



MISSION ZERO⁺

QUALITY STANDARD FOR
THE ROAD FLEET SECTOR

ADVANCED TRANSPORT MODULES

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MISSION ZERO+ OVERVIEW

Mission Zero is a quality standard for the road fleet sector and will assist the operator, as much as reasonably practicable, to ensure that they are operating in a safe, efficient, and compliant way.

The Mission Zero Standard also allows an operator, through our Mission Zero+ Modules, to meet additional requirements as stipulated by organisations through their procurement process (including Transport for London, CLOCS, HS2, Sizewell C and National Highways), or for operators to demonstrate a greater commitment to advance transport standards in areas such as Sustainability.

There are four Modules available:-

Work Related Road Risk (WRRR)

Mission Zero is officially accredited and recognised by Transport for London as equivalent to FORS Bronze, FORS Silver and FORS Gold. By including these Mission Zero+ WRRR Modules in your accreditation, you can demonstrate compliance against existing or new contracts that specify FORS Silver & Gold.

IMPORTANT: If you are operating or contractually required to maintain FORS Bronze, then you do not need the Work-Related Road Risk Module 1 (Silver) or Module 2 (Gold). Your Mission Zero accreditation is already accredited and recognised by Transport for London as equivalent to FORS Bronze.

There are two Modules available:-



Work-Related Road Risk - Module 1 (Silver)

Officially accredited and recognised as equivalent to FORS Silver, this Module can be used to demonstrate compliance to TfL's Work-Related Road Risk clauses and the CLOCS Standard.



Work-Related Road Risk - Module 2 (Gold)

Officially accredited and recognised as equivalent to FORS Gold, this Module can be used to demonstrate compliance to TfL's Work-Related Road Risk clauses (that will be specified at a FORS Gold or equivalent level from 2024) and the CLOCS Standard.

NB:

In order to be accredited for Work Related Road Risk Module 2 (Gold), Work Related Road Risk Module 1 (Silver) will need to be achieved either before or in parallel.

MISSION ZERO+ OVERVIEW

Sustainability

Fleet sustainability is a continual process of evaluating the environmental, social, governance and economic impacts of a fleet operation, identifying improvements, implementing change, and measuring success. The Mission Zero+ Sustainability Modules align to the [United Nations Sustainable Development Goals \(SDG\)](#) as its policy framework and provides fleet operators with a progressive path to achieving a sustainable transport operation.

There are two Modules available:

✓ **Sustainability - Module 1**

This Module is the first stage for any fleet operator to demonstrate a greater commitment to transport sustainability and offers a more advance structure to effectively manage sustainability within the transport operation.

✓ **Sustainability - Module 2**

This Module is the final stage for any fleet operator to demonstrate a full commitment to sustainability and aligns their transport operation to the United Nations Sustainability Development Goals.

NB:

In order to be accredited for Sustainability Module 2, Sustainability Module 1 will need to be achieved either before or in parallel.

ACHIEVING MISSION ZERO+ ACCREDITED STATUS

The operator **must** successfully complete a Mission Zero audit either before or in parallel of Mission Zero+ Module to achieve Mission Zero+ Accredited Status.

An operator can request Mission Zero+ Modules (either singularly or collectively) at the time of requesting a Mission Zero Audit.

If a Mission Zero Accredited Operator wishes to subsequently add a Mission Zero+ Module to their Accredited Status, they may do so within 90 days of the start their current Mission Zero accreditation term, without the need of undertaking another Mission Zero audit, only the Mission Zero+ audit will be undertaken. After 90 days, both a Mission Zero audit and Mission Zero+ audit will need to be undertaken.

The following describes each of the additional requirements that **must** be met, related to each of the Mission Zero+ Modules, and the numbering of each requirement relates directly to that of the Mission Zero Standard.

Version

Please check the Mission Zero website (www.missionzero.org.uk) to ensure that you are using the latest version of this document.

Version 1.5.2
September 2026

WORK RELATED ROAD RISK

MODULE 1 (SILVER)

1.1 Zero Collisions, Zero Emissions and Zero Prohibitions

The operator **must** have a policy and supporting procedures in place to demonstrate how the operator aims to achieve zero collisions, zero emissions and zero prohibitions.

Performance Data

Fleet well-to-wheel emissions data (GHG, NOx, and Particulate Matter) **must** be calculated and reported using the Mission Zero Emissions Calculator.

Operators shall conduct a fleet review to understand:

- ✓ Projected procurement cycles of vehicles within the fleet
- ✓ Estimated total cost of ownership of petrol and diesel internal combustion engine vehicles and their lower environmental impact vehicle alternatives
- ✓ Financial support available for the procurement of these vehicles

Practical considerations for the integration of lower environmental impact vehicles into the fleet, including fuelling and charging requirements, running times, requirement for electricity grid upgrades on charging sites, and any required operational changes. Operators **must** document the review findings in the fleet replacement plan to help prepare for any regulatory phase out dates for the procurement of new petrol and diesel vehicles.

3.1 Recruitment and retention

A policy and supporting procedure **must** be in place to demonstrate active steps are taken to improve the professional status of drivers and help address driver shortage.

This includes:

- ✓ Evidence of driving assessment prior to appointment.

WORK RELATED ROAD RISK

MODULE 1 (SILVER)

3.6 Continuing Professional Development

A programme of Continuing Professional Development (CPD) **must** be in place for each member of staff involved in the transport operation. The CPD programme **must** comply with the [DfT Driver CPC training requirements](#) and cover the driver's legal obligations.

The CPD programme for each driver **must** include:

- ✓ Approved immersive training on the safety of vulnerable road users completed in the past five years on both urban and rural roads.

For drivers whose role requires only driving licence Category B entitlement, immersive training on the safety of vulnerable road users may be delivered through:

Panoramic Interactive Video Training - a trainer-led simulated scenario using panoramic video (with minimum 200 degrees horizontal field of view) to project a visual and audio experience that can be accessed and experienced independently on a delegate's mobile device, in an online or a classroom training environment.

Please note that this training is only applicable to drivers of the following vehicle types (as defined in Annex 2 of the Mission Zero Standard).

- Cars
- Vans
- PCVs (9-16 seats under Section 19 or 22 permit exemptions)

The CPD programme for managers **must** include:

- ✓ Training course on fuel and emissions
- ✓ Training course on managing road risk
- ✓ Training course on collision investigation.

All training required under this Module **must** be undertaken with an 'Approved' training provider. To allow for ongoing driver turnover and recruitment, a tolerance in the number of drivers that have undertaken Continuing Professional Development (CPD) may be accepted. This tolerance **must** be fully justified at audit.

WORK RELATED ROAD RISK

MODULE 1 (SILVER)

4.17 Vulnerable road user safety equipment

For the protection of vulnerable road users, vehicles **must** be fitted with the following safety equipment:

- ✓ An external audible warning system to alert other road users of left-turn or reversing manoeuvres, incorporating an in-cab audible warning to alert the driver of a road user in the passenger side blind spot. If an installed system supports the functionality, it **should** be fitted with a manual override to mute the external audible warning only and activated only when necessary (e.g. when operating between 9pm and 7am under the requirements of the [London Lorry Control Scheme](#)).
- ✓ Camera monitoring system that monitors the near side vehicle blind spot
- ✓ Reversing camera fitted to vehicles above 7.5 tonnes
- ✓ For articulated vehicles, sensors are suitably positioned on the tractor unit to provide sufficient coverage but preventing activation solely on articulation of the trailer

Left-hand drive vehicles **must** have appropriate vision aids fitted such as mirrors, cameras and sensors to account for the blind spot being on the right-hand side of the vehicle instead of or in addition to those on the left-side.

Vehicles with a valid permit under the [HGV Safety Permit Scheme](#) are considered to meet the blind spot vision aid requirements, providing that:

1. Vehicles with a [Direct Vision Standard](#) of three stars and above have additional audible warning systems fitted that alerts other users (pedestrian, cyclist etc.) of a left turn and reverse manoeuvres, and a camera system that monitors the rear vehicle blind spot.
2. Vehicles with a [Direct Vision Standard](#) of zero, one or two stars with a [Progressive Safe System](#) has a camera system fitted that monitors both nearside and rear vehicle blind spots.

4.17 Vulnerable road user safety equipment - Continued

Operators **must** show consideration for the tolerance of cameras in older vehicles in their fleet replacement plans.

5.3 Quiet deliveries

The policy **must** include a noise impact assessment of the operating centres.

WORK RELATED ROAD RISK

MODULE 2 (GOLD)

1.1 Zero Collisions, Zero Emissions and Zero Prohibitions

The operator **must** have a policy and supporting procedures in place to demonstrate how the operator aims to achieve zero collisions, zero emissions and zero prohibitions.

The policy, supporting procedures and review **must**:

- ✓ Consider alternative transport infrastructure such as rail and water
- ✓ Consolidating loads and improving delivery performance.

To ensure the operator aims to reduce negative impacts of their fleet operation a review **must** be completed annually.

1.1 Safe and low emission vehicles

At the time of audit, at least 50 per cent of vehicles in the fleet **should** meet the minimum emission standard from September 2022. The minimum emissions standards are:

- ✓ Euro 4 for petrol vehicles
 - ✓ Euro 6 for diesels
 - ✓ Alternative fuelled vehicles emitting less than 75g of CO₂ /km from the tailpipe.
-

1.1 Staff travel

A staff travel plan **must** be in place that promotes and encourages sustainable travel behaviour including:

- ✓ Annual employee workplace and travel audits, which includes an action plan and monitoring
- ✓ Employee travel targets
- ✓ Online conferencing facilities to reduce staff travel
- ✓ Flexible working hours to avoid peak time travel, including working from home where possible
- ✓ Incentives to reduce car use.

A staff travel plan **should** consider:

- ✓ Facilities to support cycling to work - cycle parking, changing rooms, drying rooms, showers, cycle maintenance advice and lockers
- ✓ Car sharing schemes
- ✓ A travel expenses policy that promotes more sustainable travel
- ✓ Appointment of an employee staff Travel Champion.

WORK RELATED ROAD RISK

MODULE 2 (GOLD)

1.1 Zero Collisions, Zero Emissions and Zero Prohibitions

The operator **must** have a Decarbonisation Strategy that includes:

- ✓ An emissions baseline using the total well-to-wheel emissions data calculated
- ✓ Self-defined emissions performance targets for years: 2028, 2030, 2035 and 2040.

The planned actions to achieve these targets, the decarbonisation strategy shall use well-to-wheel emissions to set and measure performance targets. Where an emissions baseline and decarbonisation strategy is already maintained this can be used, although shall be updated, if necessary, to include well-to-wheel emissions data.

3.1 Recruitment and retention

A policy and supporting procedure **must** be in place to demonstrate active steps are taken to improve the professional status of drivers and help address driver shortage.

This includes:

- ✓ Meeting transportation staff resource within the business and minimise employee turnover
- ✓ Attracting new employees and making it accessible to all by prioritising diversity
- ✓ Offer training to upskill staff and attract new drivers
- ✓ Demonstrate staff retention and turnover statistics over a 12-month rolling period.

A driving licence acquisition programme **must** be in place to introduce new HGV driving licence holders into the profession. DfT Guidance becoming a Lorry Driver **should** be followed.

The vehicle to new licence ratios are:

- ✓ Up to 20 vehicles – no commitment
- ✓ 21-50 vehicles – one driver trained every three years
- ✓ 51-150 vehicles – two drivers trained every three years
- ✓ 151-250 vehicles – three drivers trained every three years
- ✓ Over 250 vehicles – four drivers trained every three years.

To assist in achieving this requirement operators **should** also consider:

- ✓ Offering enhanced employee benefits
- ✓ Targeting universities and colleges
- ✓ Using the armed Forces Covenant
- ✓ Using industry led schemes.

WORK RELATED ROAD RISK

MODULE 2 (GOLD)

3.6 Continuing Professional Development

A programme of Continuing Professional Development (CPD) **must** be in place for each member of staff involved in the transport operation, in line with the requirements of the core Mission Zero Standard including the WRRR Silver Module. The CPD programme **must** comply with the [DfT Driver CPC training requirements](#) and cover the driver's legal obligations.

The CPD programme for each driver **must** also include:

- ✓ DVSA approved training on fuel efficiency and environmental protection completed in the past five years.

The CPD programme for managers **must** include:

- ✓ DVSA approved Transport Manager CPC Refresher (if applicable) or an Operator License Awareness Training (OLAT) completed in the past five years.
Alternative Manager training undertaken and evidenced to be specific to their job role **may** be accepted as part of manager CPD.

All training required under this Module **must** be undertaken with an 'Approved' training provider. To allow for ongoing driver turnover and recruitment, a tolerance in the number of drivers that have undertaken Continuing Professional Development (CPD) may be accepted. This tolerance **must** be fully justified at audit.

WORK RELATED ROAD RISK

MODULE 2 (GOLD)

Contracted Services

NB:

This requirement has no corresponding reference no. in the Mission Zero Standard.

At the Work-Related Road Risk - Module 2 (Gold) initial audit, operators **must** have a written plan demonstrating communication with their service providers. The plan **must** demonstrate communication of the key objectives of the Mission Zero Standard:

- ✓ Zero Collisions
- ✓ Zero Emissions
- ✓ Zero Prohibitions.

Suppliers and contracted services **should** be monitored to ensure the Mission Zero Standard has been adopted, implemented, and complied with.

Suppliers and contracted services include, but are not limited to:

- ✓ Maintenance services and parts
- ✓ Tyre services
- ✓ Vehicle recovery operators
- ✓ Bulk fuel providers
- ✓ Transport suppliers.

At the Work-Related Road Risk - Module 2 (Gold) re-approval audit, Mission Zero Accredited Operators **must** provide evidence of a review of the communication plan and the endeavours the operator has taken to encourage their service providers to attain the Mission Zero Standard.

SUSTAINABILITY

MODULE 1

1.1 Safe and low emission vehicles

At the time of audit, at least 50 per cent of vehicles in the fleet **should** meet the minimum emission standard from September 2022. The minimum emissions standards are:

- ✓ Euro 4 for petrol vehicles
 - ✓ Euro 6 for diesels
 - ✓ Alternative fuelled vehicles emitting less than 75g of CO₂ /km from the tailpipe.
-

1.1 Staff travel

A staff travel plan **must** be in place that promotes and encourages sustainable travel behaviour including:

- ✓ Online conferencing facilities to reduce staff travel
- ✓ Flexible working hours to avoid peak time travel, including working from home where possible
- ✓ Online or remote training to reduce staff travel.

A staff travel plan **should** consider:

- ✓ Facilities to support cycling to work - cycle parking, changing rooms, drying rooms, showers and lockers
 - ✓ Car sharing schemes
 - ✓ A travel expenses policy that promotes more sustainable travel.
-

1.6 Driver health and impairment

A policy and supporting procedure **must** be in place which **must** include:

- ✓ Provide **all** staff with advice and guidance with regards to healthy eating, exercise and diet.

The Operator **should** consider implementing a staff well-being program that embraces all aspects of physical, mental, financial and emotional health, helping to improve staff welfare and reduce sick days.

1.17 Sustainability

The operator **must** have a policy and supporting procedures in place to demonstrate how the Operator manages sustainability within their workplace. This **must** include:

- ✓ Registering (for free) with the [Supply Chain Sustainability School](#) and the responsible person/champion for sustainability undertaking at least one sustainability eLearning module (e.g. [Developing a Sustainability Strategy Lunch 'n' Learn](#))

SUSTAINABILITY

MODULE 1

- ✓ Undertaking an annual review of the Operator's supply chain and where appropriate, identify and use local suppliers/products to help reduce transport miles and emissions
 - ✓ Undertaking an annual review of how the Operator can improve energy efficiency (water, electricity, gas etc.); create an action plan to implement
 - ✓ Undertaking an annual review to identify potential waste components within the transport operation (e.g. oils, batteries, vehicle parts/equipment etc.) that can be reduced, recycled or reused; create an action plan to implement.
-

3.1 Recruitment and retention

The Operator **must** have an anti-discrimination policy in place to prevent discrimination and protect staff from offensive and harmful behaviours and promote a positive culture of mutual respect and zero tolerance for all forms of workplace harassment.

The Operator **should** ensure employees are paid the same salary, for the same position, with same qualification, experience and without prejudice to an individual's background, gender, race, age, religion etc.

The Operator **should** ensure that all staff are paid, as a minimum, the UK Living Wage, or if applicable, the London Living Wage.

3.6 Continuing Professional Development

A programme of Continuing Professional Development (CPD) **must** be in place for each member of staff involved in the transport operation. The CPD programme **must** comply with the DfT Driver CPC training requirements and cover the driver's legal obligations.

The CPD programme for each driver **must** include:

- ✓ DVSA approved training on fuel efficiency and environmental protection completed in the past five years.

The CPD programme for managers **must** include:

- ✓ Training course on fuel and emissions.

All training required under this Sustainability Module **must** be undertaken with an 'Approved' training provider. To allow for employee churn, illness, and new recruitment a 10% tolerance for driver training **may** be accepted. However, full justification **must** be demonstrated.

SUSTAINABILITY

MODULE 2

1.1 Fuel and emissions

The Operator **must** utilise technology (telematics, route optimisation software etc.) to monitor and measure fuel efficiency, driver performance, routing etc. with aim of reducing emissions and miles travelled.

1.1 Safe and low emission vehicles

The Operator **must** be working towards ensuring the entire fleet (including company cars) are zero emission by 2040 (2030 for cars/vans & 2040 for HGVs) and evidence a fleet replacement plan that demonstrates progression to 100% ultra-low emission fleet.

At the time of audit, at least 50 per cent of vehicles in the fleet **must** meet the minimum emission standard from September 2022. The minimum emissions standards are:

- ✓ Euro 4 for petrol vehicles
 - ✓ Euro 6 for diesels
 - ✓ Alternative fuelled vehicles emitting less than 75g of CO₂ /km from the tailpipe.
-

1.17 Sustainability

The operator **must** have a policy and supporting procedures in place to demonstrate how the Operator manages sustainability within their workplace. This **must** include:

- ✓ Undertake a feasibility study of installing zero carbon energy infrastructure at the Operators sites (e.g. solar panels, battery storage, EV charging units, heat pumps etc)
- ✓ Support local sustainability projects by volunteering staff (paid leave) or making a financial donation.

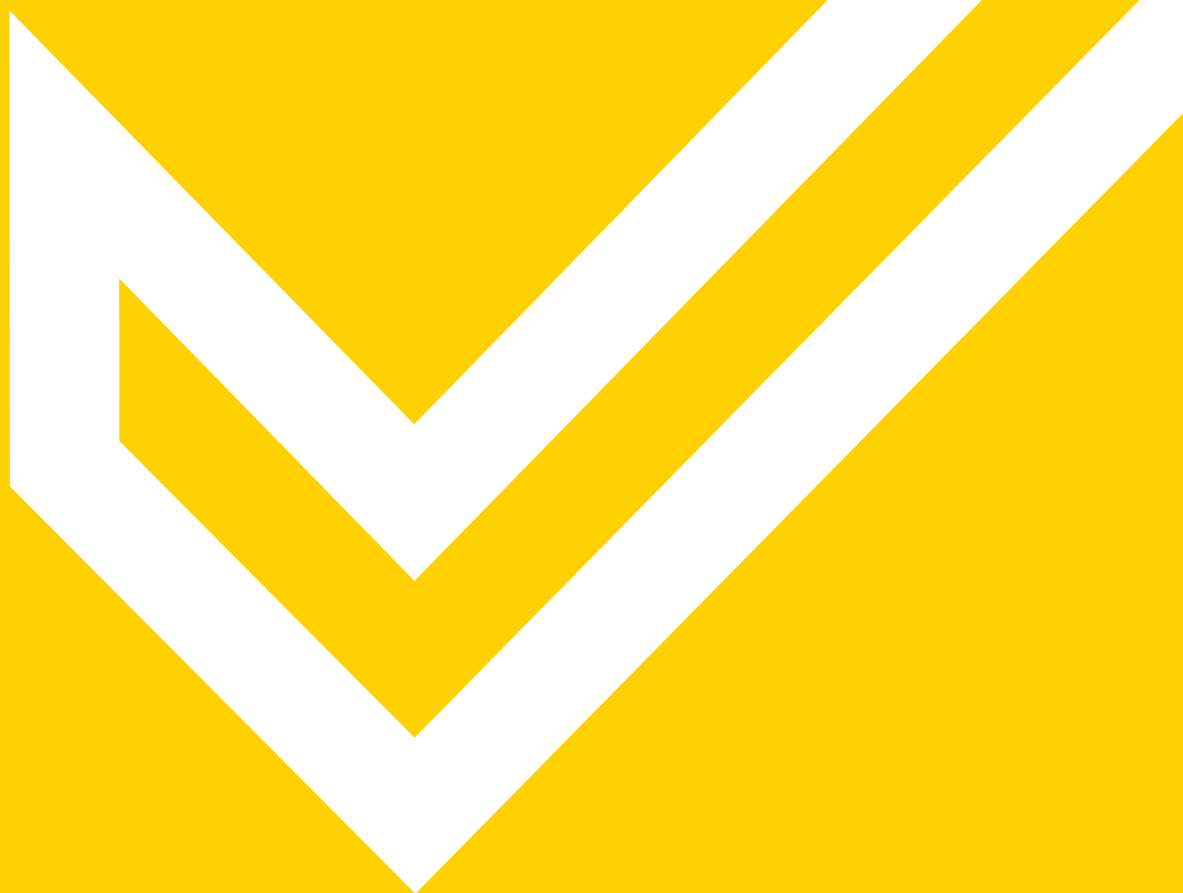
The operator **must** monitor and capture their [Scope 1, 2 and 3 Emission Data](#), accounting for both direct and indirect emitted greenhouse gasses (GHGs). Operators are encouraged to adopt the global reporting standard The [GLEC Framework](#) to report emission data using their [reporting tools](#).

3.1 Recruitment and retention

A policy and supporting procedure **must** be in place to demonstrate active steps are taken to improve the professional status of drivers and help address driver shortage. This includes:

- ✓ Report the Operators [Gender Pay Gap](#).

The Operator **must** ensure that all staff are paid, as a minimum, the [UK Living Wage](#), or if applicable, the [London Living Wage](#).



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