



sustainability report

2022

sustainability report



2022





Table of Contents

Letter to the stakeholders	7
Methodological note	8
01. identity	10
02. our sustainable vision	30
03. economic value	40
04. focus on people	50
05. our commitment to the environment	76
index of GRI contents	90



Letter to the stakeholders

GRI 2-22

On the road to a new mobility

I am pleased to present Arriva Italia's first Sustainability Report, published before the legal requirement comes into effect and intended as an important milestone for our group's growth as regards awareness of its impacts, not only at the financial level, but also in environmental, social and governance terms.

2022 was a year of revenue growth compared to 2021, but still posed major challenges for our organisation: the cost of fuel, first of all, and the consequences of the Covid-19 pandemic on passenger habits, which still continue today. However, we are convinced that sustainability can no longer be put off and, precisely in order to recount what we are already doing on all three pillars (Environmental, Social, Governance), we have decided to take on this challenge.

This Report is an account of the responsibility we feel and put into practice every day for our people, first and foremost, and for our passengers, as well as for all the other stakeholders with whom we interact on a daily basis (local authorities, communities, suppliers, partners). It describes what we have done so far and what we plan to do in the future to improve the quality of life for all our stakeholders.

Through the Report we share our vision of sustainability, which is based on a number of core principles that we have identified as material topics and also discussed with our stakeholders.

Among these material topics, I should like to mention three that, perhaps better than the others, illustrate us as a company. Sustainable mobility: a real imperative for a local public transport company. Diversity and inclusion, an area where we have done a great deal over the past year and where we are expected to act. And, finally, proactive support for a circular economy model, in which materials are recovered and greater attention is paid to waste.

This Report is only the first stage in a gradual but steady journey we shall be making together with you: a road that has already been mapped out along which we shall be measuring ourselves in an increasingly transparent and tangible manner.

With our first Sustainability Report, we have not forgotten the many areas where we provide a quality service that is always attentive to the needs of the passenger: for them, we have decided to publish 6 separate territorial reports setting out the specific features of each area.

I hope you find it an interesting read!

Angelo Costa, Chief Executive Officer

Methodological note

GRI 2-3

Knowing how important sustainability is, Arriva Italia decided to embark on sustainability reporting not only before the legal requirement came into force, but also taking a progressive and consistent approach right from the start. For this Report, which covers 2022, Arriva Italia used the "with reference to" option of the GRI Standards Version 2021. As from the next Report, the document will be subject to external assurance so that we will be ready for mandatory reporting in accordance with the Corporate Social Reporting Directive.

As part of its progressive approach, Arriva Italia calculated Scope 1 and Scope 2 emissions and has undertaken to include Scope 3 analysis beginning with the next report.

The Report includes the operations of Arriva Italia, i.e., the operating sites in Aosta, Bergamo, Brescia, Cremona, Turin and Rome, as well as the headquarters in Milan. Arriva Udine and Arriva Veneto, in which Arriva Italia has a controlling stake, are not included. The breadth of the territories we serve will be highlighted by the territorial reports, which will present sustainability facts and figures for each area.

We conducted a materiality analysis with reference to GRI 3: Standards 2021, which consisted of the following 4 phases:

1. Analysis of the organisation's context

The organisation's context was analysed by considering multiple inputs, both internal (e.g., interviews with the contact persons of the various Arriva Italia functions, company policies and procedures, certifications, press releases) and external (analysis of sustainability macro-trends at national and international level, analysis of sustainability trends specific to the local public transport sector and benchmark analysis of our main peers and competitors).

2. Identification of current and potential impacts (positive and negative)

Following the desk analysis of the organisation's context, both internal and external, Arriva Italia drew up a list of impacts, again in accordance with GRI 3: Material topics 2021:

Type of impact:

Negative or positive

Dimensions where the impact occurs:

Supply chain / Corporate activities / Services

Impacted areas:

Economic / Environmental / Social

3. Assessment of the significance of impacts

The significance of impacts was assessed through internal and external stakeholder engagement activities. Each interviewed contact person was asked to assign a value between 1 (unimportant) and 4 (very important) to the severity/significance of the impact.

4. Identification for each material topic of one or more cross-referenced 2030 Agenda Sustainable Development Goals (SDG)

Each topic was associated with a Sustainable Development Goal.

Data collection - covering the period from 1 January to 31 December 2022 - was based on the material topics identified by the Executive Sustainability Committee and submitted to the stakeholders (see the Index of GRI Contents on p. 92).

Directly measurable quantities were included to ensure the reliability of the information reported, limiting estimates as much as possible.

The Report was approved by the Executive Committee, headed by the Chief Executive Officer.

GRI 2-14

01.



arriva

identity

sustainability report.22

aosta.

.lecco
bergamo.

.brescia

.cremona

turin.



arriva

GRI 2-1/2-2

About us

Arriva has been operating in Italy since 2002, and provides **local public transport services** mainly in Northern Italy, as well as airport links, rental and tourism services and mobility for large events.

Arriva Italia runs the local public transport service in the **Aosta Valley** and in the provinces of **Turin, Brescia, Bergamo, Lecco** and **Cremona**, as well as airport links and a transport service in **Rome** for students with disabilities and reduced mobility.

As a holding company, Arriva Italia owns majority stakes in **Arriva Udine** and **Arriva Veneto** and minority stakes in **ASF Autolinee** and **Trieste Trasporti**.

In 2012, Arriva Italia Rail, a company that provides rail services, was established.

With over 40,000 employees and annual revenues of € 4.1 billion, the Arriva Group is one of the leading players in the mobility sector, and in passenger transport in particular.

.rome

Arriva Italia in numbers



47 million
km per year



228
routes



1,433
vehicles



240
specialised vehicles



1,467
employees



1,000
passengers/day



+ € 143 M
revenues

Our mission

Our focus is people mobility, which is why we are committed to developing integrated mobility services so that public transport becomes users' preferred means of travel.

Knowing that it offers a service of essential importance for linking people and places in the regions where it operates, Arriva Italia aims to be even more connected by offering cutting-edge technological services, motivating employees to give their best and consolidating positive relationships with both customers and partners.

Wherever we operate, we are proud to put ourselves at the service of society and of the local community that relies on us.



Milestones

2005

Arriva acquires 80 per cent of **SADEM** and increases its stake in **SAF** to 60%

2002

Arriva acquires the **SAB Group** and takes minority shareholdings in **KM** and **Trieste Trasporti**

2004

Arriva acquires 49% of **SAF**

2007

Through the Omnibus associated company, Arriva – together with **Ferrovie Nord** – acquires 49% of **ASF Como**

2008

Arriva acquires the entire share capital of **SADEM**

2009

Arriva Italia, the group's holding company, is established

2012

Arriva Italia Rail is established

2014

Arriva is the **people mobility partner** of **Expo 2015**

2018

Arriva Veneto is established to run passenger transport services between **Chioggia**, **Venice** and **Marco Polo Airport**

2015

Arriva acquires the entire share capital of **KM**

2016

Arriva acquires 100 per cent of **SAVDA**

2020

SAF changes its name to **Arriva Udine**

2021

One Company: Arriva Italia takes over the SAVDA, SADEM, SAB, SIA and KM subsidiaries and becomes the full service operator in their place

2022

Major reorganisation extending to operations

Appointment of a **Diversity & Inclusion manager**

LifeH2O Bus: an EU-funded project in partnership with La Sapienza University and software house Pluservice

Electric vehicles in Rome: collaboration with Enel X

The **Zero Emission Institute** is set up

A glance at 2023

Bergamo Brescia Italian Capital of Culture 2023

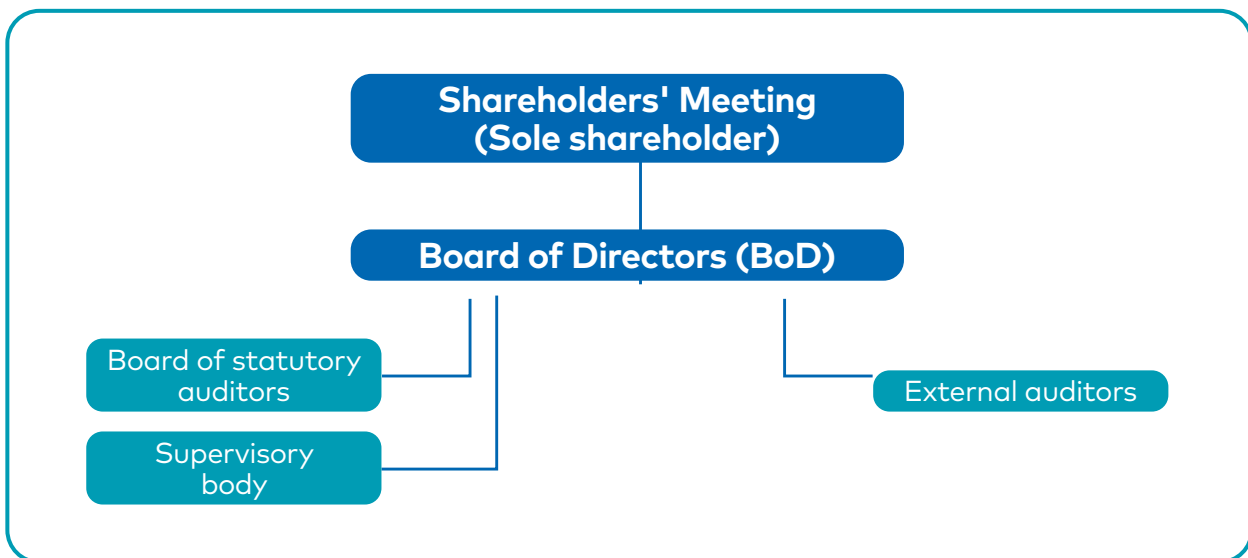
Arriva Italia takes part in **Slow Emotion - Movimenti performativi tra Bergamo e Brescia:** providing a coach for a journey of entertainment through the Capital of Culture.



Corporate Governance

GRI 2-9/2-10

Arriva Italia's governance system is structured as follows:



Shareholders' meeting

Arriva Italia is governed by a sole shareholder [Arriva International Limited](#) (headquarters Great Britain).

Functions:

- approval of the financial statements and distribution of profits
- appointment of the Board of Directors
- appointment of the Board of Statutory Auditors and the external auditors
- amendments to the articles of association
- decisions on transactions entailing a substantial change in the corporate purpose or a significant change in shareholders' rights
- appointment of liquidators and the criteria for liquidation proceedings

Board of Directors

The BoD consists of six members:

Chair: **Luigi Piergiuseppe Ferdinando Roth**

Chief Executive Officer: **Angelo Costa** (Company Representative)

Managing Director: **Paolo Giuseppe Girino** (Company Representative)

Managing Director: **Pietro Brunetti** (Company Representative)

Director: **Aniello Semplice**

Director: **Roberto Salerno**

Functions of the BoD:

The Board of Directors is vested with all powers of ordinary and extraordinary administration for the management of the Company and may perform any administrative act and execute all actions that are useful for the achievement of the corporate purpose.

The Board of Directors may delegate its management powers, in whole or in part, to one or more individual directors.

The Chair is the legal representative of the Company and exercises the powers and functions set out in the first paragraph of art. 2381 of the Civil Code.

The Chief Executive Officer has powers of ordinary and extraordinary administration and, like the Chair, represents the Company in public. The CEO is identified as an employer pursuant to occupational health and safety legislation.

The Managing Directors are members of the BoD. They have the power to represent the Company in public under the powers delegated to them by the Board of Directors.

The Board of Directors met five times in 2022 with an attendance rate of 100%.

The role of the Committees and the advisory groups

As part of the governance system, the Company has set up the following Committees and advisory groups to support corporate decisions:

	role	frequency of meetings
Executive committee	Supports the CEO in the implementation of strategic and operational decisions and monitors the overall performance of the Company and the Group Companies, also through analysis of specific economic, operational and personnel KPIs.	Weekly
Ethics, diversity and inclusion committee	Monitors compliance with the principles stated in the corporate and Arriva Group Code of Ethics. Implements the Diversity and Inclusion policies drawn up at corporate level.	2 times/year
ICS steering committee	Monitors compliance with Bilmog procedures and initiates audit activities and implementation of corrective actions where necessary.	Bimonthly
Compliance advisory group	Analyses the findings of compliance reporting and implements the resulting assessments/ approvals.	2 times/year
Personnel and industrial relations advisory group	Plays an advisory and recommendatory role for the preliminary examination of studies and projects of particular importance with the aim of monitoring the company climate and labour relations.	2 times/year
Investments and territorial strategies advisory group	Plays an advisory and recommendatory role for the preliminary examination of studies and projects of particular importance.	2 times/year
Supervisory Body	Supervises the functioning, effectiveness, updating and observance of Model 231.	6 times/year

Sustainability Governance

GRI 2-12

Since 2023, the Executive Committee has also been responsible for the Arriva Italia sustainability reporting process.

Board of Statutory Auditors

The Board of Statutory Auditors consists of 5 members (3 standing auditors and 2 alternates):

Chair of the Board of Statutory Auditors [Pampuri Alessandro](#)

Standing Auditor [Moretti Matteo Eugenio](#)

Standing Auditor [Lagro Franco Maurizio](#)

Alternate [Rollino Emanuela](#)

Alternate [Ciardiello Carlo](#)

The Board of Statutory Auditors met six times in 2022 with an attendance rate of 100%.

The [external auditors](#) are Pricewaterhousecoopers S.p.a. "PWC" for short.

Supervisory Body

The Supervisory Body is a collegial body consisting of three members, one of whom is appointed Chair by a majority vote of the body itself.

In the three-year period 2020-2022, the members were:

Chair [Lorenzo Sergio Vitali](#)

Member [Franco Lagro](#)

Member [Carlo Ciardiello](#)

The Supervisory Body is currently composed as follows:

Chair [Giuseppe Di Masi](#)

Member [Franco Lagro](#)

Member [Michele Petino](#)

Ethics and integrity

The Code of Ethics and Model 231

Arriva Italia has long since adopted an **Organisational and Management Model pursuant to legislative decree 231/2001** on corporate responsibility, approved by the Board of Directors and entrusted to the supervision of a special internal body. With this Model, Arriva Italia intends to eliminate or minimise the risk of improper conduct by persons acting in the interest or to the advantage of the company, with reference to the provisions of law and based on specific mapping of the most significant company activities.

The Model also includes a **Code of Ethics** setting out the principles and lines of conduct that characterise the Company's operations, which all persons acting in the interest or to the advantage of the organisation are invited to follow.



Anti-corruption policy

In line with the Group directives, Arriva Italia has adopted an anti-corruption policy, which is periodically reviewed to keep up with legislative developments. In an organisation like Arriva, financial crime and, in particular, corruption, can entail severe financial and reputational risks. The regulatory references are international: specifically, the 2010 Bribery Act¹, an Act of the British Parliament that has almost universal jurisdiction.

The policy pays special attention to the risks of corruption and facilitation payments. In most countries, the latter are regarded as bribes. The category may include gifts, hospitality, charitable donations, sponsorships, subsidies. Company policies establish precise rules governing all these matters in order to prevent this kind of offence as much as possible.

Anomalies may be reported at any time using the channels provided by the Group or through the services provided locally.

- GRI 2-16
- GRI 2-23
- GRI 2-24
- GRI 205-1

¹ <https://www.legislation.gov.uk/ukpga/2010/23/contents>

The Code of Conduct

In view of the importance of maintaining high standards on reputational topics, the Group of which Arriva is a member updates the Code of Conduct on an annual basis.

A summary of the Code is also available, organised into concise chapters covering all the main questions:

- Doing the right thing (complying with laws, acting in accordance with corporate policies and values)
- Making one's voice heard (not being afraid to report misconduct)
- Ensuring everyone's health and safety (through the sharing of experiences and constant information)
- Taking part in the journey to Destination Green (raising awareness of what reducing environmental impact means for Arriva)
- Protecting personal data (compliance with the GDPR)
- Preventing corruption and unlawful behaviour (zero-tolerance policy, paying attention to suppliers, analysing one's own conduct)
- Giving and accepting gifts
- Operating in accordance with the principles of fair competition
- Avoiding conflicts of interest
- Guaranteeing an inclusive workplace
- Using social media according to rules that ensure a clear separation between public and private
- Using and taking care of the tools provided by Arriva, and protecting the data they contain
- Protecting information (following the corporate classification)
- Managing one's political activism, in particular if an employee decides to run for political office, in accordance with precise rules
- Following the principles of "responsible procurement" when selecting suppliers
- Protecting human rights
- Ensuring accurate financial accounting

The importance of engagement: the Corporate Confidence Program

To ensure that all employees are aligned with the corporate values, the **Corporate Confidence** program is presented to all **new hires**.

GRI 205-2

GRI 2-24

**we act legally, fairly and with integrity
at all times**

**we have to speak up culture to call out
behaviour that fails our own standards**

our leadership sets the tone at the top

**our staff are equipped to know what is
expected of them**

1 ❤️ 👍 🗑️ Corporate Confidence

Specifically, the Company provides training for employees and new hires starting with the document that sets out its Standards of Business Conduct.

These standards define the Group's position in each of the main policy areas and set minimum standards of behaviour that all employees undertake to observe.

The four areas are Standards of Business Conduct, Competing Fairly, Information Security and Data Protection, and Financial Crime. Information on the following policies is provided within the Standards:

- anti-corruption
- competition laws
- relations with public officials
- conflicts of interest
- anti-fraud
- anti-moneylaundering
- procurement

The Standards outline how each policy may impact employees at operational level and provide tools to facilitate compliance.

The Standards conclude with a set of sample questions designed to help the employee understand whether he/she is doing the right thing. For example:

- What would my colleagues, managers or family think?
- If this were a newspaper story, how would it represent both Arriva and me?

The Corporate Confidence training program is completed with a mandatory 45-minute training session.

For new hires, there are four compulsory modules on the following topics:

- cyber security
- financial crime
- group code of ethics
- fair competition

New hires must complete these courses within a maximum period of four weeks and a final score of at least 80% is required to pass the program.

For all other employees, **refresher training modules** are organised every year. The updates are made available on the company intranet to ensure access.

Compliance training consists of mandatory training and modules. The courses are always available on the intranet.

Specific training is provided for **drivers** without a final test, as agreed with the Supervisory Body.

Whistleblowing

GRI 2-16

This section describes the situation in 2022 before the publication in Italy of the legislation enacting EU Directive 2019/1937. At the time of writing (October 2023), Arriva Italia was taking steps to come into line with the new laws.

The Group policy in force in 2022 dates back to 2017 and sets out the ways in which an employee can report misconduct. It also indicates the means of protection.

The cases included are:

- fraud, theft or corruption
- compromised health and safety standards
- discrimination or harassment against employees
- forms of slavery in the Group or in the supply chain

Employees are invited to access the direct channel to raise concerns, in the knowledge that information is confidential. Concerns may be reported by telephone or e-mail.

Once a report has been received, the organisation decides whether or not to proceed with a fuller investigation.



Cyber security

For Arriva Italia, which manages the personal data of thousands of users, as well as information that may impact road traffic, the security of its IT system is a priority.

In 2020, the DB Group, of which Arriva Italia is a member, adopted a **Cyber Security and Information Assurance Policy (CSIA)**, which was reviewed in 2022.

The CSIA policy is a key component of the CSIA program, which:

- establishes Arriva's Governance, Risk and Compliance (GRC) structure and requirements
- enables people, processes and technology to operate in a risk-controlled environment
- validates commercial, contractual, legal and regulatory compliance

The policy details the **governance** of this important topic, for which the **Group Information Security (IS) Director** is responsible.

In addition, an **Information Security and Privacy Committee (IPSC)** consisting of top managers from each operational division and corporate function has been formed.

The system defined by the CSIA program is implemented through the Business Information Systems Policy (BSP).

In order to make the policies operational, it is necessary to put in place training to make our users increasingly aware of cyber security issues. For this reason, **internal status analyses** and contextual **information and training campaigns** are conducted on a regular basis.

The internal status analysis is divided into two cycles:

CYCLE 1

- Phishing attack simulation
- Individual assessment questionnaire
- General training

CYCLE 2

- Phishing attack simulation
- Targeted and customised training

General training is based on 27 modules; topics include: **password security**, **the GDPR** (General Data Protection Regulation), **physical safety**, **e-mail management**, **viruses** and **ransomware**. Some activities include videos, quizzes or interactive games lasting an average of 8 minutes, which are designed to raise users' awareness of the issues covered.

SIEM: Security Information Event Management

Arriva Italia has implemented the **Security Information Event Management** service, which includes a series of cyber security measures such as Log Management, Event Correlation and User Behaviour Analytics, designed to **mitigate the risk of cyber threats** by using Artificial Intelligence to process digital data and automatically identify anomalous activities.

By means of two systems, one geared towards information gathering and another specifically for malicious behaviour, the SOC project uses a specific platform to **protect users by means of correlation analyses and dark web searches for information that can be traced to possible cyber threats**.





arriivo

02.



arriva

our sustainable vision

sustainability report.22

Arriva Italia's sustainability vision impacts the three ESG pillars: the environment because the company is implementing the ecological transition in both mobility and resource management; the social pillar because of the service it provides, which reaches large segments of the population in a vast and in some ways fragmented territory; and governance because of its commitment to ensuring transparent and fair procedures.

Stakeholder engagement

GRI 2-29

For a company like Arriva that provides a public service, it is essential to maintain a constant, transparent relationship with all the parties who in some way are affected by its activities or are able to influence them.

To move ahead with its sustainability reporting journey, the sustainability working group mapped its stakeholders and identified a pool of 'expert' representatives for each category, who were then involved in the materiality analysis.

Materiality analysis

GRI 3-1

Arriva Italia has completed its first materiality analysis in 2023, in line with regulatory developments and the changes introduced by the latest edition of the GRI Standards.

The process, which started within the organisation with the involvement of the sustainability working group (consisting of top management and first-line managers), focused on the actual and potential positive and negative impacts generated by its activities on the economy, the environment and people. At the same time, some of these topics are also relevant from an outside-in perspective, because they have the ability to influence the Group's activities.

The final list of material topics was drawn up by carefully identifying and analysing the impacts generated by Arriva Italia across the entire value chain: the supply chain and other business relationships, directly controlled activities and, finally, services. The materiality analysis was carried out following a four-step approach, as required by **GRI 3: Material topics 2021**.

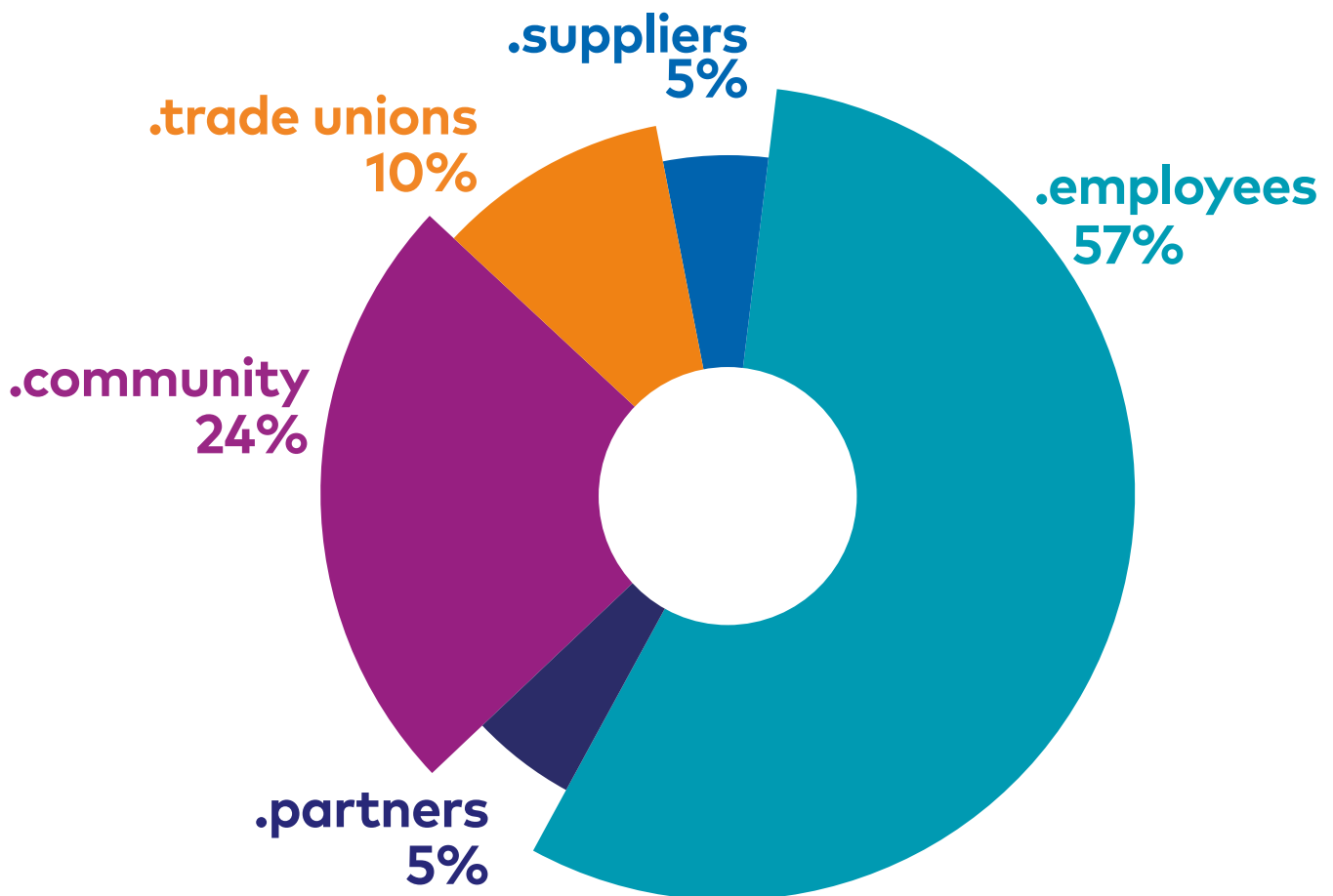
1. understanding the organisation's context
2. identifying impacts (positive and negative)
3. assessing the significance of impacts through a multi-stakeholder survey
4. prioritising the most significant impacts

Stakeholders involved

The stakeholders were involved in Step 3 in order to cross-reference their data with internal materiality.

Experts from each stakeholder category took part, with a 72% response to the questionnaires that were sent out.

For this first materiality analysis, Arriva Italia focused on its internal stakeholders, i.e., its employees.



List of material topics

GRI 3-2/3-3

The table below lists the 17 material topics categorised by ESG pillar and prioritised on the basis of the organisation's assessment of their impacts.








The following elements are shown for each material topic:

- the relevant ESG pillar;
- the significance of the impact from a dual perspective – company and stakeholders – as determined by the materiality analysis (scale of 1 to 4);
- the description of impacts divided into positive and negative (when both are present);
- the dimension in which impacts occur;
- the associated SDG.












esg pillar Environment

material topic	impact significance (scale from 1 to 4)	positive impact	negative impact	impact dimension	asso- ciated SDGs
Sustainable mobility	<div style="display: flex; justify-content: space-between;"> <div style="width: 50%;"><div style="background-color: #4CAF50; height: 10px; width: 80%;"></div>company</div> <div style="width: 50%;"><div style="background-color: #9E9E9E; height: 10px; width: 20%;"></div>stakeholders</div> </div>	The search for alternative fuels (electricity, HVO, etc.) can generate positive impacts on the environment and society.	The emissions produced by the fleet have an important impact on the environment in which it operates.	Corporate activities/ Services	 
Improving energy efficiency	<div style="display: flex; justify-content: space-between;"> <div style="width: 50%;"><div style="background-color: #4CAF50; height: 10px; width: 80%;"></div>company</div> <div style="width: 50%;"><div style="background-color: #9E9E9E; height: 10px; width: 20%;"></div>stakeholders</div> </div>	Improving the energy efficiency of all locations has a direct impact on the emissions generated.	The inefficient use of energy has a negative impact on the environment and the company's costs.	Corporate activities	 
Efficient water and waste management	<div style="display: flex; justify-content: space-between;"> <div style="width: 50%;"><div style="background-color: #4CAF50; height: 10px; width: 80%;"></div>company</div> <div style="width: 50%;"><div style="background-color: #9E9E9E; height: 10px; width: 20%;"></div>stakeholders</div> </div>	Reducing water consumption and improving waste management has a positive impact on the environment and society.	Imprudent management of water resources and waste has a negative impact on both the environment and society.	Corporate activities	 
Circular economy	<div style="display: flex; justify-content: space-between;"> <div style="width: 50%;"><div style="background-color: #4CAF50; height: 10px; width: 80%;"></div>company</div> <div style="width: 50%;"><div style="background-color: #9E9E9E; height: 10px; width: 20%;"></div>stakeholders</div> </div>	Fleet management based on circularity principles has a positive effect on the environment and people's health because it reduces the amount of waste in circulation.	/	Supply chain	



esg pillar
Social






material topic	impact significance (scale from 1 to 4)	positive impact	negative impact	impact dimension	asso- ciated SDGs
Worker health and safety	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #f4a460; margin-bottom: 2px;"></div> <div style="width: 20px; height: 10px; background-color: #8b5732; margin-bottom: 2px;"></div> </div> <p>company stakeholders</p>	A serious occupational health and safety policy has a positive impact on accident prevention and reduction, generating a positive impact on workers' well-being	Accidents also have a negative financial and social impact.	Corporate activities	
Quality and safety of the travel experience	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #f4a460; margin-bottom: 2px;"></div> <div style="width: 20px; height: 10px; background-color: #8b5732; margin-bottom: 2px;"></div> </div> <p>company stakeholders</p>	Ensuring that travel is always a high-quality and safe experience generates a positive effect on the people using the service, especially the more vulnerable (the disabled and elderly, for example).	/	Corporate activities/ Services	
Acting responsibly	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #f4a460; margin-bottom: 2px;"></div> <div style="width: 20px; height: 10px; background-color: #8b5732; margin-bottom: 2px;"></div> </div> <p>company stakeholders</p>	If the workers most in contact with users act in a correct, responsible manner and adhere to corporate values, they are better able to manage and, in some cases, prevent any episodes of aggression. This generates a positive impact on society.	Non-responsible behaviour especially by workers in contact with users can have a negative impact.	Services	

material topic	impact significance (scale from 1 to 4)	positive impact	negative impact	impact dimension	asso- ciated SDGs
Training and development	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #e67e22;"></div> company <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #8e6c59;"></div> stakeholders <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div>	The organisation organises and offers training courses – compulsory and non-compulsory – to enhance employees' career paths. These activities support the development of individual competences.	/	Corporate activities/ Services	
Community relations and support for disadvantaged groups	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #e67e22;"></div> company <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #8e6c59;"></div> stakeholders <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div>	Bridging the physical distances in some areas served by Arriva Italia has the effect of supporting the weaker sections of the population.	/	Corporate activities/ Services	 
Welfare	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #e67e22;"></div> company <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #8e6c59;"></div> stakeholders <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div>	The organisation takes care to promote initiatives for the well-being of its employees.	/	Corporate activities	 
Diversity and inclusion	<div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #e67e22;"></div> company <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 20px; height: 10px; background-color: #8e6c59;"></div> stakeholders <div style="width: 20px; height: 10px; background-color: #95a5a6;"></div> </div>	D&I policies, led by the parent company, are highly evolved and aim to improve the organisational culture in this respect.	Not being inclusive internally creates a problem in the working environment. Not being inclusive in the external world leads to problems that impact society.	Corporate activities/ Services	 



esg pillar
Governance

material topic	impact significance (scale from 1 to 4)	positive impact	negative impact	impact dimension	associated SDGs
Innovation and process digitisation	<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"><p>company</p></div> <div style="width: 40%;"><p>stakeholders</p></div> </div>	The company is working to improve processes through digitisation and innovation.	/	Corporate activities/ Services	
Ethics and integrity	<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"><p>company</p></div> <div style="width: 40%;"><p>stakeholders</p></div> </div>	Respecting the ethical standards and principles that are an integral part of company procedures creates a positive impact both inside and outside the company.	The risk associated with unethical behaviour is very high for this type of organisation and has a potential negative impact on job satisfaction and on society.	Corporate activities/ Services	
Sustainability Governance	<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"><p>company</p></div> <div style="width: 40%;"><p>stakeholders</p></div> </div>	The company decided early on to set up a sustainability working group to help the organisation evaluate this process under the supervision of the Executive Committee (consisting of the CEO and top managers).	/	Corporate activities	

material topic	impact significance (scale from 1 to 4)	positive impact	negative impact	impact dimension	associated SDGs
Creation of economic value	<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> <div style="background-color: #4a86e8; color: white; padding: 2px;">company</div> <div style="background-color: #34495e; color: white; padding: 2px;">stakeholders</div> </div> <div style="width: 10%; text-align: center;"> <div style="background-color: #ccc; width: 10px; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: #ccc; width: 10px; height: 10px;"></div> </div> </div>	Financial sustainability is a prerequisite for the social and environmental aspects.	In the absence of financial sustainability, the impact affects internal welfare and society.	Corporate activities	
Responsible supply chain management	<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> <div style="background-color: #4a86e8; color: white; padding: 2px;">company</div> <div style="background-color: #34495e; color: white; padding: 2px;">stakeholders</div> </div> <div style="width: 10%; text-align: center;"> <div style="background-color: #ccc; width: 10px; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: #ccc; width: 10px; height: 10px;"></div> </div> </div>	The supply chain is central to the definition of the sustainability strategy.	Failure to monitor closely processes involving the supply chain can be risky.	Business activities /Supply chain	 
Service efficiency	<div style="display: flex; justify-content: space-between;"> <div style="width: 40%;"> <div style="background-color: #4a86e8; color: white; padding: 2px;">company</div> <div style="background-color: #34495e; color: white; padding: 2px;">stakeholders</div> </div> <div style="width: 10%; text-align: center;"> <div style="background-color: #ccc; width: 10px; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: #ccc; width: 10px; height: 10px;"></div> </div> </div>	The organisation's commitment to always guarantee efficient services has a positive impact on society and communities because it allows users to go about their daily lives while respecting needs and appointments.	An inefficient service has negative repercussions both in reputational terms and externally.	Services	 

03.



arriva

economic value

sustainability report.22

Economic performance in 2022

2022 was a complicated year for Arriva Italia because the consequences of the pandemic that began in 2020, which led to a contraction in use of the service, were compounded by the changes in the international scenario as a result of the war in Ukraine, which has fuelled a sharp rise in all commodities. These increases had an immediate impact on fuel, vehicle maintenance and energy, causing the direct costs essential for service delivery to rise exponentially, with major repercussions on operating costs.

Specifically, market trends in automotive fuels – natural gas and diesel – were decisive: following the increases recorded in the last quarter of 2021, fuel prices reached unprecedented levels in 2022, and then started to normalise slightly at the end of the year.

However, values are still very high compared to previous periods, and had a significant impact on the company's costs, with the measures taken by the Government (the so-called Aid Decree) to alleviate the impact of the exceptional increases in electricity and natural gas prices having only a minimal effect.

Another factor affecting Arriva Italia operations is the chronic difficulty in finding drivers with the necessary and mandatory qualifications, and the consequential qualitative and quantitative impoverishment of the workforce. This, in turn, directly impacts on personnel costs (selection, training, etc.), which account for about 50% of all company costs.

Despite the uncertain environment, the company is committed to finding solutions to ensure operating continuity.

GRI 201-4

The company is committed to finding solutions to ensure operating continuity.

A positive sign is 2022 revenues (amounting to approximately € 143 million) up by 15% compared to 2021.

Economic value generated and distributed

GRI 201-1

indicator	unit of measurement	2022 amounts
Economic value generated		
Revenues	€	142,974,375
Economic value distributed		
To employees	€	67,012,279
To capital providers	€	No dividends or financing were paid
Payments to public authorities	€	20,304,856
Value distributed to the community	€	41,310
Value retained by the company	€	55,615,931

Capital expenditures

During 2022, Arriva Italia invested a total of **€ 31.8 million**. Approximately € 25 million were earmarked for **fleet modernisation**.

An amount of € 2.8 million was invested in **electronic ticketing** systems to improve service quality.

€ 5.7 million were invested in renovating and **modernising the company's depots**.

The investments were partly funded by government contributions.

The supply chain

Arriva Italia has a Group procurement policy with the following objectives:

- Obtaining optimal costs, quality and services from suppliers
- Managing risk within the supply chain
- Treating suppliers fairly
- Supporting achievement of Arriva's sustainability goals
- Achieving purchasing synergies among business units

With regard to sustainability, the policy specifies that Arriva wants to work increasingly with suppliers that have the best environmental and social impact, since it is aware that a considerable part of its own impact derives from supply chain activities.

In 2022, the value of supplies amounted to **€ 94.1 million**, of which **29.5%** from **companies based in the same province** as the Operational Area served. Taking the local Region as the base, the percentage of expenditure relating to local suppliers reached **45.1%**. These data describe a company that actively contributes to the economy of the areas in which it operates, not only through its own direct activities, but also by making precise choices as regards suppliers.

GRI 204-1

The Arriva Italia supply chain is subdivided into **direct purchases** (everything used to enable vehicles to move) and **indirect purchases** (e.g., cleaning or external workshop services).

Depending on the value of the supply, different procurement procedures are followed:

- **Procurement value of less than € 1,000**: direct procurement to optimise time (with some exceptions, procurement is normally at local level, but with reference to a centralised contract)
- **Procurement value between € 1,000-9,999**: two quotes are requested
- **Procurement value between € 10,000-99,999**: three quotes are requested (in some cases, calls for tenders are preferred for purchases at this level)
- **Procurement value greater than € 100,000**: the Procurement Department organises a call for tenders (which may be public or private, in both cases it is managed on the ArrivaBuy corporate platform)

Compliance with certain **environmental criteria** is currently only required for tenders with significant impact in the construction sector (e.g., in the case of renovations) and for cleaning services.

When purchasing the resources required to provide the service, fuel consumption is always an important and determining factor. As part of the tender requirements for the purchase of buses, Arriva Italia expects specific sustainability parameters to be met.

In some tenders, compliance with the **proximity criterion** is added: a higher score is awarded to bidders who are closest to the location for which the call for tenders is organised.

With regard to compliance with **social criteria**, the DURC document certifying regularity in social security payments and a self-declaration on compliance with Law 68/99 concerning protected categories are required.

The idea of creating a **supplier register** to keep track of all suppliers, even those normally involved in direct purchasing, and to include a supplier qualification and ranking system is being considered.

Currently, every supplier must read and accept the Arriva Group's policies and standards in order to participate in a tendering procedure.

Arriva Italia intends to evaluate the possibility of submitting a questionnaire to suppliers on human rights and the environment. Alternatively, the supplier can submit its Ecovadis scorecard. For the time being, this is not binding: in the next Report, retention data will be provided with respect to this project.

Digital innovation

Arriva Italia is engaged in a general process innovation and digitisation project to develop more efficient procedures with economic and environmental benefits.

The **Arxivar** project is designed to **optimise approval procedures** and has the following objectives:



digitisation of paper flows **to reduce paper consumption**



unification of the purchasing processes of the different areas in order to establish a uniform purchasing procedure for the entire One Company group



optimisation of processes for greater clarity, control and simplicity, in order to simplify both operational and registration processes



development of compliance with German corporate guidelines



04.



arriva

focus on people

sustainability report.22

Public transport is the very essence of diversity, as it is a service offered indiscriminately to everyone.

Consequently, **people are the focus of Arriva Italia's sustainability strategy**: both its workforce, without whom the company would be unable to offer efficient high-quality services, and the public, in other words the passengers who use its services. Diversity is a value to be protected and managed, because differences can generate extraordinary benefits but also conflict.

Diversity & Inclusion: Arriva Italia's commitment

Clear governance and objectives

Arriva Italia's **strategy** aims **to promote an inclusion-oriented culture** both within the organisation and externally, in the communities it serves and the areas in which it operates. Its approach takes the form of general **awareness and training programs** and also **concrete initiatives** designed to address specific needs.

Starting from the guidelines of the international group to which it belongs, Arriva Italia addresses the issue with clear governance. Since the beginning of 2022, the **Ethics, Diversity and Inclusion Committee** has been assisted by a **Diversity & Inclusion manager**, whose task is to implement the corporate strategy by fostering the necessary cultural change at all levels of the organisation and externally in relations with passengers.

The Group's general international Diversity & Inclusion policy dates back to 2019 and is applied in the various countries in conjunction with any national regulations, such as anti-discrimination policies.

In 2023, the UNI PdR 125 **gender parity certification** process was initiated. The pilot project is underway in Udine and will then be extended to the other locations.

One of the objectives of the inclusion strategy of an organisation operating in a very male-dominated sector is to take a range of measures **to increase the number of women**, who constitute an under-represented category, particularly in certain roles (management and drivers). For example, in 2023, as part of the initiatives planned in Bergamo for International Women's Day, Arriva Italia

material topic:
diversity & inclusion

supported **Inedite**, a theatrical performance created to promote gender diversity in certain professions, such as that of driver. Employment agencies were also involved to recruit women for the Drivers Academy project (see p. 66).

Another measure to encourage the candidature of women for the job of driver and increase the number of female drivers is an **internal listening campaign** investigating various aspects of the profession of driver. The campaign started in Udine, continued in Trieste and is planned for all group locations. It analyses the factors that led women to enter the profession, and the positive and negative aspects of the job. Safety-related topics are examined with colleagues and passengers, in order to identify the key points on which to focus to make the profession and the sector more attractive to women.

The GAIN network

The GAIN network (which stands for Global Arriva Inclusion Network; it is a proven fact that organisations with greater inclusiveness perform better, and are more appealing to talent, especially from the younger generation) is a community of colleagues from across the Group, set up to help drive the Group's strategy on inclusion. It is a **safe space to share experiences** of working at Arriva, to provide feedback to the leadership on any challenges being faced, and to contribute creative solutions and ideas.

The network is open to anyone interested in diversity and inclusion, both to contribute to 'education' on the culture of inclusion and identify areas for improvement, and to listen and learn more about cultures and experiences different from one's own.

The purpose of GAIN is to cultivate a culture to which everyone feels they belong, where everyone is respected and where differences are celebrated, based on the following pillars:

- **Support**: giving a voice to diversity in the organisation (to people)
- **Educate**: increasing the organisation's capacity to understand inclusion
- **Collaborate**: sharing best practices among the group companies
- **Celebrate** the differences and diversities of this great organisation

The role of training

Training is crucial when an organisation wants to change its corporate culture with respect to such a sensitive and pervasive topic as diversity and inclusion.

In 2021, a course was launched on D&I issues involving **senior and middle management** and the young people of the Leader of the Future project (**under 35**).

The objectives of the course are clear:

- to increase awareness and knowledge of D&I issues
- to stimulate discussion and debate on these issues in order to imagine a new organisational model

The managers were initially involved in face-to-face meetings with special guests ("inspiring breakfasts"), while a participatory approach was taken with the young talents to raise awareness of their biases, especially unconscious biases.

The two paths ended with a single training event where the managers and young talents exchanged ideas and contributions.

In 2022, the experience continued for managers, who took part in a new series of 2-hour meetings to develop skills for managing diversity in the workplace. The training covered a range of topics: deconstructing biases, good communication as a conciliatory tool, conflict management and new organisational models to increase employee participation.

Several external experts were involved in the program, including Rosi Russo, aka @rositauau, president of **Parole O_Stili**, a social project to raise awareness about verbal violence.



visit the site
paroleostili.it

Well-being: the road to inclusion

At Arriva Italia, the concept of employee well-being relates to the sphere of D&I because a friendlier, more inclusive and safer working environment helps employees to feel welcome and express the best of themselves; it has been shown that this leads to higher productivity and so also benefits the company.

GRI 403-6

I can be me is the communication campaign launched by the Group to promote corporate initiatives designed for the well-being and safety of employees.

The campaign includes practical initiatives such as 24-hour telephone medical assistance for all employees and their families, psychological support and maximum attention to personal safety in the workplace.

I can be me

Arriva Italia si impegna per permettere a tutti e tutte di essere se stessi in azienda.

Impegnandosi ogni giorno ad essere un luogo di lavoro inclusivo



UNA POLITICA DI DIVERSITY E INCLUSION

Arriva ha sottoscritto una procedura per promuovere la diversità e l'inclusione all'interno dell'organizzazione. Puoi trovarla in Bacheca!

WISTLEBLOWING

Arriva riconosce l'importanza di permettere ai dipendenti di segnalare eventuali situazioni spiacevoli e comportamenti sbagliati. Per questo è a disposizione uno strumento protetto. Casella telefonica riservata: 0044 191 528 5322 Email: inconfidence@arriva.co.uk

Prendendosi cura di te e della tua famiglia



ASSISTENZA MEDICA TELEFONICA

Un servizio accessibile a te e ai tuoi familiari di primo grado attraverso un **call center telefonico disponibile 24/7**, da ogni parte del mondo.

Cosa puoi richiedere a Mediphonica?

Valutazione a distanza dell'urgenza medica, supporto nella gestione dell'emergenza, prescrizione di farmaci, follow up clinico, relazione medica via email, l'invio di un'ambulanza se necessario.

Hai ricevuto il tuo **codice personale** e le modalità di fruizione del servizio attraverso **Bacheca**, il numero di telefono per accedere al servizio è **0452456545**

SPORTELLO DI ASCOLTO E SUPPORTO PSICOLOGICO

Ogni martedì pomeriggio e ogni venerdì mattina una **psicologa** è a disposizione per dare supporto professionale al fine di riattivare risorse e capacità personali che consentono di raggiungere la piena autonomia nel gestire momenti di cambiamento e di **disagio personale, familiare e lavorativo**.

Puoi richiedere un appuntamento contattando la **Dott.ssa Federica Barboni** via mail: fbarboni@issim.it

Maggiori informazioni su **Bacheca**!

Ascoltando il tuo punto di vista



SCONTI E CONVENZIONI

RISERVATI PER I DIPENDENTI ARRIVA

Arriva4me è il piano dedicato al tempo libero dei dipendenti Arriva Italia e dei propri cari. Scopri tutti gli sconti e le convenzioni a te riservate in **Bacheca**.

SONDAGGIO DIPENDENTI

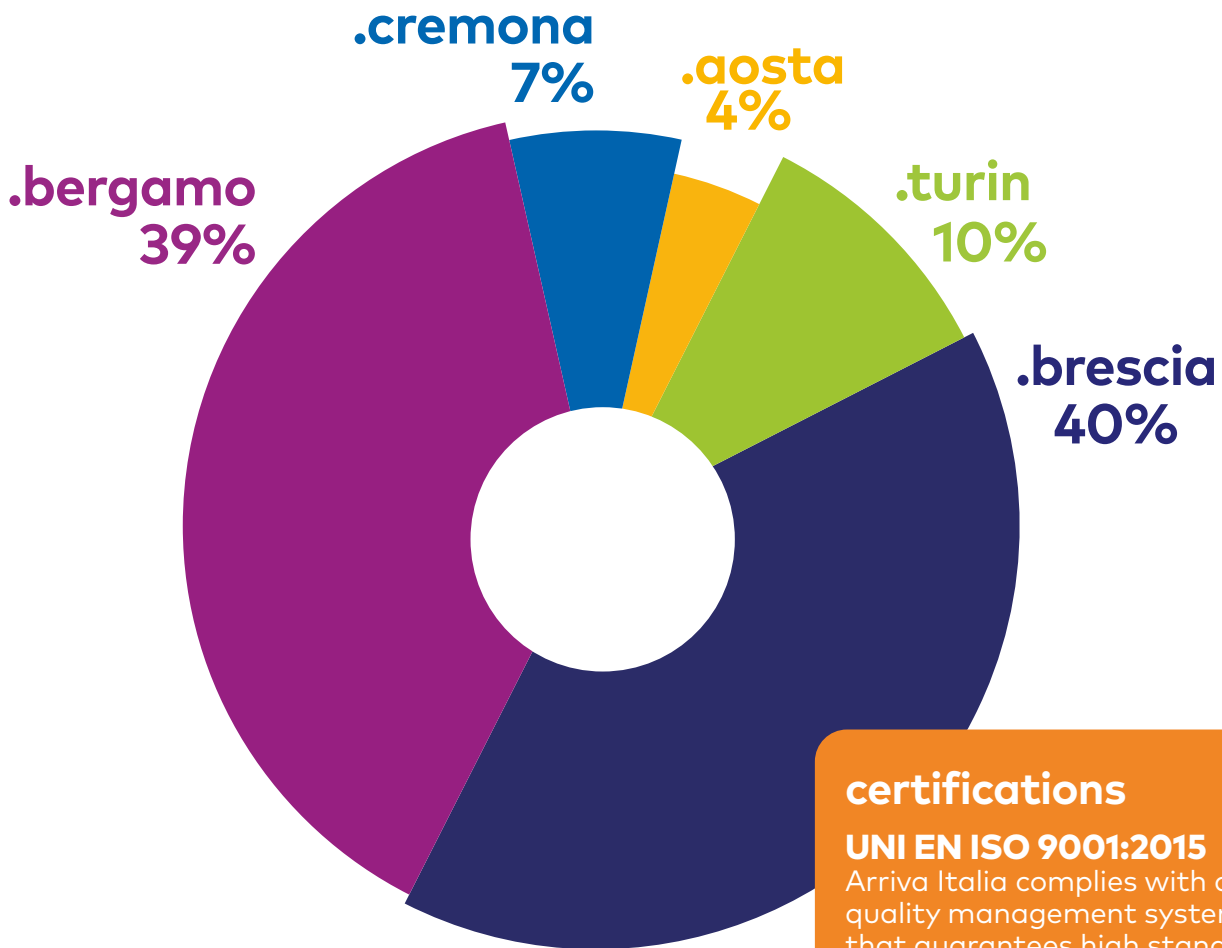
Ogni anno Arriva ascolta la **voce** di tutti i dipendenti del Gruppo, per comprendere il **punto di vista**, i **bisogni** e le **idee** di chi fa parte dell'Organizzazione. I risultati del **Sondaggio Dipendenti 2022** sono stati elaborati, presto vi comunicheremo le **iniziative** che verranno realizzate!



Users and passengers



34.1 million
passengers in 2022



.rome

The service in Rome is reported separately because it concerns only one category, **students**. There were 833 registrations for the 2021/2022 school year, for a total of 143.2 thousand passengers in one year.

certifications

UNI EN ISO 9001:2015

Arriva Italia complies with a quality management system that guarantees high standards in the provision of services and products. This certification represents its commitment to continuous improvement.

UNI EN 13816:2002

Arriva Italia complies with the specific quality standards for the public passenger transport sector.

Of total complaints received in 2022 (9,615), 10% were well-founded.

Services: digital and continuous

Arriva Italia employs all the most innovative and efficient tools to improve the user's travel experience.

Customer care and bots

A bot is present on all the Group websites to provide smart, instant, interactive information on routes and fares, as well as other information. For instance, the user can enquire about **lost items** via the bot, for a streamlined search process.

material topic:
travel experience

Contact centre: always available

Calls are handled by a single **contact centre operating from 8 a.m. to 6 p.m.** daily, except Sundays. In addition, to meet user needs, staffing of the contact centre is increased during peak demand periods.

Accessible websites for an inclusive company

On all Group websites, the **AccessiWay's** artificial intelligence application is responsible for resolving 70% of mandatory technical requirements. The application scans and analyses the Arriva Italia website through a 'contextual understanding' process which learns the purpose and function of each element before correcting it. Thanks to AccessiWay and the technologies used, **Arriva Italia's digital platform is fully accessible for people** with visual, motor and cognitive disabilities and fully compliant with on-line accessibility regulations.

material topic:
diversity & inclusion

Communications updated in real-time

All the websites have a section providing news about the lines and the service, which is updated daily to ensure that travellers are fully informed at all times. In addition, more than 100 digital bollards with real-time information on bus times have been installed in the territories where Arriva operates.

material topic:
service efficiency

All buses are equipped with on-board **AVM-AVL systems** through which the position and status of vehicles (parked, moving, etc.) can be checked in real time. An **OPTIDRIVE** indicator is used to assign an ecological score to the driver's driving style, based on parameters such as the percentage of inertia driving or engine idling.

With a view to improving the service, a monitoring system is also installed on vehicles for set-up by the driver, which compares actual arrival at stops with the scheduled time.



Communication with the user at the centre

As mentioned, Arriva Italia has been enhancing its digital channels to improve the customer travel experience. In addition to the web portal, users can download the **Arriva MyPay** app to buy tickets directly on the bus or pick up their season ticket (for users in the Lombardy area).

Nor does Arriva Italia forget the more traditional channels to ensure inclusivity for segments of the population who, due to age and lack of knowledge, do not use digital solutions. Printed leaflets are available at the main bus stops and bus stations. In bus stations and elsewhere, company counters are open to the public via notice boards and illuminated panels. Dynamic information is also provided on vehicles: internal/external stickers, internal hanging flyers and, where possible, digital screens.

For Aosta, Turin, Bergamo-Lecco, a **Telegram** channel is also active: in all, **around 1,000 users** subscribed in 2022.

Arriva MyPay is a practical solution appreciated by users: 180,000 downloads in 2022.

Fare policies

The fare policies for Arriva Italia services are established in the service contracts signed with the contract awarders.

For all areas, different types of tickets are available, both urban and out-of-town, which customers can purchase according to their travel requirements (Single rides/Carnets/5 or 7-day passes/Monthly passes/Annual passes/Multi-monthly passes).

In all territorial areas in Lombardy, membership of the Lombardy Region's 'lo Viaggio' program and regional subsidies are available.

Fare policies by area

Brescia and Bergamo

The fare system is **zone-based**: fares are calculated according to the number of zones crossed, beginning with the zone in which the starting point is located.

For students, an integrated urban and out-of-town season ticket is available for services to/from the provincial capital.

Lecco

The system is of the **linear type**, divided into kilometre-based classes (the fare is calculated on the distance travelled).

Cremona

The fare system for out-of-town lines **is zoned**; for urban services there is urban and integrated urban pricing.

Turin

There are two fare systems:

- **Formula Integrated System**: for services starting and ending within a circumscribed area around the city of Turin, called Formula. With a single season ticket, the user can access all scheduled rail and bus services in the Formula area, regardless of the carrier used
- **Pentakilometre fare system**: for out-of-town services starting and ending outside the integrated Formula area, fares are based on the distance travelled, broken down into kilometre bands.

Aosta

The system is of the **linear type**, divided into kilometre-based classes (the fare is calculated on the distance travelled). Only workers and/or students who are resident in the Aosta Valley can purchase weekly and/or monthly passes.

Special rates

In addition to the basic fares, special rates are available for particular categories of customers, organised in different ways in each area depending on the service offered and the policies of the contract awarders.

In all areas, the focus is on school and university **students**: special agreements plus the possibility **to pay for annual student season tickets in instalments** either through the web portal or an app. In many cases, agreements are made directly with universities: UNIBS and Università Cattolica in Brescia, UniBg in Bergamo.

In **Turin**, in addition to student discounts, agreements have been made with municipalities and local companies to facilitate the purchase of monthly passes for residents or workers.

In **Aosta**, discounts for Valle d'Aosta citizens are available for elderly people with disabilities, as well as discounts with transport credit and free tickets on some tourist services.



The sales network

The sales network is widespread throughout all areas and many of the affiliated outlets also operate during holiday periods. Physical ticket offices are present in Bergamo, Brescia, Cremona, Aosta, Courmayeur, Susa, Turin, Pinerolo.

Several options are available:

- In **Brescia, Bergamo, Lecco** and **Cremona**, tickets may be purchased on the **Arriva MyPAY** app or the web portal (both single-ride tickets and season tickets).
- In **Aosta**, single-ride tickets may be purchased on the **Arriva MyPAY** app.
- In **Turin**, season tickets may be purchased on the Extra.To consortium's e-commerce portal where the user directly uploads their personal smart card; for airport services, payment with contactless credit cards for single-ride tickets and/or via the **Arriva MyPay** application is possible.

In all areas, a single-ride ticket may be purchased in small cash denominations with the application of a surcharge set by the organisation.

To enable passengers to travel regularly in the event of unforeseen circumstances, single-ride tickets have unlimited validity (previously they were valid for two months after purchase).

Arriva is working to extend the coverage of the new channels to all tickets and in all territories.

For commercial services, in addition to retail and on-board ticket sales, journeys may be booked and simultaneously purchased on a dedicated e-commerce portal

Other ticket-purchasing channels are being activated, including on-line tools enabling passes to be uploaded to the user's smart card and contactless payment tools for single-ride tickets on some routes.

Service quality

The priority for Arriva Italia is to provide a service that not only complies with the contractual conditions of individual service contracts, but also with additional standards that the company sets as benchmarks to meet customer needs.

ters through:

- scheduled checks by inspectors
- surveys by the Mystery customer

Conditions and constraints are set out in the **Mobility Charter**, which includes objectives concerning:

- the level of service to be guaranteed (e.g., response time to reports should be less than x days)
- the unacceptable performance threshold (if this threshold is not reached, corrective action is immediate)

The Charter also includes the **company's objectives** for **improvement**.

For the quality policy to be effective, a constant monitoring system is required to analyse the resources provided, carry out targeted and specific inspections, and verify application of the service contract.

Arriva Italia calculates its efficiency level on the basis of the difference between 'planned quality' and 'quality provided' and monitors the parame-

**material
topic:
service
quality**



Mystery customer: 2022 results and actions taken

In 2022, a Mystery customer survey was commissioned in all the transport areas served by Arriva Italia. The survey, carried out in November, was conducted by a qualified third-party provider whose employees, working anonymously as ordinary customers, used the transport services provided as well as the support services (e.g., customer care, website, apps, ticket sale outlets, etc.), measuring the degree of compliance with respect to a series of previously defined indicators relating to typical purchase and use of the service provided by the various Arriva Italia operating units.

The investigations involved all areas of the travel experience: from bus-stop equipment to points of sale, from the call centre to modes of interaction, right up until the passenger is on board the vehicle. In all, 879 observations were collected by the Mystery customer.

The Mystery customer's **evaluations** were positive and in line with customer satisfaction ratings. Possible gaps emerged between service quality expectations and customer satisfaction ratings are due to the objective limits imposed by the characteristics of the service and the available resources.

Given the results of the Mystery customer survey as regards complaints, Arriva Italia decided **to reorganise its internal competences by creating a higher-level function with responsibility for managing external communication and customer care**, in order to improve on current standards.



Employees

Facts and figures

GRI 2-7

The number of employees as at 31 December 2022 was **1,467**, of whom **86%** in the **blue collar** category (mostly drivers) and, consequently, given the male predominance in this sector, **90% are men**.

employees by role and gender	unit	2022
Male senior managers	no.	15
Female senior managers	no.	5
Male middle managers	no.	19
Female middle managers	no.	9
Male white collar workers	no.	95
Female white collar workers	no.	56
Male blue collar workers	no.	1,193
Female blue collar workers	no.	75

A high level of stability is guaranteed: in 2022, 96% of employees were on **open-ended contracts**.

Full-time employees represented 88% of the workforce in 2022:

employees by contract and gender	unit	2022
full-time men	no.	1,203
full-time women	no.	92
part-time men	no.	119
part-time women	no.	53



Employee opinion matters

One of the ways Arriva Italia cares for its people is through an annual survey open to everyone, which can be answered anonymously.

The results of the survey provide input for proposals, which are then evaluated and implemented according to the organisation's objectives.

Of part-time employees, **82% are employed in the Rome office**: this is due to the type of service provided and the type of contract applied by the Municipality of Rome. This situation also determines the fact that in Rome many employees are hired at the beginning of a service for its duration, on a fixed-term contract. This also has an impact on the number of hires in Rome compared to other locations.

GRI 402-1

100% of employees are covered by **CCNLs** (national collective labour agreements), as follows:

- CCNL for train and bus workers (89%)
- CCNL for industry senior managers (1.4%)
- CCNL for garage-car rental workers (6.6% in Rome)
- CCNL for coach rental workers (3% in Rome)

42% of employees are trade union members.

Employees by type of contract and gender

	unit	2022
male employees on open-ended contracts	no.	1,276
female employees on open-ended contracts	no.	136
male employees on fixed-term contracts	no.	46
female employees on fixed-term contracts	no.	9

GRI 401-1

Organisational changes are defined internally on the basis of the applicable contractual regulations and organised according to the needs of the colleague involved. In the event of operational transfers to locations where guest facilities are available, the facilities are reserved for transferred staff (Aosta, Bergamo, Brescia). For organisational changes, such as those listed above, the period is approximately one month.

GRI 401-2

GRI 2-8

Arriva Italia normally hires all workers as its own employees. In some specific periods – such as the summer or the season ticket campaign – temporary workers may be used.

Engagement of young people

The age of employees

94% of employees are **over 30 years old** and of these **49% are over 50**. The average seniority in the company is almost 11 years, confirming strong employee loyalty.

age	unit	2022
employees under 30	no.	81
employees between 30 and 50	no.	662
employees over 50	no.	724

New hires, terminations and turnover

In 2022, more people left than entered. This was mainly due to the shortage of drivers, a problem affecting the entire transport sector, public and private.

In 2022, **184 people were hired** (more than 80% were men and over 30).

hires and turnover	unit	2022
new male hires	no.	154
new female hires	no.	31
male terminations	no.	227
female terminations	no.	41
turnover men	%	17.7
turnover women	%	28.28

new hires	unit	2022
new hires <30	no.	34
new hires 30-50	no.	71
new hires >50	no.	79

The fact that the number of hires consists largely of people over 30, with a slight prevalence of over 50s, can be explained by the difficulty in recruiting and retaining qualified drivers. The main factors driving young people away from the profession are:

- low prestige of the role and lack of knowledge of opportunities in the sector
- limited opportunities for professional growth
- working conditions often not in line with candidates' expectations (e.g., shift work, holiday work)

Added to this is the fact that in Italy the minimum age to obtain the necessary licences is 21 (rising to 24 for people not in possession of the CQC driver qualification card), and at that age people often have already embarked on other career paths. The licences are expensive and take a long time to obtain.

The driver shortage is more pronounced in geographical areas – such as Bergamo and Brescia – where the employment problem is less acute.

To meet this challenge, more effective recruitment and training policies for drivers are vital, together with improved working conditions and retention incentives.

Arriva Italia has launched two different types of course, both based on the decision to use training as a lever of attraction: a course for mechanics (**Mechatronic Academy**) and a course for drivers (**Drivers Academy**).

For Arriva Italia, more effective recruitment and training policies for drivers are vital, together with improved working conditions and retention incentives.

Mechatronic Academy

Since the second half of 2020, Arriva Italia has been **collaborating with a number of vocational schools** in **Brescia** and **Turin** that offer motor vehicle repair courses.

The aim is to stimulate a passion for heavy-vehicle mechatronics among students training for a future as maintenance operators.

Arriva is active on three fronts:

- **donation of training tools** (e.g., a gearbox and a driveline were donated to two schools)
- **co-design of new curricula** with the participation of Arriva's Technical Director in some training sessions
- offer of **internships** in the summer, during and/or at the end of the training course

Also in connection with the Mechatronic Academy, Arriva has developed an **agreement with external training bodies** – including a non-profit body for disadvantaged people – for a six-month post-diploma study program for **unemployed young people**.

Arriva's Technical Director also took part in the training modules; at the end of the course, after an interview, the young people were offered an internship.

Drivers Academy

Thanks to cooperation with various partners and institutions, a program has been developed to enable men and women to obtain their licence and CQC driver qualification card to become bus drivers.

The program has been implemented in **Bergamo, Brescia, Udine** and **Trieste** (where Arriva has a stake) and is currently being launched in **Aosta**.

Arriva Italia's goal is to train service-ready drivers who are aligned with the company's values and standards.

The program is organised as follows:

- candidate attraction and selection campaign
- customised training course
- part-time placement
- driving licence and CQC examination
- final evaluation and placement

Corporate benefits

GRI 401-2

For all employees

Meal vouchers are provided, whose value varies according to location and 2nd level agreements.

The contractually agreed local public transport healthcare is guaranteed. A telephone medical assistance service is available for all employees in force at 31/12 of the previous year. The service is free and accessible 24/7 from all over the world. A doctor is available for support, advice and prescriptions.

Arriva Italia devotes equal attention to mental health and all employees have the opportunity to contact a company psychologist thanks to the activation of a telephone listening and psychological support service. A psychologist is available 6 hours a week, by appointment, and employees can book their own appointment and access the service even during working hours. Depending on the needs of the individual, the physician draws up a program and, if necessary, activates a local support network. The service respects the privacy of the employee and professional secrecy.

In addition to healthcare, Arriva offers monetary benefits: in December 2022, it provided a € 500 voucher (prorated for part-time workers and in-year hires), to be used for shopping, fuel and groceries.

Various corporate conventions are also in place, allowing employees to access services, experiences and products at subsidised prices.

All employees with children between the ages of 0 and 11 receive a voucher to spend at a nationwide toy shop chain as a gift from Father Christmas or Santa Lucia, continuing a tradition dating back several years.

By location

Brescia: employees have access to the company canteen at a cost of € 0.25 per meal; free vaccination against seasonal flu is also offered.

Milan: as part of the transition to the CCNL for train and bus drivers, personnel originally hired under the CCNL for retail workers maintained their working-hour reductions as per their previous contract.

By category

A twice-weekly smart working policy operates for white collar workers.

Fasi Open healthcare is available for the family members of middle managers (dependants and non-dependants).

Senior managers enjoy Fasi healthcare with Assidai supplementary healthcare, including a complete annual check-up at the San Raffaele Hospital; they also have a company car at their disposal.

Diversity & Inclusion

Facts and figures

As already observed, Arriva Italia pays close attention to inclusion and gender parity, although it is aware of the limitations due to the small number of women in the workforce.

In 2022, **parental leave** was taken by **100% of entitled parties**. No data is available on the use of leave because there was a change in the management system. Data will be available again as from 2023. The return from maternity leave is correctly managed at all locations: the company encourages correct use of parental leave by new parents.

Another important element in the work-life balance for people who need leave (often women) because they are **caregivers for elderly or sick relatives** is the possibility to take leave under law **104/92**. In 2022, a total of about **2,087 days of leave were taken**. The number of days of **extraordinary disability leave** is also monitored: **2,374** in 2022.

Incidents of discrimination reported to the company are taken up and investigated, possibly with the involvement of eyewitnesses in addition to the persons concerned.

Depending on the situation, measures ranging from a disciplinary warning to suspension are taken. To date, no serious incidents leading to the dismissal of the employee involved have occurred.

Incidents of discrimination are taken up and investigated, possibly with the involvement of eyewitnesses.

In 2022, five cases were reported, two of which ended with the disciplinary suspension of the employee involved.

material topic:
diversity and inclusion

GRI 401-3

Training and skills development

Training is a very important question for Arriva Italia because it helps to consolidate skills.

Excluding compulsory health and safety training hours (about 4.2 thousand hours in 2022), **1,705 hours of training** were provided to 204 employees in 2022, equivalent to 14% of the company population.

material topic:
training and development

Different types of training are provided:

32% course on **general skills** (or soft skills) relating to knowledge, skills and personal qualities that represent the individual's distinguishing features

20% course on the **management system**

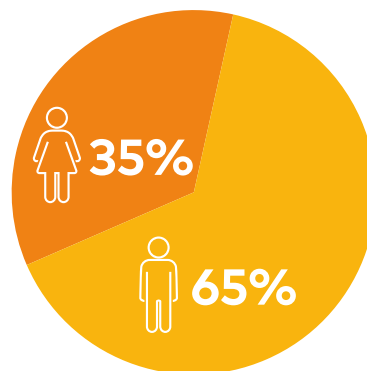
13% **specialised** training

10% course on **Diversity Equity Inclusion**

9% **language** courses

9% **high-level** training on topics of common interest

7% **management** training



Training hours/gender

Interestingly, in this case the male-female ratio changes in relation to the demographic ratio because at the white-collar level the female population is larger.

training for employees involved:

8 hours on average

GRI 404-1

In 2022, **60% of training hours addressed white collar workers**, followed by senior managers (24%), middle managers (11%) and blue collar workers (5%).

In 2023, a **course is being planned for all front-line workers** (drivers and staff who have direct contact with customers) on **dealing with aggressive passengers**; this is an important skill to stop escalation in verbal and sometimes physical abuse.

Approximately 7% of employees - including senior managers - undergo a regular evaluation linked to financial targets.

GRI 404-3

Arriva Italia also organises **horizontal training projects** for two categories of employees:

- **for young people:** the 2-year **Leader of the Future** pathway provides several training sessions for a selection of people aged under 35 from all offices and functions (in the current edition there are about 20 participants). It includes technical training sessions on soft and general skills and out-of-the-box experiential sessions (e.g., 'Dialogue in the dark' at the Institute for the Blind, a useful experience to experience how perception of reality and communication can be much deeper and more intense in the absence of light).
- **for middle managers:** the **Protagonists of our Future** pathway, with the opportunity to participate in **The European House - Ambrosetti Academy** events (voluntary registration) and other training paths planned on an annual basis.

Worker health and safety

For a company like Arriva that provides an extremely important public service, worker health and safety is a material topic because, in addition to its internal impact, it can also have external repercussions: a traffic accident is a typical example. Monitoring and supporting strategy for continuous improvement of worker health and safety helps reduce risks and improve performance for the company both socially and economically.

material
topic:
health and
safety

The company has **UNI ISO 45001:2018** occupational health and safety management system certification.

For **road safety**, Arriva Italia complies with **UNI ISO 39011:2016** certification, which determines the standards for the quality management system for road traffic safety

GRI 403-10

These standards support the company through the entire occupational health and safety management process: from hazard identification and risk assessment to the setting of continuous improvement objectives and strategies. **Specific EHS standards drawn up by the Arriva Group** are also applied in addition to regulatory requirements and the 45001 standards.

Identification of hazards and assessment of the related risks concern the full range of Arriva Italia activities and therefore consider all company responsibilities and workplaces where workers and third parties who may access sites and/or carry out activities on behalf of Arriva Italia operate.

The risk assessment process and management of the WHS system in general is ensured by the **unit responsible for occupational health and safety issues**, which has been run fully **in-house since 2022**, with the involvement of the workers' safety representatives, the location doctors and the various company managers. **The Risk Assessment Document (RAD) was updated in 2022** and reviewed in 2023. Analysis of accidents and in general of possible accidents occurring in the areas served by Arriva enables the causes to be identified and corrective measures and/or improvements to be taken, which may involve amendments to the RAD. The RAD also takes into account the presence of 'vulnerable' workers for whom specific risk management measures are defined.

GRI 403-2

100% of employees and non-employees – such as suppliers – are **covered by the Health and Safety Management System**.

GRI 403-8

description	unit	2022
Accidents at work (excluding commuting accidents)	no.	28
Deaths	no.	0
Hours worked	h.	2,690,628
Frequency index	%	10.41
Severity index	%	0.25

Slip-and-fall accidents are the most frequent type of accident; in 2022, seven assaults on drivers were recorded. In 2022, an occupational disease claim was made, citing the mechanical vibrations of the vehicle: the procedure was completed in 2023.

GRI 403-9/403-10

Location **doctors are appointed from professionals** on the national list set up by the Ministry

GRI 403-3

of Health. The location doctors, coordinated by two doctors, work in cooperation with the company to ensure that work environments are healthy and that processes do not compromise worker health. They are involved in risk assessment and, on the basis of the risks identified, plan and carry out health inspections to protect worker health and safety. They draw up annual health reports on overall worker health while ensuring the privacy of individual employees' medical data.

The **regular involvement of the workers' safety representatives** on occupational health and safety questions is a fundamental part of the definition and development of the occupational health and safety management system. Regular reporting helps to evaluate and manage corrective measures and/or improvements. Workers and their supervisors are often directly involved in the analysis of accidents/incidents in order to identify the direct and indirect causes and jointly plan the action to be taken.

GRI 403-4

Another fundamental element in strengthening the corporate culture on this topic is obviously **training**, because it **raises awareness about occupational**

health and safety among workers and supervisors as well as throughout management. In 2022, a specific unit was created in the HSE area to deal with the planning and management of health and safety training courses. Training is provided by qualified external professionals. The participation of workers on these training courses, which are provided during working hours, is mandatory. In 2022, a total of 4,163 training hours were provided on health and safety, 87% for drivers/blue collar workers.

GRI 403-5

As already mentioned in the section on Benefits (see p. 61), attention to employee health covers every aspect, as evidenced by the availability of a psychologist for those in need, as well as the telephone medical service.

GRI 403-6



Community

In 2022 Arriva Italia committed resources to support a variety of initiatives promoted by associations and people active in the areas it serves.

Aid with an international impact was provided through two different initiatives related to the war in Ukraine. Arriva Italia made a donation to the **Italian Red Cross** to support its activities in Ukraine and also collaborated with **Refugees Welcome** by providing a bus to transport foodstuffs to Ukraine and relocate refugees, mainly women and children.

Also at international level, in 2022 Arriva Italia made a donation to the San Nicolas Association for the **repair of a van in Mato Grosso**, owned by the Andes Oratory.

Arriva Italia also cares about culture, and is a Corporate Golden Donor of the Italian Environment Fund (**FAI**). It provided the **Bergamo Jazz** festival organised by the Donizetti Theatre with a shuttle bus to transport participants to the event venue, the Madonna delle Lacrime Sanctuary in Ponte Nossola.

Arriva Italia also supports sport, providing funding for the **Aosta Valley section of the Italian Winter Sports Federation** and sponsoring **motorcyclist Etienne Giacuzzo** in the regional motocross championships.

An important collaboration for the company, which promotes the corporate values of inclusion, is the financial contribution to the **FIABA Foundation** for FIABADAY, a day dedicated to the removal of architectural barriers.

An earlier section of the Report (p. 66) mentions the **Drivers Academy**, the Arriva training project in cooperation with employment agencies, which has an important impact on relations with the communities in which the activities take place. In Bergamo, for example, the multiculturalism of the participants makes it possible to build an employee base better matched to users and is certainly a way to improve mutual understanding.

material
topic:
community
relations

GRI 413-1

support for Refugees Welcome

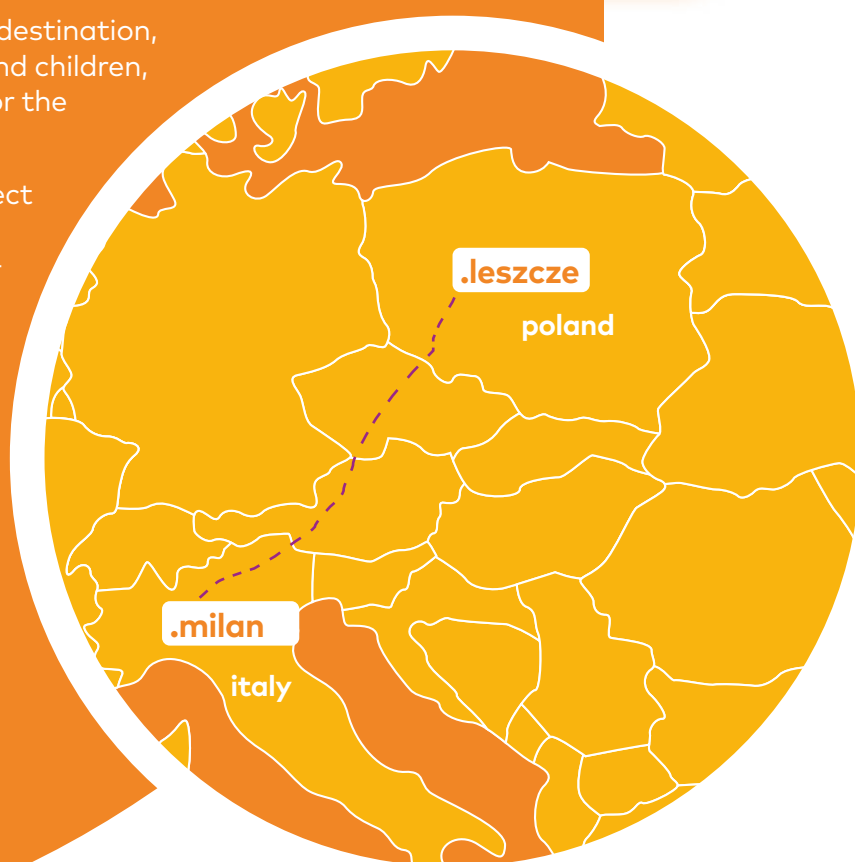
As part of the **Connecting Peace** project, Arriva Italia provided a coach and three drivers, who left Milan for Poland on 17 March 2022, transporting not only basic necessities for refugees but also volunteers from the Refugees Welcome Italia association, which organised and coordinated the initiative.

When the coach arrived at destination, **32 people**, mainly women and children, **were welcomed** on board for the return journey.

The Connecting Peace project organises the transport, reception and accommodation of people fleeing the war in Ukraine: Arriva Italia thanks the three drivers who made the trip possible, and is proud to make its own, concrete contribution to support this initiative.

16 hours
of travel

3,000 km
round trip



05.



arriva

our commitment to the environment

sustainability report.22

Sustainable mobility: a challenge that can no longer be put off

To address growing concern over air pollution, climate change and traffic congestion, sustainable mobility in public transport is a challenge that can no longer be put off. Sustainable public transport is key to reducing greenhouse gas emissions and improving air quality in cities.

Support from above for the ecological transition, including through a system that encourages use of public transport, is equally important. **Technology** is needed to make public transport more attractive than private transport: for example, through digital payment systems and real-time route planning.

To address the challenge of sustainable mobility in public transport successfully, a comprehensive commitment is needed from authorities, companies and individuals.

Arriva Italia is committed to meeting the challenge of making travel increasingly sustainable. It has many cooperation agreements with companies and entities to make this objective a concrete achievement.

Arriva Italia's commitment is set in the context of an international group with a growing sensitivity to the topic.

Arriva Italia, part of an international group operating in local public transport, is working to reduce its environmental impact and deliver an increasingly sustainable travel experience for its passengers.

Zero Emission Institute

In 2022, the Arriva Group announced the formation of the **Zero Emission Institute**, led by a team of fleet planning experts, to speed up the move to zero emissions in cooperation with local authorities and institutions.

The Zero Emission Institute was set up to support Arriva's vision and help shape a future where passenger transport is the best choice. It is a central hub of expertise and knowledge where **best practices** in alternative fuels and the transition of fleets to zero emissions can be shared.



Environmental certifications

Arriva Italia's **environmental management system** complies with the **UNI EN ISO 14001:2015** standard, demonstrating the company's commitment to mitigating the environmental impact of its operations. The system optimises **identification and management of environmental risks**, improving operational efficiency and reducing environmental costs.

Arriva Italia also has **ISO 50001:2018** certification for its **energy management system** to increase energy efficiency and reduce costs by improving management of the organisation's day-to-day activities.



Energy diagnosis

In compliance with current legislation, under which article 8 of Legislative Decree 102/2014 requires large companies and energy-intensive organisations to carry out and periodically submit to the ENEA energy and sustainable development agency an energy diagnosis of their consumption clusters, Arriva Italia fulfilled the obligation ahead of schedule in 2023.

The vehicle fleet and energy consumption

Arriva Italia's fleet consists of **1,433 buses** (2023) as shown in the table:

type	2023
Diesel (<E5)	224
Diesel (>=E5)	1,125
<i>of which powered by HVO fuel:</i>	35
Methane gas	52
Electricity/Hydrogen	32
total	1,433

The **average age** of the vehicles is **8.6 years**.

Fleet energy consumption

GRI 302-1

The energy consumption of the fleet is shown below, broken down by fuels used. To improve comparability, Arriva Italia decided to standardise the data using TOEs¹.

TOE (Tonne of Oil Equivalent) is the amount of energy released by the combustion of one tonne of crude oil and is about 42 GJ. It is a conventional value, as different varieties of oil have different heat of combustion values.

fuel	unit of measurement	2022	TOE
automotive petrol	l	10,658.00	8.2
automotive diesel	l	16,144,048.60	13,884
automotive methane	kg	503,374.00	627
automotive electricity	kW/h	79,332.34	14.8
electricity for cable car (Bergamo)	kW/h	86,244.00	16.1

In 2022, Arriva Italia's vehicles covered around 47 million kilometres. The energy intensity indices for the three main fuels are shown in the table.

Energy intensity index	unit of measurement	2022
electricity consumed per km travelled (traction and cable car)	kWh/km	0.705
diesel consumed per km travelled	l/km	0.359
methane consumed per km travelled	kg/km	0.512

GRI 302-3

¹ Source of the conversion factor used: OFFICIAL GAZETTE OF THE ITALIAN REPUBLIC. General Series - no. 81. 7-4-2014. ANNEX A. ANNEX NO. 3. TOE CONVERSION TABLE.

The Bergamo office is also responsible for the Albino-Selvino cable car connecting Albino, in the lower Seriana Valley, with Selvino, an important resort on the Selvino-Aviatico plateau².

As shown, at present almost all operational energy consumption relates to **diesel fuel**: to reduce this figure, Arriva Italia is implementing several measures, described below, in the knowledge that a major effort is needed to achieve the ecological transition in the public transport sector.

Projects to reduce the environmental impact of the fleet

With all this in mind, Arriva Italia's strategy is to take action to improve and modernise its entire fleet, the best way to effectively reduce its emissions.

The forecast is that **by 2027 all <E5 vehicles will have been replaced** by more modern and environmentally efficient vehicles. With this timetable, the average vehicle age will also be reduced from 8.6 to 7 years.

The gradual transition from traditional diesel to **HVO** (hydrotreated vegetable oil), a diesel-like fuel produced without fossil resources by processing renewable waste lipids, is underway for vehicles for which conversion is possible. Currently (2023 figures), 35 vehicles use HVO and this is expected to **increase to around 250 by 2027** (taking the same number of vehicles as a base).

Besides HVO, the other fuel to which Arriva Italia is turning its attention is **CNG** (compressed natural gas), a fossil fuel obtained by compressing natural gas to less than 1% of its volume at normal atmospheric pressure. Arriva Italia plans to gradually add around **200 CNG-powered vehicles to its fleet by 2024**.

Purchases of vehicles powered by electricity or hydrogen are also continuing. There are currently 32 electric buses. Arriva Italia plans to increase this number to 80 by 2027.

**material
topic:**
sustainable
mobility

² In 2023, the cable car was closed at certain times for extraordinary maintenance.

In **Rome**, in collaboration with Enel X, around 20 **electric buses are in use to transport the disabled**. These vehicles, supplied by Enel X through X Bus Italia, became part of Arriva Italia's fleet in October 2022.

Each electric bus is equipped with specific advanced equipment for transporting disabled users, including an automatic hydraulic lift for loading wheelchairs.

To ensure safety on board, the vehicles have an **AED defibrillator** and an innovative **telemedicine** system: in the event of a passenger suddenly falling ill, the system enables on-the-spot diagnosis by comparing vital data with a central station manned by medical specialists who can assess the seriousness of the situation in real time.

For maximum user safety, an internal video surveillance system operates on all the vehicles. The service provides for the students to be picked up from home with the special vehicles and accompanied to a designated departure/arrival point at the institutes, where the escort appointed by the Municipality of Rome is present.

The municipality itself certifies that the service operates correctly, through a geolocation system installed on all the vehicles. Arriva Italia's fleet for transporting disabled students in Rome has **254 drivers working on 567 routes** and around **1,000 passengers a day**.

.rome

254
drivers

1,000
passengers
per day

re- breath

Reduction of brake
wear emissions
in the transport sector

RE-BREATH Project

This is an ambitious project funded by the **European Commission's LIFE programme**³ in the field of sustainable mobility.

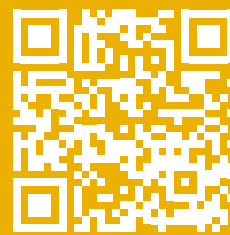
The challenges for the RE-BREATH project, an acronym for **the reduction of brake wear emissions** in the transport sector, are as follows:

- to improve knowledge of non-exhausted micro-particle emissions generated by local public transport braking systems
- to assess their impact on people's quality of life and the environment
- to design and develop an innovative and more environmentally friendly **bus braking system**

The project, **which began in August 2022**, will last 36 months, with a **total budget of € 3.2 million**, of which approximately € 2 million funded by the European LIFE program.

The project is coordinated by **Brembo**, the world leader in the development and production of braking systems. In addition to Arriva Italia, it involves important partners from the public and private sectors, such as the Municipality of Bergamo, which has long promoted and supported local and international sustainability initiatives, Italy's National Research Council (CNR, which will participate with the Research Institute on Atmospheric Pollution, CNR IIA, and the Institute of Nanostructured Materials, CNR ISMN), and Arriva Slovakia.

³ https://italy.representation.ec.europa.eu/notizie-ed-eventi/notizie/programma-life-investimenti-dellue-oltre-116-milioni-di-eu-progetti-strategici-su-natura-ambiente-e-2023-03-09_it



find out more

The sites: a vast territorial network

Arriva Italia's environmental management of consumption is of crucial importance, as it goes beyond mere control of rolling stock. The company operates a **widespread network of offices and operational sites across various areas**, including small peripheral locations. Its extensive geographical presence poses a number of challenges, especially as regards ensuring service continuity in remote areas. Operational resilience is crucial, and monitoring consumption helps prevent disruption and maintain service quality even in difficult circumstances.

The **operational sites** (regularly manned and equipped with workshop and ticketing facilities) are distributed as follows:

.milan

1 the headquarters where staff functions are located

.aosta valley

7 of which 2 sites with workshop

.turin area

7 of which 4 sites with workshop

.brescia area

28 of which 1 site with workshop

.cremona area

5 of which 1 site with workshop

.rome area

2 of which 1 site with workshop

.bergamo/lecco area

32 of which 2 sites with workshop

The other sites are bus parks and there are 40 in total.

Energy consumption at the sites

Below are the consumption figures for the sites; to improve comparability, Arriva has standardised the data using TOEs as the reference unit of measurement (see p. 74). Electricity consumption, which is mainly used to illuminate the bus parks, accounts for **58%** of the total.

GRI 302-1

Methane gas follows, while the remainder is diesel, used in some locations for heating and in some plants. **District heating** is only present in **Brescia** and **Cremona**.

The sites' electricity consumption comes from day-to-day operations: in total there are 11 workshops and the main depots are equipped with either a washing plant or a fuel distribution system.

GRI 302-3

Direct energy consumption (internal)	unit of measurement	2022	TOE
electric power	kWh _e	1,833,678	343
methane gas	Scm	205,047	171
district heating	kWh _t	1,242,270	/
diesel for heating	l	83,929	71

Energy intensity index

Consumption in 2022 was 0.4 TOE/person, considering the total corporate population.

Energy efficiency strategy

With regard to energy efficiency at its sites, Arriva is carrying out a program that includes the **replacement of existing lighting fixtures with energy-saving LEDs**: roll-out began in the Bergamo and Brescia sites in 2018 and continued in the Turin and Aosta sites in 2021-2022.

material topic: energy efficiency

In **Bergamo**, the replacement of obsolete boilers with new-generation systems is being completed.

In Sarnico (in the province of Bergamo) a **photovoltaic plant** owned by Arriva Italia produced 135,000 kWh in 2022, which were sold to the grid operator.

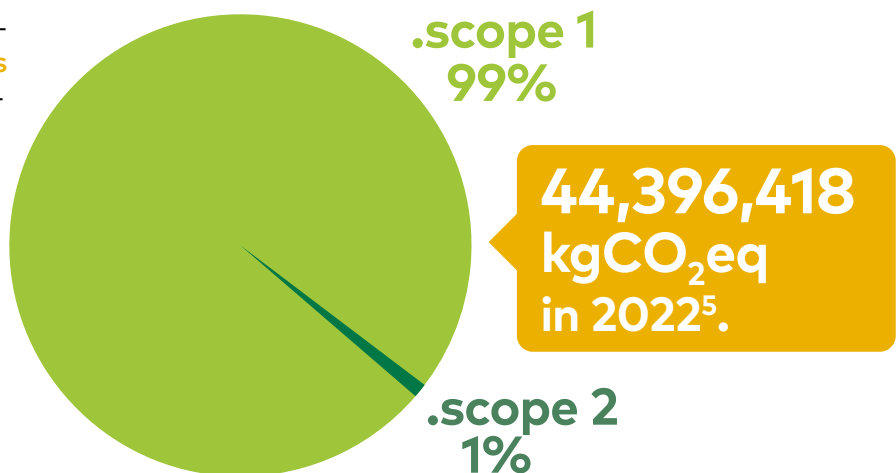
By 2024, **photovoltaic panels** are to be installed in the **Brescia** and **Turin** areas, for self-consumption: both projects are in the planning stage.

Emissions

On the basis of its consumption, Arriva Italia calculated CO₂ emissions into the atmosphere⁴.

Emissions	unit of measurement	consumption	kg CO ₂
automotive petrol	l	10,658.00	25,366.04
automotive diesel	l	16,144,048.60	42,781,728.79
automotive methane	kg	503,374.00	1,384,278.50
automotive electricity	kWh	79,332.34	24,505.76
electricity for cable car (Bergamo)	kWh	86,244.00	26,640.77
electricity	kWh	1,833,678.00	566,423.13
methane gas	Scm	205,047.00	205,045.02
district heating (Brescia)	kWh	1,242,270.00	/
diesel for heating	l	83,929.00	264,796.00

Since Arriva Italia is a transport company, **99% of its emissions** can be reclassified under **Scope 1** (direct consumption resulting from the core business, i.e., passenger transport). Within Scope 1 emissions, 99% refer to transport, confirming the extent to which fleet movement impacts atmospheric emissions.



⁴ Emissions were calculated using the conversion table of the ISPRA Ambiente National Inventory (ref: <http://emissions.sina.isprambiente.it/series-historical-emissions/>) using 2022 data: For heating fuel, the reference is: MASE - Coefficients used to inventory CO₂ emissions in the UNFCCC national inventory (mean values for the years 2018-2020).

⁵ For this Sustainability Report, emissions from district heating are not included in the calculation of emissions because not all data is available from the supplier

Other environmental indicators

Water management: consumption and discharges

The water used at the operational sites generally comes from the aqueduct. Only part comes from recirculation tanks. At some sites, industrial water or water drawn from wells is used for vehicle washing facilities.

GRI 303-1

GRI 303-3

Water withdrawal	unit of measurement	2022
from public aqueducts	m ³	24,731
from wells	m ³	13,799
purified industrial water bought from third parties	m ³	23,670

GRI 303-2

In **Grugliasco**, **purified industrial water recovered** from a nearby third-party production facility is used for washing.

Arriva Italia **discharges** fall into two categories:

- **urban** (from bathrooms and kitchens)
- **industrial** (from washing plant, run-off and workshops)

For **industrial effluents**, Arriva Italia holds individual **AUA environmental authorisations** to ensure that water discharges do not exceed the **legal limits**. For recycled water, treatment plants serve the washing systems, enabling water to be reused. Oil separators are used for workshops and run-off water.

From a qualitative point of view, Arriva Italia conducts **analyses of outgoing water** to keep the risk of pollutant dispersion in the soil and, in general, at discharge points under control. Under the AUA environmental authorisation to which all sites are subject, Arriva Italia is required to outsource its analysis data once a year. The company carries out sampling, using a certified external laboratory, more than once a year in order to minimise risks.

The focus on this topic is confirmed by the project underway at the Grugliasco site, thanks to which 80 m³ of rainwater was collected in 2023 and used for washing buses through a purification system.

LIFEH2OBUS: A project to reduce water wastage

This is an EU co-funded project to establish a set of international best practices for water management among public transport operators, in order to minimise water consumption. It is the first time that the European Union has launched a project of this type in the public transport sector.

During the three-year project, information and data will be collected with innovative software to help identify the most effective best practices, making them flexible enough to adapt to different economic, geographical and climatic conditions.

The aim is that the best practices identified by the project will then be shared and adopted as widely as possible by European bus operators.

LIFEH2OBUS will reduce water consumption by an average of 84%.

The LIFEH2OBUS project is expected to bring the transport sector closer to the European sustainability and circularity goals, while providing bus operators with guidelines to successfully implement optimal solutions and publicly emphasising the importance of water conservation as part of the sustainability agenda.

At the European level, **LIFEH2OBUS will help the transport sector achieve its sustainability and circularity goals**, while providing guidelines for operators.

The results of the project will be shared among operators in the public and private transport sectors to encourage the spread of best practices to other sectors as well, providing public authorities with consistent data on the topic and a valuable tool for developing new protocols and guidelines to save as much water as possible in the transport sector.

Industrial waste management

Special waste produced by Arriva Italia is essentially of two types:

GRI 306-1

- from workshop activities (such as waste oil, spray cans, air filters)
- disposal of end-of-life vehicles

In 2022, 1,659,446 kg of waste was produced.

GRI 306-3

Of the total, 85% was sent for recycling, confirming Arriva Italia's commitment to increasingly responsible waste management. The remaining 15% was landfilled.

GRI 306-4

To ensure proper disposal, waste is transported and disposed of by authorised disposal companies that undergo regular inspections.

Details are provided in the table below, distinguishing between hazardous and non-hazardous waste.

Waste	unit of measurement	2022
Waste produced	kg	1,659,446
Waste not intended for disposal	kg	1,411,466
Waste sent for disposal	kg	247,980
Hazardous/non-hazardous	unit of measurement	2022
Non-hazardous waste produced and sent for recycling	kg	908,539
Hazardous waste produced and sent for recycling	kg	502,927
Non-hazardous waste produced and disposed of	kg	194,722
Hazardous waste produced and disposed of	kg	53,258

85% of waste produced by Arriva is sent for recycling



index of GRI contents

sustainability report.22

Index of GRI contents

Statement of use

Arriva Italia has presented a report in accordance with the GRI Standards for the period 1 January - 31 December 2022.

Used GRI 1

GRI 1 - Foundation - version 2021

GRI standard	disclosure	page	section
GRI 2 General disclosures 2021			
	2-1 Organisational details	13	About us
	2-2 Entities included in the organisation's sustainability reporting	13	About us
	2-3 Reporting period, frequency and contact point	8	Methodological note
	2-7 Employees	62	Employees
	2-8 Workers who are not employees	63	Employees
	2-9 Governance structure and composition	18	Corporate Governance
	2-10 Nomination and selection of the highest governance body	18	Corporate Governance
	2-11 Chair of the highest governance body	19	Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	21	Sustainability governance
	2-14 Role of the highest governance body in sustainability reporting	9	Methodological note
	2-16 Communication of critical concerns	22; 26	Anti-corruption policy Whistleblowing
	2-22 Statement on sustainable development strategy	7	Letter to the stakeholders
	2-23 Policy commitments	22	The Code of Ethics and Model 231
	2-24 Embedding policy commitments	24	The importance of engagement: the Corporate Confidence Program

GRI standard	disclosure	page	section
	2-27 Compliance with laws and regulations	23	The Code of Conduct
	2-29 Approach to stakeholder engagement	32	Stakeholder engagement
GRI 3 Material topics 2021			
	3-1 Process to determine material topics	32	Materiality analysis
	3-2 List of material topics	32-39	List of material topics
	3-3 Management of material topics	32-39	List of material topics
GRI 402: Labour/management relations			
	402-1 Minimum notice periods regarding operational changes	63	Employees-Facts and Figures
GRI 401: Employment 2016			
	401-1 New employee hires and employee turnover	63	Employees-Facts and Figures
Material topic: Sustainable mobility			
	3-3 Management of material topics	35-78-81	List of material topics Sustainable mobility Projects to reduce the environmental impact of the fleet
GRI 305 Emissions			
	305-1 Direct (Scope 1) GHG emissions	86	Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	86	Emissions
Material topic: Energy efficiency			
	3-3 Management of material topics	35-85	List of material topics Energy efficiency strategy
GRI 302 Energy 2016			
	302-1 Energy consumption within the organisation	80-85	Fleet energy consumption Energy consumption at the sites
	302-3 Energy intensity	80-85	Fleet energy consumption Energy consumption at the sites
Material topic: Efficient water and waste management			
	3-3 Management of material topics	35-87-89	List of material topics Water management: consumption and discharges Industrial waste management
GRI 303 Water and Effluents 2018			
	303-1 Interactions with water as a shared resource	87	Water management: consumption and discharges

GRI standard	disclosure	page	section
	303-2 Management of water discharge-related impacts	87	Water management: consumption and discharges
	303-3 Water withdrawal	87	Water management: consumption and discharges
GRI 306 Waste 2020			
	306-1 Waste generation and significant waste-related impacts	89	Industrial waste management
	306-3 Waste generated	89	Industrial waste management
	306-4 Waste diverted from disposal	89	Industrial waste management
	306-5 Waste directed to disposal	89	Industrial waste management
Material topic: Circular economy			
	3-3 Management of material topics	35-89	List of material topics Industrial waste management
Material topic: Occupational Health and Safety			
	3-3 Management of material topics	36-71	List of material topics Worker health and safety
GRI 403 Occupational Health and Safety 2018			
	403-1 Occupational health and safety management system	71	Worker health and safety
	403-2 Hazard identification, risk assessment and incident investigation	71	Worker health and safety
	403-3 Occupational health services	72	Worker health and safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	72	Worker health and safety
	403-5 Worker training on occupational health and safety	73	Worker health and safety
	403-6 Promotion of worker health	67-73	Corporate benefits Worker health and safety
	403-8 Workers covered by an occupational health and safety management system	71	Worker health and safety
	403-9 Work-related injuries	72	Worker health and safety
	403-10 Work-related ill health	72	Worker health and safety
Material topic: Quality and safety of the travel experience			
	3-3 Management of material topics	36-60	List of material topics Service quality
Material topic: Acting responsibly			
	3-3 Management of material topics	36	List of material topics
Material topic: Training and development			

GRI standard	disclosure	page	section
	3-3 Management of material topics	36-52-69	List of material topics The role of training Training and skills development
GRI 404 Training and education			
	404-1 Average hours of training per year per employee	69	Training and skills development
	404-3 Percentage of employees receiving regular performance and career development reviews	70	Training and skills development
Material topic: Community relations and support for disadvantaged groups			
	3-3 Management of material topics	37-74	List of material topics Community
GRI 413 Local communities 2016			
	413-1 Operations with local community engagement, impact assessments, and development programs	74	Community
Material topic: Welfare			
	3-3 Management of material topics	37	List of material topics
GRI 401 Employment 2016			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	67	Corporate benefits
	401-3 Parental leave	68	Diversity & Inclusion
Material topic: Diversity and inclusion			
	3-3 Management of material topics	37-50	List of material topics Diversity & Inclusion: Arriva Italia's commitment
Material topic: Innovation and process digitalisation			
	3-3 Management of material topics	38-46-27	List of material topics Digital innovation Cybersecurity
Material topic: Ethics and integrity			
	3-3 Management of material topics	38-22	List of material topics Ethics and integrity
GRI 205 Anti-corruption 2016			
	205-1 Operations assessed for risks related to corruption.	22	The Code of Ethics and Model 231
	205-2 Communication and training about anti-corruption policies and procedures	24	The importance of engagement: the Corporate Confidence Program

GRI standard	disclosure	page	section
Material topic: Sustainability governance			
	3-3 Management of material topics	38-21	List of material topics Sustainability governance
Material topic: Creation of economic value			
	3-3 Management of material topics	39	List of material topics
GRI 201 Economic performance 2016			
	201-1 Direct economic value generated and distributed	43	List of material topics Economic value generated and distributed
	201-4 Financial assistance received from government	42	Economic performance in 2022
Material topic: responsible supply chain management			
	3-3 Management of material topics	39-44	List of material topics The supply chain
GRI 204 Procurement practices 2016			
	204-1 Proportion of spending on local suppliers	44	The supply chain
Material topic: service efficiency			
	3-3 Management of material topics	39-55	List of material topics Services: digital and continuous



