



#Route
Samen
(Together)



CSR
annual report



#Route
Duurzaamheid
(Sustainability)



2021



#Route
Toekomst
(Future)



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INTRODUCTION

As a transport company, Arriva is at the heart of society. Besides our work, which we do with great attention to quality and safety, we stand for social and responsible business. And we want to show it!

We do this all year round through the various channels that Arriva uses for internal and external communication. And once a year - in retrospect - we like to summarise it. In that summary - this document - we are not complete. Nor is that the goal. We would like to reflect the atmosphere by naming some of the small and striking things we encounter on our routes in addition to important big ones: **#RouteDuurzaamheid** (Sustainability), **#RouteSamen** (Together), **#RouteToekomst** (Future).

"This 2021 summary again highlights how, despite the ongoing corona pandemic, we as Arriva have not let it distract us from our commitment to society and our environment. With pride I look at what we could, would and have shown in the field of CSR as a public transport company in the Netherlands" says Ghislaine Aarts Director Corporate Affairs of Arriva Netherlands.



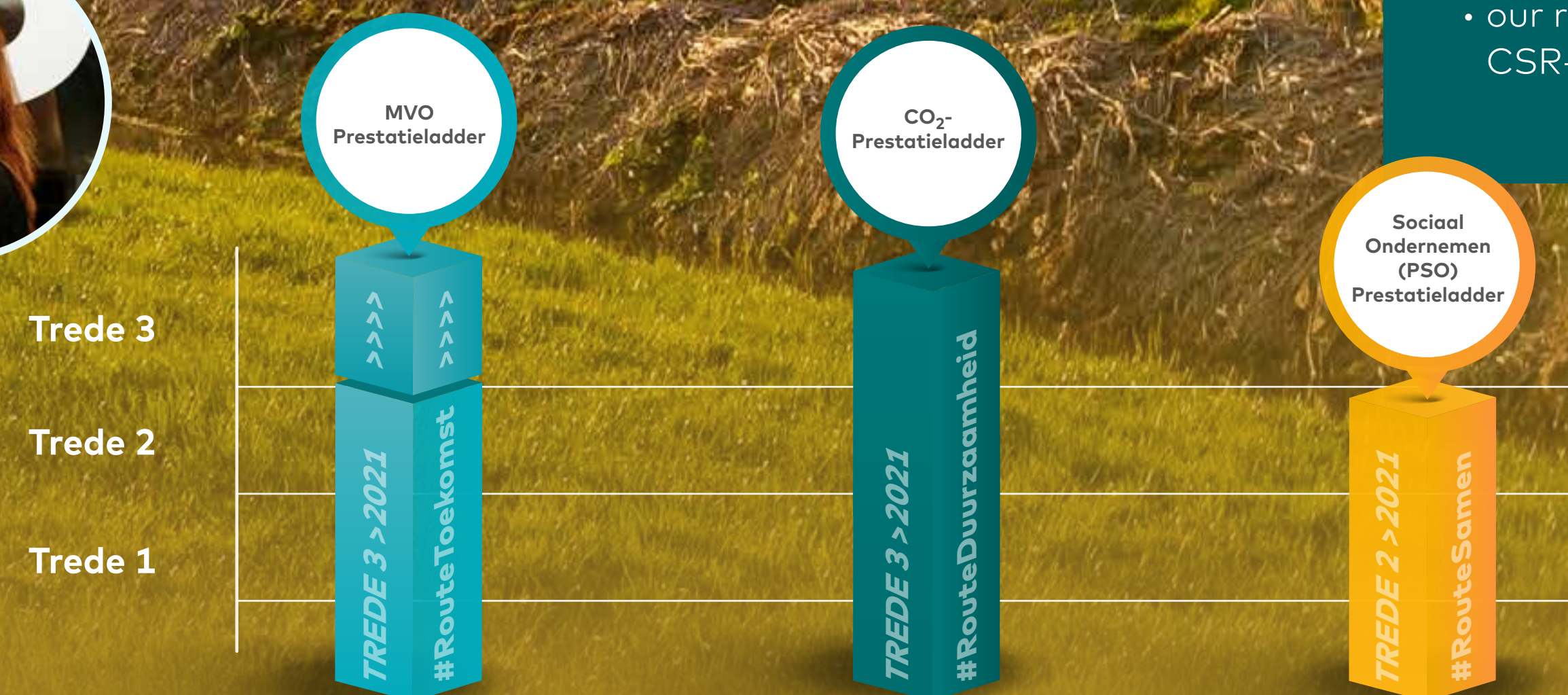
Watch an atmospheric clip here about what Arriva Nederland does in the area of CSR.

And this added up in 2021 to

- our step 2 certification on the Social Performance Ladder (PSO),
- our step 3 certification on the CO₂-Performance ladder

and, from 2021, also

- our rise to level 3 certification on the CSR-Performance ladder





RouteDuurzaamheid

Arriva's sustainability goal

As far as sustainability is concerned, Arriva takes a targeted approach: we aim to be fully CO₂-neutral by 2025. We intend to reduce our emission by 90% and compensate 10% of our emission.



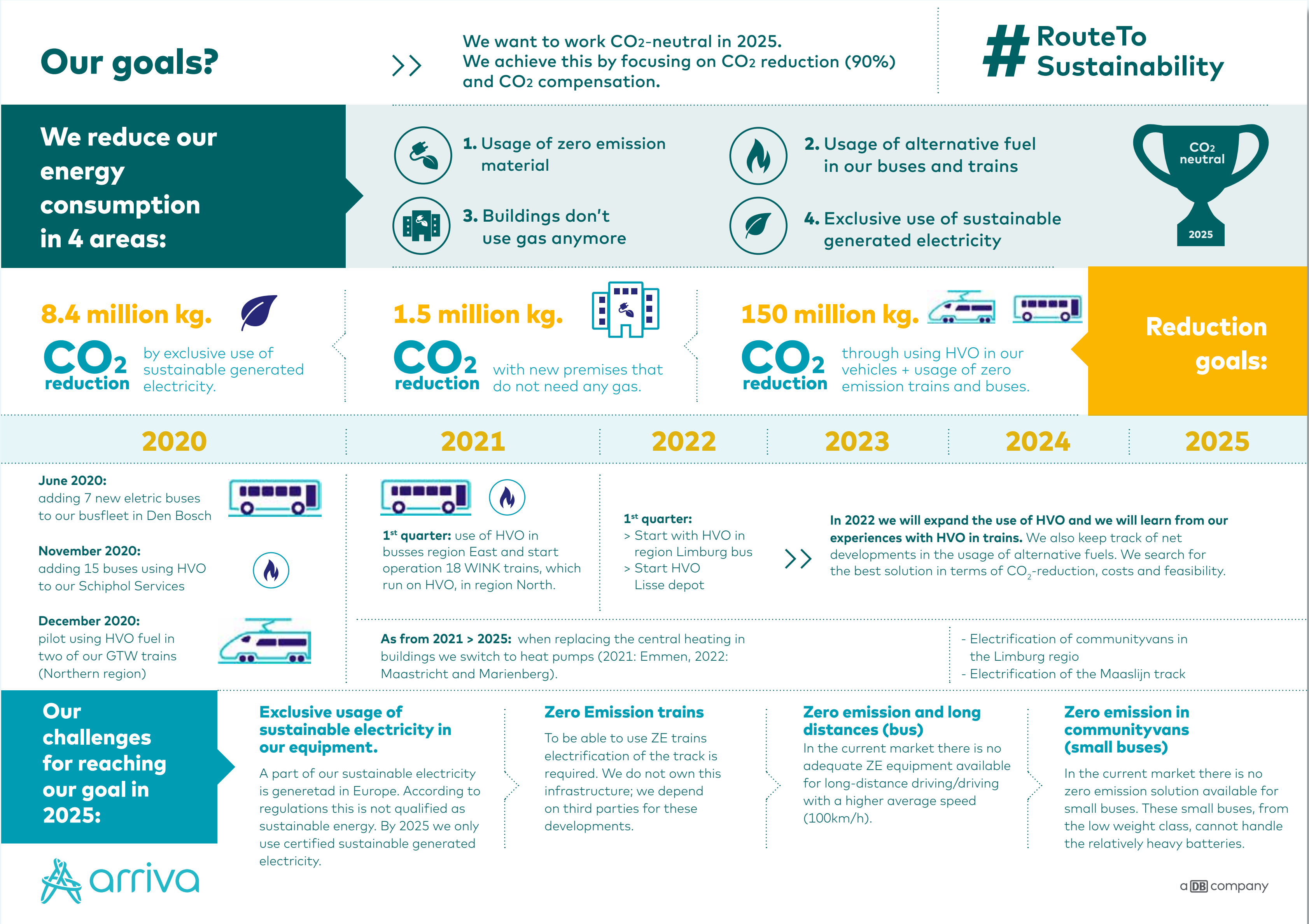
the future is emission-free

We move with big and small steps towards this sustainability target. To share with the outside world how and to what degree we are successful in this respect, we asked an independent auditor ([TÜV Nederland](#)) to assess our efforts according to the CO₂-performance ladder.

Find more about SKAO here: [SKAO](#)

At the first audit in 2020, we immediately reached step 3 of the SKAO CO₂-Performance Ladder. In 2021, we continued to pursue our 2025 target and simultaneously aimed to retain performance level step 3 for the year 2021. The second audit at the end of 2021 showed that we succeeded to do so.

The certification goes with the annual adjustment and publication of our [Energy Management Action Plan](#). Another requirement is determining our annual CO₂-footprint, first provisionally and then finally. Besides being a requirement for Arriva, it is a highly desirable step: it shows us whether we are on the right track to our target and are making proper adjustments. The annual milestones on our sustainability route to 2025 are shown in the 'route towards sustainability'.

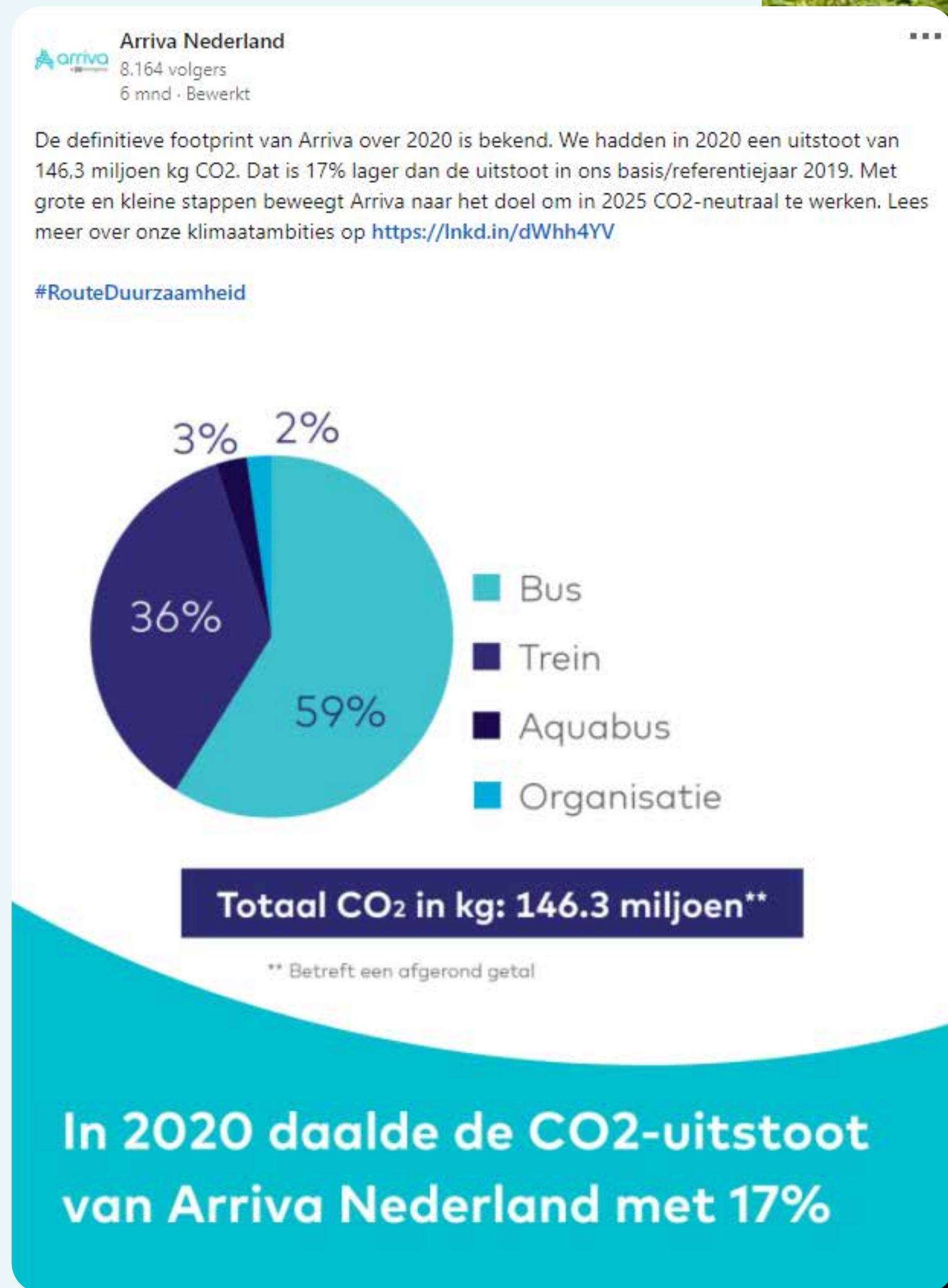


17% emission reduction in 2020

In May 2021, we determined our preliminary CO₂-footprint in respect of 2020 as 147 million kg CO₂.

This implied a (preliminary) emission reduction of 13% compared to reference year 2019 (169 million kg CO₂). However, in 2021 it became evident that we should adjust our reference value due to a number of changed emission factors (with retrospective effect from 1 January 2015). The revised reference value for 2019 was subsequently set at 177 (from 169) million kg CO₂.

In October 2021, Arriva's CO₂-emission in respect of 2020 was determined to be 146 million kg CO₂. Compared to the revised 2019 reference value of 177 million kg CO₂, this constitutes a 17% decrease. With this decrease, we have (more than) achieved our target.



WHAT DO WE DO TO REACH OUR GOAL

- > Emission reduction at Arriva - equipment
- > Emission reduction at Arriva – by and with our employees
- > Emission reduction – together with others



Emission reduction at Arriva - equipment

WINK train in the north of the Netherlands


2021 saw the start of our renewed (train) concession Noordelijke Lijnen for the Provinces of Groningen and Friesland. For this concession, 18 new trains were purchased. These trains, the WINK trains, have a 'PowerPack' fitted with a fuel engine, a pantograph and batteries. Regenerated braking energy can be stored in these batteries. This configuration prepares the trains to run electrically in the future on a (partial) electrified railway. Besides being sustainable, the trains are also considerably quieter.



Test with WINK battery train in preparation

At the end of 2021, we agreed with ProRail and the Provinces of Overijssel, Gelderland and Friesland to deploy one of the WINK trains, as a test, on railway sections without overhead lines. Such tests have not been done in the Netherlands before. The tests will be performed in 2022 on two railway sections in the east of the Netherlands (Almelo-Hardenberg and Arnhem-Zevenaar-Doetinchem). This test requires adapting one of the WINK trains so it can also run on the energy stored in its batteries instead of on the non-fossil fuel HVO. The train has been equipped with a current collector (pantograph) and batteries.

The batteries will be adjusted to work as a traction battery during the test. The railway sections where the tests are to take place are partially equipped with overhead lines. On these parts, the battery will first be charged through the pantograph. The train then uses the energy stored in the batteries to run on the non-electrified parts. The results are used for future developments on sustainable operation on non-electrified railway sections.

Arriva Nederland

8.157 volgers
8 mnd

...


Arriva voert dit najaar testen uit met innovatieve batterijtrein




Reizen met het openbaar vervoer is al erg duurzaam maar we gaan nog een stap verder, op weg naar CO2 neutraal of Zero Emissie openbaar vervoer. Daarom gaan we in het najaar samen met [ProRail](#), [Provincie Overijssel](#), [Provincie Gelderland](#) en [Provincie Fryslân](#) het rijden van een batterijtrein testen.

De testen worden gedaan op drie niet-geëlektrificeerde spoortrajecten (Almelo-Hardenberg en Leeuwarden-Harlingen, Leeuwarden-Stavoren). Daarvoor gebruiken we een van onze noordelijke WINK-treinen. Door technische aanpassingen te doen aan de trein, die op nu HVO rijdt, kan deze op een batterij rijden.


Lees meer over de over de proef met de batterijtrein op: <https://lnkd.in/epHKgik3>


[#sustainability](#) [#RouteDuurzaamheid](#) [#RouteSamen](#)






118 · 3 commentaren

Interessant

Commentaar

Delen



HVO

Starting from spring 2021, all Arriva buses in Achterhoek and Riverland (approximately 75) will run on HVO. HVO (Hydrotreated Vegetable Oil) is a non-fossil fuel replacing common diesel for buses. By running on HVO, the buses emit 90% less fossil CO₂.

Because passengers will not directly notice this sustainability adjustment, we subtly applied stickers with an 'HVO logo' to the buses. The fact that we are committed to sustainability must be seen and known by the public.

In the fall of 2021, Arriva started preparations for converting to HVO by 2022 in the regions Limburg and West. For region Limburg, this means that virtually all buses in that concession, approximately 225, will run more sustainable as from next year. Almost 100 buses in the region currently run electrically on green power and in 2022, the remaining 125 buses will no longer run on fossil diesel. In region West, all buses of the Lisse branch (48 buses) will run on HVO next year too. One branch in region West (Leiden) has been using electric buses for quite some time.



Hydrogen

In January 2021, Arriva, in cooperation with the Province of Gelderland, also took the first steps towards having buses run on hydrogen. From the start of timetable year 2022 (December 2021), 10 hydrogen-fuelled buses, each 12 metres long, will be deployed.

On 28 October, the first bus arrived in Achterhoek. Because hydrogen is relatively new to Arriva, extensive attention is paid to instructing the drivers operating the buses and the mechanics maintaining the buses. Unfortunately, this development at Arriva very soon struck a (temporary) setback. During instructions on hydrogen buses in the Doetinchem workshop, a fire broke out in a hydrogen bus that just arrived. Fortunately, this incident only resulted in material damage and a temporary halt to the deployment of these new hydrogen buses.

Travel differently – plan en pay with glimble

Arriva is not only committed to sustainability, but also wishes to support sustainable choices. This always with our customers' interest in mind. Specifically in view of the need of passengers, Arriva launched the travel app glimble (www.glimble.nl) in summer 2021. With glimble, passengers can plan and pay an entire journey door-to-door and travel with a QR ticket on their phone. Glimble provides easy access to all public transport in the Netherlands (with the ambition to travel outside the Netherlands as well) and to many different sub modalities. It supports alternative (to the car) travel options. The app can be used by individual passengers but also has an employers' portal. In the app, travel options can be filtered based on fastest, cheapest or most sustainable.



**Anne Hettinga,
Managing Director Arriva
Nederland: "In a world in
which everyone is constantly
moving and connection and
accessibility are essential, you
must be flexible and nimble.
Glimble brings all mobility
solutions within reach."**



 **Arriva Nederland**
8,166 volgers
9 mnd

Wij zijn ervan overtuigd dat mobiliteit anders kan en ook anders moet. De behoefte van de reiziger staat meer dan ooit centraal. Daarom lanceren wij een compleet nieuw en innovatief reisplatform: **glimble**.

Met glimble kan de reiziger van deur tot deur, plannen, boeken en betalen. Naast openbaar vervoer geeft glimble toegang tot verschillende soorten deelvervoer zoals de deelauto, -scooter en -fiets. Naast de app biedt glimble een portaal voor werkgevers.

Anne Hettinga, Managing Director Arriva Nederland: "In een wereld waarin iedereen continue in beweging is en verbinding en bereikbaarheid essentieel zijn, moet je flexibel en nimble (= Engels voor lenig) zijn. Met glimble brengen we alle mobiliteitsoplossingen binnen handbereik. Met de mogelijkheid om die oplossingen helemaal af te stemmen op je persoonlijke voorkeuren."

Glimble is ontwikkeld samen met partner **Moovit**. Meer informatie en de downloadlink naar de app vind je op www.glimble.nl.

Emission reduction at Arriva – by and with our employees

Sustainable branches and offices

For years, we have been committed to making Arriva's office locations, workshops and branches more sustainable. This year, another six of our buildings were fitted with sensor taps and LED lightning to reduce energy and water consumption. One building was also fitted with sustainable heating.

Waste reduction

In our buildings, our employees separate their waste. For this purpose, branches/offices are equipped with one or more waste stations. On sustainable Tuesday in September, we mounted a new poster above waste stations at the branches. It shows our employees the cause they contribute to when they separate their waste consciously, in the correct way. The waste flow caused by (paper) coffee

The test for separating plastic bottles, tins and drinking packages (PMD) launched in Heerenveen in 2020 has not been rolled out in all branches this year. This may be a future action point.



cups increases every year. This is used as raw material for the production of toilet paper. At the coffee machine, we stressed the importance of reuse of the coffee cups and proper disposal (without fruit peels and foil in the paper cups) in the collection baskets.



Waste overview 2021

In total 768,793 kilos of waste was collected at Arriva branches in 2021. In 2020, the total waste flow volume was 791,141 kg. In 2021, the total waste flow of Arriva Nederland decreased by almost 3%.

Waste Arriva brachnes

2020	791.141kg
2021	768.793 kg



The waste collected in 2021 consisted for

- Residual waste	517.272 kg
- Vegetables, fruit and garden waste (GFT)	32.633 kg
- Coffee cups	29.062 kg
- Paper/carton	97.416 kg

Savings in respect of CO₂-emission realised by the separate waste flows in 2021 were 56,932 kg. That is equivalent to the emissions from a diesel car driving over 284,000 km (that is almost 7 laps around the equator).

New mobility policy

With 'Blik op Duurzaamheid' (View to Sustainability) a first step was taken in 2021 to scrutinize the existing mobility policy in force for our own employees. The policy is adapted to be more in keeping with our sustainability ambition. The new mobility policy is based on a combination of renewed principles and the use of glimble for our employees and is slated to be implemented in 2022. The key question for every employee should be: 'Is it necessary for me to travel? - and if I must travel - How can I travel as green and safe as possible?'. The new policy will be focused on lease car drivers, non-lease car drivers and business flights.



Emission reduction –
together with others

Development of the CO₂-barometer with
Delft University of Technology

In 2018, Arriva took the first steps to develop, in cooperation with Delft University of Technology, a measuring tool for monitoring CO₂-emission, in first instance specifically in respect of the Noordelijke Lijnen. First and foremost, this 'CO₂-barometer' provides a baseline measurement for the train concessions in the north of the Netherlands. The barometer is instrumental for providing insight into the CO₂-emission per year, with the object of reducing the CO₂-emission annually during the concession period by an average of 2% per seat kilometre driven compared to the reference year. Ambition is to develop the tool further and use it also for other railway lines.

In 2021, it became possible to monitor the emission using the CO₂-barometer and find answers to sustainability issues. The average emission for timetable years 2019 and 2020 (measured over a two-year period due to the COVID measures and effects on travelling) was determined. The new WINK train type was added to the model. The effect of the use of HVO instead of fossil

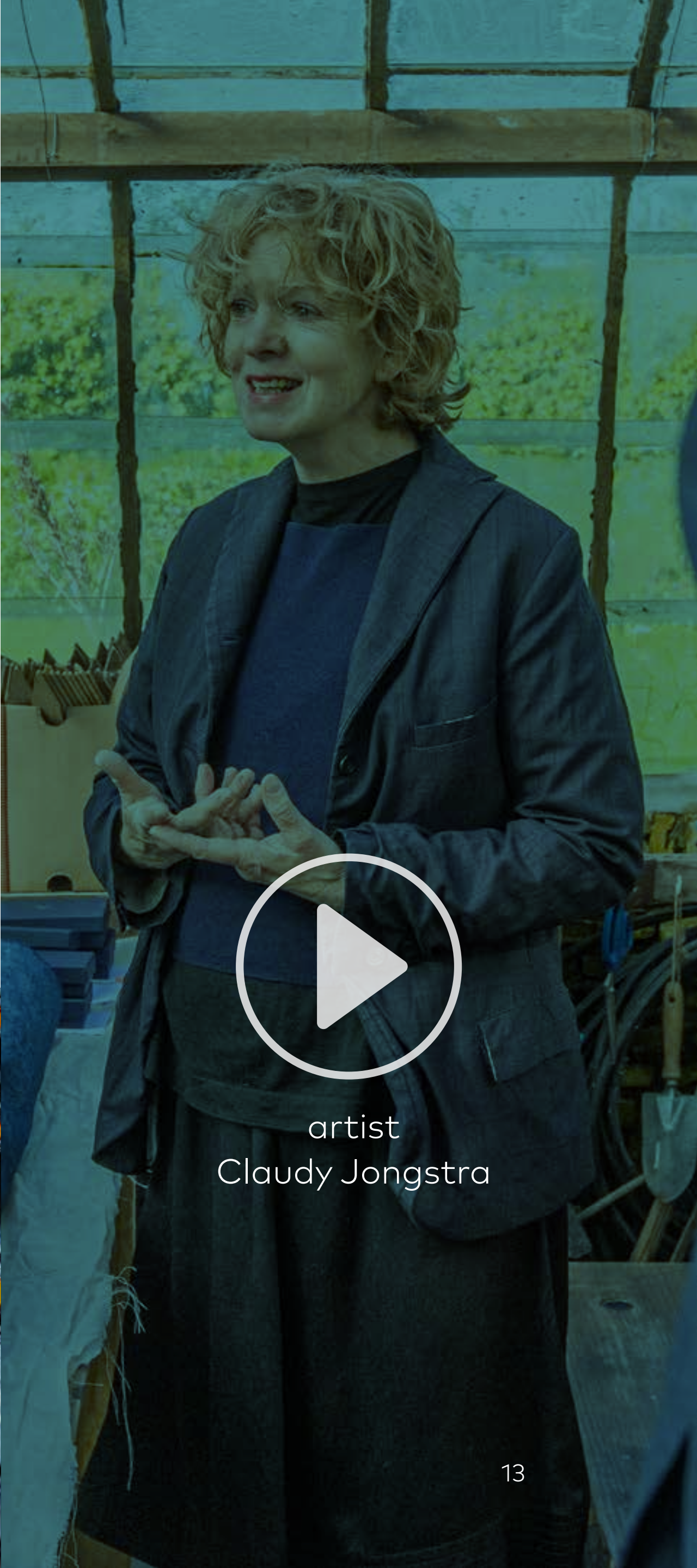


diesel was also integrated. The model calculates the optimal driving curve for the timetable in region Noord. This information can then be translated to the railway section and applied by professionals to operations. In this way, the CO₂-barometer helps us to operate in an even more fuel-efficient manner and so reduce CO₂-emission!

A sustainable woollen tie and scarf by
Claudy Jongstra

In addition to the introduction of the WINK trains and the development of the CO₂-barometer for the Noordelijke Lijnen concession, we contemplated a present for the staff who will operate the trains commissioned by the Provinces of Groningen and Friesland for the coming 15 years. We cooperated with artist Claudy Jongstra to design two unique and sustainable clothing accessories. Claudy created a woollen tie and scarf from recycled materials, entirely designed and produced in the Netherlands.

These clothing accessories come with an extraordinary story featuring, in addition to sustainability, a high degree of social engagement which fits well into our #RouteSamen.



artist
Claudy Jongstra

CIRCULARITY

During Circularity Week in February, we paid daily attention to large and small initiatives in keeping with the theme.

A few of Arriva's own examples:

Sustainable seat lining (in the bus)

Arriva makes the first steps to test the use of fruit leather. This 'leather' is produced from the leaves of pineapple plants. We test the material in a few of our buses in Friesland. It forms a prelude to more options in the search for circular materials to be used in our operations.

Our circular office furniture

Some Arriva employees came up with an idea, developed that idea with the help of people who are distanced from the labour market andold filing cabinets were reused as flexible workplace/ secluded place for having a talk between two people or a telephone conversation.

The 'Arricube' has special benches upholstered with old Arriva trousers (surplus clothes from drivers).

Sustainable handling of corporate clothing

Many of Arriva's employees do their work wearing corporate clothing. Examples include the overalls worn by mechanics, but also the stylish suits of our train drivers, bus drivers and stewards. Clothing that shows who we are and is durable. Together with the clothing supplier, we develop a slim-fit clothing line manufactured from recycled PET bottles and sustainable wool. In addition, at various branches coordinators ensure that worn-out clothes are collected and reused. In case a wrong size was ordered or clothes turn out to be bigger or smaller than expected, we try to find another colleague who can use it.



We also look into circularity with others

Participation in the Friesland College Hackathon

How to repurpose an old bus?
On 6 October 2021, students of Friesland College came up with some very creative answers.

Lees meer



Arriva pilot with Nederland Schoon

In 2021, we launched a cooperation with Nederland Schoon. We participated in different ways with the National Clean-up Day, held that year on 20 March. We made our passengers aware of Clean-up Day and communicated the importance of a clean environment. Our ServiceTeams also contributed to this day and cleaned up the station surroundings. But of course, this is not new for us. We therefore decided on continuous cleaning activities and always ensure clean (station) surroundings. Because of this we will not join future National Clean-up Days.

COMPENSATION

Samen voor Groen

Together for Green (samen voor groen)

By far the biggest current project for implementing compensation at Arriva is the **Samen voor Groen (Together for Green)** project.

Together with our partner Trees for All, we plant trees. **By the end of 2021, Arriva, in part together with its passengers, had saved for almost 50,000 trees.** In 2021 we agreed with Trees for All that all trees planted by us will be planted on Dutch soil and in Dutch forests.

This year, Trees for All offered us the opportunity to present ourselves as partners on its website. Read the interview with our Sustainability Programme Manager on the [website](#).

In addition to saving for and subsequently planting trees in the Netherlands, Arriva also draws attention to other Trees for All initiatives. Occasionally we actively participate: some Arriva employees covered (kilo)metres in the longest forest walk





Arriva Nederland
8,168volgers
5 mnd •

Weer een bos met een bijdrage van Arriva

Op vrijdag 3 december nam een aantal medewerkers van Arriva Zuid deel aan de jaarlijkse boomplantdag van **Trees for All**. Laarzen aan, schoppen in de hand en bomen de grond in!

Deze actie is in het kader van Arriva's duurzaamheidsbeleid waarbij we CO2-neutraal willen werken in 2025. Samen met zo'n 20 andere bedrijven werd die dag een bedrijfsbos aangelegd in Nationaal Park Het Groene Woud tussen Eindhoven, 's-Hertogenbosch en Tilburg. Op deze locatie komen bijna 4.200 bomen die Arriva samen met klanten spaarde.

Met het programma Samen voor Groen via samenvoorgroen.arriva.nl spaarde Arriva in totaal al bijna 48.500 bomen bij elkaar.

#samenvoorgroen



We also save for trees with users of travel app glimble. The Green Friday campaign of November 2021 resulted in a number of trees to be planted in spring 2022.

3 December tree planting day Zuid: 4,200 trees are starting to grow

On Tree Planting Day on Friday 3 December, Arriva Zuid employees planted part of the trees saved for by Arriva. Together with trees from other companies, the Arriva trees will become a forest in National Park Het Groene Woud (part of the Brabant-wide Van Gogh National Park). Boots on, shovel in hand and put those trees in the ground! This campaign was featured in our social media.



What else do we do?

internal

Environmental Management

In connection with the ISO14001 certification, we developed in 2021 the inhouse e-learning module Environmental Management. Through our own staff and means (of communication), we offer this e-learning module on dealing with hazardous substances at the branches to everyone within our company through the Arriva Academy. The e-learning module is of course mandatory for branch managers.



Rollout of tablets amongst mobile staff

We want to move away from the use of paper towards providing our staff with digital information. Every A4 sheet less counts.

Means of communication such as the Intranet and digital newsletters help curbing the use of paper, provided that every employee can access such digital information. One of the major steps in this area is the Arriva-wide rollout of tablets to our mobile and workshop staff.

Approximately 4, 200 tablets have been distributed. We started in March 2021 and the last tablets were sent to the workshops by early 2022. For this project it was essential to connect with the employees so that instructions on and working with the tablets are seamlessly embedded. After all, it is quite a different way of working. In some places, a malfunctioning Wi-Fi network was a source of frustration.

Een goede
(digitale) reis
voor iedereen!



Alsjeblieft!
Een tablet
van Arriva!

Paperless branche Herten

Branch Herten in the Limburg region had already planned to take the first steps towards a paperless office. The plan was boosted by the arrival of the tablets. One of the lessons learned is that such a transition requires time and creativity. For example, interim solutions may be needed to get used to this revised work process. The lessons learned in Herten are incorporated in the further digitalisation of Arriva. Our HR staff also experience the increased digitalisation (such as digital correspondence and electronic personnel records) which makes sending paper letters more and more a thing of the past. One A4 sheet does not seem like much but many A4 sheets together were once a tree.




External or together with others



With all these destinations, we try to enthuse our passengers as you can see above for Holwerd and on the righthand Appelscha.

Let's go to nature

Since 2018, various trains run in Limburg with names of and information on nature parks in Limburg. In the north of the Netherlands, trains also bear the names of green destinations. Together with 'Hulde aan de Horizon' (Homage to the Horizon) we use our buses to draw attention to the beautiful nature in the region.



Arriva Nederland


8.168volgers

5 mnd • Bewerkt •

Iedere dag kleurt het decor van Friesland weer anders. Reizend door Friesland trakteert de natuur je keer op keer op een andere voorstelling. Onze chauffeurs brengen je graag van en naar deze prachtige bestemmingen. Zij zijn thuis in het Friese Landschap. De favoriete plek van Chauffeur Hans is Appelscha. Samen met hem geven wij een Hulde aan de Friese Horizon. Aan de horizon van Appelscha, een mooie plek om bij stil te staan.

Arriva, thuis in het Friese landschap.

[#Huldeaandehorizon](#) [#routesamen](#) [#thuisinhetfrieselandschap](#) [#merkfrylan](#) [#Appelscha](#) [#hulde](#) [#buschauffeur](#) [#arriva](#)



Hallo! Ik ben Hans, en ik ben buschauffeur bij Arriva.

Hulde aan de Friese Horizon - Appelscha



In 2021, Arriva joined forces with National Park Hollandse Duinen in region West.

This cooperation dovetails with Arriva's greening at bus line 90 (The Hague – Lisse). The route runs parallel to National Park Hollandse Duinen, connecting nature, city and sea. All buses on this 'Green Line' were fitted with a manifestation of National Park Hollandse Duinen. In the bus, passengers receive information on nature, culture and history and are introduced to the most beautiful spots in the area.

Nationaal
Park
**Hollandse
Duinen**



Georgette Leltz, director National Park Hollandse Duinen and Annemarie Hoogeveen, regional director West with the bus that visualizes the cooperation.

ERTMS

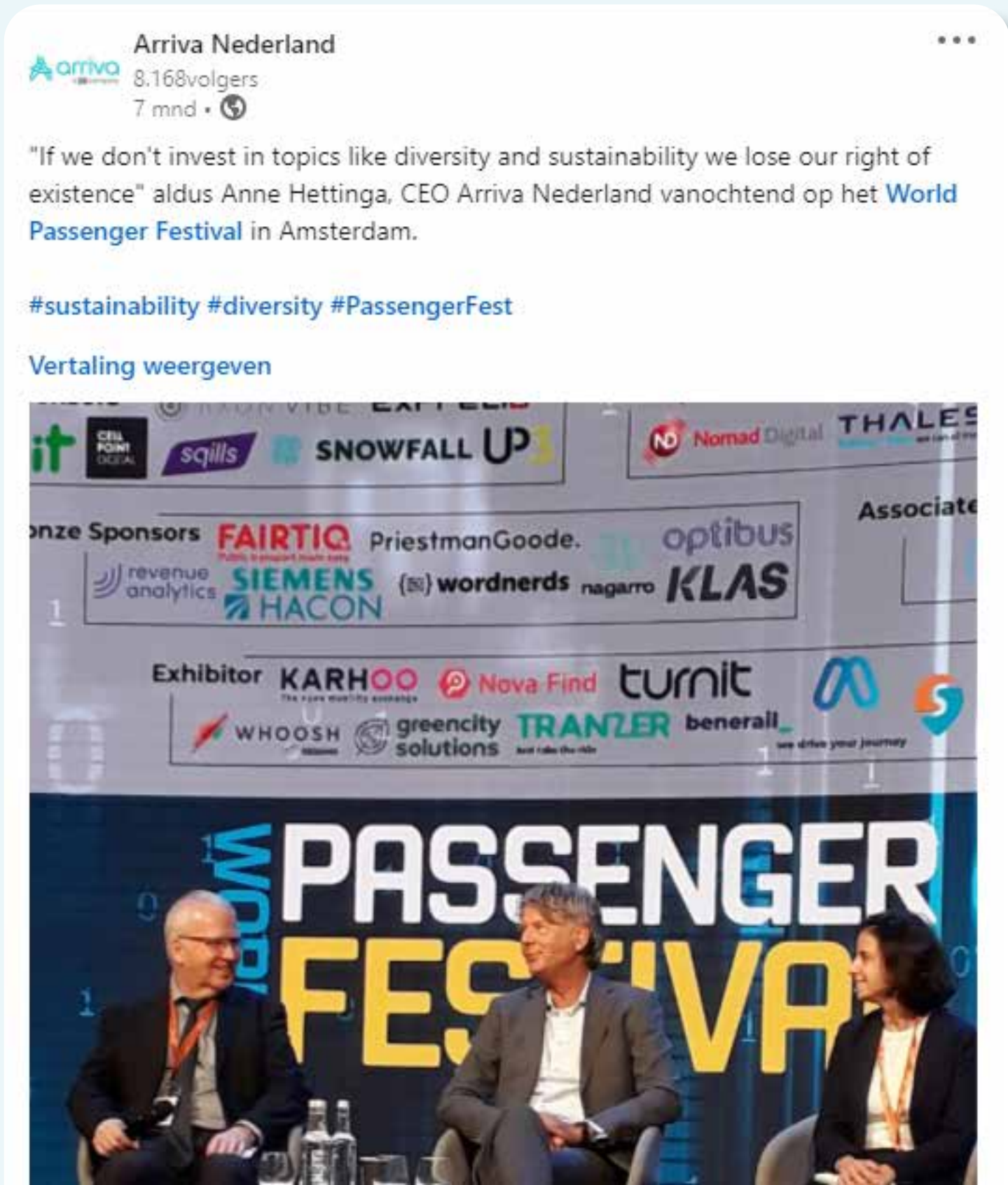
Although rather based on railway safety and innovation, but with a sustainable link, we at Arriva as a regional public transport company are pleased to join the development of ERTMS (European Rail Traffic Management System). In the Limburg region, two trains were equipped with the system as prototypes in 2021. The object is to prepare a batch of trains at a later date to deploy internationally. In the north of the Netherlands, together

with partners we signed an agreement to equip approximately 270 kilometres of railway in Groningen and Friesland with ERTMS by 2030.

This also facilitates further development of the Automatic Train Operation, another innovation specifically based on the idea to expand passenger transport by rail in a sustainable manner.

"If we don't invest in topics like diversity and sustainability we lose our right of existence"

said Anne Hettinga, CEO Arriva Nederland at the World Passenger Festival in Amsterdam.





RouteSamen

As a transporter, Arriva holds a central role in society. We spend considerable time and extensive attention to the highest possible quality of our public transport, and our responsibility does not stop there. We aim to make a valuable contribution to society as a whole.

We, and all other colleagues at Arriva, devote ourselves to this goal every single day through our own projects, or preferably, projects in cooperation with others.

We aim to let our workforce be a reflection of the diverse Dutch society in and for which we work. This is the reason that as early as 2019, we have already signed the Diversity Charter of the Social and Economic Council of the Netherlands (SER). Another goal is to have everyone feel welcome and safe at Arriva and to go to work every day with pleasure.

We hope that everyone recognizes and acknowledges our social profile. By being certified on the Social Enterprise Performance Ladder (PSO-ladder), the prime accreditation for social enterprises, we ensure that our commitment is also measured and valued independently. In 2021, Arriva Nederland reached step 2 (out of 3) of this ladder.

Click here to find Arriva on the PSO-ladder-website

ServiceTeams

At Arriva Nederland we take particular pride in our ServiceTeams. In 2017, Arriva Nederland started with its first ServiceTeam, in region Oost. During a period of maximally two times three months, we offer people the opportunity to gain work experience and get into a work rhythm as our colleagues in a ServiceTeam.

In 2021, the final two ServiceTeams were rolled out, thus ensuring that as from 2021, each Arriva Nederland region has at least one dedicated ServiceTeam.





Start first ServiceTeam Limburg
2 february 2021



Start first ServiceTeam Zuid
spring 2021

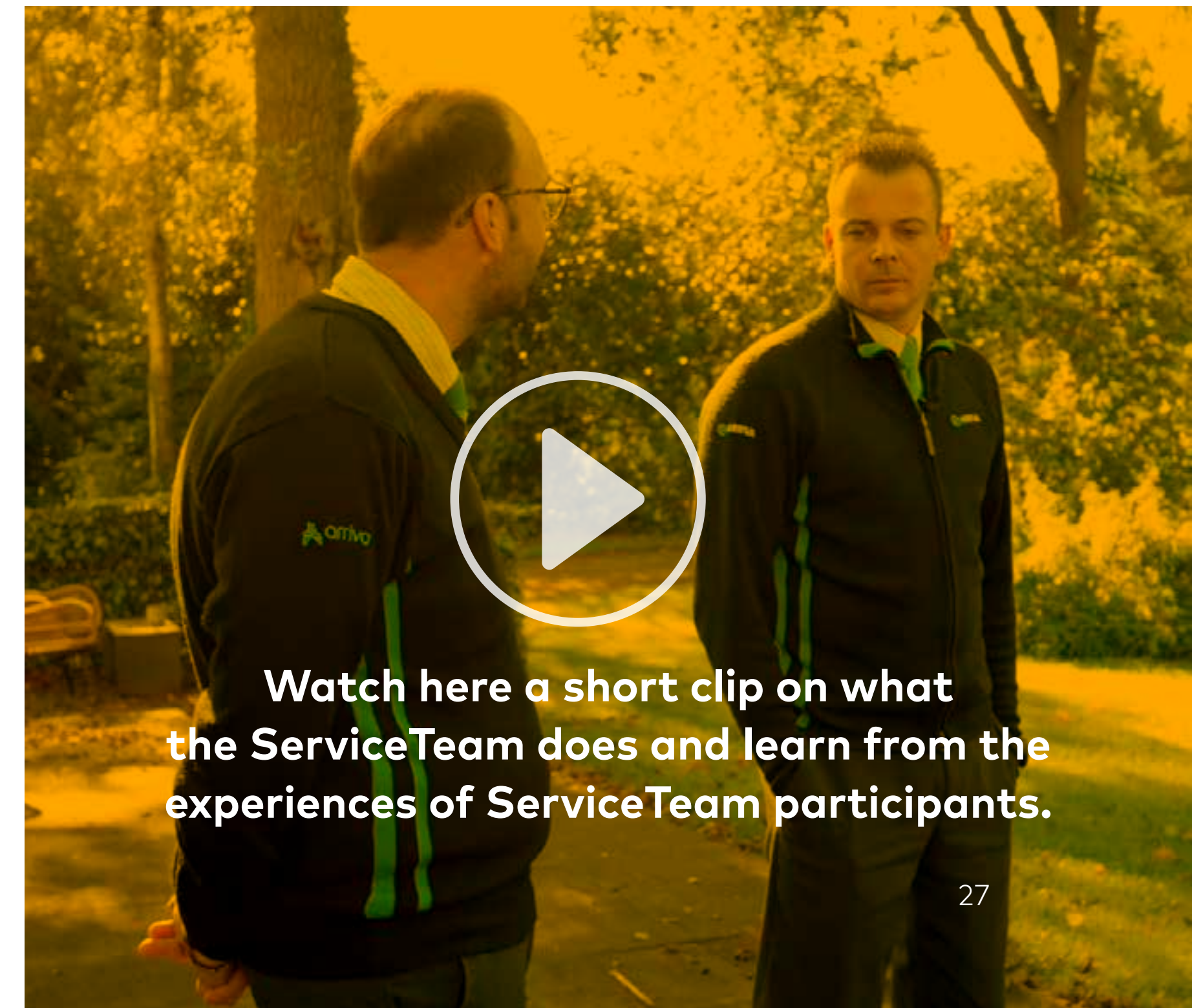
What can be the result of participation in a ServiceTeam?

Salem started in the ServiceTeam on the Vechtdallijnen in 2019. He now started with the steward training course. Because he speaks multiple languages, he also frequently acts as an interpreter for passengers on this line.



Rob from Zutphen lived a large part of his life in various institutions because of behavioural problems. Since four years, he literally has his life back on track. What is more, through the ServiceTeam Rob became a qualified train driver in Winterswijk.

Driver **Rami** came from Syria to the Netherlands as a refugee. At the ServiceTeam he was a driver on Arriva's Vlinder (small bus), then advanced to being a bus driver and now works at our Doetinchem branch.



Watch here a short clip on what the ServiceTeam does and learn from the experiences of ServiceTeam participants.

Our Projects with others on #RouteSamen

We like to show our social profile, preferably together with others. Together we are much better than on our own.

18 train names derived from destinations in the northern part of the Netherlands

In Spring 2021, 18 new trains were put into use in the northern part of the Netherlands. We, together with 10,000 voters, selected 18 names for these trains of favourite destinations in Groningen and Friesland.

So we now operate trains with names including Het Wad, d’Olle Grieze, Museumspoorlijn STAR, Oerol, Noorderzon, De Slachte and Het Snitser Mar.



Watch the clip here

On the ‘trein vol verhalen’-website (train full of stories) we highlight the trains, their destinations and all kinds of activities in our northern region.

[Read more](#)

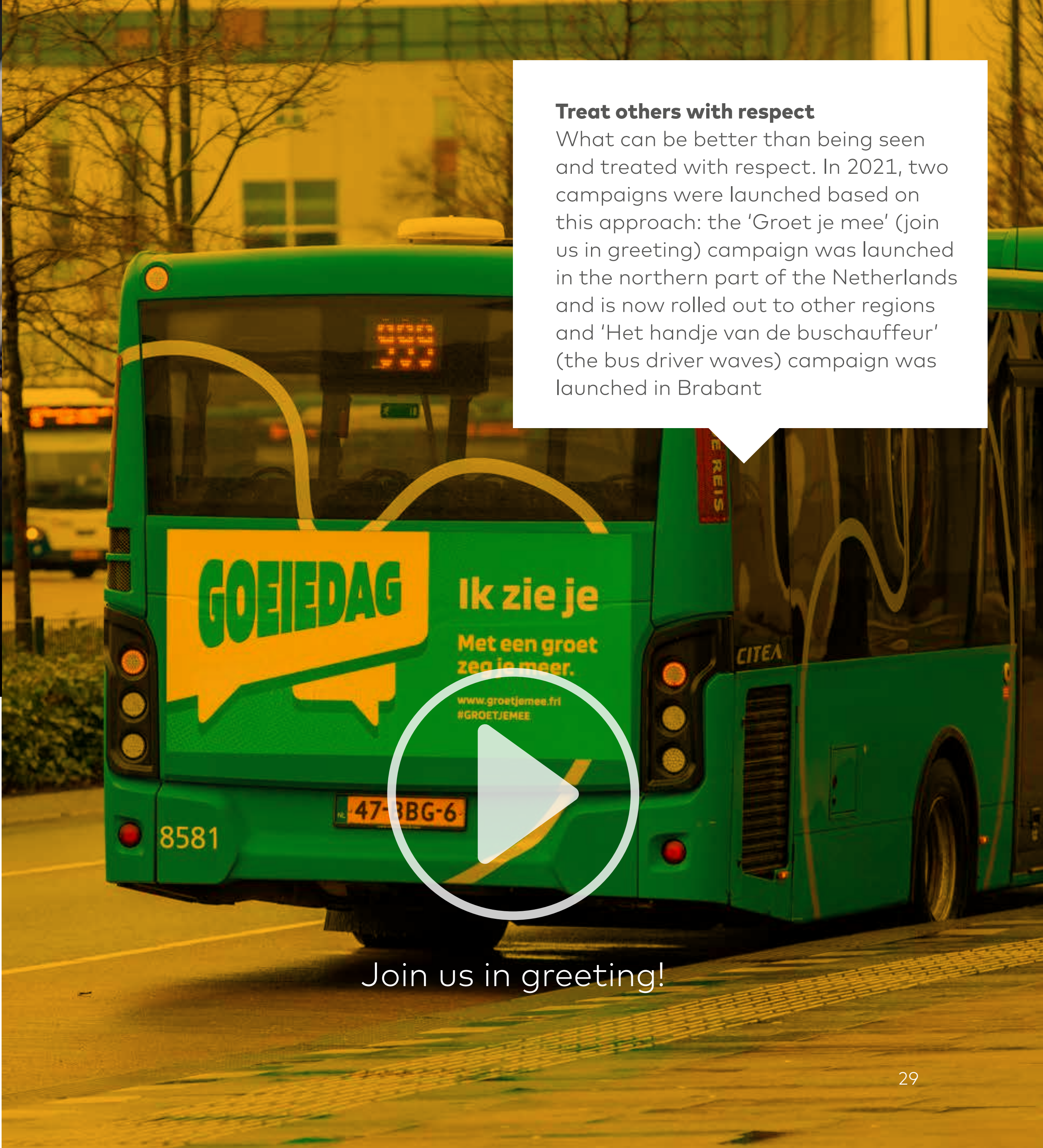


Together for sport

Even though we were not able to transport as many Limburgish children to cultural and sporting events as we would have wanted in coronavirus year 2021, we were able to do something else. With our buses we drew attention to 'Limburg voor Limburg', highlighting sports and Olympic sport heroes. With 'Limburg voor Limburg' we, in cooperation with the Province of Limburg, support children's participation in sporting and cultural events.



In region Zuid-Brabant we fully support sports, in cooperation with Brabant Sport. Even when sporting events are a challenge in the corona crisis, we perform the transportation of athletes. We did this in January for the Brabant Heroes event and in December for the ISL swimming tournament.



Treat others with respect

What can be better than being seen and treated with respect. In 2021, two campaigns were launched based on this approach: the 'Groet je mee' (join us in greeting) campaign was launched in the northern part of the Netherlands and is now rolled out to other regions and 'Het handje van de buschauffeur' (the bus driver waves) campaign was launched in Brabant

Join us in greeting!

JINC

Arriva has supported JINC for a number of years. JINC works actively for a society in which one's future is not determined by one's background. We share this view with JINC. Therefore, we offer opportunities for flash internships and job interview trainings. This proved to be a challenge in 2021 in view of the myriad of measures in place due to the coronavirus pandemic. In spite of that, thanks to our effort we managed to 'find' a lot of children. The 'Baas van Morgen' (tomorrow's boss) event took place for the fourth time, this time in Summer, in different regions of Arriva.

Flash internship

Total number of students reached 2021
220

Job interview training

Total number of students reached 2021
92

Baas van Morgen

Total number of students reached 2021
7

Career Coach

Total number of students reached 2021
4

We show how we value women working at Arriva in public transport, by putting them in the spotlight on International Women's Day 2021: 'Het OV is te belangrijk om alleen aan mannen over te laten.' (public transport is too important to be left only to men).



Arriva appreciates the power of difference

Arriva believes that public transport should be for everyone, but also by everyone. We therefore want our employees to be a realistic reflection of our diverse society. We fulfil this ambition through our commitment (since 2019) to the [Social and Economic Council's Diversity Charter](#) and also by imposing indicators on ourselves regarding the male/female ratio and age structure.



**M/F in the supervisory board,
management board and group council**
We are proud of the Male/Female ratio
at the top of our organization.

Supervisory Board

2 women
3 men

Management Board

2 men

Group Council

3 women
6 men

Arriva Nederland Group Council
consists of five regional directors
and four staff directors. Three of
the five regional directors are men
and two are women. In addition,
three men and one woman
are part of the team as staff
directors.



M/F at indirect staff:
In 2021, we aimed to expand the
percentage of women in our office/
management group (indirect staff) to
32%. We achieved 28.2%*.

M/F in management positions:
72% male and 28% female.

M/F at new inflow:
66.7% male and 33.3% female
More than one third of our new
employees (inflow) is female. We wish
to increase that part to an equal male/
female ratio for our new inflow.

M/F at direct staff:
85.4% male and 14.6% female
We score 0.1% less than in 2020 as
regards the percentage of women on
the shop floor (direct staff). Losing
the Waterbus Concession meant we
had to say farewell to a number of
female colleagues. When recruiting
direct staff, it is challenging to receive
diverse candidates through temporary
employment agencies and others.
We did not achieve our target of 16%
female employees in 2021. For 2022,
recruiting women will be a key focus
point in our Labour Market Campaign
and elsewhere.

Age structure driving personnel
In 2021, the percentage of direct
employees younger than 45 increased
to 28.2% (was 27.5% in 2020). We
aim to have 32% of our employees
under 45. Missing the mark is, amongst
others, also due to the loss of our
Waterbus Concession: we had to
say farewell to a number of younger
colleagues (44% of the workforce was
under 45).

Age structure new inflow
In 2021, 56.9% of the 72 new
employees we welcomed at Arriva
was younger than 45.

And what do our employees see?
Arriva aims to offer everyone a safe
place to work. Our employees need to
know they can be themselves at Arriva.
We regularly pay attention to this
through Arriva's internal media.



**same as in 2020*



Highlighting special Days

Our employees will certainly remember the videos and stories we shared through our internal media on the occasion of:

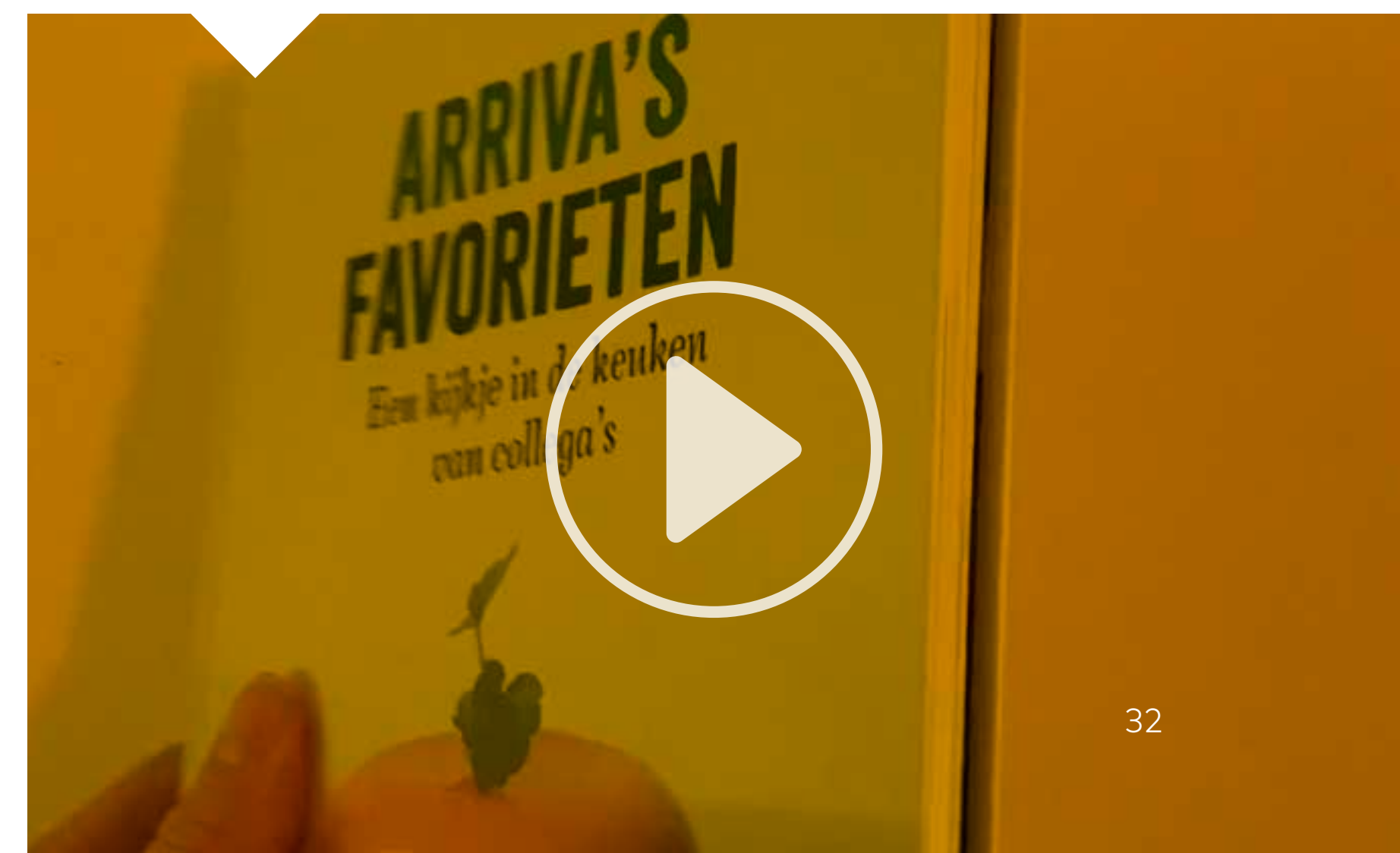
- Diversity Day
- Coming Out Day on 11 October 2021

Arriva's kookboek

Arriva's Christmas box at the end of 2021 summed up our year-long focus on diversity appreciation. The box contained, besides products from different continents and corners of the Netherlands, a cookbook: Arriva's Kookboek. After all, food connects people.

Arriva's Kookboek combines several stories and accompanying recipes from colleagues all over the Netherlands. From the *Rendang* recipe of someone's grandmother, via the Zoervleisj of the colleague from Limburg, to the Portuguese dessert from the driver with a fondness for Portugal. Arriva's Kookboek was realised with the help of students of the ROC Friese Poort training course for cooks.

The contents of the surplus Christmas boxes were donated to food banks or charity in the various regions, yet another service provided by Arriva's #RouteSamen.





RouteToekomst

On our **#RouteToekomst**, we encounter a myriad of subjects. Anything that concerns us as an organisation and as colleagues. These determine what we do collectively and who and what we are. Every internal and external expression and action supports the public image of Arriva Nederland and our development towards the future.

On #RouteFuture, we create a link with our key themes and connect these themes to the Sustainable Development Goals (SDGs). We also show what we, as an organisation and in cooperation with others, do in the area of (public) safety.



Intern

SDGs – Sustainable Development Goals
The SDGs (Sustainable Development Goals) are 17 goals that help make the world a better place by 2030. The goals were agreed on by member states of the United Nations (UN), including the Netherlands.

[Read more](#)

Arriva Nederland tailors its conduct and actions, major and minor, to the SDGs – Sustainable Development Goals. For the sake of achievability and clarity, also in our communications with our staff, passengers and commissioning parties, we focus on three goals. Our #RouteSamen (Together), #RouteToekomst (Future) and #RouteDuurzaamheid (Sustainability) are fully in line with these three goals, without ruling out the possibility of contributing to other SDGs as well.

The focus SDGs – Sustainable Development Goals:



Goal 8.
Dignified work and economic growth

This goal involves good employment practices and is linked with everything we do on our #RouteSamen and #RouteToekomst.



Goal 10.
Reduce inequality

This goal involves equal opportunities for everyone and is reflected in everything we do in the area of Diversity & Inclusion and in projects we execute together with others on our #RouteSamen.



Goal 11.
Sustainable cities and communities

This goal is featured in Arriva's core business, where we focus on sustainable and safe public transport for everyone. We make a significant contribution to this with #RouteDuurzaamheid.

Hazard Identification & Risk Assessment (RI&E)

Electric buses

On our way towards a CO₂ neutral Future (2025), we at Arriva are committed to mainly using alternative fuel (instead of fossil diesel) for our equipment. One of the main alternatives is electricity (green power). Electric buses are relatively new. Arriva considers it important to have a clear understanding of the risks involved with this equipment and to know how to handle this. In 2021, at RI&E Electric Buses, we focused on local actions in the area of prevention, testing against current building decrees and organising sectoral consultations on electric buses. All this has been simultaneously embedded in the regular RI&E process, thus mitigating or eliminating the existing risks.



Developing CSR competences in a generic job classification system

In 2021, Arriva developed a uniform job classification system with generic job descriptions for our support staff. The job descriptions offer a better insight and more career perspective. With the organisation-wide competences laid down in the job descriptions, Arriva provides a framework for its core values, including Corporate Social Responsibility.

The first organisation-wide competence zooms in on the implementation of 'doing the right thing' – CSR. The definition describes the attention for the employee's own responsibility, safety and health and that of other persons involved. It also states:

"You seek to limit damage to the environment as much as possible. You have a positive and proactive attitude towards an inclusive and diverse work environment."

In case of incorrect behaviour, you call each other (including subcontractors and temporary workers) to account and you accept being called to account yourself."

External CSR at the procurement department

Arriva Nederland interacts with thousands of suppliers with the aim to consistently realise the best deal for Arriva. Besides on price, the focus in such 'best deal' is on various other aspects such as efficiency gains, delivery period or terms of payment. Since 2021, a CSR award criterion has been added. The criterion is applied when relevant for the award application.

In existing contracts, we challenge our suppliers to offer better, CSR-worthy applications within existing agreements starting from 2021. For new contracts, we ask concrete, initial questions on the supplier's application of CSR in its daily practice.


In 2021


1. We examined the current list of creditors to determine which suppliers can be labelled as CSR. These suppliers are challenged to prove this in concrete terms.
In 2021, 61 suppliers were classified in the CSR category. For 2022, we aim to double this number.
2. For new tender processes, we attached more importance to the supplier's CSR options in our final assessment and decision.
3. We ask CSR-related questions during the evaluation with a supplier. With this we maintain continuous attention on the subject with the aim to improve.



**Member of the College van Deskundigen
(Board of Experts) of the MVO-
prestatieladder (CSR-Performance ladder)**

Arriva wishes to connect and broaden its knowledge in the area of CSR. This is why we responded to the request by MVO Prestatieladder to supply a member for its College van Deskundigen (Board of Experts) with an unequivocal 'yes'. Through this Board, MVO-Prestatieladder keeps in touch with interested parties while we at Arriva maintain our knowledge and network. In May 2021, Rianne Pieterse of Arriva Nederland joined the College van Deskundigen.




MVO Prestatieladder
219volgers
1j • 

[+ Volgen](#) ...

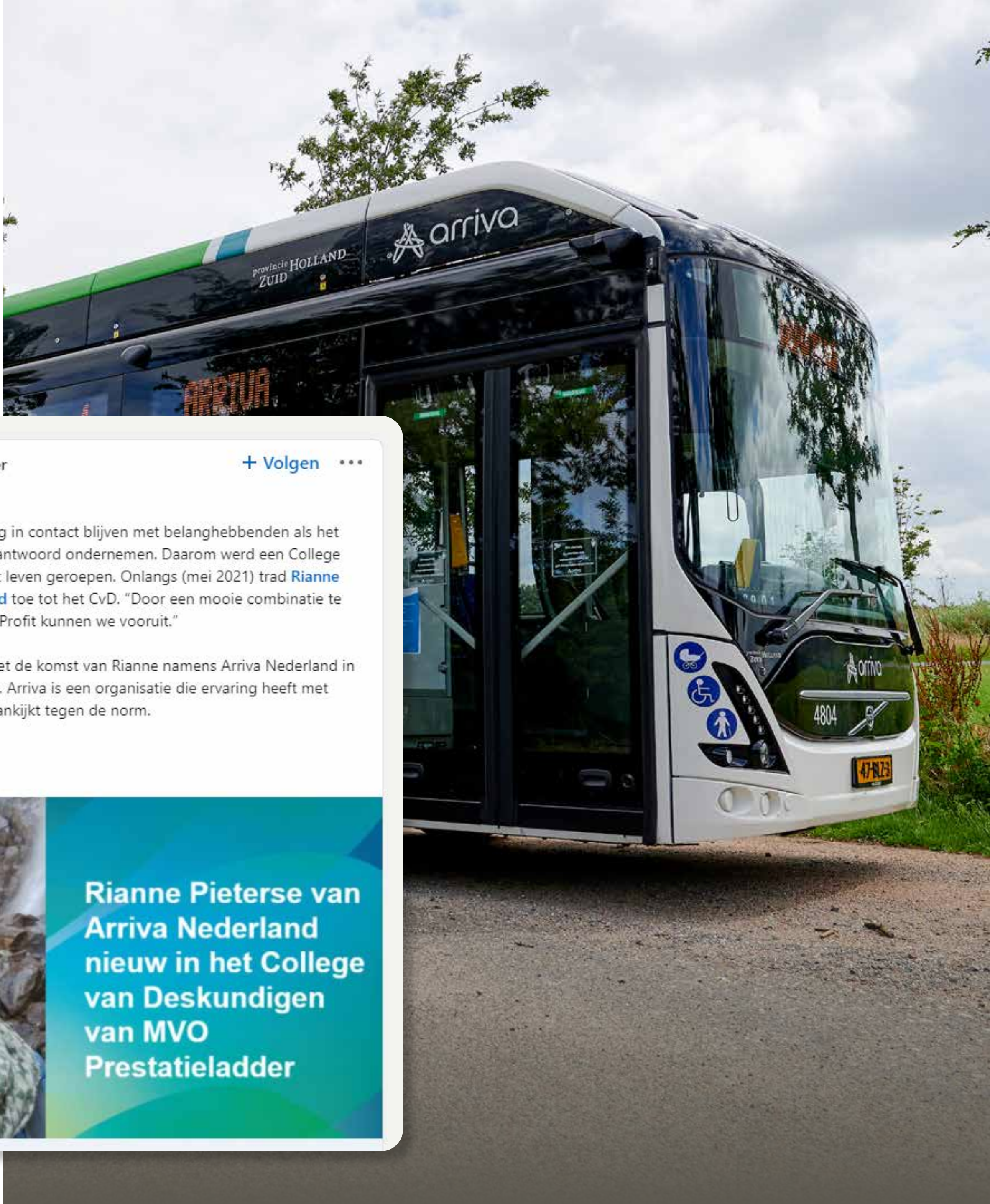
MVO Prestatieladder wil graag in contact blijven met belanghebbenden als het gaat om maatschappelijk verantwoord ondernemen. Daarom werd een College van Deskundigen (CvD) in het leven geroepen. Onlangs (mei 2021) trad **Rianne Pieterse** van **Arriva Nederland** toe tot het CvD. "Door een mooie combinatie te maken van People, Planet en Profit kunnen we vooruit."

MVO Prestatieladder is blij met de komst van Rianne namens Arriva Nederland in het College van Deskundigen. Arriva is een organisatie die ervaring heeft met MVO-doelen maar heel fris aankijkt tegen de norm.

Lees verder op de website:
<https://lnkd.in/dQtRYmf>



**Rianne Pieterse van
Arriva Nederland
nieuw in het College
van Deskundigen
van MVO
Prestatieladder**



Safety

Safety is of paramount importance to Arriva. Safety of our staff, our passengers and certainly also of the environment in which we offer our services. We focus on improving (public) safety and preventing incidents through large and small campaigns.

Overall

Staff Monitor Public Safety

Once every two years, the public transport companies in the Netherlands (9 in total) participate in the 'Staff Monitor (Public) Safety' survey. Arriva Nederland employees provided 18% of all input, which contributed to the complete picture of public safety.

For Arriva, this response signifies that there are representative outcomes for virtually all (11 out of 13) concessions. Within Arriva's various concessions, the specific issues and possible improvements are tackled by the regional QHSE managers.

This Staff Monitor involved (public) safety of the previous year, so 2020. Therefore, the survey also addressed the Covid measures and the consequences thereof. The **average mark Arriva colleagues awarded** to public safety in and around public transport in this Monitor was **6.9** (out of 10), **0.2 point higher** than the national average.

Bodycams

All Special Investigating Officers (BOAs - Buitengewoon Opsporings Ambtenaar) employed by Arriva Nederland have been using bodycams since summer 2021. We started in 2020 with a pilot. A survey conducted by Arriva under supervision of external professionals showed that the bodycams:

- Help to improve the subjective safety of both staff and passengers
- (preventatively) Reduce incidents and the use of aggression and violence.

Based on these results, bodycams were introduced at an accelerated rate within Arriva in all regions in 2021.



SVOVda

(Public safety in public transport – data analysis. Replacement of TRIAS)

All regional transporters as well as municipal transport company GVB insert their available public safety data in this system. This is instrumental for examining and analysing public safety in detail. These data are the basis for preventive measures implemented in cooperation with public transport companies, public transport authorities and the police. More on this in an article (dual interview with Mirjam Salomé and Jan Politiek) on the website of DOVA – the cooperative body of local or regional public transport authorities.

[Read more](#)

Specific
Light in the darkness campaign

On the shortest day of the year, 21 December, we used our social media channels to highlight the existing campaign 'steek je licht op in het donker' (switch your light on in the dark). A seemingly small effort to ensure that both passengers and bus drivers are alert and no one is 'passed by' at a bus stop and no unnecessary breaking and acceleration needs to take place if there is no one at the bus stop.



Bike security in Groningen

The 'Bike Security' project in Groningen is a unique supplement to station security. It is an elaboration of an idea that originated at an earlier staff brainstorm session. Arriva executes this project in cooperation with a local security firm. The security staff have a basic knowledge of public transport and carry first-aid kits on their bikes. They work in the early hours when the first buses and trains arrive and during the late hours at the last departing public transport options.



The public safety plan in region Oost

In addition to results that apply nationwide, the Staff Monitor Public Safety generated specific points of improvement for Arriva's separate regions. These points are incorporated in an annual plan. At our region Oost, public safety on the Vechtdallijnen was highlighted frequently in 2021. To achieve significant improvements, cooperation is needed with all stakeholders assuming their various roles and responsibilities. Starting from February 2021, Arriva made the first steps by investing in a new provider and new telephones, thus improving the (mutual) accessibility of the staff on this line.

A 15-point action plan was drafted featuring subjects including extension of the authority of the staff to use force and introduction of a travel ban. In addition, Arriva is involved in a revised training plan for BOAs (special investigating officers), instructions for platform services and the introduction of a day ticket for the Zwolle–Emmen–Ter Apel route.

On our way to 2022

We continue unabated on our Routes.
Each day of 2022 with small and big steps looking forward to what we may look back on next year in the 2022 CSR Report.



EEN GOEDE REIS VOOR IEDEEREEN