price of the ticket must be at least pro rata to £250 for the 26 weeks.

Annual Ticket - Where no quarterly ticket is available for the major part of the daily journey by a particular carrier, the price of the annual ticket must be at least £280. Where a quarterly ticket is available for the major part of the journey the price of the annual ticket must be at least £465.

2 These minimum prices of tickets are necessary for administrative reasons and the amounts are reviewed annually. Partners who have received one loan will not be prevented from receiving one next time by an accident of timing of the review. When a Partner moves house, the new season ticket must satisfy the minimum price requirements.

**Appendix E**  
**Sample Snapshot Mode Share Survey**





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Didcot, Oxon OX11 7AD

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Fax: (01235) 817799

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[www.glanvillegroup.com](http://www.glanvillegroup.com)

- Structural Engineering
- Civil Engineering
- Transport & Highways
- Geomatics (Land Surveying)
- Building Surveying
- CDM Consultants