



sustainability report

2023



sustainability report



2020





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Letter to the stakeholders

GRI 2-22 / 2-23

Dear stakeholders,

It gives me great pleasure to present the second edition of Arriva Italia's Sustainability Report, a further step on the transparency and responsibility journey our company has firmly decided to pursue. This year, ahead of the legal obligation, we decided to submit the 2023 Sustainability Report to an external assurance review, confirming our commitment to ensuring the quality and reliability of the (non-financial) sustainability information shared with you.

Also in view of the obligation, we undertook a first double materiality assessment – impact and financial – as required by the Corporate Sustainability Reporting Directive (CSRD), which involved the Finance department in an assessment of our material topics.

With the gradual return to normal pre-pandemic conditions, 2023 was a year of growth for Arriva Italia. Despite some significant challenges, such as rising raw material costs and the difficulty of finding drivers, Arriva achieved economic growth of 5% compared to 2022. We remain firmly convinced that investing in sustainability is crucial to our future and to the well-being of the communities we serve.

Specifically, for a local public transport company, sustainable mobility must be a fundamental imperative: in this light, the continuous renewal of the vehicle fleet continues to be one of our primary sustainability objectives. In addition, we have made significant progress on diversity and inclusion in recent years, paying particular attention to increasing the number of women among our drivers and among Arriva Italia personnel in general. Finally, we are actively promoting a circular economy model, paying close attention to energy consumption, water consumption and emissions, and adopting good practices to manage the waste we produce and wastewater discharges.

The 2023 Sustainability Report is not only a snapshot of our current efforts, but also a statement of our commitments and intentions for the future. We will continue to work with you and all our stakeholders to monitor and continuously improve our environmental, social and governance performance.

To provide you with a more detailed view of performance at local level, we have decided to continue publishing the six territorial reports that illustrate the specific characteristics of each area we operate in. This is part of our commitment to be increasingly transparent and attentive to the specific needs of the communities we serve.

We thank you for your continued support and invite you to explore Arriva Italia's 2023 Sustainability Report. We are confident that together we must and can build a more sustainable and inclusive future.

Enjoy the read!

Angelo Costa
CEO Arriva Italy

Methodological note

GRI 2-2 / 2-3 / 2-4 / 2-5 / 2-14

This Sustainability Report of Arriva Italia S.r.l. (hereinafter also referred to as "Arriva Italia"), prepared on a voluntary basis, covers the financial year ending 31 December 2023, in line with the financial reporting period. The report was drafted with reference to the "Global Reporting Initiative Sustainability Reporting Standards" defined by the GRI - Global Reporting Initiative (hereinafter also referred to as "GRI Standards"), in accordance with the option "Reporting with reference to the GRI Standards", for the selected indicators only, which are listed in the "GRI content index" set out at the end of the document. The GRI Standards are the world's most widely used reference for sustainability reporting.

The 2023 Sustainability Report is the second non-financial report published by Arriva Italia. Its publication is a voluntary decision, ahead of the legal obligation established by the Corporate Sustainability Reporting Directive (CSRD), which will affect Arriva Italia in the coming years.

Arriva Italia identified the **material topics** relating to its business on the basis of **a context analysis and a benchmark of its main competitors**. The topics that were identified were submitted in the form of a questionnaire to an extended group of stakeholders, defined by the Sustainability Committee. The impact materiality analysis was conducted on the basis of GRI 3: Material Topics 2021. It consisted of the following phases:

1. **Understanding the organisation's context**
2. **Identifying actual and potential impacts (positive and negative)**
3. **Assessing the significance of the impacts**
4. **Prioritising the most significant impacts**
5. **Identifying for each material topic one or more cross-referenced 2030 Agenda Sustainable Development Goals (SDGs)**

In this process required by GRI 3, **the materiality analysis was integrated with financial issues**, thus anticipating the double materiality analysis requirement envisaged by the new European CSRD. In addition, risks and opportunities were identified for each material topic, so that **strategy and improvement goals** could also be defined.

Each material topic was also associated with one or more of the 2030 Agenda's Sustainable Development Goals.

GRI 2-14

Reporting scope

The Sustainability Report includes the operational locations of Aosta, Bergamo, Brescia, Cremona, Turin, and Rome, in addition to the headquarters in Milan.

The reporting scope of this Sustainability Report refers to Arriva Italia S.r.l. and does not include the companies controlled by it, namely: Arriva Italia Rail S.r.l., Bergamo Trasporti Est Scarl, Trasporti Brescia Sud Scarl, Trasporti Brescia Nord Scarl, Bergamo Trasporti Ovest Scarl, Arriva Udine S.p.A., and Lecco Trasporti Scarl.

The reference time frame is January 1 – December 31, 2023. The data are calculated precisely based on accounting, non-accounting results, and other information systems of Arriva Italia, and validated by the relevant managers. Data determined through the use of estimates and the related calculation method are expressly indicated. Values relating to previous years are not reported where they are not considered representative of the phenomenon and/or are not available.

Reporting standards

The contents of the Report are the result of an internal reporting process that involved top management and the contact persons of the relevant corporate areas.

Information was collected through a multi-step process, with a final validation of the data by the process managers.

The identification and reporting of the contents of this Sustainability Report took into account the GRI principles of significance, inclusiveness, sustainability context and completeness. In establishing the criteria for information quality and the reporting scope, the GRI principles of balance between positive and negative factors, comparability, accuracy, timeliness, clarity, reliability, sustainability context and verifiability were also applied. The Report was approved by the Executive Committee, headed by the Chief Executive Officer. The Sustainability Report, including the material topics, was published after its approval by the Board of Directors and the issuance of the opinion of the independent auditors.

References to the sources of the conversion factors used for energy consumption and emission calculations:

1. TEP - source FIRE
2. Circular 18/12/2014 - Ministry of Economic Development
3. <https://www.ets.minambiente.it/News#427-pubblicazione-parametri-standard-nazionali-anno-2023>
4. Fuel density (Diesel, Petrol, CNG) UNI EN 590:2022, UNI EN 228:2012, ISO 15403:2008.
5. Ecoinvent database for conversion factors in tonnes CO₂ equivalent
6. Gwp EU Regulation no. 517/2024 for fluorinated gas emission factors

The sustainability disclosure, listed in the "GRI content index", underwent a limited assurance review by an independent auditing firm, RSM Società di revisione e Organizzazione Contabile S.p.A. The limited review was conducted in accordance with the ISAE 3000 international standard (revised) and, consequently, with the Code of Ethics for Professional Accountants (including professional independence and verification of the absence of conflicts of interest that could undermine the ethical principles of integrity, objectivity, professional competence and diligence, confidentiality and professional conduct). The audit report detailing the procedures and activities with their conclusions can be found at the end of the Sustainability Report.

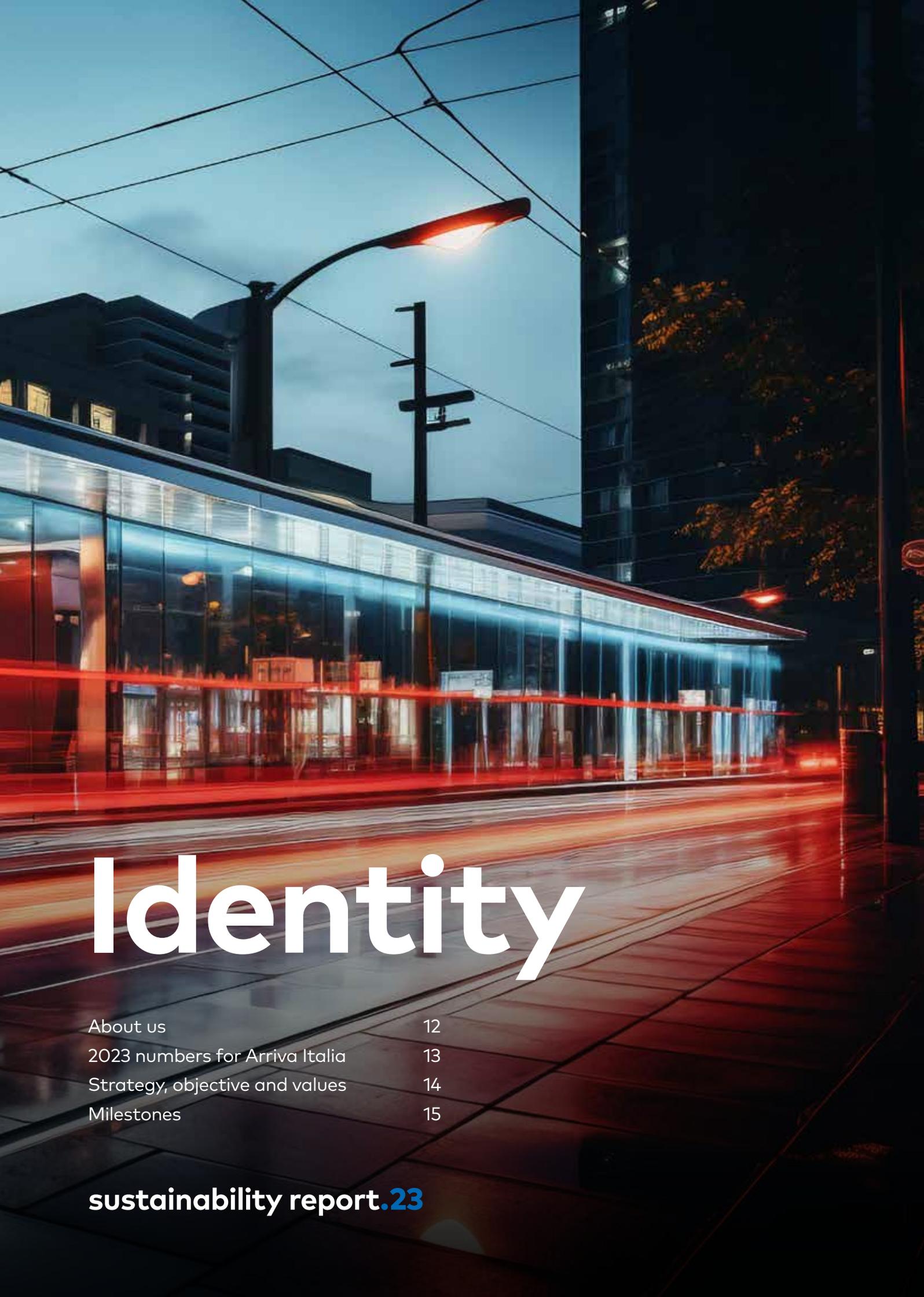
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01.



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Identity

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sustainability report.23

A leading local public transport company that cares about the environment and people.



About us

GRI 2-1

Arriva Italia S.r.l. is part of the Arriva Group, which exercises management and coordination, pursuant to article 2497 of the Italian Civil Code, through the Arriva International Limited company, the sole shareholder based in the United Kingdom.

An agreement for the sale of the Arriva group to I Squared Capital was signed in October 2023, and the closing of the transaction took place during the first half of the year.

Arriva has been present in Italy since 2002. It runs local public transport services mainly in northern Italy, operating in the Aosta Valley and in the provinces of Turin, Brescia, Bergamo, Lecco and Cremona, as well as airport links, car rental and tourism services, transport for major events, and a transport service in Rome for students with disabilities and reduced mobility.

As a subholding company, as of 31 December 2023 Arriva Italia S.r.l. held control of Arriva Italia Rail S.r.l., Bergamo Trasporti Est Scarl, Trasporti Brescia Sud Scarl, Trasporti Brescia Nord Scarl, Bergamo Trasporti Ovest Scarl, Arriva Udine S.p.A., Lecco Trasporti Scarl and minority shareholdings in Arriva Veneto S.r.l., Omnibus Partecipazioni S.r.l, Trieste Trasporti S.p.A., Sit Vallee Scarl, Extra.TO Scarl, Bergamo Trasporti Sud Scarl and A.T.B Consorzio Scarl.



2023 numbers for Arriva Italia



41.6 million
passengers in 2023¹



1,463
employees



44.5 million km
travelled by the fleet



1.317
vehicles in the fleet



185.7 million euro
of revenue



12.4 million euro
invested directly in the
modernisation of the fleet

¹ Number based on ticket sales.

Strategy, objective and values

Values

Arriva Italia's objectives and values define its corporate culture, the reason why it exists and what it stands for. By accompanying the daily decision-making process, the Group's values also provide guidance for all Arriva people to ensure that the "best" decision is always made for employees, passengers and customers, for communities, for the environment and for all stakeholders.



We care passionately



We do the right thing



We make the difference

Objective

Regardless of whether they work in a depot or an office, or drive a bus, at Arriva everyone is united by a single purpose: to connect people and communities safely, reliably and sustainably, providing better services, every day.

Arriva Italia is committed to developing integrated mobility services to make public transport the preferred user choice, offering state-of-the-art services, motivating employees and building positive relationships with customers and partners.

Vision: Helping to create a future where passenger transport is the best choice.

Strategy

Arriva aspires to be the leading passenger transport partner in Europe, focusing on six key priorities to achieve the best results for employees, customers, passengers and shareholders.



Milestones

- 2002** Arriva acquires the SAB Group and takes minority shareholdings in KM and Trieste Trasporti.
- 2004** Arriva acquires 49% of SAF.
- 2005** Arriva acquires 80% of SADEM and increases its stake in SAF to 60%.
- 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.
- 2015** Arriva acquires the entire share capital of KM.
- 2016** Arriva acquires 100% of SAVDA.
- 2018** Arriva Veneto is established to run passenger transport services between Chioggia, Venice and Marco Polo Airport.
- 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 the Pluservice software house. Electric vehicles in Rome: collaboration with Enel X. The Zero Emission Institute is set up.
- 2023** Launch of the Arriva My Pay app. The Arriva Group is sold by Deutsche Bahn to I Squared Capital. Publication of the first Sustainability Report.

A glance at 2024

- Formalisation of the sale agreement between Deutsche Bahn and I Squared Capital.
- Certification of the Social Responsibility Management System.
- Signature of the Manifesto of Non-Hostile Communication.
- Obtainment of the first results of the European LifeH2O Bus project to reduce the organisation's water consumption.

02.



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The sustainable vision

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Arriva's sustainable approach matches its main objective, which is to offer a journey that is as safe, comfortable and environmentally sustainable as possible.

Stakeholder engagement

GRI 2-29

For a public-service provider like Arriva Italia, it is essential to maintain a constant and transparent relationship with all parties who, for various reasons, are influenced by or can influence its activities.

To move ahead with the sustainability reporting journey, the Executive Committee on Sustainability updated the previous year's stakeholder map and identified a pool of "expert" representatives for each category, who were then involved in the materiality analysis.

The stakeholders are all close to the company and Arriva Italia maintains relations with each category throughout the year, not just at the time of the materiality analysis.

The table below details the categories of stakeholders identified by Arriva Italia and the communication and engagement channels it uses to involve them and raise their awareness on ESG issues.

Category	Communication tool
Customers (local public transport agencies)	official discussions with the managers of the local offices and with top management
Customers (passengers)	websites; newsletters; social media; on-board material; apps; customer service; customer satisfaction surveys
Employees	intranet; notice board for drivers; specific communications (service orders, etc.)
Media	press releases; signed articles; meetings with journalists; interviews
Local communities (non-profit organisations)	press; direct contact
Universities/training institution	conventions and agreements; participation as lecturers; definition of course content as experts in the field
Suppliers (bus manufacturers; fuel suppliers)	institutional communication

The double materiality analysis

GRI 3-1

As already described in the Methodological Note, for 2023 Arriva Italia decided to consolidate the analysis conducted the previous year in two ways: by re-proposing the stakeholder impact survey on a broader sample of stakeholders and by launching a financial materiality exercise.

In this way, it was able to consider the impacts identified for each material topic – and submitted to the opinion of its stakeholders – as well as the risks and opportunities that influence the company's financial conduct.

Below is a description of the two analyses and a table linking the impact analysis and financial materiality..

Impact analysis

This process, initiated by the Executive Committee on Sustainability (consisting of top management and first-line managers), focused on the actual and potential, positive and negative impacts generated by the organisation's activities on the economy, the environment and people. All the sustainability topics that were identified were also subsequently validated on the basis of the financial materiality approach (see relevant section).

The four stages of the process:

1. understanding the context of the organisation



2. identifying impacts (positive and negative)



3. assessing the significance of impacts through a multistakeholder survey



4. prioritising the most significant impacts



The stakeholders were involved in Step 3 in order to compare their opinions with the internal materiality determined by the Executive Committee on Sustainability. A total of 68 persons were involved, representing all the previously identified stakeholder categories. The response rate was very high at 84%.

The organisation's point of view, **internal materiality**, was the result of the responses of the 12 members of the Working Group, which consists of the following corporate functions: Reporting & KPI Manager, Corporate HR Business Partner, Internal Audit, ICT & Digital Manager, Operational Excellence & Business Intelligence Manager, Diversity & Inclusion Manager, Customer Care Coordinator, Facility Manager, Procurement Manager, Revenue & Ticketing Manager, Bergamo/Lecco Operations Manager, Certification & SGI Manager, Technical Area Representative, HSE Manager, External Communication & Customer Care Manager.

The responses of the other stakeholders were taken into account to determine **external materiality**.

The averages of the answers of the two clusters are compared in the table on page 19. The respondents rated the impacts on a scale from 1 to 4 (where 1 means insignificant and 4 means very significant), based on the significance of each issue with respect to their stakeholder category.

The table shows a **substantial alignment among the internal and external stakeholders** with the Committee's choice of topics, with an overall average rating of the importance attached to the topics of 3.4. The environmental, social and economic topics seem to be of equal importance for the stakeholders.

Financial materiality

Prior to the implementation of the CSRD Directive as from 2025, Arriva Italia decided to conduct a **financial** materiality exercise with respect to the selected material topics, directly involving the company figures most closely concerned with financial matters in the analysis.

The analysis started with an internal assessment and a benchmarking analysis. Finance, HSE, Communication and Risk Management then jointly drew up the table set out below, identifying the main risks and opportunities for each topic.

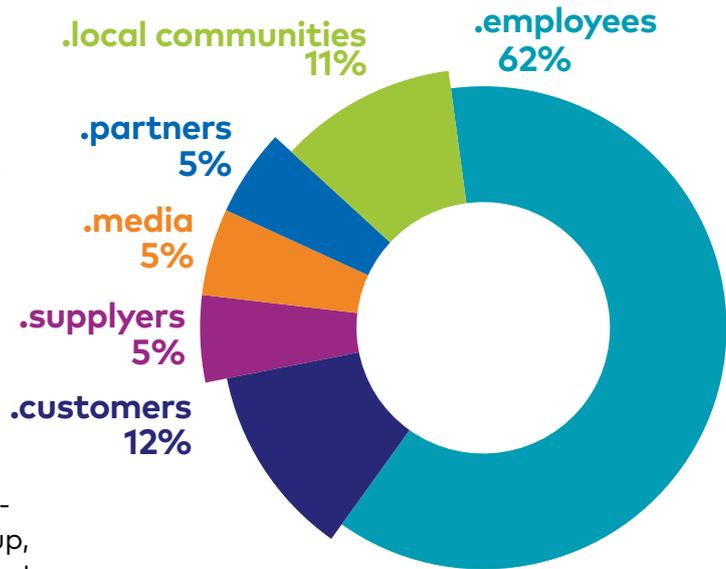


Chart: respondents divided by category.

List of material topics

GRI 3-2 / 3-3

The table below lists the 12 material topics categorised by ESG pillar and prioritised on the basis of the organisation's assessment of their impacts. In addition, for each material topic, it shows risks and opportunities identified during the financial materiality analysis.

As can be seen by comparing the table with the previous year's table, the material topics identified in 2022 have undergone changes and additions, in line with the objectives and strategies implemented by Arriva Italia in 2023 and in preparation for adaptation to the new European Directive (CSRD), which will be mandatory from 2025.

Specifically, after discussions among the Committee members and the benchmarking analysis:

- the topic "Sustainability governance" was removed, as it was redundant with respect to the need for compliance with international standards. It was indicated as an important goal in 2022, and achieved in 2023 with the publication of the first Sustainability Report;
- "Relations with the territory and support for disadvantaged categories" became "Relations with the territory and inclusive mobility" to represent Arriva's overall activity more precisely;
- "Training and development" and "Welfare" were merged into "Central role of employees" to enhance the extension of the theme;
- "Quality and safety of the travel experience" became "Efficiency and service quality", to represent the dimension of the theme more precisely;
- "Diversity & Inclusion" has been better specified, to encompass the inclusive dimension of the service.

For each material topic, the table also provides:

- the reference ESG pillar, indicated next to the material topic by the letters E (Environmental) S (Social) G (Governance);
- a brief description;
- the significance of the impact from a dual perspective – company and stakeholders – as determined by the materiality analysis (scale of 1 to 4); a description of impacts divided into positive and negative (when both exist);
- the risks and opportunities identified during the financial materiality analysis;
- the associated SDG.

		pillar esg Environment E
	Material topic	SUSTAINABLE MOBILITY
	Description	Transport systems that not only meet people's travel needs efficiently and safely, but are also environmentally friendly (fuels, buses, technologies, etc.).
Impact analysis	Significance of impact (on a scale from 1 to 4)	<div style="display: flex; align-items: center;"> <div style="width: 33px; height: 12px; background-color: #2e8b57; margin-right: 5px;"></div> company 3,3 <div style="width: 15px; height: 12px; background-color: #ccc; margin: 0 5px;"></div> <div style="width: 33px; height: 12px; background-color: #2e8b57; margin-right: 5px;"></div> stakeholders 3,7 </div>
	Positive impact (resulting from the adoption of the topic as a priority)	Reduction of emissions through research into alternative fuels (electricity, HVO, CNG, hydrogen) and innovative technologies.
	Negative impact (due to non-adoption of the topic as a priority)	Increased emissions and pollutants and consequent negative contribution to climate change and pollution.
Financial materiality	Risks	<p>Significant increase in the value of investments and medium/long-term planning difficulties.</p> <p>Reputational risk.</p> <p>Uncertainty about operating and maintenance costs of vehicles and refueling facilities.</p> <p>Regulatory risk (change in legislation that could mean investments are no longer in line with regulations or ESG objectives).</p> <p>Risk related to infrastructure and the Italian electricity market.</p> <p>Risk related to the international context.</p>
	Opportunities	<p>Possible reduction of operating, maintenance and traction costs in the long term.</p> <p>Possible use of substantial public resources for energy transition.</p> <p>Increased use of public transport, as it is considered more sustainable than private mobility.</p> <p>Possible bonus in tenders.</p>
	Associated SDGs	<div style="display: flex; align-items: center; gap: 10px;">   </div>

Material topic	ENERGY EFFICIENCY (PREMISES AND VEHICLES)	
Description	A set of actions and strategies intended to reduce the energy consumption of the organisation's numerous operating sites and to reduce fleet consumption by modernising the vehicle fleet.	
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 3,1 stakeholder 3,5
	Positive impact (resulting from the adoption of the topic as a priority)	Contribution to the ecological transition by reducing the consumption of non-renewable natural resources and consequent reduction of emissions.
	Negative impact (due to non-adoption of the topic as a priority)	Stress on non-renewable natural resources. Negative environmental impacts due to climate-altering and polluting emissions.
Financial materiality	Risks	Significant increase in the value of investments and medium/long-term planning difficulties. Uncertainty of operating and maintenance costs. Risk linked to an inadequate monitoring system. Regulatory risk.
	Opportunities	Reduction of energy costs in the medium/long-term. Possibility of using public resources for energy transition/energy savings. Compliance with regulations on reducing consumption and waste.
Associated SDGs		

Material topic	EFFICIENT WATER STEWARDSHIP	
Description	Responsible management of water through optimisation and protection of available water resources in terms of both withdrawal and discharge after use.	
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 3,1 stakeholder 3,2
	Positive impact (resulting from the adoption of the topic as a priority)	Contribution to the reduction of water stress, through careful consumption and recycling, attention to the quality of discharged water and general reduction of water needs.
	Negative impact (due to non-adoption of the topic as a priority)	Contribution to increased water stress due to increase in withdrawals and quality deterioration.
Financial materiality	Risks	Increased value of investments in water reduction plants. Risk of sanctions for non-compliant water discharge.
	Opportunities	Reduction of consumption and related cost reduction in the medium/long-term. Compliance with regulations on reducing consumption and pollution.
Associated SDGs		

pillar esg **Environment** **E**

	Material topic	CIRCULAR ECONOMY AND RESPONSIBLE WASTE MANAGEMENT
	Description	Sustainable approach to management of resources (bus lifecycle, consumption of substances in work processes, etc.) and waste in the organisation and its value chain, e.g. among suppliers.
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 2,9 stakeholders 3,1
	Positive impact (resulting from the adoption of the topic as a priority)	Reduction of waste production resulting in improved environmental quality. Attention to the entire bus lifecycle and use of hazardous substances has a positive impact on the environment.
	Negative impact (due to non-adoption of the topic as a priority)	Increased waste production and consequent worsening of environmental quality.
Financial materiality	Risks	Increased costs for waste management and disposal. Risk of sanctions. Reputational and legal risk.
	Opportunities	Reduced costs due to more efficient use of resources. Compliance with regulations. Possible bonus in tenders . Encouragement of suppliers (certification of the recyclable share of vehicles built).
	Associated SDGs	

pillar esg **Social** **S**

	Material topic	CENTRAL ROLE OF EMPLOYEES
	Description	A set of policies to enhance welfare, training and development initiatives and enable workers to express their individuality and value.
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 3,8 stakeholders 3,8
	Positive impact (resulting from the adoption of the topic as a priority)	Increased professional development opportunities and improved work-life balance for employees. Increased ability to attract and retain talent.
	Negative impact (due to non-adoption of the topic as a priority)	Increase in cases of employee dissatisfaction with consequent risk for the organisation in terms of reputation and turnover. Difficulties in attracting and retaining talent.
Financial materiality	Risks	Costs related to high/excessive turnover levels. Risk of loss of know-how due to excessive turnover.
	Opportunities	Increased labour productivity and improved corporate climate. Reduction in costs for recruiting and hiring new resources. Increased appeal.
	Associated SDGs	

	Material topic	OCCUPATIONAL HEALTH AND SAFETY
	Description	Set of rules, practices and policies designed to protect the health, welfare and safety of workers in the workplace and in the performance of their activities.
Impact analysis	Significance of impact (on a scale from 1 to 4)	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #e67e22; width: 30px; height: 10px; display: inline-block;"></div> company 3,7 </div> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #34495e; width: 30px; height: 10px; display: inline-block;"></div> stakeholders 3,4 </div>
	Positive impact (resulting from the adoption of the topic as a priority)	Reduction of occupational accidents/diseases through prevention, with consequent control of workers' occupational risks and in parallel reduction of pressure on health services.
	Negative impact (due to non-adoption of the topic as a priority)	Increase in occupational accidents/diseases with consequent increased pressure on health services and damage to the organisation's reputation and operations.
Financial materiality	Risks	Costs arising from accident- and disease-related absence. Costs related to inadequate or ineffective management/enforcement of the safety management system and regulatory obligations. Very high reputational and sanctioning risks.
	Opportunities	Compliance with regulations. Improved corporate climate and work productivity. Reduction in INAIL insurance premium through Health and Safety Management System certification and adoption of good practices.
	Associated SDGs	 

	Material topic	TERRITORIAL RELATIONS AND INCLUSIVE MOBILITY
	Description	Adequate relations with the territories served, listening to and accommodating, within contractual limits, the needs of the communities.
Impact analysis	Significance of impact (on a scale from 1 to 4)	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #e67e22; width: 30px; height: 10px; display: inline-block;"></div> company 3,4 </div> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #34495e; width: 30px; height: 10px; display: inline-block;"></div> stakeholders 3,3 </div>
	Positive impact (resulting from the adoption of the topic as a priority)	The organisation's widespread territorial presence and continuous dialogue with local institutions help improve the level of service offered with a consequent increase in the satisfaction of the communities served.
	Negative impact (due to non-adoption of the topic as a priority)	Inadequate services and consequent dissatisfaction of the communities served.
Financial materiality	Risks	Costs of the initiatives.
	Opportunities	Increase in users/customers. Increase in the organisation's appeal (brand reputation) to attract and retain more talent.
	Associated SDGs	  

Material topic		DIVERSITY AND INCLUSION	
Description		Embracing and valorising the diversity of backgrounds, prospects, experiences and identities within and outside the organisation.	
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 3,1	stakeholders 3,2
	Positive impact (resulting from the adoption of the topic as a priority)	Improvement in the organisational culture, action against forms of discrimination and increased appeal for new employees and employee retention.	
	Negative impact (due to non-adoption of the topic as a priority)	Deterioration of the working environment, lack of opportunity to contribute to the employment of under-represented groups, with progressive loss of appeal. Reputational damage.	
Financial materiality	Risks	Reputational and, in some cases, sanctioning risks.	
	Opportunities	Improvement in working conditions and productivity. Possibility of benefiting from public support for initiatives. Premiums in tenders. Expansion of the labour pool.	
Associated SDGs			

Material topic		INNOVATION AND PROCESS DIGITALISATION	
Description		Approach designed to improve the organisation's efficiency, productivity and competitiveness through the adoption and integration of digital technologies and innovative practices in business processes and for users.	
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 3,8	stakeholders 3,6
	Negative impact (due to non-adoption of the topic as a priority)	Lack of opportunity for progress and development, resulting in reduced efficiency and effectiveness.	
Financial materiality	Risks	Increase in the value of investments (digital infrastructure and devices). Increased costs relating to cyber security and risks of cyber attacks. Costs arising from the need for new or increased IT skills/expertise. Process inefficiency due to difficult reading of data. Sanction risk.	
	Opportunities	Increased competitiveness and significant cost reductions due to process efficiency. Increased guarantee of business continuity. Improved data management.	
Associated SDGs			

	Material topic	SERVICE EFFICIENCY AND QUALITY
	Description	Ability of the organisation to provide services for users in a safe, precise, reliable and satisfactory manner.
Impact analysis	Significance of impact (on a scale from 1 to 4)	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #4a86e8; color: white; padding: 2px 5px;">company 3,8</div> <div style="background-color: #666; color: white; padding: 2px 5px;">stakeholders 3,4</div> </div>
	Positive impact (resulting from the adoption of the topic as a priority)	Increase in service safety and credibility and improvement in the social and economic impact of the organisation.
	Negative impact (due to non-adoption of the topic as a priority)	Decrease in service reliability, resulting in negative economic impacts on the organisation and dissatisfaction of users and all stakeholders.
Financial materiality	Risks	Costs related to supporting the initiatives and investments needed to improve the service. Reputational risk. Risk of loss of existing contracts. Risk related to loss of productivity.
	Opportunities	Effects of reputational improvement. Increase in competitiveness of public transport and the organisation's prospects. Increase in users/customers and reduction in complaints. Appeal for employees.
	Associated SDGs	 

	Material topic	CREATION OF ECONOMIC VALUE
	Description	Process by which the organisation generates wealth for its stakeholders, not only internally but also for external stakeholders who benefit directly and indirectly.
Impact analysis	Significance of impact (on a scale from 1 to 4)	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #4a86e8; color: white; padding: 2px 5px;">company 3,6</div> <div style="background-color: #666; color: white; padding: 2px 5px;">stakeholders 3,3</div> </div>
	Positive impact (resulting from the adoption of the topic as a priority)	Stability for employees, suppliers and service users as well as redistribution of value to the territory and the community.
	Negative impact (due to non-adoption of the topic as a priority)	Lack of economic sustainability leads to reduced investment and a lack of stability for employees, suppliers and the organisation in general.
Financial materiality	Risks	Ineffectiveness of value redistribution initiatives, with direct negative effects on the organisation's results and continuity/sustainability. Stakeholder-oriented decisions with lower effectiveness in terms of opportunity cost or benefit cost.
	Opportunities	Economic opportunities and benefits from being part of an economic and/or territorial system. Benefits of improving the corporate climate. Increase in the organisation's appeal (brand reputation) to attract and retain more talent. Possible bonuses in tenders.
	Associated SDGs	

Material topic		ETHICAL AND RESPONSIBLE ACTION	
Description		Set of formal and informal rules that guide the organisation (e.g., driving style, correct conduct, adherence to corporate values) and with which all workers must comply in order to behave responsibly towards users and third parties in general.	
Impact analysis	Significance of impact (on a scale from 1 to 4)	company 3,3	stakeholders 3,2
	Positive impact (resulting from the adoption of the topic as a priority)	The adoption of correct conduct and adherence to corporate values helps maintain a high level of service quality, as well as a high level of transparency and credibility.	
	Negative impact (due to non-adoption of the topic as a priority)	Increase in cases of dissatisfaction among users and third parties in general, with consequent risk for the organisation in terms of reputation and turnover.	
Financial materiality	Risks	Cost of initiatives to implement and promote objectives. Reputational risk and related risk of losing customers (e.g., in the rentals market). Legal risk.	
	Opportunities	Effects of the possible reputational improvement and increased appeal for users and employees. Increased labour productivity.	
Associated SDGs			

The table highlights in yellow the **five "super-priority"** topics, i.e., those that received an average rating of at least 3.6 from one of the two clusters: as can be seen, these topics are evenly distributed across the three ESG pillars and reflect a substantial alignment between external stakeholder opinions and internal materiality.

The questionnaire also gave the stakeholders the opportunity to add a **comment** for each topic: a total of 70 qualitative comments were received, with specific observations on Arriva's activities in relation to each topic. The extensive participation in the comments section reflects **effective engagement among stakeholders**, who felt able to fully express their beliefs and reasoning regarding the company's indications.

The current management of environmental, social and governance topics is appreciated as a whole by the respondents, supporting Arriva Italia in its decisions and validating the strategic pillars. The topics considered as most important were sustainable mobility, service quality, the central role of people (internal and external inclusiveness), but also innovation and digitalisation. One particularly interesting comment on the topic of Diversity and Inclusion came from an employee, who suggested increasing awareness and communication initiatives on the topic on buses. A journalist with whom the Group is in contact for institutional communications expressed great appreciation for the organisation's ability to establish excellent relations with the local community and institutions in the territories where it operates.

There were no critical comments on the management of the topics, but only suggestions and observations for continued improvement. Some examples: from customers, the request to continue working to reduce emissions, first and foremost by renewing the vehicle fleet, or the request for time-regulated taps to avoid unnecessary water consumption in toilets.

It is precisely this approach, which in part anticipates the requirements of the CSRD, that enables Arriva Italia to have a framework, illustrated in this Sustainability Report, for inclusion not only of reporting data, but also of specific KPIs and medium/long-term objectives for each topic.

This process is designed for the formulation of action and improvement plans.

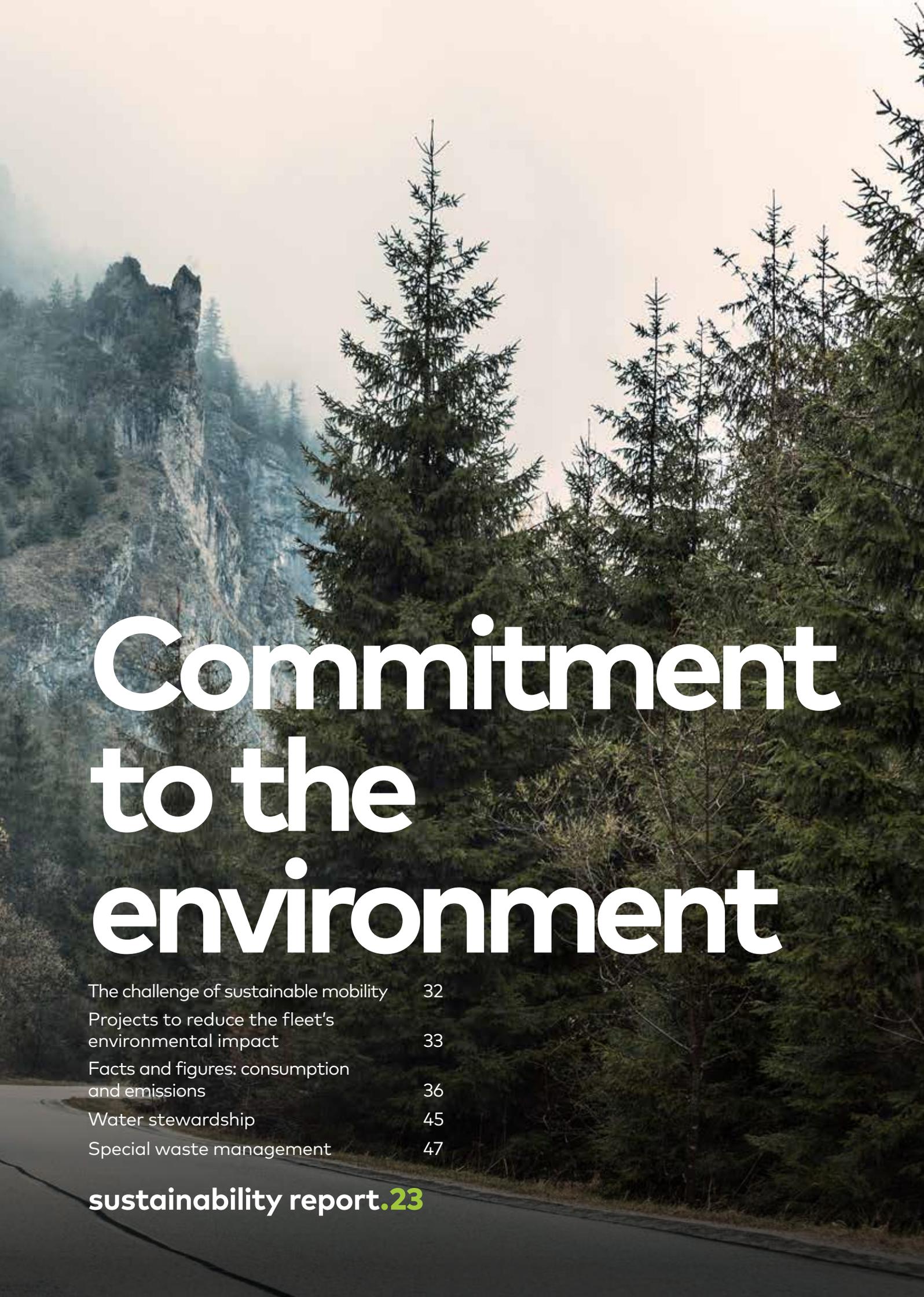


03.



arriva





Commitment to the environment

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Each chapter in this report examines one or more material topics identified through the double materiality analysis. For each topic, impacts, risks and opportunities were identified in order to measure results and guide actions and outcomes (see the sections on "the materiality analysis" and "financial materiality").

The following material topics are covered in this chapter:

- **Sustainable mobility** (specifically, in the challenge of sustainable mobility section and the projects to reduce the fleet's environmental impact section)
- **Energy efficiency** (specifically, in the section energy efficiency strategy and green installations)
- **Efficient water management** (specifically, in the section water stewardship: consumption and discharge)
- **Circular economy and responsible waste management** (specifically, in the section special waste management)

Arriva Italia is careful to reduce its environmental impact, working to ensure an increasingly green travel experience for its passengers.

The challenge of sustainable mobility

For Arriva Italia, the focus on sustainable mobility to help reduce environmental impact, while still guaranteeing the continuity and quality of the passenger service is a priority.

The completion of the green transition is ensured through **investments to modernise the fleet** (see the

section "Capital Expenditure" on page 98). This will make a real difference in reducing emissions in the local public transport sector.

But no transition will ever be complete without attention to technological questions: **innovation and digitalisation** are important keywords for Arriva Italia.

Projects to reduce the fleet's environmental impact

Arriva Italia is not alone in tackling the green mobility challenge: many collaboration programs have been organised with companies and organisations to achieve this goal.

They include the **Zero Emission Institute**, a project set up in the Arriva Group in 2022 to facilitate the achievement of zero emissions in cooperation with local authorities and institutions. In 2023, the "Mainland Europe Sustainability Strategy" working group was formed. Building on the work of the Zero Emission Institute, its goal is to define the sustainability strategy for Arriva's fleet for the next fifteen years by analysing the market, technological and infrastructural solutions, and evaluating the corresponding economic commitments.

The vehicle fleet: modernisation and innovation

In 2023 there were 1,317² operational vehicles in the Arriva Italia fleet (those used for local public transport and those for rental services), as follows:

Tipologia Mezzi	Tipologia carburante	uom	2023
Bus	Diesel (including HVO)	n.	1,230 (HVO: 35)
	Electric	n.	32
	CNG (methane)	n.	54
	Petrol	n.	1

The average vehicle age is **8.5 years**.

² The figures refer to the situation at 31 December 2023 because, over the course of the year, the seasonal nature of some services (e.g., those linked to the school calendar) may cause significant variations.

Measures planned to modernise the fleet

Arriva Italia's modernisation program is as follows:

- by the end of 2024: 200 vehicles powered by **CNG** (compressed natural gas), a fossil fuel obtained by compressing natural gas to less than 1% of its volume at normal atmospheric pressure;
- by 2027: **replacement of all <Euro5 vehicles** with more efficient vehicles and: consequent reduction in the average vehicle age;
- by 2027: gradual conversion of vehicles that can switch from conventional diesel to **HVO** (hydrotreated vegetable oil), a fuel produced from renewable vegetable feedstock. In 2023 the fleet had 35 HVO-powered vehicles, and this is expected to increase to 250 by **2027**;
- by 2027: increase in the Arriva Italia fleet of **electric vehicles** (from 32 in 2023 to approximately 70).

Brescia: 20 new cng-powered vehicles

In 2023, 20 new methane (CNG) powered IVECO BUS CROSSWAY 12 metre intercity buses were added to the fleet serving Brescia. Half of the CNG buses planned for Arriva Italy as a whole will go to Brescia: over two years, the total investment in this area will be 23 million euro. The commitment is a crucial choice to reduce environmental impact, which is particularly significant for Arriva's medium-distance out-of-town services.

Also in Brescia, the construction of the CNG bus refuelling plant in cooperation with Snam was completed.

Electric vehicles in Cremona

In 2023 Arriva Italia added 11 electric buses to its urban service in Cremona, a significant step towards sustainable mobility. The new full electric vehicles (BYD) demonstrate the company's commitment to increasingly environment-friendly mobility.

The introduction of electric buses is not just a response to the European directives on sustainability, it also represents a step towards a more liveable, less polluted city. With a 348 kWh battery and a range of around 300 km, the vehicles are designed for efficient and silent mobility, reducing the noise and environmental impact of public transport services.

The recharging facility, built in the Cremona central depot in cooperation with Enel X, is an integral part of this transition to electric mobility.



re- breath

Reduction of brake
wear emissions
in the transport sector

RE-BREATH project: reducing brake system emissions

This sustainability mobility project is funded by the **European Commission's LIFE program**³.

The objective of the project is:

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

The project began in 2022 and will end in 2025. A total of **3.2 million euro** will be allocated, including approximately 2 million euro 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

Facts and figures: consumption and emissions

The following pages show energy consumption, emissions produced, water consumption and waste data.

Following an in-depth analysis of the first Sustainability Report, Arriva Italia implemented a comprehensive review of its monitoring and reporting systems to improve data collection. For this reason, the tables in the following sections do not provide comparisons with the corresponding values for 2022. It has been decided to use 2023 as the baseline for future reports.

The environmental and energy management system is certified for compliance with the **UNI EN ISO 14001:2015** and **UNI CEI EN ISO 50001:2018** standards (see section "Certifications").

Arriva Italia's main source of consumption is the fuel used by the fleet to run its service operations. Other consumption relates to its operating sites, whose activities are complementary to the main transport function.

In order to valorise the different activities, consumption and emissions are considered separately for the fleet and the operating sites. The "Emissions" section also provides a breakdown of CO₂ tonnes by Scope 1⁴ and Scope 2⁵ as required by the reporting standards.

Energy diagnosis

In compliance with current legislation, under which art. 8 of Legislative Decree 102/2014, large companies and energy-intensive companies are obliged to carry out and periodically submit to ENEA an energy diagnosis of their consumption clusters, in 2023 Arriva Italia completed the obligation by also planning important energy efficiency measures.

4 Direct emissions (scope 1): emissions from sources owned or directly controlled by the organisation, for example:

- fossil fuels used for operations
- fuel oil for heating
- combustion of natural gas in buildings owned by the organisation
- fuel cars/company shuttles

5 Indirect emissions (scope 2): indirect emissions generated by energy purchased, acquired and consumed by the company. Scope 2 emissions include the use of electricity in offices and data centres and the use of natural gas, steam and fuel from generators in leased facilities. These emissions are indirect since their production takes place outside the company.

References to the sources of the conversion factors used for energy consumption and emission calculations:

1. TOE - source FIRE
2. Circular 18/12/2014 - Ministry of Economic Development
3. <https://www.ets.minambiente.it/News#427-pubblicazione-parametri-standard-nazionali-anno-2023>
4. Fuel density (Diesel, Petrol, CNG) UNI EN 590:2022, UNI EN 228:2012, ISO 15403:2008
5. Ecoinvent database for conversion factors in tonnes CO₂ equivalent
6. Gwp EU Regulation no. 517/2024 for fluorinated gas emission factors

Fleet energy consumption

The consumption of the entire Arriva Italia fleet, which includes public-service and private-hire vehicles, is analysed below

GRI 302-1

For the 2023 Report, consumption by company vehicles used by Arriva employees for operations (company cars and breakdown recovery vehicles, not buses) has been excluded, for a clearer reading of the data.

In **Table 1**, 2023 fleet consumption is broken down by type of fuel.

With regard to fleet consumption, attention is drawn to the **increase in HVO use, methane use and electricity consumption**.

The table also includes consumption for the Albino-Sevino cable car, which connects Albino, in the lower Seriana Valley, with Selvino, an important resort on the Selvino-Aviatico plateau. The consumption of the cable car fell slightly in 2023 compared to 2022, because the car was temporarily closed for planned system maintenance.

Table 1: fleet consumption 2023

	uom	2023
Consumption of fuel from non-renewable sources		
automotive petrol	l	2,729*
automotive diesel	l	14,584,536
automotive methane (CNG)	kg	798,186
Consumption of fuel from renewable sources		
automotive HVO	l	340,033
Electricity consumption		
automotive electricity	kWh	586,967
electricity for cable car (Bergamo)	kWh	83,411

* Consumption referring to a vehicle in service in Aosta.

Table 2: fleet consumption in GJ 2023

	uom	2023
Fuel from non-renewable sources		
Petrol	GJ	91
Diesel	GJ	528,364
CNG (methane)	GJ	51,457
Consumption of fuel from renewable sources		
HVO	GJ	12,319
Electricity consumption		
Automotive electricity	GJ	2,113
Electricity for cable car(Bergamo)	GJ	300
Total	GJ	594,644

GRI 302-1

Table 3: fleet emissions 2023	uom	2023
Consumption of fuel from non-renewable sources		
automotive petrol	tCO ₂ eq	11
automotive diesel	tCO ₂ eq	54,903
automotive methane (CNG)	tCO ₂ eq	2,910
Consumption of fuel from renewable sources		
automotive HVO	tCO ₂ eq	0
Electricity consumption		
automotive electricity	tCO ₂ eq	172
electricity for cable car (Bergamo)	tCO ₂ eq	24
Total	tCO₂eq	58,020

Production of CO₂ equivalent for HVO as a natural fuel is zero. The overall contribution in terms of CO₂ equivalent emitted will be quantified when the Sustainability Report also includes Scope 3 emissions, because the entire HVO supply chain will then be taken into account.

In 2023, Arriva Italia's vehicles covered 44.5 million kilometres, in line with the distance covered in 2022 if company cars are excluded.

Table 4 shows the energy intensity indices of the fleet. Consistently with the type of sector in which it operates, Arriva Italia used the ratio of fleet consumption to total kilometres travelled in 2023 as a specific parameter.

Table 4: 2023 energy and emission intensity indices (fleet). Specific parameter Arriva Italia

	uom	2023
Emission intensity	tCO ₂ eq/KM percorsi	0.0013
Energy intensity	GJ/KM percorsi	0.013

GRI 302-3

GRI 305-4

Energy consumption at the sites

The sites: a widespread 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 maintenance and ensuring service continuity in remote areas. Operational resilience is crucial, and monitoring consumption helps prevent disruptions and maintain service quality.

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

1 in Milan (the corporate headquarters where staff functions are centralised)

7 in the Aosta Valley, including 2 sites with a workshop

7 in the Turin area, including 2 sites with a workshop

28 in the Brescia area, including 1 site with a workshop

5 in the Cremona area, including 1 site with a workshop

2 in the Rome area, including 1 site with a workshop

37 in the Bergamo- Lecco area, including 2 sites with a workshop and 2 cable car stations (Albino-Selvino)

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

The consumption figures for the sites are provided below: to improve comparability, Arriva Italia has standardised the data by using TOEs and GJ as the reference units of measurement, with the conversion factors indicated above.

Table 5 shows 2023 site consumption with equivalences in TOEs and tonnes of CO₂ equivalent emitted, using the conversion factors indicated above.

In 2023, electricity, which is used at all Arriva sites, accounted for 48% of consumption.

It is followed by the two sources for heating: methane gas and district heating (in Brescia and Cremona), while use of fuel oil, limited to some locations for heating and for the management of some plants, was residual.

6 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.

Table 5: 2023 site consumption in toe and related emissions

	uom		TOE	tCO ₂ eq
Consumption of fuel from non-renewable sources				
methane gas	mc	203,930	171	409
fuel oil for heating	l	33,640	29	127
fuel oil for ancillary machinery	l	5,180	4	19
propane*	l	800	0	1
Consumption of fuel from renewable sources				
district heating	kWh	1,285,000	132	12
Electricity consumption				
electricity	kWh	1,701,847	318	499
Total			654	1,067

* Propane is used to heat an office in a location in the Aosta Valley.

Table 6: site consumption in GJ

	uom	
Consumption of fuel from non-renewable sources		
methane gas	GJ	8,638
fuel oil for heating	GJ	7,231
fuel oil for ancillary machinery	GJ	1,219
propane*	GJ	188
Consumption of fuel from renewable sources		
district heating	GJ	4,626
Electricity consumption		
electricity	GJ	6,127
Total	GJ	19,391

* Propane is used to heat an office in a location in the Aosta Valley.



Diesel recovery: a good practice

Recovering leftover diesel fuel from vehicles intended for disposal is a good practice adopted at Arriva, which allows fuel to be reused for ancillary operations and puts resources back into circulation. Data on re-used diesel fuel are not currently reported.

Chart 1 shows that the main source of site CO₂ emissions is electricity.

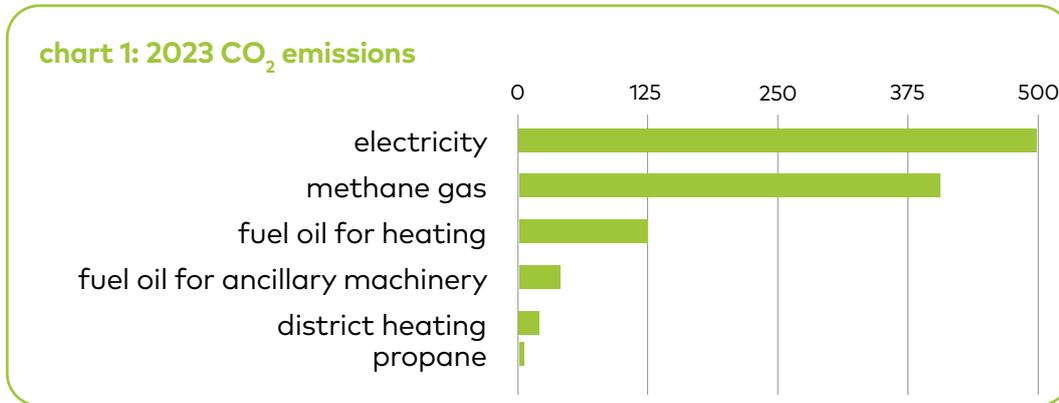


Table 7 shows 2023 consumption figures for company vehicles (company cars and breakdown vans). Again, diesel was the most commonly used fuel.

Table 7: 2023 consumption and emissions other company vehicles

	uom		tCO ₂ eq
Consumption of fuel from non-renewable sources			
petrol	l	11,299	47
diesel	l	97,382	367
automotive methane (CNG)	kg	1,533	6
Electricity consumption			
electricity	kWh	2,311	1
Total			421

Table 8: 2023 consumption other company vehicles in GJ

	uom	
Consumption of fuel from non-renewable sources		
petrol	GJ	375
diesel	GJ	3,529
automotive methane (CNG)	GJ	99
Electricity consumption		
electricity	GJ	8
Total	GJ	4,011

Table 9: 2023 total energy consumption arriva italia expressed in gj and energy intensity

	uom	
Consumption of fuel from non-renewable sources (total)	GJ	592,553
petrol	GJ	466
diesel	GJ	533,300
methane	GJ	58,787
propane		0
Consumption of fuel from renewable sources (total)	GJ	16,945
HVO	GJ	12,319
district heating	GJ	4,626
Electricity consumption (total)	GJ	8,548
Total	GJ	618,046
Specific parameter (Tot. km travelled)	mln Km	44,5
Energy intensity	GJ/Km	0.0139

Emissions

GRI 305-1 / 305-2

In 2023, Arriva Italia emissions totalled **61,954 tCO₂eq**, including coolant leaks.

Coolant leaks

In 2023, there were 1,702 kg of leaks from coolant used in bus air-conditioning systems (R134a) and 6 kg of leaks from site installations (R410a). The leaks produced 2.34 tCO₂eq (for leaks from bus systems) and 12 tCO₂eq from site installations⁷.

Consistently with the data presentation in the previous sections, Arriva Italia's emissions are shown below in two ways.

Table 10 shows consumption broken down by Scope 1 and Scope 2.

⁷ Conversion factor: Presidential Decree 146 of 16/11/2018.

Table 10: 2023 Scope 1 and Scope 2 breakdown and 2023 Emission Intensity

	uom	
Total Scope 1 emissions	tCO ₂ eq	61,246
Total Scope 2 emissions	tCO ₂ eq	708
Total	tCO₂eq	61,954
Specific parameter (Tot. km travelled)	mIn Km	44.5
Emission intensity (scope 1 and scope 2)	tCO₂eq/Km	0.0014

Table 11: 2023 subdivision Scope 1 and Scope 2

Scope 1	tCO ₂ eq	Scope 2	tCO ₂ eq
fleet emissions	57.824	automotive electricity	172
diesel for heating	127	cable car electricity	24
combustion of natural gas in buildings managed by the company	409	electricity sites	499
fuel company cars/shuttles	420	electricity company vehicles	1
Propane (heating 1 site)	1	district heating	12
coolant losses	2.446		
diesel machinery	19		

In **Chart 2**, emissions are divided according to the indications of the GRI Standards, showing those arising directly from operations (Scope 1) and those arising from energy carriers purchased externally (Scope 2). All electricity purchased for both automotive purposes and operational sites therefore comes under Scope 2.

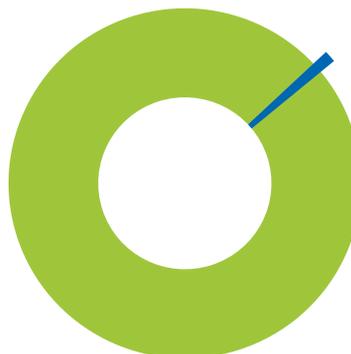


Chart 2: 2023 Scope 1 and Scope 2 emissions

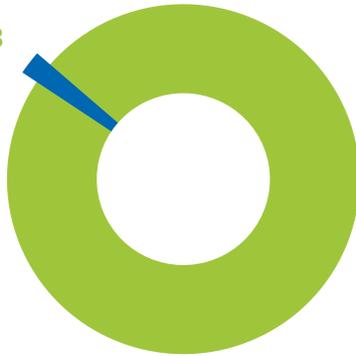
Scope 1: 99%

Scope 2: 1%

Chart 3:
breakdown of 2023
emissions between
operations and
facilities

operations: 98%

facilities: 2%



In **Chart 3**, the subdivision is between operations and facilities. Arriva Italia's emissions essentially arise from its core transport business.

In order to reduce CO₂ emissions, Arriva is implementing the use of alternative fuels.

Energy efficiency strategy and green installations

Arriva Italia is conducting a feasibility study on consumption reduction and energy efficiency following specific completed and ongoing energy audits.

In Sarnico (in the province of Bergamo), a photovoltaic plant owned by Arriva Italia produced 120,140 kWh in 2023, which were sold to the grid operator.

In the next few years, the installation of photovoltaic systems is planned at other company sites for internal consumption.



An accidental hydrocarbon spill occurred at the Grugliasco site in 2022, which is being investigated by the authorities

Water stewardship

GRI 303-1 / 303-2

Bus-cleaning operations make partial use of recycled water, and at some sites industrial or well water is used.

In 2023, 30,788 cubic metres of water were withdrawn, including drinking water supplies at the operational sites. No Arriva Italia site is located in an area that falls into the water stress categories.

Table 12 details consumption by type of source.

tabella 12: Water withdrawal⁸

	uom	2023
water resources from third parties		
from public aqueducts	MI	22,763
purified industrial water purchased from third parties	MI	1,255
groundwater		
from wells	MI	6,770
total water withdrawal	MI	30,78

In **Grugliasco**, cleaning water is supplemented with **purified industrial water recovered** from a third-party production operation located near the site, and with recovered rainwater.

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

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

For **industrial discharges** , Arriva Italia holds individual **Environmental Authorisations** (AUAs). For recycled water, treatment plants serve the washing systems, enabling water to be reused. In the case of workshops and for runoff water, oil skimmers are used, where envisaged and necessary, before the water is discharged.

From a qualitative viewpoint, Arriva Italia carries out **analyses of outgoing water, where required by Environmental Authorisations**, to keep the risk of pollutant dispersion at delivery points under control. The company carries out sampling, using certified external laboratories, more than once a year in order to minimise risks.

The focus on this topic is confirmed by the project completed at the Grugliasco site, thanks to which in 2023 approximately 75 m3/month of rainwater was collected and used to clean buses, through a purification system.

LIFEH2OBUS 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. In addition to Arriva Italy, Arriva Hungary and Arriva Croatia are taking part in the project.

⁸ It is not possible to collect water consumption data for the Milan site, because the offices are located in a building with a centralised system

Prudent estimates indicate that the **LIFEH2OBUS project will reduce water consumption by an average of 84%**, equivalent to a saving of 37 million litres of water.

The project was implemented in Grugliasco in the last four months of 2023 and the first data became available from 1 January 2024, thanks to a precise measurement system. The first change is that the Grugliasco site has eliminated use of industrial water purchased from third parties. The data will be published on completion of the project, as part of the research work conducted by La Sapienza University.

Another experimental proposal to reduce water use is to use wax to clean the vehicles.

Special waste management

GRI 306-1

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

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

In **2023, 1,543 tonnes of special waste** were generated.

All the **waste produced** by Arriva Italia was **directed to disposal** off-site.

GRI 306-5

Of the total, 1,334 tonnes were sent to destination facilities to be treated for the recovery of materials or other resources (destination code R13, i.e., "Accumulation of waste for recovery") and the remaining 208,983 kg were sent to landfill (destination code D15). This includes sludge produced by treatment facilities for wastewater from washing plants. The destination plants used have a specific regional authorisation.

The waste is collected from Arriva Italia's sites and transported to the destination plants by companies authorised to transport the waste produced. Arriva Italia adopts specific procedures to verify the correct disposal of waste produced in accordance with current legislation.

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

	uom	2023
of which Hazardous	t	1,166
of which Non-hazardous	t	377
total	t	1,543

04.



arriva





The social pillar

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Institutional communication	79
Community relations	81

Each chapter in this report examines one or more material topics identified through the double materiality analysis. For each topic, impacts, risks and opportunities were identified in order to measure results and guide actions and outcomes (see the sections on "the materiality analysis" and "financial materiality").

The following material topics are covered in this chapter:

- **Diversity and inclusion** (specifically, in the diversity & inclusion section and the diversity and inclusion: a social commitment section)
- **Efficiency and service quality** (specifically, in the service quality section and the services: digital, efficient and innovative section)
- **Central role of employees** (specifically, in the corporate welfare section and the training and skills development section)
- **Occupational health and safety** (specifically, in the occupational health and safety section)
- **Territorial relations and inclusive mobility** (specifically, in the community relations section)

For Arriva Italia, people are a cornerstone of its business and sustainability strategy: both the people it provides its services to and the people who make it possible for its activities to run efficiently on a daily basis.

Diversity & Inclusion: Arriva Italia's ongoing commitment

Governance and clear objectives

In recent years, the Arriva Italia Group has embarked on a path to **promote an inclusion-oriented culture** both within the organisation and externally, in the communities it serves and the areas where it operates.

Its approach takes the form of **training and awareness programs** and also **specific initiatives** designed to address specific needs.

Starting from the guidelines of the international group to which it belongs, Arriva Italia takes a clear governance approach to the issue.

The **Ethics, Diversity and Inclusion Committee** is 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.

The GAIN network

The GAIN network (an acronym for Global Arriva Inclusion Network), a community of colleagues from all countries where the Arriva Group operates, was created in the awareness that greater corporate inclusiveness generates better performance and makes the company more attractive to young talents.

The network is a **safe space to share experiences** of working at Arriva, to provide feedback to the leadership on any challenges they face, and to contribute creative solutions and ideas.

It is **open** to anyone interested in diversity and inclusion, both to make contributions to help foster the inclusion culture 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:** expanding organisational capacity to understand inclusion
- **Collaborate:** sharing best practices among group companies
- **Celebrate:** the differences and diversities of this great organisation

In 2023, the **UNI PdR 125 gender equality certification** process was launched, an important step on the path to full inclusion: creating the best working conditions for women, also with a view to increasing the attractiveness of the organisation and the sector to women.

One of the objectives linked to this strategy is to **increase the number of women**, especially in management and among drivers. Several projects support this objective. For example, in 2023, among the initiatives planned in Bergamo for International Women's Day, Arriva Italia supported **Inedite**, a theatrical work designed to give space and resonance to the voices of unheard women, through the participation of 2 female drivers, using the stage to promote gender diversity in what are considered typically male professions.

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. 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.

Finally, with a view to raising awareness, on 25 November, the International Day Against Violence Against Women, Arriva Italia conducted an awareness-raising campaign on board its buses: through messages projected on on-board monitors, posters and other forms of communication, useful information and contacts were provided for victims of harassment. The aim of the initiative was to promote a positive culture both internally and externally, addressing the communities in the areas served.



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

The course has two main objectives:

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

The project continued in 2022/ 2023 for managers, who took part in a new series of 2-hour meetings designed to develop skills for managing diversity in work groups. 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, president of **Parole O_Stili**, a social project to raise awareness about verbal violence. During the year, the training course was also organised for customer care and ticketing staff, who work on the front line with users, to provide practical support to help staff manage relationships with customers who may be angry, impatient or aggressive.

Equally important was a training course for drivers in the Rome area who provide school transport services for students with disabilities. The program was conducted face-to-face in small groups, with the support of **psychologists specialised in disability issues**, to help drivers deal without fear or prejudice with the daily difficulties created by the sometimes complicated relationships with the students' carers and families.

Information as well as training: the D&I newsletter

A newsletter dedicated specifically to Diversity & Inclusion issues was created in 2023, mainly for top and middle management; it aims to increase awareness of inclusion issues, inclusive organisation of resources and complexity management

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 organisation.

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.

Arriva Italy guarantees psychological support through a registered Clinical Life Cycle Psychologist, available for a total of 10 hours per week. The service is provided with respect for the privacy and confidentiality of its users. The psychological support desk is free of charge and available to all Arriva Italia employees. The initiative offers all employees the opportunity to take care of their psychological well-being.

Finally, a project was launched in 2023 to provide temporary accommodation in special guest houses for drivers living far from their places of work. Arriva Italia also undertakes to help staff find permanent accommodation.

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 Mediphonia? 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.

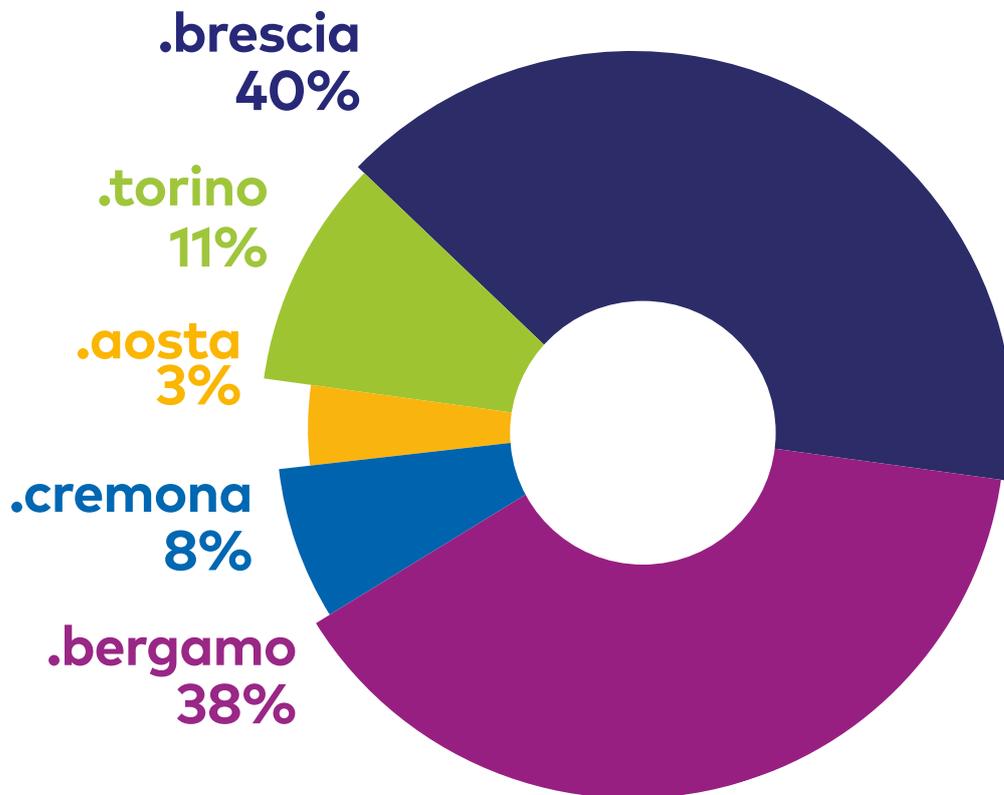
SONDAGGIO DIPENDENTI
Ogni anno Arriva ascolta la voce di tutti i dipendenti del Gruppo, per comprendere il punto di vista, i bisogni e le idee di chi fa parte dell'Organizzazione. I risultati del Sondaggio Dipendenti 2022 sono stati elaborati, presto vi comunicheremo le iniziative che verranno realizzate!

arriva

Users/passengers

Facts & Figures

In 2023, **41.6 million passengers**⁹ travelled on Arriva Italia vehicles, subdivided as follows:



.roma

The service in Rome – managed by Arriva Italia on behalf of the Municipality of Rome – is reported separately because it does not have a ticketing system for the disabled students who use it. For the 2023/2024 academic year, there were 910 registered students, corresponding to approximately 148,000 passengers in one year.

⁹ Data based on tickets sold.

Services: digital, efficient and innovative

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

Artificial Intelligence at the service of Customer Care

Arriva Italy has taken a step towards innovation in the local public transport sector by implementing an AI-based chat-bot and testing it in the Bergamo area. The decision was motivated by the growing need to improve customer care, a crucial element in meeting the increasingly sophisticated needs of users in the different areas served by the organisation.

The introduction of AI has produced promising results: during 2023, we experienced a significant increase in the effective resolution of requests, with a rate of 95%. This means that the vast majority of interactions were successfully handled by the system, improving the overall user experience.

During 2023, use of the bot grew steadily. In January, about 4,700 monthly requests were handled, while in December this number rose to over 6,500, a 72% increase in the volume of interactions. These figures reflect users' positive reception of the chat-bot, as well as its tangible impact in supporting smoother and more dynamic communication between the company and the public.

Call Centre efficiency and distribution

During 2023, Arriva Italia handled a total of **136,014 calls**, with an **average success rate of 81%**. The most active areas were in Lombardy (Brescia, Bergamo-Lecco, Cremona), accounting for 60% of calls with an average success rate of 81%. Lombardy was followed by the Turin area, which accounted for about 32% with an average success rate of 84%. The remaining 8% was represented by the Aosta area, with an average response rate of 76%.

In general, the response rate for both calls and e-mails increased. Incoming telephone calls and e-mails are handled through a special management system.

Communications updated in real-time

All the websites have a section providing news about services, which is updated daily to ensure that travellers are provided with up-to-date information.

In addition, more than 100 digital boards have been installed at the main bus-stops; thanks to synchronisation with the systems, they provide real-time information on bus arrival times. They are equipped with displays that are easy to read even in bright sunlight.

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

Arriva Italia has enhanced its digital channels to improve its customers' travel experience. In addition to the web portal, users can download the **Arriva MyPay app**, which allows them to purchase tickets directly from their smartphone or create a free ID card, purchase and renew season tickets, plan trips and consult the timetables and stops of Arriva Italia lines (for users in the Lombardy area).

The app is a practical solution that is appreciated by users (165,000 downloads in 2023).

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

In 2024, the app was discontinued in the Aosta Valley and replaced by VDA Transports, an app for all local public transport services at regional level.

A Telegram channel is also available for the Aosta, Turin, Bergamo-Lecco areas.



Complaints

Complaints received by Arriva Italia come from both users and external parties. The company has set up online and/or paper forms to optimise management of reports.

In 2023, the Customer Care Office received 7,376 reports, of which 3,999 were complaints. Of total complaints, 970 were legitimate.

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 Lombardy areas, membership of the Lombardy Region's "lo Viaggio" scheme and regional subsidies are available

Fare policies by area

Brescia e Bergamo: the fare system is **zone-based**: fares are calculated according to the number of zones crossed, starting with the zone in which the place of departure is located.

An integrated urban and out-of-town season ticket is available for students for services to/from the main city.

Lecco: a **linear** system is used, divided into distance bands (the fare is calculated on the distance travelled).

Cremona: the fare system for out-of-town lines is **zoned**; for urban services, pricing is on an urban and integrated urban basis.

Torino: 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/or ending outside the integrated Formula area, fares are based on the distance travelled, broken down into kilometre bands.

Aosta: a **linear** system is used, divided into distance bands (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, the contributions provided by local entities, municipalities or universities, 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, UNIB in Bergamo.

In **Aosta**, the **SPECIAL20** system has been set up for residents: with a 20 euro ticket, valid for one month, travel is possible anywhere in the region.

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

In **Aosta**, regional discounts are available for elderly people with disabilities, as well as discounts with transport credit and municipal discounts, such as 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. Ticket offices are present in Bergamo, Brescia, Cremona, Aosta, Courmayeur, Susa, Turin, Pinerolo.

Tickets may be purchased physically at more than 700 outlets, including ticket offices, tobacconists and authorised bars.

In Brescia and Turin on some special services (e.g., the Sirmione shuttle) and airport services (Turin - Caselle Airport), tickets may be purchased on board with a credit card.

In **Aosta**, single-ride LPT tickets may be purchased on the **Arriva MyPAY** app¹⁰.

In **Turin**, season tickets may be purchased on the Extra.To consortium's e-commerce portal and uploaded directly to the user's personal smart card; for airport services, payment with contactless credit cards for single-ride tickets and/or via the **Arriva MyPay** app is possible.

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

¹⁰ As of 2024, the Arriva MyPAY App has been replaced by the VDA Transports App.

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. Arriva Italia uses digital resellers for online ticket sales.

Service quality

For Arriva Italia, providing a service that is always in line with contractual constraints and that responds to user needs in order to improve quality is a priority.

The Mobility Charters, which were updated in 2023, include conditions and constraints, as well as some targets:

- the level of service to be guaranteed (e.g., the response time must be less than x days) and the percentage of customers who will benefit from this guaranteed service
- the unacceptable performance threshold (if this threshold is not reached, corrective action is immediate)

The Charter also includes the organisation'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 parameters through:

- scheduled checks by inspectors
- Customer Satisfaction surveys
- Mystery Customer surveys

Customer Satisfaction surveys

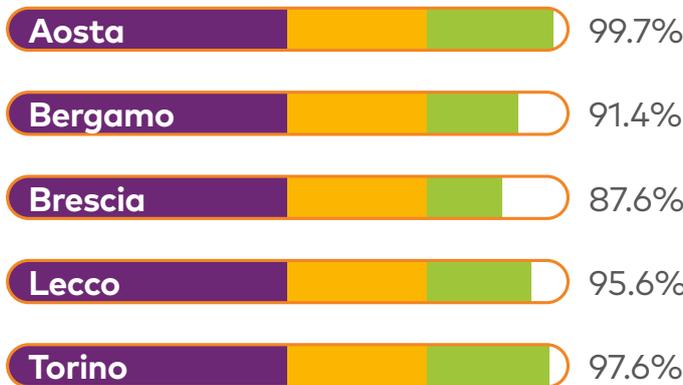
Arriva Italia conducts regular customer satisfaction surveys, which in the public transport sector measure passenger satisfaction with the services offered. They cover elements such as punctuality, customer service quality, cleanliness and accessibility. Improving customer satisfaction increases passenger loyalty, and contributes to greater use of public transport, thus reducing environmental impact and improving the quality of urban life.

In 2023, 8,300 interviews were conducted among 4,150 respondents. In all areas, except Turin, the surveys were repeated twice.

Table 14: Summary of Customer Satisfaction interviews 2023

basin	campaign	interviews planned per campaign	interviews total	interviews actual per campaign I	interviews actual per campaign II	interviews total year	
Bergamo	2	1,200	2,400	1,269	1,264	2,533	
Lecco	2	600	1,200	618	628	1,246	
Brescia	2	1,200	2,400	1,213	1,257	2,470	
Aosta	2	550	1,100	463	481	944	
Torino	1	600	600	-	659	659	
Cremona	1	640	640	-	657	657	
						8.340	8.509

In general, satisfaction levels were excellent, with the percentage of satisfied customers in the high range (>85%). See below for details



In Cremona, in agreement with the other members of the temporary consortium that holds the contract, a single customer survey was commissioned (from a different supplier and with different criteria) in May, as follows:

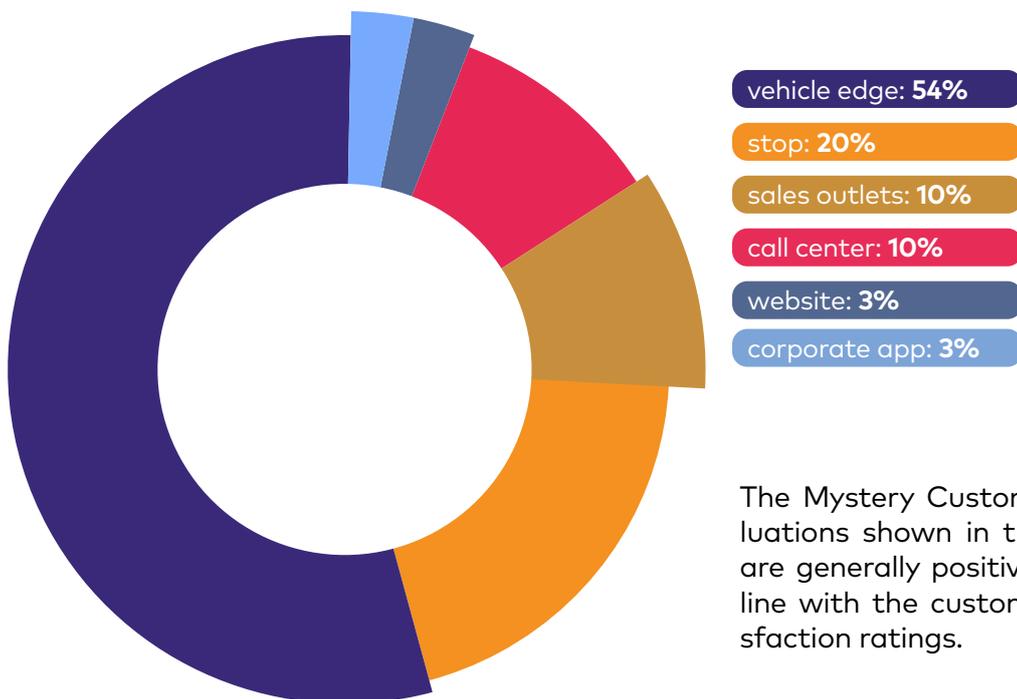
- **Out-of-town service:** 1,425 interviews of which 337 dedicated to Arriva Italia.
- **Cremona urban services:** 300 interviews dedicated to the Arriva Italia service.

Mystery customer: 2023 results and actions taken

During 2023, a Mystery Customer survey was commissioned in the six areas where Arriva Italia operates (Aosta, Bergamo, Brescia, Cremona, Lecco and Turin).

The survey, carried out in November-December 2023, was conducted by a qualified third-party provider whose employees, working anonymously and organised in 6 teams, used the transport services provided as well as the support services (e.g., customer care, website, apps, ticket sale outlets, etc.). They measured the degree of compliance with respect to a series of previously defined indicators relating to the typical purchase and use experience for services provided by the various Arriva Italia operating units. The objective is to check that Arriva Italia continues to meet the requirements for **UNI 13816 certification**, which establishes public transport service quality, identifying objectives and measuring quality. At the heart of this approach are the needs of the customer.

In terms of quantity, the survey collected **888 observations**, more than half of which related to the **on-board experience**.



The Mystery Customer evaluations shown in the chart are generally positive and in line with the customer satisfaction ratings.

Employees

GRI 2-7

Facts and figures

The number of employees at 31 December 2023 was **1,463**, of whom **86%** in the **blue-collar** category (mainly drivers) and **90%** were **men**.

Table 15:
Employees by gender

	uom	2023	2022 ¹¹
men	no.	1,309	1,333
women	no.	154	143
total	no.	1,463	1,476

GRI 405-1

Table 16:
Employees by gender

	uom	2023	2022
men	%	89	90
women	%	11	10

Table 17:
Employees by role and gender

	uom	2023	% 2023	2022	% 2022
male senior managers	no.	13	0.89%	15	1.02%
female senior managers	no.	5	0.34%	5	0.34%
total senior managers	no.	18	1.2%	20	1.3%
male middle managers	no.	17	1.16%	20	1.36%
female middle managers	no.	5	0.34%	8	0.54%
total middle managers	no.	22	1.5%	28	1.9%
male white-collar workers	no.	104	7.11%	101	6.84%
female white-collar workers	no.	59	4.04%	55	3.73%
total white-collar workers	no.	163	11.1%	156	10.5%
male blue-collar workers	no.	1,175	80.32%	1,197	81.05%
female blue-collar workers	no.	85	5.81%	75	5.08%
total blue-collar workers	no.	1,260	86.1%	1,272	86.1%
total employees		1,463	100%	1,476	100%

¹¹ The figures for 2022 have been restated because eight people were counted incorrectly.

In 2023, more than **96%** of employees were employed on **open-ended contracts**.

Table 18:
Employees by type of contract and gender

	uom	2023	2022
male employees on open-ended contracts	no.	1,265	1,291
female employees on open-ended contracts	no.	146	134
total employees on open-ended contracts	no.	1,411	1,425
male employees on fixed-term contracts	no.	44	43
female employees on fixed-term contracts	no.	8	8
total employees on fixed-term contracts	no.	52	51
total	no.	1,463	1,476

A breakdown of employees by region¹² and type of contract is set out below:

Table 19:
Employees by type of contract and gender

	uom	2023	2022
employees on open-ended contracts			
Aosta Valley	no.	111	114
Lombardy	no.	863	895
Piedmont	no.	275	281
Lazio	no.	162	135
total	no.	1,411	1,425
employees on fixed-terms contracts			
Aosta Valley	no.	7	1
Lombardy	no.	19	31
Piedmont	no.	0	7
Lazio	no.	26	12
total	no.	52	51

¹² The breakdown by region, required by the GRI 2-7 indicator, shows a prevalence of personnel formally based in Milan, even though in some cases they are active in all the Group's operating units.

Full-time employees accounted for **85%** of the workforce in 2023.

Table 20:
Employees by working hours and gender

	uom	2023	2022
full-time men	no.	1,157	1,216
full-time donna	no.	90	85
total full-time	no.	1,247	1,301
part-time men	no.	152	117
part-time donna	no.	64	58
total part-time	no.	216	175

A breakdown of employees by region and type of contract is set out below.

Table 21:
Employees by region and type of contract

	uom	2023	2022
full-time employees			
Aosta Valley	no.	115	112
Lombardy	no.	855	897
Piedmont	no.	271	284
Lazio	no.	6	8
total full-time employees	no.	1.247	1.301
part-time employees			
Aosta Valley	no.	3	3
Lombardy	no.	27	29
Piedmont	no.	4	4
Lazio	no.	182	139
total part-time employees	no.	216	175

87% of part-time employees worked 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. There are no workers with non-guaranteed hours in Arriva Italia.

100% of employees were covered by **CCNLs** (National Collective Bargaining Agreements) with the following distinctions

- CCNL Transport Workers
- CCNL Industrial Executives
- CCNL Garages - Vehicle Rental
- CCNL Coach rental with driver

45% of employees are trade union members.

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). Transfer periods are about one month.

Disabled workers and workers belonging to protected categories

Arriva Italia employs 18 disabled workers under law 68/99 and 1 employee belonging to a protected category pursuant to law 68/99 art. 18.

Workers who are not employees

All Arriva Italia workers are normally hired with a contract of employment. In some very rare cases, related to specific periods or requirements – such as coverage of the summer timetable or the season ticket campaign – agency workers may be hired.

In 2023 there were 13 non-employees. In particular, at the Brescia operational unit, 11 people who took part in the first edition of the Drivers Academy were hired as drivers with an agency contract. The first edition was a pilot that enabled Arriva Italia to reach a better understanding of the dynamics of the course and the expectations of the participants, and to improve the structure of the project. With this in mind, for the first edition, participants were employed on a temporary basis during the training course. For the subsequent editions, all participants were hired directly by the company with a part-time contract.

There was also one temporary worker in Bergamo and one in Aosta: both were hired to support ticketing operations during the season ticket sales period.

Employee opinion matters

One of the ways Arriva Italia cares for its people is through a regular **survey on the organisation's performance** open to everyone, which can be answered anonymously.

The results of the survey help to bring out proposals for improvement, which are then evaluated and implemented according to corporate objectives.

GRI 2-8

Engagement of young people

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 of employees

GRI 405-1

Table 22:
Employees by age

	percentage 2023	percentage 2022
employees under 30	5.4%	5.5%
employees between 30 and 50	41.2%	45.2%
employees over 50	53.4%	49.3%

New hires, terminations and turnover

Once again in 2023, more people left the company than were hired. This was mainly due to the shortage of drivers, a problem affecting the entire transport sector, public and private.

In 2023, 243 people were hired and 256 left.

The details are provided below. The total recruitment rate¹³ was about 17%.

GRI 401-1

Table 23:
New hires and terminations by gender

	uom	2023	2022
new hires men	no.	198	155
new hires women	no.	45	34
recruitment rate men	%	16.54	12.85
recruitment rate women	%	16.60	12.90
terminations men	no.	222	227
terminations women	no.	34	41
turnover men	%	16.96	17.17
turnover women	%	22.22	28.28

¹³ The recruitment rate is calculated as follows: Number of new hires/Average number of employees * 100.

**Table 24:
New hires by region**

	uom	2023	2022
Aosta Valley	no.	19	7
Lombardy	no.	108	89
Piedmont	no.	20	25
Lazio	no.	96	68
totale	no.	243	189

**Table 25:
Recruitment rate by region**

	uom	2023	2022
Aosta Valley	%	16,1	6,1
Lombardy	%	12,2	9,6
Piedmont	%	7,3	8,7
Lazio	%	51,1	46,3

**Table 26:
Terminations by region**

	uom	2023	2022
Aosta Valley	no.	16	17
Lombardy	no.	152	163
Piedmont	no.	33	24
Lazio	no.	55	64
totale	no.	256	268

**Table 27:
Turnover rate by region**

	uom	2023	2022
Aosta Valley	%	13	14
Lombardy	%	17	18
Piedmont	%	6	6
Lazio	%	24	34

**Table 28:
New hires by age**

	uom	2023	2022
new hires <30	no.	40	34
new hires 30-50	no.	106	71
new hires >50	no.	97	79

**Table 29:
Recruitment rate by age**

	uom	2023	2022
new hires <30	%	2.7	2.3
new hires 30-50	%	7.2	4.8
new hires >50	%	6.6	5.3

**Table 30:
Terminations by age**

	uom	2023	2022
terminations <30	no.	28	30
terminations 30-50	no.	115	121
terminations >50	no.	113	150

**Table 31:
Termination rate by age**

	uom	2023	2022
terminations <30	%	1.9	2
terminations 30-50	%	7.8	8.2
terminations >50	%	7.7	10.1

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), an age at which 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.

In 2023 Arriva Italia confirmed the **Arriva Academy** program, aimed at attracting drivers.





Arriva 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 was organised in the areas of **Aosta, Bergamo-Lecco** and **Brescia**.

Arriva Italia's goal is to train service-ready drivers who are familiar 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

Project numbers

5 editions
of which 2 started in
2023 and ongoing

40 participants

15% women

24/57
age group

100%

of the participants in the
first editions completed the
course and obtained their
licence

14 of the 24

participants in the first
editions completed in 2023
were hired

Corporate welfare

For all employees

GRI 401-2

GRI 403-6

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

The contractually agreed **LPT health care** 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; employees can book appointments 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.

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 the **Toys** toy shop chain as a gift from **Father Christmas** or **Santa Lucia**, continuing a tradition dating back several years.

By location

In Brescia:

- employees have access to the **company canteen** at a cost of € 0.25 per meal
- **free seasonal flu vaccination** is offered

By category

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

Middle managers have:

- Fasi Open healthcare available for the family members.

Managers have:

- Fasi healthcare with a complete annual check-up at the San Raffaele Hospital
- A company car

Diversity & Inclusion: a social commitment

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 its workforce.

With regard to **parental leave**, **1,600 days of optional maternity leave** and **111 days of mandatory leave** for the father were taken in 2023.

Another important element concerning the work-life balance is the possibility to access leave pursuant to **law 104/92**, which is open to all persons who need leave because they are **caregivers for elderly or sick relatives** (often women).

In 2023, a total of **2,183 days** were taken. The number of days of **extraordinary disability leave** is also monitored: **2,082** in 2023.

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.

In 2023, there were no cases of discrimination.

SA8000 Certification

In 2023, Arriva Italia began the procedure for obtaining SA8000 Certification (completed in the first half of 2024), demonstrating its commitment to high standards of social responsibility, particularly with regard to workers' rights, decent working conditions and ethical and transparent business management. This not only enhances the organisation's reputation, it demonstrates a tangible commitment to the well-being of employees and the community at large.

Training and skills development

Training is a very important question for Arriva Italia because it helps to consolidate skills. This is a growing commitment, as evidenced by the fact that **more than 19,000 hours of training were provided** in 2023, of which 16,099 hours on health and safety and **3,329 hours of non-compulsory training**.

This is a **total annual average of 13.2 hours**, including compulsory training.

GRI 404-1

Table 32:
Total average hours

	uom	2023
average hours	h/Ee	13.2
of which women	h/Ee	15.5
of which men	h/Ee	13.01
by category		
senior manager	h/Ee	18.7
of which women	h/Ee	20.6
of which men	h/Ee	18.08
Middle manager	h/Ee	19.8
of which women	h/Ee	24
of which men	h/Ee	18.6
white-collar worker	h/Ee	18.9
of which women	h/Ee	19.5
of which men	h/Ee	18.5
blue-collar worker	h/Ee	11.6
of which women	h/Ee	10
of which men	h/Ee	11.2

Table 33:
Non-compulsory training hours
by category and gender

	uom	women	men
senior manager	h	103	235
middle manager	h	120	317
white-collar	h	969	897
blue-collar	h	132	556
total		1,324	2,005

Different types of training were provided:

Table 34: Type of training

	hours
Language skills	168
Managerial skills	147
Soft skills	1,163
Industry-related technical expertise	192
General technical skills	1,468
Job-related technical skills	191
Health and safety	16,099
	19,428

The "Soft skills" category includes **600 hours of disability training** for drivers in Rome, who, due to the nature of the service, deal with people with disabilities and their families on a daily basis. The objective of the course, organised in collaboration with the Health and Safety Team, was to provide participants with tools and skills to relate to passengers with disabilities and their families.

Within the same category, **416 hours** were provided on the topic of **Diversity & Inclusion**, in continuity with the previous year.

In 2023, a **course was planned for all front-line workers** (drivers and staff who have direct contact with customers) on **conflict management**: this is an important skill to prevent escalation into verbal and sometimes physical abuse. The course was delivered in 2024.

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

GRI 404-3

- for **young people**: the 2-year "**Leaders of the Future**" pathway provides several training sessions for a selection of people 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, which includes the opportunity to participate in **The European House - Ambrosetti Academy** events (voluntary registration) and other training paths planned on an annual basis

Performance assessment

Approximately 6% of employees – including senior managers – undergo a regular assessment linked to financial targets.

A breakdown of assessments by category and gender is set out below.

GRI 404-3

Table 35:
Assessments by category and gender

	uom	tot	men	women
Senior managers	%	100	72	28
Middle managers	%	100	65	35
White-collar workers	%	23	16	7
Blue-collar workers	%	1,1	0,5	0,6

Transition assistance programs

GRI 404-2

Arriva Italia offers drivers who are eligible for retirement the possibility to stay in the company, with greater support for the work/life balance through more convenient shifts plus recognition of a financial bonus for every year they stay.

Arriva Italia has no cases of people requiring outplacement support, so there are no structured programs of this type.

Remuneration policies

GRI 2-19

Remuneration for the members of the highest governance body (BoD)

In accordance with the parent company standard, no financial remuneration is provided for Arriva employees who are members of the boards of directors of Group companies. Any financial amounts are included in their fixed remuneration.

Remuneration of senior managers

In accordance with the parent company standard, Arriva Italia adopts a remuneration system for senior managers that includes fixed and variable components, to incentivise achievement of the company objectives and alignment with the organisation's economic, environmental and social performance. The main features of the remuneration policy are detailed below:

1. Fixed and Variable Remuneration

Fixed Remuneration: Senior managers receive a fixed annual remuneration, determined on the basis of their role, experience and responsibilities and consistent with the policies of the parent company. The fixed component provides stability and reflects the market value of the role.

Variable Remuneration: Includes performance-based bonuses in the form of deferred shares. The variable component is linked in percentage terms to the achievement of Group, Division or Country and Personal financial targets, linked to individual operational elements. The system rewards not only short-term results but also the senior manager's contribution to the sustainability and long-term success of the company. In addition to quantitative aspects, qualitative aspects relating to the achievement of results are also assessed.

2. Payments on Termination of the Employment Contract

Severance Pay: Severance pay consists of monetary payments and benefits, which may include accelerated vesting of bonuses or the granting of assets. These payments are specified in the employment contract and are provided to ensure a fair transition on termination of employment.

3. Retirement Benefits

Pension Plans: Senior managers are eligible for pension plans with more generous benefits than other employees. The differences refer to contribution rates and pension schemes, offering senior managers a higher level of pension security. The system is defined by the Specific Agreement for Management Personnel

Alignment with Objectives and Results

The remuneration rules for senior managers are designed to be closely related to strategic objectives and performance. Variable compensation is linked to long-term performance, ensuring that incentives are aligned with the organisation's economic, environmental and social impacts. The remuneration structure rewards not only the achievement of financial targets but also the contribution to sustainability and social responsibility, ensuring a balance between short-term benefits and the creation of sustainable value for shareholders and other stakeholders.

Determination of remuneration

Arriva Italia's remuneration policies are determined by National Collective Bargaining Agreements and, in some parts, by Second-Level Agreements. In addition, Arriva Italia employs a Group MBO Procedure and Salary Review Policy to determine remuneration.

In the context of Arriva Italia's corporate policies concerning the MBO procedure and salary review, the company is committed to ensuring transparency and clarity in its performance and remuneration management processes. The MBO procedure, based on annually defined financial and personal targets, is designed to motivate employees to achieve significant results, while ensuring fair assessment of individual performance

The involvement of stakeholders and external consultants in the determination of remuneration is not envisaged.

Ratio of average remuneration per qualification for M/W

A comparison of the remuneration of women with respect to men is set out below.

GRI 2-20

Table 36: Ratio of women's remuneration to men's

	uom	2023	2022
senior managers top positions reporting directly to the ceo	%	Na	Na
senior managers top positions	%	92	93
senior managers management positions	%	91	96
middle managers	%	107	106
white-collar workers	%	93	90
blue-collar workers	%	93	94

The difference in women's remuneration compared to men is mainly due to seniority factors: for the same role, category and seniority, men and women have the same remuneration.

Occupational health and safety

Occupational health and safety is a crucial issue for Arriva, which is constantly striving to improve worker health and safety. Its approach helps reduce the risks to which workers are exposed and improve its social and economic performance.

The company's Occupational Health and Safety Management System is certified for compliance with the **UNI ISO 45001:2018** standard.

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

This standard supports the entire occupational health and safety management process: from hazard identification and risk assessment to the setting of continuous improvement objectives and strategies. Specific OHS 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 or carry out activities on behalf of Arriva Italia operate.

The risk assessment process and management of the OHS system in general is ensured by the in-house unit responsible for occupational health and safety issues, with the involvement of the workers' safety representatives, the location doctors and the various company managers.

GRI 403-1

GRI 403-2

GRI 403-6

GRI 403-8

In 2023, the update of the Risk Assessment Documents (RAD) that began in 2022 was completed. In addition, a Work-Related stress RAD was drawn up in 2023, to be updated in early 2025. Work-Related Stress is a field of analysis that is considered for all locations (in 2023 the assessment was completed in May).

Analysis of injuries and, in general, of accidents in the areas served by Arriva allows the related causes to be identified and, consequently, possible corrective actions and/or improvements to be planned. The RAD also takes into account the presence of "vulnerable" workers for whom specific risk management measures are defined.

Table 37: Employee injury trend

	uom	2023	2022
Occupational injuries	no.	36	28
Fatal injuries	no.	0	0
Injuries with serious permanent consequences	no.	0	0
Injuries with serious temporary consequences	no.	1	0
Hours worked	h	2,535,703	2,690,628
Frequency index ¹⁴	%	14.20	10.41
Severity index ¹⁵	%	0.42	0.25
Working days lost due to injury	no.	1,067	635
Average gg. Injuries	no.	29.6	24.1

GRI 403-9

Once again in 2023, the most frequent cause of injuries was related to slips and falls. Six assaults on drivers were recorded.

The indices were worse than in 2022, especially for the Drivers and Others categories.

As far as **non-employees** are concerned, no injuries were recorded in 2023.

In 2023, 100% of employees and non-employees underwent internal and external audits.

Occupational diseases

GRI 403-10

No deaths due to occupational diseases were recorded in 2023.

Arriva Italia received 6 applications for occupational diseases, of which 4 were rejected by INAIL and 2 are still pending settlement by INAIL.

The pending applications refer to the risk of exposure to whole-body vibration.

¹⁴ Frequency index = (no. of injuries / hours worked)*1,000,000.

¹⁵ Severity index = (days lost due to injury / hours worked)*1,000.

Occupational health services

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

GRI 403-3

In 2023, 1,691 medical examinations were carried out pursuant to Legislative Decree 81/08. The examinations related to: change of job, pre-recruitment, return from long illness (>60 days), at the worker's request, and periodic visits pursuant to Legislative Decree 81/08.

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. Continuous comparison helps to evaluate and manage corrective measures and/or improvements. Workers and their supervisors are directly involved in the analysis of accidents/injuries in order to identify the direct and indirect causes and jointly plan the action to be taken.

Occupational Health and Safety training

GRI 403-4

Another fundamental element in strengthening the corporate culture on this topic is obviously **training**, which **raises awareness about occupational health and safety among workers and supervisors as well as throughout management**. Arriva Italia has a **specific HSE unit** which deals with the planning and management of health and safety training courses. Training is also provided by qualified external professionals. The participation of workers on these training courses, which are provided during working hours, is mandatory. In 2023, **16,099 training hours** were provided on health and safety topics.

GRI 403-5

Starting in 2023, but with a stronger focus in 2024, a **peer-to-peer training** system on health and safety issues was organised. Qualified in-house tutors delivered the compulsory courses to their colleagues, contributing to their own professional development and increasing awareness among all workers by providing specific training on the company's operations. Training carried out with in-house tutors makes it possible to obtain information about the need for improvements reported directly by workers in the classrooms.

Institutional communication

Arriva Italia's corporate communication plays a crucial role in reflecting its commitment to transparency and accountability in business practices. With an integrated approach using its own channels like the institutional website and LinkedIn profile and contributions to external channels, the company communicates its commitments and progress towards environmental, social and governance (ESG) goals, and ensures interaction with key stakeholders.

Arriva Italia's corporate communication strategy contributes to the consolidation of its leadership in the mobility sector and demonstrates its tangible commitment to sustainability and innovation.

National and local media relations are managed by an external Press Office, which monitors and responds promptly to any press enquiries. In 2023, the only critical issues related to the services provided, there were no issues relating to the company. Via its press office, the company also makes active contributions to the debate on mobility issues, through the publication of signed articles or through interviews.

Social networks: a direct channel with stakeholders

Arriva Italia is present on LinkedIn and Instagram with two institutional profiles.

On LinkedIn, it mainly provides information about the events it organises and takes part in, the social initiatives it supports, and collaboration with academic bodies. It also uses the platform as an employer branding tool.

On Instagram, its communication directly addresses passengers through the active promotion of LPT services and commercial routes, and provides information about social initiatives, reinforcing its commitment to responsible and community-oriented mobility.

Participation in conferences: an opportunity for testimonials and enrichment

The participation of top management, and in particular of the CEO, Angelo Costa, at international events such as the **Cernobbio Forum**, the **X-LAB Strategic Open Dialogue on Electrification** and the **IBE Intermobility and Bus Expo**, to name but a few, highlights Arriva Italia's proactive approach to crucial issues such as sustainable mobility. In addition, participation at initiatives like the Courmayeur Climathon underlines the company's focus on innovative solutions to tackle climate change and improve environmental sustainability, always with reference to specific local conditions.

Attendance at events and meetings is also an opportunity to launch new ideas, insights and proposals to the entire sector: occasions such as the **Direzione Nord Milano** initiatives or the **Sustainability Forum** in Rome are important opportunities for debate on topical issues of common interest.

In collaboration with academic bodies, Arriva Italia representatives regularly take part in initiatives such as **career days**, university lectures, or other types of partnership, contributing to studies on transport economics and management, like the **MEMIT master's degree** course at the Bocconi University or the Mobility Engineering degree course at the Milan Polytechnic.

Territorial initiatives

With a view to cultivating and consolidating relations with the territory, **presentations of new vehicles** are an opportunity for Arriva Italia to show its tangible commitment to sustainable mobility. In 2023, new electric vehicles were presented in Cremona and new CNG vehicles in Brescia.

Another important event was **the inauguration of the LIFEH2OBUS facility**, a project co-financed by the European Union, which saves water resources through the management and recycling of rainwater for vehicle washing in the public sector, at the Grugliasco site.



Internal events

Arriva Italia organises several internal events during the year, the main one being the Arriva Italia Management Conference, an annual event where Arriva Italia managers from all the territorial offices meet to discuss results and industry trends and to plan future objectives.



Community relations

In 2023 Arriva Italia undertook commitments on several fronts to support projects promoted by associations and people active in the areas where it operates. The support it offers depends on specific needs and covers different areas, from culture to sport and social initiatives.

Culture

Arriva Italia has been a Corporate Golden Donor of the **FAI** (Fondo per l'Ambiente Italiano) for many years.

As part of the initiatives for **Bergamo Brescia Capitale della Cultura 2023**, Arriva Italia was a mobility partner of Slow Emotion, a travelling show organised by Teatro ex Drogheria to tell the story of the Val Cavallina and Sebino Orientale areas. Arriva Italia provided vehicles and drivers for four different dates. Every year it is a mobility partner for the **BergamoJazz** festival, organised by the Donizetti Theatre.

Sport

Arriva Italia provides funding for the Aosta Valley section of the Italian Winter Sports Federation and sponsors motorcyclist Etienne Giacuzzo in the Aosta Valley regional motocross championships. It was also one of the sponsors of the JuVi Cremona Basket 1952 team.

Social initiatives

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

In 2023 Arriva Italia supported the **Susan G Komen Association**, active in the fight against breast cancer, by promoting the **Race for the Cure Brescia 2023**.

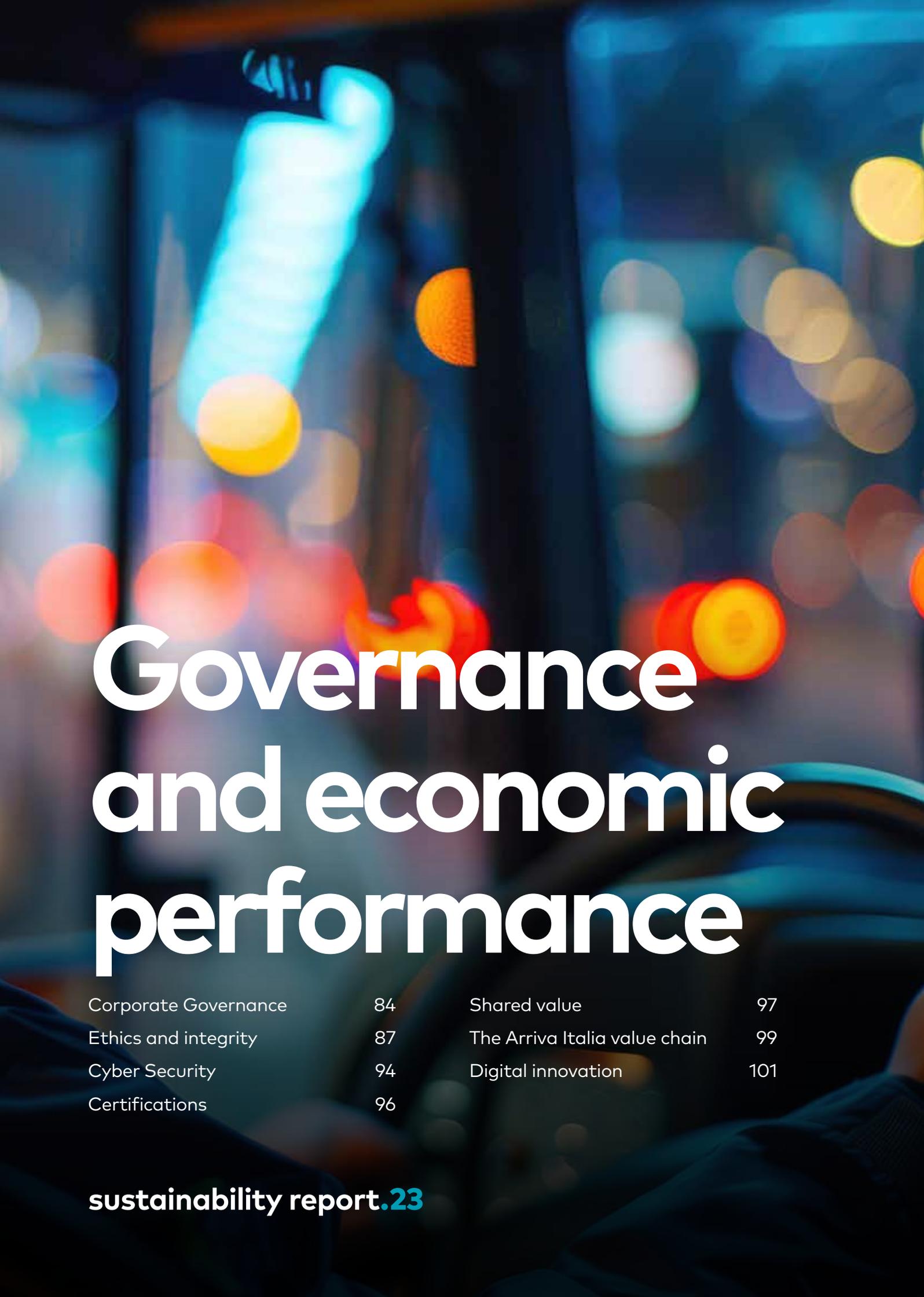
At **Christmas 2023**, Arriva Italia made donations to eight territorial associations.

05.



arriva





Governance and economic performance

Corporate Governance	84	Shared value	97
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Each chapter in this report examines one or more material topics identified through the double materiality analysis. For each topic, impacts, risks and opportunities were identified in order to measure results and guide actions and outcomes (see the sections on "the materiality analysis" and "financial materiality").

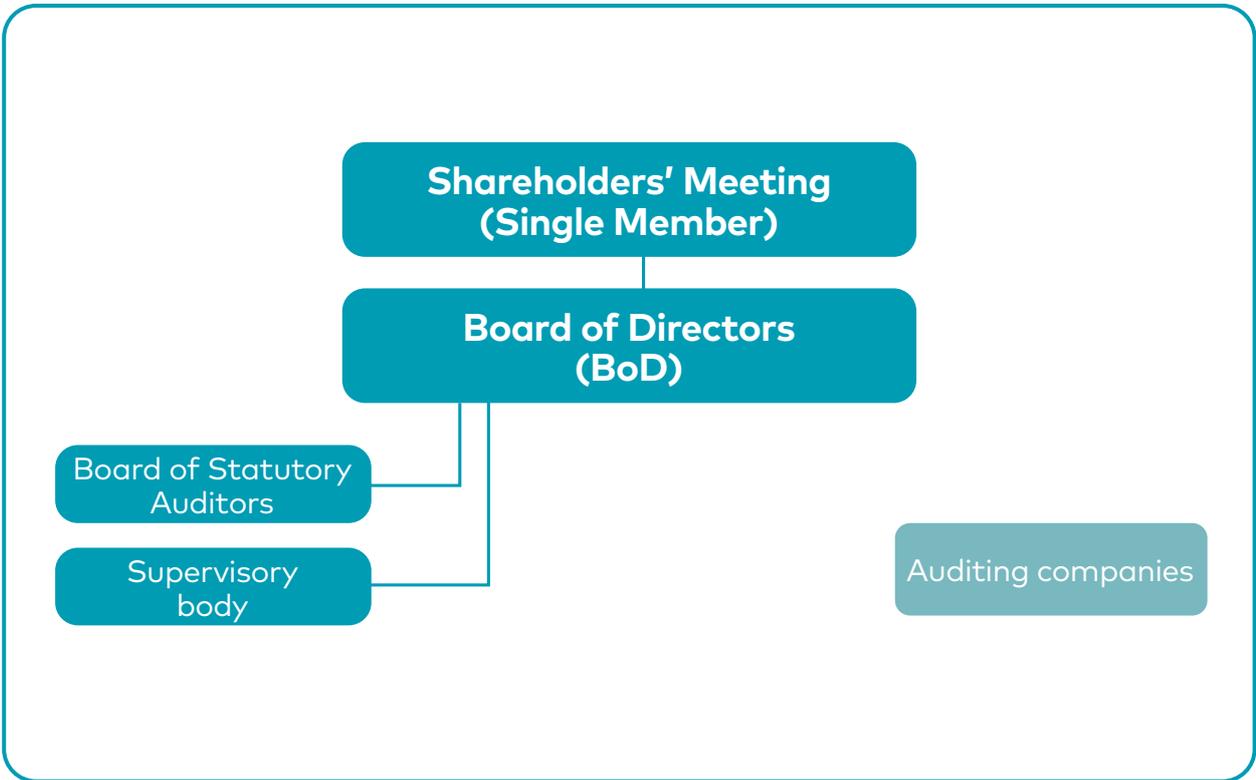
The following material topics are covered in this chapter:

- **Acting ethically and responsibly:** (specifically, in the section "ethics and integrity")
- **Creation of economic value:** (specifically, in the sections economic value generated and distributed, capital expenditure, the arriva italia value chain)
- **Innovation and process digitalisation:** (specifically, in the section digital innovation)

Corporate Governance

GRI 2-9

Arriva Italia's governance system is structured as follows:



Shareholders' Meeting

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

GRI 2-10 / 2-11

The six members of the Board of Directors are appointed by the Shareholders' Meeting and the Chair is appointed from outside the organisation.

100% of the directors are men and belong to the over-50 age group.

GRI 405-1

The current members are:

Chair: **Luigi Piergiuseppe Ferdinando Roth**

CEO: **Angelo Costa** (Company Representative)

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

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

Managing Director: **Roberto Salerno**

Director: **Aniello Semplice**

Functions of the Board of Directors:

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 pursuant to the first paragraph of article 2381 of the Italian Civil Code.

The **CEO** has the powers of ordinary and extraordinary administration delegated by the BoD, and, like the Chair, represents the Company in public.

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

The Board of Directors **met six times in 2023** with an **attendance rate of 97.2%**.

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. They are not board committees and, therefore, do not necessarily consist of BoD members.

Table 38: Committees and their roles

committee name	description of activities	meeting frequency
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 through analysis of specific economic, operational and personnel KPIs.	Weekly
Ethics, Diversity and Inclusion Committee	Oversees compliance with the principles set out in the Code of Ethics of the Company and the Arriva Group. Implements Diversity and Inclusion policies defined at Corporate level.	Twice/year
ICS Steering Committee	Monitors compliance with bilmog procedures, as defined by the German ¹⁶ accounting regulations, and initiates audits and corrective measures where necessary.	Bimonthly
Compliance Advisory Group	Analyses the findings of compliance reporting and implements the resulting assessments/approvals.	Twice/year
Personnel and Industrial Relations Advisory Group	Vested with consultative tasks for the preliminary examination of key studies and projects.	Twice/year
Investments and Territorial Strategies Advisory Group	Vested with consultative tasks for the preliminary examination of key studies and projects.	Twice/year

¹⁶ Regulations to which Arriva Italia was subject as a company in the German DB group.

Sustainability Governance

GRI 2-13

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 **Alessandro Pampuri**

Standing Auditor **Matteo Eugenio Moretti**

Standing Auditor **Franco Maurizio Lagro**

Alternate **Emanuela Rollino**

Alternative **Carlo Ciardiello**

The Board of Statutory Auditors met five times in 2023 with an attendance rate of 100%.

The **external auditors** are Pricewaterhousecoopers S.p.A.

Ethics and integrity

The Code of Ethics and the 231 Model

Arriva Italia has long adopted an **Organisational and Management Model pursuant to Legislative Decree 231/2001** on corporate responsibility, approved by the Board of Directors and overseen by a specific body. With the 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 organisation, with reference to the provisions of law and based on specific mapping of key operations.

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 required to follow.

Anti-corruption policy

GRI 205-1 / 2-16

In line with 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 corruption can entail serious financial and reputational risks. The references are international: specifically, the 2010 Bribery Act¹⁷, an Act of the British Parliament with almost universal jurisdiction.

Arriva Italia pays particular attention to the risks of corruption, facilitation payments including gifts, hospitality, charitable donations, sponsorships, subsidies. The policy establishes precise rules governing all these matters in order to prevent this kind of offence as much as possible.

At any time, anyone may report anomalies using special channels provided by the Group or through services set up locally: Arriva employees may report anomalies to their supervisor or local compliance officer. Alternatively, anomalies may be reported to the Group's confidential line by calling 0800 587 7580 or 00 44 191 528 5322 if calling from outside the UK, or by sending an e-mail to inconfidence@arriva.co.uk.

In 2023, there were no incidents of corruption (including incidents where action was taken against employees for corruption; incidents where contracts with business partners were terminated and there were no public lawsuits).

GRI 205-3

Anti-corruption training

In 2023, **224 people received training** for a total of **2,200 hours**.

¹⁷ For the full text: <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 issues:

- 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 in accordance with 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 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 Arriva Group has also extended the Code of Conduct to its business partners, requiring compliance with a series of principles on corporate social responsibility, anti-corruption and competition



see the
Policy

The importance of engagement: the Corporate Confidence Program

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

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 from the Group document that sets out its Standards of Business Conduct. The Standards define the Group's position in each of the main policy areas and establish minimum standards of conduct that all employees undertake to observe.

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

- procedures
- competition laws
- relations with public officials
- conflicts of interest
- anti-fraud
- anti-money laundering
- procurement

For each of these policies, the Standards outline how they may operationally impact employees and provide tools to help them ensure 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 4 compulsory modules on the following topics:

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

New recruits must complete these courses within four weeks and a final assessment of at least 80% correct answers 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.

Drivers are given **specific training** because, due to the type and manner of their work, they do not have their own company e-mail address.

Social responsibility policy

As part of its Ethical Management System, Arriva Italia has obtained SA8000:2014 certification. SA8000 is an international Social Responsibility (SR) standard and one of the main tools used to assess and certify organisations' compliance with socially responsible practices in the workplace.

Specifically, SA8000 ensures that services are produced in compliance with the following basic requirements:

- respect for human rights
- respect for workers' rights
- protection against child exploitation
- health and safety guarantees in the workplace
- the absence of discrimination

As soon as they are hired, all employees are called upon to contribute:

- by suggesting possible improvements to the Ethics Management System;
- by reporting, even anonymously, situations in the organisation where the SA8000 principles are not followed

Management of conflicts of interest

GRI 2-15 / 2-16

Arriva's Code of Ethics, in the section on "Rules of Conduct for the Members of the Governance Bodies", expressly requires that the members of the governance bodies "refrain from acts in situations of conflict of interest".

The Arriva Group also has a specific policy on the matter, the "Arriva Group Policy on Conflicts of Interest". The policy is an expression of the Group's core values, such as honesty and integrity, which are the fulcrum for the conduct of all business. These values are expressly mentioned among the "Reference Ethical Principles" in the Code of Ethics.

Conflict-of-interest declarations made by "Relevant Employees", including members of the Board of Directors, are collected annually. In addition, whenever a "relevant employee" believes themselves to be in a situation (even if only potential) of conflict of interest, they are required to submit a report describing the circumstances in question.

An annual register is set up to track, manage and monitor the reports received. The register is then approved by the Compliance Advisory Group. Approval of the register of declarations for 2023 took place at the meeting of 13 March 2024.

In 2023, there were no reports that required action.

The register, approved as indicated above, is then sent to the Group Compliance contact persons.

Whistleblowing

GRI 2-16

Arriva Italia's whistleblowing system is designed, like the initiatives described presented in the previous paragraphs, to ensure ethical, transparent and integrated management in full compliance with the Group's values. In order to promote and strengthen the standards already in force, the procedure was updated in November 2023 in compliance with Legislative Decree No. 24 of 10 March 2023¹⁸.

Conduct, acts or omissions that harm the public interest or the integrity of the Company may be reported, such as:

- Administrative, accounting, civil or criminal offences;
- Violation of the Company's Organisation and Management Model and Code of Ethics;
- Offences falling within the scope of application of EU acts;
- Acts or omissions affecting the financial interests of the EU;
- Acts or omissions relating to the internal market that jeopardise the free movement of goods, persons, services and capital.

The following may also be reported:

- information on conduct aimed at concealing the above violations;
- unlawful activities that have not yet taken place but that the whistleblower reasonably believes may take place in the presence of concrete, precise and concordant elements;
- well-founded suspicions.

Employees are invited to access the direct channel to raise concerns, in the knowledge that information is confidential. Reports may be submitted through local channels or via the Group's IT platform: <https://arriva.integrityline.com/?lang=it>.

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

In 2023, one report was received but it was found to be **not significant** under the Whistleblowing Directive. The matter was referred to HR channels.

¹⁸ Implementation of Directive (EU) 2019/1937 of the European Parliament and Council of 23 October 2019, on the protection of persons who report breaches of Union law setting out provisions for the protection of persons who report breaches of national laws.

Cyber Security

For Arriva Italia, which manages the personal data of thousands of users, employees and partners, and service information that may affect their movements, the security of the IT system is a priority.

Policy

The **Cyber Security and Information Assurance Policy (CSIA)** is currently in force and was reviewed in 2024.

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

Governance of the cyber security issue is described in detail in the policy: the owner is **the Group Information Security (IS) Manager**, assisted by the **Information Security and Privacy Committee (IPSC)**, comprising members of the top management of each operational division and corporate function.

To ensure proper implementation of the CSIA Policy, enforcement of the other policies and related operating standards in the various security areas such as the Business Information Systems Policy (BSP) is necessary.

Enhanced training

A series of investments have been made recently to make the IT infrastructure more secure, including a change of platform from 2022 for both testing and phishing simulation campaigns.

The platform is a key tool for IT security awareness training within Arriva.

The change of platform was necessary to achieve a better match with the cultural situation in Italy: the decision generated positive results and feedback from the employees involved.

The entire awareness campaign consisted of a number of steps: focus on cyber awareness with training, staff self-assessment, phishing simulations and continuous training.

Phishing simulations were carried out before and after training to verify its effectiveness.

Arriva Italia Awareness

The training modules cover a variety of topics: Social Media, Phishing, Password Management, Privacy & GDPR, Mobile Devices, Fake News, USB Devices, Malware, E-mail Security, Web Browsing, Critical Scenarios, Social Engineering.

Training numbers

- 12 training modules
- 250 users
- 8 geographical areas
- 4 hours of training per user
- 3 follow-up questionnaires for each training module
- 180 questions

The roadmap to Modern Security

Arriva Italia has decided to invest in the "Modern Security" approach in order to build the technological foundations for the ongoing evolution of the modern scenario, where risks arise largely from the new working methods, such as smart working and cloud-based data sharing.

All the initiatives in this area focus on the **Zero Trust** security model. Specifically, in 2023:

- **Privilege Access Management** (PAM) tools were introduced to manage passwords at Group and Italian level to ensure structured password management, use of complex passwords, centrally defined criteria, monitoring of anomalies. In 2024, centralised control of connections to the various corporate systems will be extended to the third parties involved.
- VPN technologies were eliminated to reduce the attack perimeter by introducing advanced SASE software.

Another recent innovation is cyber security insurance: this was introduced with the change of Group ownership, and began with an in-depth assessment of cyber security issues and the degree of maturity of process management, which was found to be good in Italy.

Certifications

Arriva Italia has its own Integrated Management System for Quality, Environment, Safety and Energy in order to guarantee the satisfaction of institutional customers and service users, to improve the organisation's performance over time, and to demonstrate to stakeholders its ability to maintain its commitments, including compliance with legal requirements.

The Management System is certified for compliance with the following standards:

GRI 2-23

- UNI EN ISO 9001:2015 for the quality of business processes and management systems
- UNI EN ISO 14001:2015 for environmental impact and improvement of environmental performance
- UNI EN ISO 45001:2023 for occupational health and safety
- UNI EN CEI ISO 50001:2018 for energy source management and improved performance in energy use
- UNI ISO 39001:2016 for road traffic safety
- UNI EN 13816:2002 for the quality of transport services provided

In 2024, Arriva Italia also obtained Social Accountability 8000 (SA8000) certification.

Shared values

Economic performance in 2023

During 2023, there was a gradual return to objective pre-pandemic conditions, in terms of the organisation of the service and in the demand for transport, especially among students.

Compared to the pre-pandemic period, there was a sharp drop in demand for occasional transport, while the number of loyal passengers was substantially stable. In addition, there was a gradual increase in the phenomenon of ticket evasion, with the consequent need for operators to implement and intensify action to combat evasion, in part by employing external personnel.

Another issue that has impacted Arriva Italia activities for years is the chronic difficulty of finding drivers on the market.

Despite the difficulties and thanks to increased sub-contracting, the service provided by in 2023 was carried out with the appropriate standards of regularity and efficiency.

As far as costs are concerned, there were no, or only minimal, significant reductions in the cost of all factors of production as a result of the international political crisis; the costs for fuel, maintenance, as well as those for scheduled services in relation to sub-contracted LPT routes and, finally, personnel costs, were notably higher than those of the pre-pandemic years, with significant repercussions on operations.

The measures taken by the government include Decree-Law no. 50 of 17 May 2022, which in art. 35 provided for the State to issue "vouchers" (the so-called "transport bonus") to users, with a maximum monthly value of 60.00 euro, for the purchase of season tickets for local, regional and interregional public transport services or for national rail transport services, which could be spent by presenting the voucher to public transport operators, who could then request reimbursement from the State.

Despite operating in a rather complex scenario, the Company achieved economic value of 185,761,205 euro, a 5% increase over 2022.

Economic value generated and distributed

Table 39: economic value generated and distributed

description of activities	uom	quantity2023
Economic value generated		
Revenue and income	€	185,761,205
Economic value distributed		
Operating costs	€	76,880,216
To employees	€	66,589,636
Operating costs to capital providers	€	no dividends or financing were disbursed
Payments to public authorities	€	1,788,846
Value distributed to shareholders	€	0
Value distributed to lenders	€	235
Value distributed to the community	€	41,229.51
Value retained by the company	€	40,461,43

Capital expenditure

During 2023, Arriva Italia **invested a total of 44.9 million euro**: 17 million euro were invested directly, the remaining 27.9 million euro arose from contributions.

More than 88% of capital expenditure was invested in the modernisation of the fleet (12.4 million euro invested directly and 27.3 million euro from financing).

Other investments made by Arriva Italia in 2023 included:

- 2.4 million euro for **on-board technology** and IT equipment
- 600,000 euro for **depot modernisation**
- 400,000 euro for the **LIFEH2OBUS** project (plant for rainwater recovery and recycling of bus wash water at the Grugliasco depot).

The Arriva Italia value chain

GRI 2-6

The value chain of a public transport company like Arriva consists of a series of key steps that reflect the core activities and value generated during the process. Many of these steps overlap in part or in whole.

- 1. Acquisition of resources:** includes acquisition of vehicles and management of human resources needed to operate public transport services.
- 2. Service planning:** Arriva Italia draws up operational plans for public transport routes, timetables and itineraries to maximise efficiency and accessibility for passengers. This phase also includes the planning of vehicle and route maintenance, logistics and management of operating supplies.
- 3. Day-to-day operations:** includes day-to-day management of public transport services, including ticket control, passenger assistance, emergency management and line security.
- 4. Services marketing and sales:** Arriva Italia promotes its services, manages ticket sales and develops strategies to increase passenger numbers.
- 5. Customer management:** includes customer care, complaint handling and passenger feedback to continuously improve the services offered.
- 6. Stakeholder relations:** includes interactions with government agencies, local communities and other stakeholders to ensure compliance with regulations, route optimisation and collaboration to improve services. It also includes relations with the Group.
- 7. Financial management:** includes management of operating budgets, financial accounting, cost control and financial planning to ensure the organisation's economic sustainability. Financial management also includes investments in new technologies, green vehicles, electronic payment systems, and development of digital solutions to improve the customer experience and operational efficiency.
- 8. Sustainability and social responsibility:** Implementation of sustainable practices, reduction of CO₂ emissions, promotion of green public transport solutions and active engagement with the local community.

Each step in Arriva Italia's value chain contributes to the overall passenger service and to the sustainability of the organisation itself. This structure shows how value and services are created and distributed in the context of local public transport.

Suppliers

Suppliers are at the top of Arriva Italia's value chain.

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

- Obtaining optimal costs, quality and services from suppliers
- Managing risk in the supply chain
- Treating suppliers fairly
- Supporting achievement of Arriva's sustainability goals
- Establishing 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 2023, the value of supplies amounted to **85.96 million euro, 37%** of which related to **companies based in the same province** as the Operational Area served. Taking the Region as the base, the percentage of expenditure to local companies was **57%**. These figures describe an organisation that actively contributes to the economy of the areas in which it operates.

The Arriva Italia supply chain is subdivided into **direct purchases** (everything required 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 € 3,000: direct procurement is used to optimise timing (procurement is normally at local level, but with reference to a centralised contract, with some exceptions)
- Procurement value between € 3,001-10,000: two quotes are requested
- Procurement value between € 10,001-50,000: three quotes are requested (in some cases, calls for tenders are preferred for purchases in this category)
- Procurement value greater than € 50,001: 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. Consumption is always a decisive factor in the purchase of service vehicles, and a minimum standard is required for buses; any above-standard improvements are awarded a specific score during the evaluation stage.

In some tenders, compliance with the **proximity criterion** is a requirement: 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.

A **supplier register** is being set up to improve efficiency in the allocation of tenders and to use only suppliers that meet the expected quality requirements.

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

Digital innovation

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

One of the most significant elements is the **digitalisation of the Purchase to Pay process**, which was created to optimise authorisation flows and has the following objectives:

1. digitalisation of paper flows to **reduce paper consumption**
2. **unification of the purchasing processes** of the different areas in order to establish a single effective and efficient purchasing procedure
3. **optimisation of processes** for greater clarity, control and simplicity, so facilitating operational and registration processes
4. **development of compliance** with the group guidelines

Work began in 2022, with the focus on process analysis and efficiency. Improving the digital culture helps optimise operational and management flows. One of the most significant cases is vehicle procurement: digitalising this process means cutting time and costs, and enabling continuous monitoring of all activities.

At the same time, projects are underway to digitalise the processes managed by drivers, starting in Bergamo and Brescia and extending the improvements to all the other areas in 2024.

This includes development of a mobile app to make the communication of day-to-day activities such as shift changes, absenteeism, accident records and service anomalies more fluid. This optimises the process, eliminating outdated documents and paperwork and creating advantages for drivers.

On-board innovation

Arriva Italia is paying growing attention to technological tools that can make the service more efficient and improve performance.

For example, thanks to increasingly sophisticated on-board technology, the organisation's **buses** have become **mobile data centres**, and therefore require robust IT security as well as continuous monitoring systems.

One important project is **Drive Style Monitoring**, which monitors the driving style of drivers to ensure better performance and greater comfort for passengers. The system is currently active on the entire Arriva Italia fleet and its adoption and use by all drivers is being improved. The goal is to improve use through data analysis and staff training.

Other initiatives

In 2024, a pilot trial of generative AI for some internal uses began, to improve communications and operational processes.

Another important project is the development of a single data platform to establish uniform KPIs and definitions throughout Arriva Italia and standardise the platform's input processes and the organisation's reporting methods in general.

Audit report



**RSM Società di Revisione e
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Relazione della Società di Revisione Indipendente sul Bilancio di Sostenibilità

Al Consiglio di Amministrazione della **Arriva Italia S.r.l.**

Siamo stati incaricati di effettuare un esame limitato ("limited assurance engagement") del Bilancio di Sostenibilità della Arriva Italia S.r.l. (di seguito anche "la Società") relativo all'esercizio chiuso al 31 dicembre 2023.

Responsabilità dell'amministratore unico per il Bilancio di Sostenibilità

L'amministratore unico della Arriva Italia S.r.l. è responsabile per la redazione del Bilancio di Sostenibilità in conformità ai "Global Reporting Initiative Sustainability Reporting Standards" definiti dal GRI – Global Reporting Initiative ("GRI Standards"), come descritto nella sezione "Nota Metodologica" del Bilancio di Sostenibilità.

Gli amministratori sono altresì responsabile per quella parte del controllo interno da essi ritenuta necessaria al fine di consentire la redazione di un Bilancio di Sostenibilità che non contenga errori significativi dovuti a frodi o a comportamenti o eventi non intenzionali.

Gli amministratori sono inoltre responsabili per la definizione degli obiettivi della Arriva Italia S.r.l. in relazione alla performance di sostenibilità, nonché per l'identificazione degli stakeholder e degli aspetti significativi da rendicontare.

Indipendenza della Società di Revisione e controllo della qualità

Siamo indipendenti in conformità ai principi in materia di Etica e di Indipendenza del Code of Ethics for Professional Accountants emesso dall'International Ethics Standards Board for Accountants, basato su principi fondamentali di integrità, obiettività, competenza e diligenza professionale, riservatezza e comportamento professionale.

La nostra società di revisione applica l'International Standard on Quality Control 1 (ISQC Italia 1) e, di conseguenza, mantiene un sistema di controllo qualità che include direttive e procedure documentate sulla conformità ai principi etici, ai principi professionali e alle disposizioni di legge e dei regolamenti applicabili.

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Responsabilità della Società di Revisione

E' nostra la responsabilità di esprimere, sulla base delle procedure svolte, una conclusione circa la conformità del Bilancio di Sostenibilità rispetto a quanto richiesto dai GRI Standards. Il nostro lavoro è stato svolto secondo i criteri indicati nel "International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (di seguito anche "ISAE 3000 Revised"), emanato dall'International Auditing and Assurance Standards Board (IAASB) per gli incarichi di limited assurance. Tale principio richiede la pianificazione e lo svolgimento di procedure al fine di acquisire un livello di sicurezza limitato che il Bilancio di Sostenibilità non contenga errori significativi.

Pertanto, il nostro esame ha comportato un'estensione di lavoro inferiore a quella necessaria per lo svolgimento di un lavoro completo secondo l'ISAE 3000 Revised ("reasonable assurance engagement") e, conseguentemente, non ci consente di avere la sicurezza di essere venuti a conoscenza di tutti i fatti e le circostanze significativi che potrebbero essere identificati con lo svolgimento di tale esame.

Le procedure svolte sul Bilancio di Sostenibilità si sono basate sul nostro giudizio professionale e hanno compreso colloqui, prevalentemente con il personale della Società responsabile per la predisposizione delle informazioni presentate nel Bilancio di Sostenibilità, nonché analisi di documenti, ricalcoli e altre procedure volte all'acquisizione di evidenze ritenute utili.

In particolare, abbiamo svolto le seguenti procedure:

1. analisi del processo di definizione dei temi rilevanti rendicontati nel Bilancio di Sostenibilità, con riferimento alle modalità di identificazione in termini di loro priorità per le diverse categorie di stakeholder e alla validazione interna delle risultanze del processo;
2. comparazione tra i dati e le informazioni di carattere economico finanziario riportati nel paragrafo "Valore economico generato e distribuito" del Bilancio di Sostenibilità e i dati e le informazioni incluse nel bilancio d'esercizio;
3. comprensione dei processi che sottendono alla generazione, rilevazione e gestione delle informazioni qualitative e quantitative significative incluse nel Bilancio di Sostenibilità.

In particolare, abbiamo svolto interviste e discussioni con il personale della Direzione di Arriva Italia S.r.l. e abbiamo svolto limitate verifiche documentali, al fine di raccogliere informazioni circa i processi e le procedure che supportano la raccolta, l'aggregazione, l'elaborazione e la trasmissione dei dati e delle informazioni di carattere non finanziario alla funzione responsabile della predisposizione del Bilancio di Sostenibilità.



Inoltre, per le informazioni significative, tenuto conto delle attività e delle caratteristiche della Società:

- a livello di Società:
 - a) con riferimento alle informazioni qualitative contenute nel Bilancio di Sostenibilità abbiamo effettuato interviste e acquisito documentazione di supporto per verificarne la coerenza con le evidenze disponibili;
 - b) con riferimento alle informazioni quantitative, abbiamo svolto sia procedure analitiche che limitate verifiche per accertare su base campionaria la corretta aggregazione dei dati.
- per il sito di Moresco (Fermo), che abbiamo selezionato sulla base delle attività, del contributo agli indicatori di prestazione e della ubicazione, abbiamo effettuato una visita in loco nel corso della quale ci siamo confrontati con i responsabili e abbiamo acquisito riscontri documentali su base campionaria circa la corretta applicazione delle procedure e dei metodi di calcolo utilizzati per gli indicatori.

Conclusioni

Sulla base del lavoro svolto, non sono pervenuti alla nostra attenzione elementi che ci facciano ritenere che il Bilancio di Sostenibilità della Arriva Italia S.r.l. relativo all'esercizio chiuso al 31 dicembre 2023 non sia stato redatto, in tutti gli aspetti significativi, in conformità a quanto richiesto dai GRI Standards, selezionati come specificato nella "Nota Metodologica".

Altri aspetti

I dati comparativi presentati nel Bilancio di Sostenibilità in relazione agli esercizi chiusi al 31 dicembre 2021 e 2022 non sono stati sottoposti a verifica.

Milano, 2 agosto 2024

**RSM Società di Revisione e
Organizzazione Contabile S.p.A.**


Pierpadlo Pagliarini

(Associate Partner - Revisore Legale)





GRI content index

sustainability report.23

Gri content index

Statement of use

Arriva Italia has presented a report with reference to the GRI Standards for the period 1 January – 31 December 2023.

Utilizzato GRI 1

GRI 1 - Foundation - version 2021

GRI standard disclosure	section
GRI 2 General Disclosure 2021	
2-1 Organisational details	About us
2-2 Entities included in the organisation's sustainability reporting	Methodological note
2-3 Reporting period, frequency and contact point	Methodological note
2-4 Information Review	Methodological note
2-5 External Assurance	Methodological note
2-6 Activities, value chain and other business relationships	Value chain
2-7 Employees	Employees
2-8 Workers who are not employees	Employees
2-9 Governance structure and composition	Corporate Governance
2-10 Nomination and selection of the highest governance body	Board of Directors
2-11 Chair of the highest governance body	Board of Directors
2-13 Delegation of responsibility for managing impacts	Methodological note Sustainability Governance
2-14 Role of the highest governance body in sustainability reporting	Methodological note
2-15 Conflicts of interest	Management of conflicts of interest
2-16 Communication of critical concerns	Anti-Corruption Policy Management of conflicts of interest Whistleblowing
2-19 Remuneration policies	Remuneration policies
2-20 Process to determine remuneration	Process to determine remuneration
2-22 Statement on sustainable development strategy	Letter to the stakeholders
2-23 Policy commitments	Letter to the stakeholders Ethics and integrity Certifications

GRI standard	disclosure	section
	2-24 Embedding policy commitments	Ethics and integrity
	2-29 Approach to stakeholder engagement	Stakeholder engagement Institutional communication
GRI 3 Material topics 2021		
	3-1 Process to determine material topics	The double materiality analysis
	3-2 Elenco di Material topics	List of material topics
	3-3 Management of material topics	List of material topics
Material topic: Mobilità sostenibile		
	3-3 Management of material topics	List of material topics The challenge of sustainable mobility
GRI 305 Emissions 2016		
	305-1 Direct (Scope 1) GHG emissions	Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions
	305-4 GHG emissions intensity	Fleet consumption
Material topic: Energy efficiency (premises and vehicles)		
	3-3 Management of material topics	List of material topics Energy efficiency strategy
GRI 302 Energy 2016		
	302-1 Energy consumption within the organisation	Fleet energy consumption Energy consumption at the sites Total energy consumption
	302-3 Energy intensity	Fleet energy consumption Total energy consumption
Material topic: Efficient water stewardship		
	3-3 Management of material topics	List of material topics Water stewardship
GRI 303 Water and Effluents 2018		
	303-1 Interactions with water as a shared resource	Water stewardship
	303-2 Management of water discharge-related impacts	Water stewardship
	303-3 Water withdrawal	Water stewardship
Material topic: Circular economy and responsible waste management		
	3-3 Management of material topics	List of material topics Special waste management
GRI 306 Effluents and 2020		
	306-1 Waste generation and significant waste-related impacts	Special waste management
	306-3 Waste generated	Special waste management
	306-5 Waste directed to disposal	Special waste management

GRI standard	disclosure	section
Material topic: Occupational Health and Safety		
	3-3 Management of material topics	List of material topics Worker health and safety
GRI 403 Health and Safety at Work 2018		
	403-1 Occupational health and safety management system	Worker health and safety
	403-2 Hazard identification, risk assessment and incident investigation	Worker health and safety
	403-3 Occupational health service	Worker health and safety
	403-4 Worker participation and consultation and communication on occupational health and safety	Worker health and safety
	403-5 Worker training on occupational health and safety	Worker health and safety
	403-6 Promotion of worker health	Corporate welfare Worker health and safety
	403-8 Workers covered by an occupational health and safety management system	Worker health and safety
	403-9 Work-related injuries	Worker health and safety
	403-10 Work-related ill health	Worker health and safety
Material topic: Central role of employees		
	3-3 Management of material topics	List of material topics
GRI 401 Occupation 2016		
	401-1 New employee hires and employee turnover	Employees
	401-2 Benefits provided for full-time employees, but not for part-time or fixed-term contract employees	Corporate welfare
GRI 404 Education and Training 2016		
	404-1 Average hours of training per year per employee	Training and skills development
	404-2 Programs for upgrading employee skills and transition assistance programmes	Training and skills development
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and skills development
Material topic: Territorial relations and inclusive mobility		
	3-3 Management of material topics	List of material topics Community relations

GRI standard	disclosure	section
Material topic: Diversity and inclusion		
	3-3 Management of material topics	List of material topics Diversity & Inclusion: Arriva Italia's ongoing commitment Ratio of average remuneration per qualification for M/W
GRI 405 Diversity and equal opportunities 2016		
	405-1 Diversity of governance bodies and employees	Employees – Facts and figures/ Youth engagement Corporate Governance – Board of Directors
Material topic: Innovation and process digitalisation		
	3-3 Management of material topics	List of material topics Digital innovation Cyber security
Material topic: Ethical and responsible action		
	3-3 Management of material topics	List of material topics Ethics and integrity
GRI 205 Anti-corruption 2016		
	205-3 Confirmed incidents of corruption and actions taken	Anti-corruption policy
Material topic: Creation of economic value		
	3-3 Management of material topics	List of material topics Shared value
GRI 201 Economic Performance 2016		
	201-1 Direct economic value generated and distributed	Economic value generated and distributed
Material topic: Service efficiency and quality		
	3-3 Management of material topics	List of material topics Service quality

We would like to thank the colleagues who have participated in the development of this project.

Project realised in cooperation with:
Amapola Società Benefit

Graphic design: Za! Factory

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