



 **Bus Éireann**  
SUSTAINABILITY

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Driving Change

# ANNUAL SUSTAINABILITY REPORT 2022



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## A Message from our Chairperson

Bus Éireann has embraced sustainability as a core element of our business strategy. In 2022, it was formally added as a fifth strategy pillar, broadening from environmental to Environmental, Social and Governance.

The focus brought by the work and commitment of the Board Sustainability Committee has centred sustainability within the business, extending far beyond the challenge of fleet transition to inform and guide all of our activities and the way we work. As importantly, it has added pace and momentum to drive us towards meeting our 2030 targets, and I thank all the members for their leadership and employees for their contribution.

The organisation has adopted the sustainability agenda more quickly than we might have thought possible, though the scale of the challenge remains large. We are pleased here to report on progress made during 2022, and to look ahead to the next steps in this journey.

**Miriam Hughes**  
Chairperson, Bus Éireann





## A Message from Bus Éireann CEO



Bus Éireann Chief Executive Officer Stephen Kent.

At Bus Éireann, as Ireland's national bus company our purpose is to connect people with who and what matters to them, helping to make life better for many people across our cities, towns and communities. As an expression of living our purpose, we are pleased to report that the 89.5 million passenger journeys recorded in 2022 was a return to growth above pre-Covid-19 levels with record passenger demand trends evident by the end of the year.

It is against this backdrop that I am pleased to present our second Sustainability Report 2022. In this report, we demonstrate progress made in delivering on our sustainability agenda, including developments from the first full year since we adopted Sustainability as the fifth pillar in our corporate strategy, placing it central to our purpose and transformation as outlined in 'Driving Change', our sustainability strategy 2021–2030.

As we embed sustainability across the company, one of the achievements we are most proud of was the launch in January 2023 of Ireland's first all-electric bus service in Athlone town. It followed an extensive planning and collaboration by our teams both internally and externally throughout 2022 to lay the groundwork to deliver this new, exciting service. Supported by the Department of Transport and funded through a €10 million

investment by the National Transport Authority (NTA), it is the first initiative delivered under the Government's Pathfinder Programme. Our new 100% electric town bus service provides a glimpse of the future – one where low carbon / carbon-free emissions transport is the norm throughout Ireland.

The service also highlights our future role as a key sustainable mobility provider under Ireland's Climate Action Plan to reduce transport emissions by 50% by 2030, with Bus Éireann having an important part to play in supporting the Avoid, Shift and Improve agenda in the transport sector. In encouraging people to undertake a modal shift to public transport alternatives, we were greatly encouraged in 2022 by the success of our Navan town bus service, whereby greatly expanded services resulted in a 750% increase in passengers. One of the lessons learned is that customers are encouraged to use public transport when provided with reliable and frequent services. Combined with the Government's initiative to reduce fares, public transport is a more compelling proposition than ever before.

Our schools transport services remain a source of enormous pride for the company, and in 2022 we enlarged the scheme and issued tickets for school transport for over 150,000 pupils per day for the 2022 / 2023 school year, including 17,500 Special



## A Message from Bus Éireann CEO

Educational Needs students, a reminder of the importance of this aspect of our public service remit.

In 2022, we added 1.7 million kilometres of new service capacity as part of the Connecting Ireland rural mobility plan, extending our network as part of the broader picture of providing a viable alternative to private car usage throughout the country.

In entering a new phase of growth, we recognise also the challenges it presents to meeting our medium-term targets. Our target to grow passenger numbers by 30% must reconcile with our target to halve greenhouse gas emissions by 2030.

Decoupling emissions growth will require a sustained investment to modernise our fleet, in particular our schools and Expressway services. In 2022, the NTA ordered 20 new double-deck battery electric buses for our Limerick fleet for deployment in 2023. Pathways for the transition of the schools fleet and vehicles serving longer-distance routes are still not evident and we continue to work with stakeholders and suppliers to identify solutions.

Depot transition including new skills training for our employees is a prerequisite to operate a battery electric fleet. We were pleased to upgrade our facilities to receive charging infrastructure in Athlone, a transformational project with a large

number of partners. With the learnings from that initiative we are progressing similar larger-scale plans for Limerick and Cork in 2023 / 24, and we welcome new funding which has been allocated for Galway.

Bus Éireann, as part of the CIÉ Group, was extremely proud in 2022 to receive an A- rating from the Carbon Disclosure Project (CDP), up from a B rating previously. The independent endorsement and validation received under this global commitment was an indication of the progress the company has made to date on our sustainability journey.

We were also pleased to be awarded recently the Business Working Responsibly Mark from Business in the Community Ireland (BITCI), which provides third-party sustainability certification following progress made across our sustainability agenda and which is held by fewer than 50 organisations in Ireland.

Our people are at the heart of this progress, and with a workforce comprised of no fewer than 46 different nationalities, we are seeking to build a company that is rich in diversity and representative of our customer base. In 2022, as part of our Diversity & Inclusion agenda, we became a signatory to BITCI's Elevate Pledge, which aims to increase the employment rates of under-represented groups.



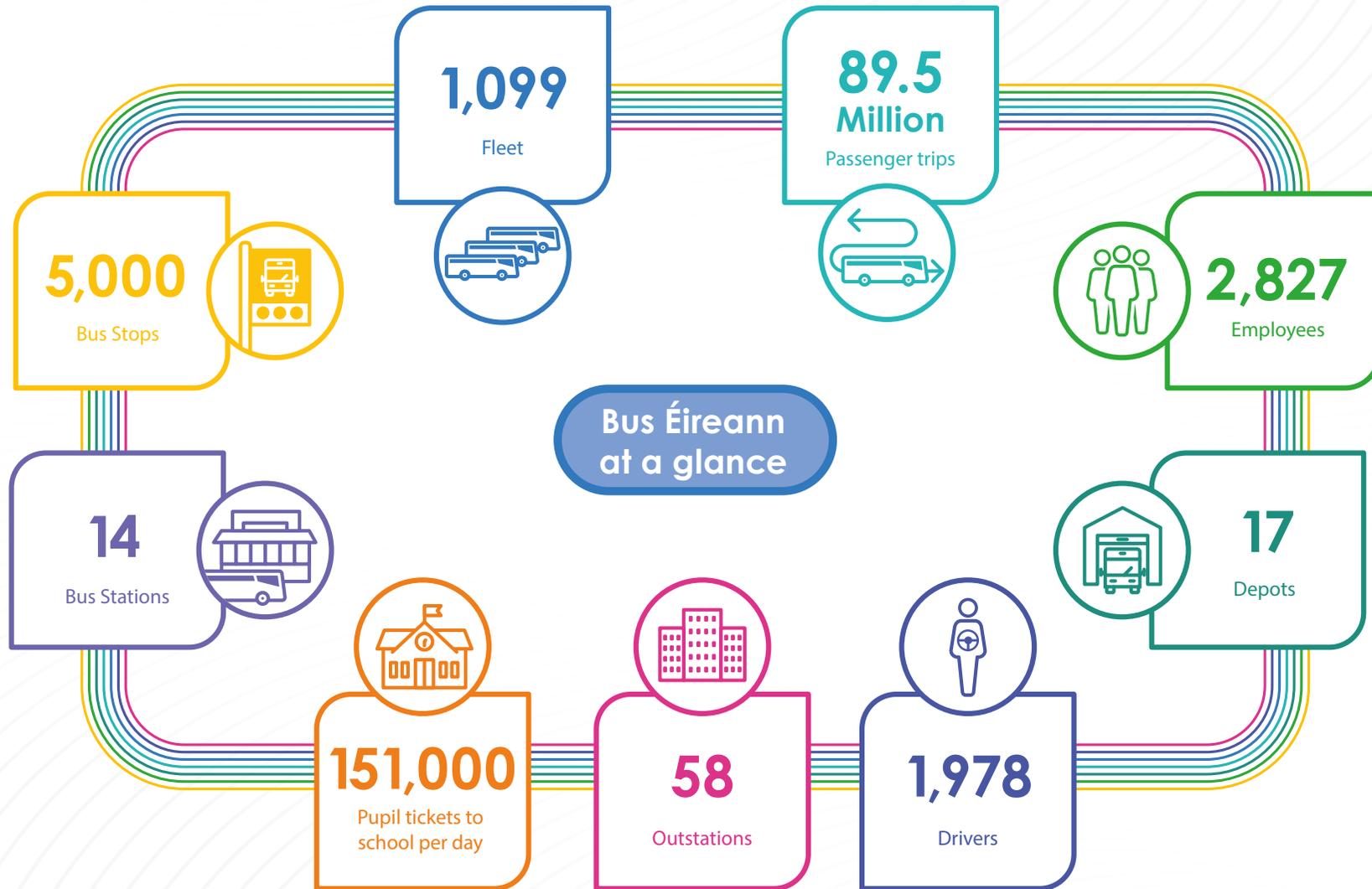
## A Message from Bus Éireann CEO

Collaboration remains core to the success of the wider sustainability agenda and we continued to work closely with our partners including CIÉ Group, the Department of Transport, the NTA and the Department of Education, while developing new engagements such as that with BITCI. During the year, we engaged widely with our stakeholders including our customers and were pleased to receive a 91% customer satisfaction rating for the last six months of 2022.

Finally, I would like to take the opportunity to acknowledge and thank all of our customers and staff for their continued support as we seek to build a sustainable company that aligns with the needs of our planet, society and economy.

**Stephen Kent**

**Chief Executive Officer**





## Vision

### Vision >

Bus Éireann is Ireland's national bus company. Our purpose is to connect people each week with who and what matters to them, helping to make life better.

### Strategy >

Our goal is to be the most customer-centred and sustainable transport company in Ireland, with services delivered by people who believe that Bus Éireann is a great place to work.

### Roadmap 2023 >

Our values align around putting the customer first, delivering performance, ensuring safety, being forward-thinking and fostering a culture of respect and collaboration.

We are committed to the sustainability agenda and are embedding policies and actions across our organisation aimed at delivering positive impacts for our society, economy and environment by providing a greener, cleaner and more affordable alternative to private car use and congestion.

# EVERYONE GAINS



CUSTOMERS



EMPLOYEES



COMMUNITIES



REGIONS



## Strategy

Vision >

Strategy >

Roadmap 2023 >

Our sustainability strategy, 'Driving Change 2021–2030', sets out our plans to transition to and become one of the greenest national public transport companies in Europe.

At the heart of this strategy is the premise that modern bus and coach public transportation is inherently a more sustainable mode of travel than the private car, carrying more passengers, while emitting less air pollution and up to one-fifth the amount of carbon dioxide per passenger kilometre.

Switching away from private car use dependent on fossil fuels and establishing new sustainable mobility modes is key to Ireland meeting its domestic and international climate targets, in addition to improving quality of life and productivity through a reduction in traffic congestion and gridlock. Providing frequency of capacity on an expanding network of routes also enables public transport to become a more competitive and viable alternative to private transport.

Our plan sets out our response across a range of priorities linked to national policies and aligned to the United Nations' Sustainable Development Goals (SDGs) with a particular focus on environment and people.

Our key performance stats for 2022 are set out in the infographic opposite.

## PERFORMANCE STATS 2022

① CLIMATE ACTION  
**470,000KM**  
EMISSIONS FREE KMS

② CITIES & COMMUNITIES  
**89.5 MILLION**  
PASSENGER TRIPS

③ ENVIRONMENT & CIRCULAR ECONOMY  
**12% INCREASE**  
IN RECYCLED WASTE SINCE 2020

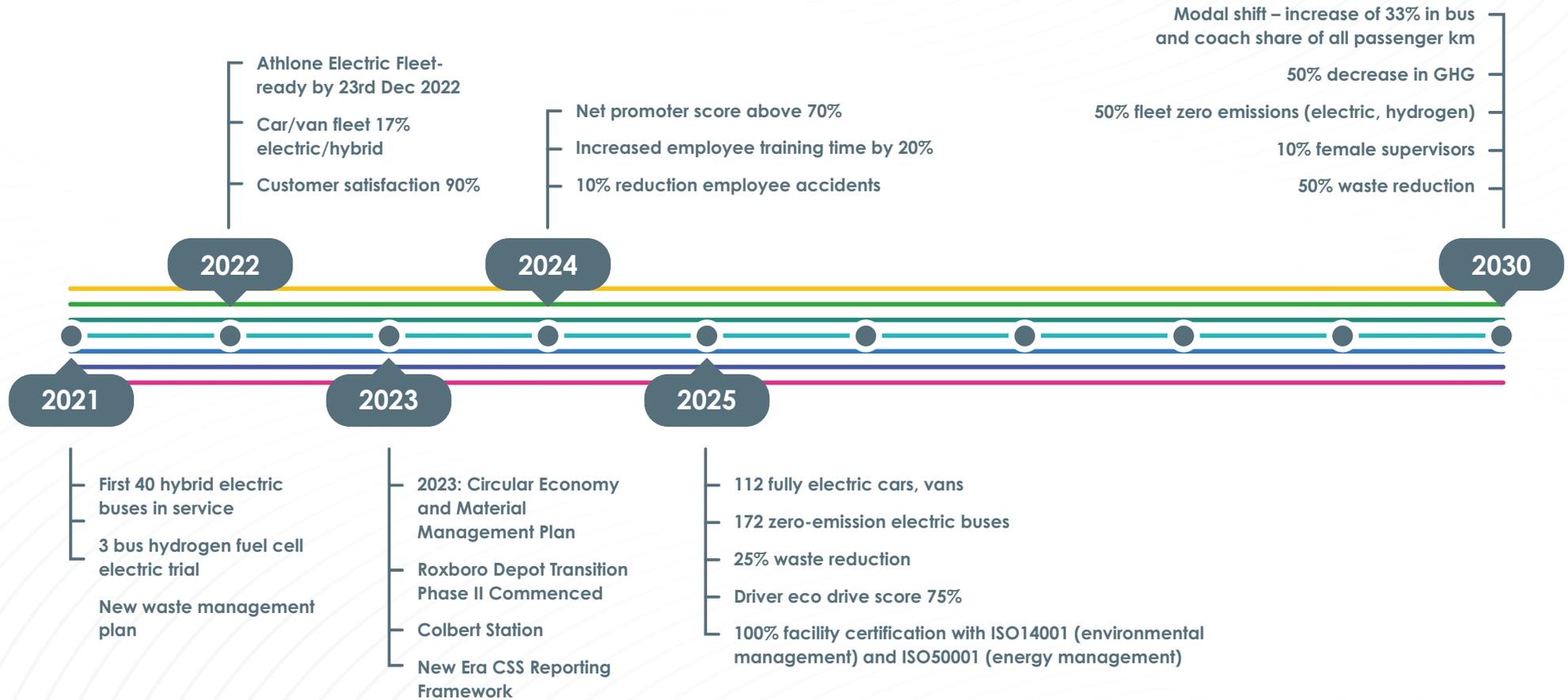
④ EDUCATION  
**151,000** SCHOOL PASSENGERS

⑤ EQUALITY GENDER PAY GAP REPORT  
**10.2% IN FAVOUR**  
OF FEMALE EMPLOYEES

⑥ DECENT SAFE WORK  
**80% PROUD**  
TO WORK FOR BUS ÉIREANN



## Roadmap 2023





## Climate Action

Climate Action >

Environment and Circularity >

### Electric vehicles

Under Ireland's National Sustainable Mobility Policy, the NTA and Bus Éireann plan to deliver a 100% zero emissions urban fleet by 2034 and a town and rural emissions free fleet by 2036.

In early 2023, we were proud to deliver the first fully electric bus service in Ireland with the deployment of 11 single-deck battery electric buses in Athlone town. Intensive preparation for the launch took place in 2022 including route planning, driving training and upgrading infrastructure at the Athlone depot to install vehicle charging stations. The fleet is expected to save approximately 400 tonnes of carbon dioxide annually and will contribute to a quieter and cleaner town centre. Our learnings from the new Athlone service will be put to good use when we introduce electric bus services at other depots.



Allen Parker, Miriam Hughes, Stephen Kent & St Pauls NS at Athlone electric bus launch.



## Climate Action

### Climate Action >

### Environment and Circularity >

In addition, last year the NTA ordered double-deck battery electric buses as part of a framework agreement that will allow for the procurement of city electric buses over the next five years. These new electric buses will commence services in 2023, with at least 20 deployed in Limerick.

We continued to transition our non-bus road fleet, and at year end had 24 EV staff vehicles, out of a total fleet of 139 cars and vans, or the equivalent of 17%.



Minister for transport Eamon Ryan speaking at Athlone electric bus launch.



## Climate Action

Climate Action >

Environment and Circularity >

### Fleet efficiency

Under our sustainability strategy, 'Driving Change 2021–2030', half of our fleet will be zero emissions and all diesel vehicles will be at least Euro VI engine emission standard by 2030. As part of our transition, we operate an increased number of electric hybrid buses, which are compliant with the latest European Clean Vehicles Directive. Galway city is fully serviced by 40 hybrid double-decks, and we have 21 on our Limerick services. Between the two services, they provided approximately 415,000 emission free kilometres in 2022.

In 2022, 79% of our service fleet (excluding our school fleet) was at the Euro VI cleaner engine standard, up from 68% in 2021 and 55% in 2020. However, maximising our overall fleet efficiency will require a significant investment to modernise our school and Expressway fleets which are currently comprised of diesel-only vehicles. Further engagement with manufacturers is required to identify transition pathways where diesel alternatives are currently not available.

To improve fleet efficiency and reduce emissions, Bus Éireann introduced three double-deck hydrogen fuel cell electric buses in 2021 on northern Dublin routes and combined with our hybrid buses they achieved approximately 470,000 emission free kilometres in 2022.

During the year, our teams went on fact-finding visits to Aberdeen and London to view best practice ahead of our upgrading to EV facilities at our bus depots and the development of hydrogen bus operations.

We continued to test the use of high-blend biofuels and hydrogen technology in transport. Hydrogen is a complementary fuel source to battery electric vehicles and may provide an appropriate zero tailpipe emissions alternative to diesel on longer commuter and inter-urban services due to a longer driving range and shorter refuelling times.

2022  
EMISSIONS FREE KM



3 X HYDROGEN BUSES  
55,000KM



61 HYBRID DIESEL BUSES  
470,000KM



Climate Action >

Environment and Circularity >

## Climate Action

### Energy efficiency

Energy efficiency is a key tool in delivering effective climate action. In 2022, the Bus Éireann Energy Performance Indicator (EnPI), a measure of the total energy used by the organisation per available seat kilometre, improved by 22.2% when compared to the 2009 baseline year and is higher than last year's EnPi of 20.7%

During the year, we conducted energy audits at seven locations to assess building performance and identify future energy efficiency opportunities including retrofits to building fabric, upgrading of heating and lighting systems, and maximising the operational and maintenance of key plant and machinery. In addition, LED lighting was installed at five depots with further projects planned for 2023.

ENERGY  
PERFORMANCE  
INDICATOR

+22.2%



Climate Action >

Environment and Circularity >

## Climate Action

### Collaborative projects

In 2022, Bus Éireann was proud to be one of 18 key stakeholders from public, private and community bodies who were invited to participate in the Net Zero Carbon Cities programme organised globally by the World Economic Forum (WEF) in collaboration with Accenture.

The pilot programme, which is operating in Cork city, with learnings from the initiative to be applied more widely in Ireland, is focused on curbing GHG emissions across transport, built environment, power and energy. In the first phase, nine potential solutions including an extensive awareness campaign to promote modal shift to public transport were identified following a series of stakeholder engagement workshops.

During the year, we also participated in a series of workshops organised by the Organisation for Economic Co-operation and Development (OECD), in partnership with the Irish Government, as part of its extensive consultation with Irish stakeholders on the country's climate-related transport policies. Following the OECD review, it published a report with policy recommendations: '[Redesigning Ireland's Transport for Net Zero: Towards Systems that Work for People and the Planet](#)', and which recommended that Ireland shifts away from car dependency.





Climate Action >

Environment and Circularity >

## Environment and Circularity

### Waste

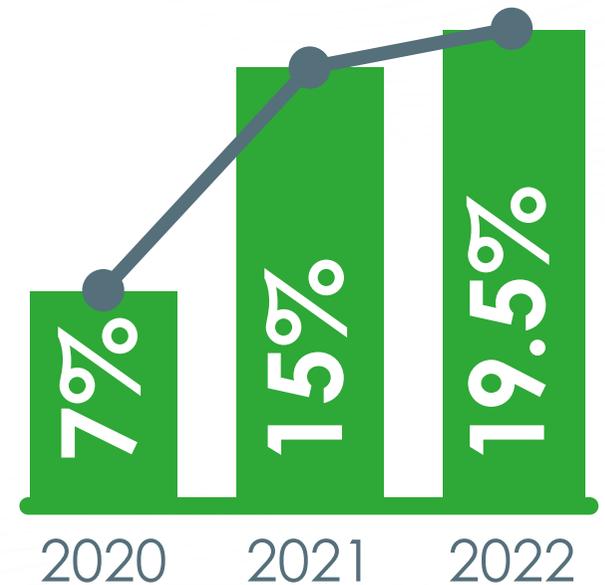
A focus of our sustainability agenda is to minimise our environmental footprint through making improvements in the areas of waste generation, water consumption and sustainable procurement, in addition to advancing circularity through recycling and reuse.

Building on a new waste management plan developed in 2021, we focused our efforts last year on delivering improvements in waste streams in commercial municipal, commercial recyclable, baled cardboard, organic biodegradable, electrical equipment and metal. Rigorous waste audits were regularly performed during the year to identify and assess areas for improvement including our operations at Broadstone, Cavan, Cork, Sligo and Waterford.

Overall, in 2022 our waste volume decreased by 0.5%, with 620 tonnes of waste collected and which was set against a backdrop of a 55% increase in the number of passengers carried during the year. In total, 81% of waste was treated as waste to energy and 19.5% recycled. This was an improvement on prior year which delivered a recycling rate of 15%. However, we recognise that we still have much further to go to improve our recycling rate and are working on longer-term solutions including investing in our recycling infrastructure with the purchase of eight new balers and solar powered waste bins at our depots and stations to improve our recycling rate.



### WASTE RECYCLED





## Environment and Circularity

Climate Action >

Environment and Circularity >

### Circularity

During the year, the company launched a number of initiatives designed to promote circularity. In order to drive recycling rates upwards and to encourage waste segregation, we purchased eight new cardboard baler machines for use within garages and depots across the country as well as purchasing dual purpose bins and solar powered street bins in key stations such as Busáras, Cavan, Cork, Drogheda, Letterkenny and Sligo. Separately, a deposit return scheme resulted in an initial 1,400 items recycled.

A new campaign, 'Conscious Cups', was launched in our Cork canteen to encourage reuse over single use cups. Staff are incentivised to make the switch via a 30% discount. The initiative will be extended to the Broadstone canteen in 2023.

Water management and conservation was an important focus within our strategy last year, with comprehensive water audits conducted in Q4 2022 in our Broadstone, Cork, Galway, Limerick and Waterford depots where smart metering systems are being installed. Our first water audit in Cork city bus station at Parnell Place identified significant water savings through small repairs resulting in a 90% reduction in water usage during night flow rate.



Reverse vending machine launch at Bus Éireann stations at Dublin's Busáras and Letterkenny.



Climate Action >

Environment and Circularity >

## Environment and Circularity

### Green procurement

As a large company with purchasing power, we can exert a positive influence on our supply chain and promote sustainability by selecting suppliers that have incorporated responsible and sustainable business practices into their operations. In our strategy roadmap, we aimed to have sustainability requirements in place for 75% of our tenders by 2030. With a high success rate already achieved last year, this ambition has now been raised to 90% by 2030.

Overall, 50% of our contracts in 2022 contained Green Public Procurement (GPP) criteria with a total value of €364 million. The criteria adopted are aligned to ISO Certification 14040, which we are currently seeking to achieve.

In 2022, we extensively revised and updated our sustainability procurement processes to further develop our green procurement strategy. In addition, we developed a new policy on Responsible Purchasing to support our targets. Our employees working in procurement received training on sustainable procurement practices, while a targeted supplier engagement programme to promote the agenda was commenced including 'Meet the supplier' events with contractors, schools and service providers.

We continued to engage and review our contracts with service providers to ensure we meet the requirements of the Circular Economy and Miscellaneous Provisions Act 2022.



2022  
**50%**  
OF OUR CONTRACTS  
CONTAINED GPP CRITERIA



[Climate Action >](#)

[Environment and Circularity >](#)

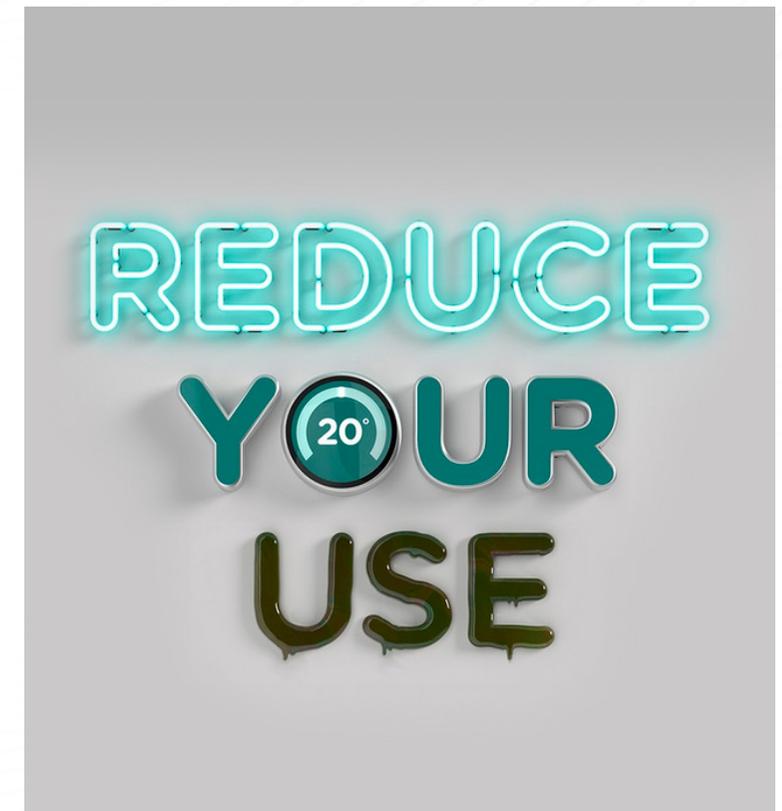
## Environment and Circularity

### Responsible consumption

Driving a sustainability culture across the organisation requires buy-in from our employees, who are also our best ambassadors. In 2022, we ran extensive sustainability awareness campaigns including the 'Food Talks' campaign in the Broadstone and Cork canteens in collaboration with our catering suppliers which centred around climate friendly diets and food waste. We also hosted our first Circular Economy Workshop, which enabled us to develop our strategy in circularity and to set objectives.

Other campaigns included an employee engagement strategy around the theme of 'Reduce Your Use', in partnership with the Sustainable Energy Authority of Ireland (SEAI) and the Environmental Protection Agency, and which used interactive videos, educational posts, polls and themed days such as 'Cardigan Day'.

We also developed educational waste awareness videos which were published on internal social media platforms and at bus depots to inform employees on how to properly identify and dispose of recyclable waste.





## Cities and Communities

Connecting People and Communities >

Community initiatives >

Pride >

Biodiversity >

National Spring Clean >

### Connecting People and Communities

Connecting people with who and what matters to them, helping to make life better is Bus Éireann's core purpose. As Ireland's national bus company, our network serves our regional cities and connects them to towns and rural communities across the length and breadth of the country.

In 2022, we achieved 89.5 million passenger journeys, up 55% on prior year despite some Covid-19 related impact in the first two months of the year and exceeding the number of pre-pandemic passenger journeys made in 2019. Overall, there was good momentum towards the end of the year with road passenger numbers 15% higher in Q4 2022 than in the same period in 2019, consolidating the return to growth in our usage and services post the pandemic-related lockdowns.

Demand for public transport was boosted by the Government's 20% fare reduction and 50% reduction on Young Adult Leap Cards. In a recent survey of 19-23 year olds, commissioned by Bus Éireann and conducted by Bounce Insights, 72% reported that they use public transport more now than three years ago.

To help deliver this growth, the company hired 215 new drivers last year with further recruitment ongoing in 2023.



Driver and customer promote 50% fare reduction on young adult Leap Cards.



## Cities and Communities

Connecting People  
and Communities >

Community initiatives >

Pride >

Biodiversity >

National Spring Clean >

Our road passenger services operate across 5,000 bus stops, while our total services including contracted schools services operate on more than 225 million kilometres, reflecting the breadth and depth of our public transport network. In 2022, a total of 1.7m kilometres of new services were added across our network, benefiting many towns and communities. Additional services were added to the timetables of Athlone to Drogheda, County Cork to Limerick and our Drogheda routes.

Understanding and acknowledging our place within our local communities is extremely important to us. We collaborated last year with An Garda Síochána, Dublin Bus, Luas and Irish Rail on the Transport Taskforce Initiative in Dublin, which focused on anti-social behaviour on public transport around the Connolly Station, Busáras, Beresford Place and Amiens Street area, in addition to working with communities and community bodies in Limerick.

2022  
1.7M  
KILOMETRES  
OF NEW SERVICES





## Cities and Communities

Connecting People  
and Communities >

Community initiatives >

Pride >

Biodiversity >

National Spring Clean >

### Community initiatives

We engaged in a number of community-based programmes including partnering with the Open Doors Initiative, a body that provides opportunities for marginalised members of our society to engage in work programmes with employers. In Cork, we partnered with Coláiste Éamonn Rís, a co-educational secondary level school for a programme that delivered a site tour, 'day in the life' career talks, soft skills promotion, and mock interviews for senior cycle students.

### Pride

In 2022, we continued to support Pride parades across the country including additional regional towns such as Ennis and Thurles. In June, we attended the Work with Pride 2022 Diversity and Inclusion Conference and signed up to become members of the Work with Pride network.



Co-educational secondary level school Coláiste Éamonn Rís partnered with Bus Éireann for career guidance events.



Bus Éireann sponsors Cork Pride 2022.



## Cities and Communities

Connecting People  
and Communities >

Community initiatives >

Pride >

**Biodiversity >**

**National Spring Clean >**

### Biodiversity

To further support the objectives of Ireland's National Biodiversity Action Plan, we joined Business for Biodiversity Ireland, a multi-stakeholder platform aimed at driving a transition to a nature positive Irish economy.

We also worked in partnership with Phibsboro Village Tidy Towns by maintaining and enhancing a pollinator-friendly mini-orchard and wildflower meadow at our Broadstone depot to provide habitats for solitary bees and small nesting birds such as robins, wrens and sparrows. At our Capwell depot, following consultation with Birdwatch Ireland, we installed swift nest boxes to support Cork's existing swift populations.

### National Spring Clean

In 2022, Bus Éireann partnered with An Taisce for the first time and co-ordinated a cross-country voluntary group of employees to participate in community clean-ups in Dublin, Galway, Limerick, and Waterford during National Spring Clean week. The clean-ups were highly successful and we would like to expand our community clean-up locations in the future.



We work with Green Spaces for Health Cork to reuse old wooden packing waste within various biodiversity gardens across the city.



Bus Éireann employees participating in National Spring Clean week at locations across Dublin, Galway, Limerick and Waterford.



## Education

School Services >

Skills and training >

### School Services

Delivering school transport services nationally remains one of Bus Éireann's most important commitments and the significance of these services was underlined in 2022 when we issued travel tickets to a record 151,000 pupils per school day, including 17,500 Special Educational Needs students. This outcome represented a 33% increase on prior year and was ahead of our 2030 target of 139,000 pupils per school day. Overall, education remains our single biggest service line, with 51 million passenger journeys across the education sector last year, or the equivalent of 57% of the company's total journeys.

The provision of these services aligns with objectives contained in the Climate Action Plan 2023 of encouraging modal shift to public transport and also reducing total vehicle kilometres travelled through 'avoiding' private car journeys. Bus Éireann estimates our school services 'avoided' other car journeys of c 25 million in 2022.

151,000  
PUPILS  
PER SCHOOL DAY



EXCEEDS OUR 2030 TARGET

[School Services >](#)[Skills and training >](#)

## Education

### Skills and training

Education and upskilling are important areas of focus for Bus Éireann, helping the organisation to transition and deliver on our sustainability strategy 2021–2030. In 2022, the company delivered 832 hours of sustainability training across the organisation. This was down from 950 in the prior year, which had included once-off intensive training for drivers, engineers and technicians operating new EV vehicles and infrastructure.

Leadership development is a key component of our training and last year 15 of our employees across a variety of departments volunteered for the Sustainability Leadership Programme, an educational initiative that is being rolled out across the CIÉ Group. Participants will receive a Level 7 Certificate in Sustainable Resource Management from the University of Limerick at the completion of the programme.

In addition, the Climate Academy's Corporate Sustainability Pass was launched within our senior leadership team cohort last year attaining an above average completion rate of 70%. The course will be cascaded through all levels of staff in 2023 and into 2024.





## Equality

Gender >

Diversity & Inclusion >

Accessibility >

### Gender

At Bus Éireann, we aim to create and foster an environment where everyone is treated with respect, feels included and achieves their full potential.

In what has been a traditionally male dominated sector, we have been making progress in recent years to achieve greater gender balance. In 2022, we were pleased to report the results of our first gender pay gap report, with a mean gender pay gap of -10.2% in favour of female employees and a median gender pay gap of -5.6% in favour of female employees.

Notwithstanding this outcome, we are conscious the report also identified areas for action, in particular our overall high male to female employee ratio, 90% male and 10% female. Our strategic goals to address gender imbalance include increasing Service Supervisor roles from 2% in 2019 to 10% in 2030, and to attract more female driving and craftworker roles.

Our gender pay gap outcomes reflect a greater level of gender balance at senior management levels. In 2022, the Senior Leadership Team of eight, comprised three females or 37.5%, while within overall management grades, females comprised 39%. In 2022, 13% of new recruits were female up from 12% in 2021.



MEAN GENDER  
PAY GAP

**-10.2%**

IN FAVOUR OF  
FEMALE EMPLOYEES



## Equality

Gender >

Diversity & Inclusion >

Accessibility >

### Diversity & Inclusion

Our Diversity & Inclusion (D&I) agenda strives for a workforce that is representative of all members of Irish society and of our customer base. In 2022, we were extremely proud to have a workforce comprised of 46 different nationalities, up from 40 in the prior year.

As part of ongoing efforts last year to improve D&I in the organisation, we updated a number of our policies in respect of Dignity and Respect at Work, Equality and Diversity, and Gender Identity.

We also became a signatory of the Business in the Community Ireland (BITCI) Elevate Pledge in 2022. The main objective of the pledge is to increase the employment rates of identified, under-represented groups. The pledge supports business in the development of a company specific strategy for D&I, including extensive training programmes for leadership groups within the organisation, which our senior leaders undertook late last year. In 2023, the initiative will see the establishment of D&I champions.

In addition, we ran a number of focus groups to attain feedback from our employees on our current attitudes and actions within our D&I strategy. Feedback and insights attained in this process will be used to further inform our development and actions in 2023.



Bus Éireann workers in Broadstone depot.



## Equality

Gender >

Diversity & Inclusion >

Accessibility >

### Accessibility

Equality of access is a fundamental principle underpinning the provision of public services. At Bus Éireann, equal access is defined as a key pillar in our Customer Charter which sets out that we must provide a fully accessible public transport system by ensuring our buildings, managed stations and bus stops are wheelchair and disability accessible.

In 2022, we announced the extension of the Transport for Ireland (TFI) Travel Assistance Scheme in Cork to help people with disabilities or additional needs to travel independently on public transport. Under the scheme, customers aged 18 and over can avail of the service in which our travel assistants can accompany customers who need help using public transport.

Overall, while our city and town bus fleet is 100% accessible, and wheelchair accessibility is available on many coaches operating on our Expressway and Regional services, the number of routes is limited due to constraints regarding accessible bus stops. We are working with the NTA and local authorities in relation to the improved design of new bus stop developments, which would facilitate our customers boarding and disembarking at these designated bus stops in a safe manner. Bus Station accessibility projects were completed last year at Athlone, Ballina, Kilkenny and Waterford.



Bus Éireann and Transport for Ireland support UN International Day of Persons with Disabilities and Purple Lights Day 2022.



Employee welfare >

Employee engagement >

## Decent, Safe Work

### Employee welfare

Our employees are among our most important stakeholders, with employee welfare a leading focus of our sustainability agenda. Our objective is to provide a safe and healthy work environment for all our employees and to meet our responsibilities to contractors and members of the public who may be affected by our operations. During 2022, there was a 15% reduction in our employee accident rate compared to 2021, which was ahead of our annual target.

To guide us further in this important area, we have developed four strategic Wellbeing pillars: Physical, Mental, Financial and Social. In 2022, our Health and Wellbeing focus was on three themes: Promotion, Prevention and Rehabilitation. A number of initiatives were launched including a Mental Health First Aiders (MHFA) network with over 30 staff receiving specialist training.

Other initiatives last year included the provision of additional health screening across multiple locations; providing staff with access to a financial wellbeing portal, webinars and a one-to-one clinic; multiple awareness clinics conducted around a range of areas including addiction, health, mindfulness and nutrition.

In addition, there were general facilities upgrades at our buildings in Ballina, Broadstone, Drogheda and Dundalk, and a major building upgrade at our Limerick operations to improve the workplace depot facilities and ambience for our employees.



Bus Éireann staff receiving a health screening.



Worksite Inspection during the building of the New Roxboro Administration Buildings.



Employee welfare >

Employee engagement >

## Decent, Safe Work

### Employee engagement

Maintaining an ongoing dialogue with our staff through employee engagement is important to the long-term sustainability of the company. Accordingly, we place great store in our annual Have Your Say survey, in which 50% of employees participated last year. Overall, 77% working in Bus Éireann said their jobs are worthwhile and rewarding.

In 2022, our growing sustainability agenda was communicated to our employees through our BÉOnline internal communications platform with internal posts, videos and news articles. To further promote social connectedness across the organisation, 12 wellbeing champions were trained last year, who will promote local and companywide initiatives on an ongoing basis into the future.

Recognition of achievement is an important motivator of people and we hosted our annual Go the Extra Mile Awards (GEM), in which employees nominate colleagues who have excelled in the performance of their day-to-day workings. In addition, we held a Safety Conference in Athlone including contributions from the Health and Safety Authority and Road Safety Authority.



Bus Éireann employees celebrated at GEM awards 2022.



Jean O'Sullivan, Chief People Officer, speaking at the Bus Éireann Annual Strategy Day 2022.



## National Transport Authority >

## CIÉ Steering Group and Committees >

## Partnership and collaborations >

# Partners

Bus Éireann seeks to be an active and good corporate citizen, and has engaged widely over decades to build up a network of strong relationships. We believe our agenda is served best through open engagement and collaboration with stakeholders.

As Ireland's national bus company, we have a close relationship with the Department of Transport, including becoming members of the new Energy Steering committee set up in 2022. We also work closely with the Department of Education on the School Transport Scheme which provides transport to and from school for children who live remote from their nearest school.

## National Transport Authority

Bus Éireann works closely with the NTA across a wide agenda, including partnering to implement the Connecting Ireland and Bus Connects projects which aim to enhance regional and urban connectivity through the introduction of new and more efficient bus routes across the country.

We are also working with the NTA, under the National Sustainable Mobility Policy, to deliver a 100% zero emissions urban bus fleet by 2034. In 2022, we secured funding from the NTA for a major programme of bus station accessibility improvement over a five-year period.

## CIÉ Steering Group and Committees

Bus Éireann is a subsidiary of the CIÉ Group and we actively engage with the Holding company, in addition to the other group subsidiary companies, Dublin Bus and Iarnród Éireann, on the sustainability agenda through the workings of a formal steering group committee.

The committee enables collaboration between the companies as part of a Group-wide commitment to make progress in the areas of sustainable transport, climate and environmental action, green procurement and the wider ESG agenda.

In 2022, Bus Éireann received support from the CIÉ Sustainability Fund towards conducting company energy and waste audits, and other sustainability-related initiatives.



## Partners

National Transport Authority >

CIÉ Steering Group and Committees >

Partnership and collaborations >

### Partnerships and collaborations

Some of our sustainability partners include:

- Accenture: Cork Net Zero Cities Sprint Programme
- Business in the Community: Business Working Responsibly Mark, Elevate Pledge, World of Work Programme
- Clean Bus Platform Europe: EV European Wide Survey
- ESB: ZEST MOU to develop multi-fuel infrastructure site
- ESBN: Delivery of significant additional power to several sites
- GH2: Consortium partners aiming to develop the Galway Hydrogen Hub
- Road Safety Authority: We are working closely with the RSA to play our part in implementing the Road Safety Strategy 2021–2030.
- SEAI: Public Sector Body requirements, Energy Performance Indicator (EnPI)
- SkillNet Ireland: L7 and Sustainability Pass Programme
- ZEVI: Public Sector Infrastructure Delivery Group





## Awards and CSR

Awards and accreditations >

Corporate Social Responsibility >

### Awards and accreditations

Bus Éireann was proud to be awarded the 2022 SEAI Award – Public Sector, recognising the company as a leader in sustainable energy development in relation to our ongoing efforts to transition our fleet to energy efficient and low carbon vehicles. In 2021, we completed over 240,000 emissions-free kilometres or the equivalent of a reduction in over 90 tonnes of CO<sub>2</sub>.

In May 2022, we were delighted to receive two awards at the Irish Transport & Logistics Awards 2021: Passenger Transport Company of the Year and Green Impact. In June, we were awarded the Business & Finance Sustainable Supply Chain award in recognition of our prioritisation of sustainability criteria as a core part of our supply chain strategy.

The company was also pleased to attain ISO 50001:2015 and ISO 14001:2015 certifications which enable us to embed sustainability by building energy and environmental frameworks that set out our policies, identify and assess risk, while driving continuous improvement with international standards.



Bus Éireann wins Sustainable Supply Chain Award at ESG Awards.



Rory Leahy and Stephanie Maher collect SEAI energy award.



## Awards and CSR

Awards and accreditations >

Corporate Social  
Responsibility >

### Corporate Social Responsibility

In 2022, we began the accreditation process to achieve the Business Working Responsibly Mark awarded by Business in the Community Ireland (BITCI). The Mark is a third-party sustainability certification that enables companies to demonstrate their CSR / sustainability credentials and progress made in the sustainability agenda. At Bus Éireann, our teams have begun to align our business practices with the requirements of the standard addressing themes such as Circular Economy, and Design and Lifecycle Assessment.

The company recently underwent an independent audit conducted by the National Standards Authority of Ireland and is very proud to have been awarded V.5 certification which provides independent assurance in relation to our CSR strategy and its outputs.

In response to the war in Ukraine, the company also provided free travel for Ukrainian refugees at the point of arrival, in addition to setting up school transport services for 4,000 children. We also supported our employees who organised a humanitarian aid effort which resulted in the donation and collection of over 10,000 items valued at €90,000.

CSR initiatives in 2022 included staff-led aid campaigns to support the Simon Community in Limerick and a food bank in Waterford.





## Governance

### Governance >

Bus Éireann believes transparency and accountability are at the heart of good corporate governance. In adhering to these principles, the company is committed to providing balanced reporting, highlighting areas where there are gaps and where further work is required, in addition to highlighting our achievements.

### Reporting >

### ESG Governance structure within Bus Éireann >

In Sustainability, our Governance structure stems from our Board of Directors to our Sustainability Committee, a sub-committee of the Board set up in 2021 and which comprises three non-executive directors, one of whom serves as Chairperson, two elected worker directors and members of the company's management team.

### Stakeholder Engagement 2022 Education >

This committee met on four occasions in 2022 to review progress against targets and report back to the main Board. In addition, a special Board strategy day was held in September at which sustainability themes and action plans were reviewed.

### TCFD Risk Management Disclosures >

In November, the Bus Éireann senior leadership team held its annual management conference and workshop which led with a 'Green and Growth' theme centred on sustainable development. Our Sustainability team, which is led by our Chief Safety and Sustainability Officer, holds monthly meetings and an annual workshop.

### TCFD Climate Related/ ESG Risk Management >

### Sustainability Key Performance Indicators >

Our sustainability key performance indicators (KPIs) are monitored, and periodically measured and reported on a quarterly basis to the Board, through our Sustainability Committee.





## Reporting

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This is our second Sustainability Report. Our first was published in March 2022, highlighting progress made during 2021 when we launched our current sustainability strategy, Driving Change 2021–2030.

We align our goals with public policy including the Climate Action Plan 2023, the National Development Plan – Project 2040 and the UN Sustainable Development Goals. Our disclosures are expanding and aligned to a growing range of reporting requirements and frameworks including the Task Force on Climate-related Financial Disclosures (TCFD) and the Climate Action Framework for Commercial Semi-State Sector from NewEra.

In 2022, Bus Éireann, as part of the CIÉ Group, was extremely proud to receive an A-rating from the Carbon Disclosure Project (CDP), up from a B rating previously. We have disclosed our annual figures relating to carbon emissions annually to the CDP since 2020. We have disclosed our annual consumption annually to the SEAI since 2009 as part of the Public Sector Monitoring and Reporting system.

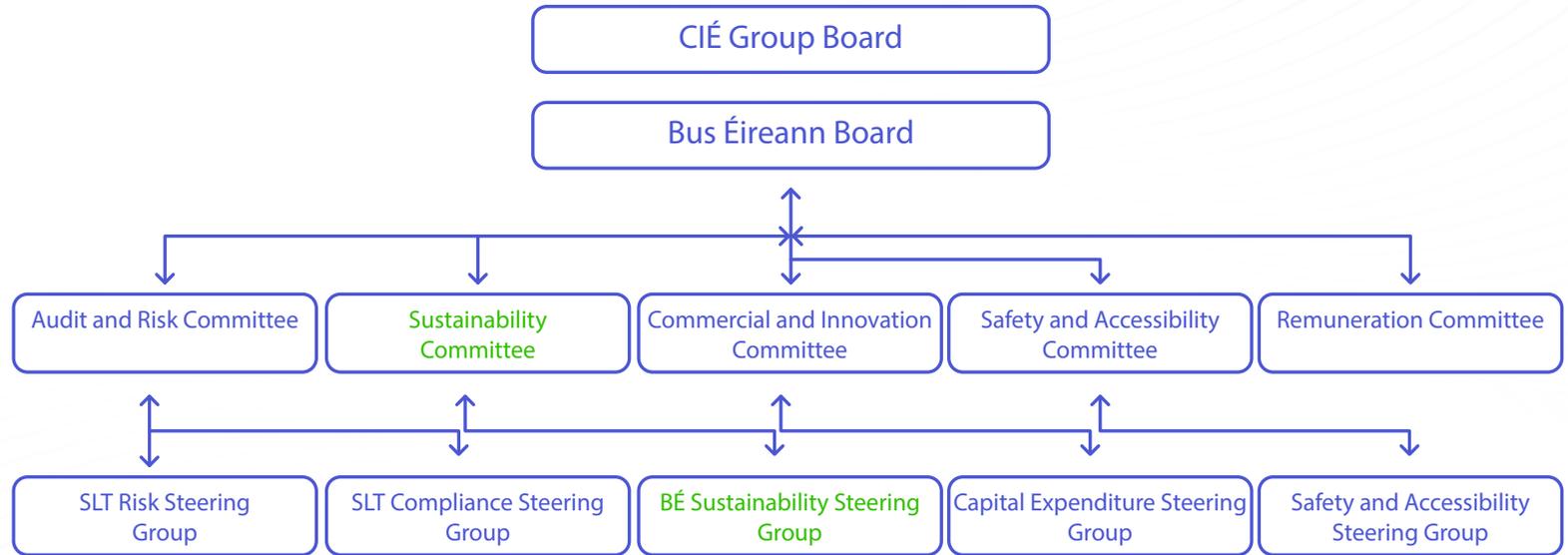
In new developments last year, the Climate Action reporting framework for the Commercial Semi-State sector was adopted by the Board in October 2022. Further progress was also made in the area of the EU Taxonomy, in anticipation of new reporting requirements under the EU Corporate Sustainability Reporting Directive (CSRD) which will be phased in from 2025.





## ESG Governance structure within Bus Éireann

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## Stakeholder Engagement 2022

Bus Éireann is committed to collaboration and partnership as part of its wider sustainability agenda. In 2022, we engaged widely with our network of stakeholders and a representation of our engagement is outlined in the table below.

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STAKEHOLDER	DESCRIPTION OF ENGAGEMENT		MONITORING
Regulators	<ul style="list-style-type: none"> <li>Department of Transport – shareholder, policy setting</li> <li>National Transport Authority (NTA) – Contractual compliance, PT policy implementation, accessibility</li> <li>Environmental Protection Agency – environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety Authority – workplace H&amp;S compliance</li> <li>ESB Networks – power supply to depots</li> <li>Road Safety Authority – road safety policy, fleet and drivers hours compliance</li> </ul>	<ul style="list-style-type: none"> <li>Formal compliance reporting</li> <li>External and internal auditing</li> <li>Site inspections</li> <li>Public consultation submissions</li> <li>Code of practice compliance checklist</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Annual 'Have Your Say' surveys</li> <li>'Growth Performance Success' reviews</li> <li>D&amp;I champions</li> <li>Health and wellbeing programme</li> <li>Safety council meetings</li> <li>BÉonline social media platform</li> </ul>	<ul style="list-style-type: none"> <li>'Go the Extra Mile' GEM Awards and employee recognition</li> <li>Annual strategy days</li> <li>Annual safety conference</li> </ul>	<ul style="list-style-type: none"> <li>Employee survey results are monitored and associated KPIs are published and reported to the board annually</li> <li>CEO monthly business updates</li> </ul>
Funders / investors	<ul style="list-style-type: none"> <li>NTA – Public service contract and fleet, and EV depot development</li> <li>CIÉ / Bus Éireann – commercial fleet, equipment and properties, sustainability fund</li> </ul>	<ul style="list-style-type: none"> <li>Department of Education – School transport</li> <li>SEAI – project grants, buildings improvement</li> </ul>	<ul style="list-style-type: none"> <li>Period PSO performance reporting</li> <li>Public spending code quality assurance process</li> <li>Stakeholder engagement</li> <li>School Transport Scheme period reporting</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Direct partnerships and community initiatives</li> <li>Fundraising events</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with community-based organisations</li> </ul>	<ul style="list-style-type: none"> <li>Community partnership is tracked through sustainability KPI reporting</li> <li>RepTrack</li> </ul>
Customers	<ul style="list-style-type: none"> <li>(CSAT)</li> <li>Customer-facing touch points at stations and bus stops</li> <li>Bus Éireann website</li> <li>Bus Éireann customer support phonenumber / email contact</li> <li>Rep Trak surveys</li> </ul>	<ul style="list-style-type: none"> <li>'Delight the Customer' days – one-to-one feedback with management at key bus stations</li> <li>Bus Éireann Twitter feed, Facebook and affiliated social media sites</li> <li>Arrangement of special travel facilities through travel assistance executives</li> </ul>	<ul style="list-style-type: none"> <li>Results of CSAT surveys monitored and reviewed by the board on a quarterly basis</li> <li>The results are communicated to the wider organisation through internal business reports and published on our internal social channels</li> <li>Customer-related priorities and objectives are continuously developed, agreed, executed, and reviewed</li> <li>The NTA performs an independent assessment</li> </ul>
Supply Chain	<ul style="list-style-type: none"> <li>Meet the supplier events and briefings</li> <li>Contract management review meetings</li> </ul>	<ul style="list-style-type: none"> <li>Site-based meetings</li> </ul>	<ul style="list-style-type: none"> <li>Number of suppliers/vendors are tracked</li> <li>Capital spend on supply and services is reported through CDP</li> <li>Green criteria through supply chain tracked</li> </ul>



## TCFD Risk Management Disclosures

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Bus Éireann has adopted the Task Force on Climate-related Financial Disclosures (TCFD) reporting framework and can demonstrate progress on alignment with the core principles of the framework including Governance, Strategy, Risk Management, and Metrics and Targets in line with the evolving EU Corporate Sustainability Reporting Directive (CSRD) requirements. Bus Éireann will also integrate the EU Taxonomy Sustainability classification system into the Financial Reporting of the company. Assurance on compliance is expected to be finalised by the end of 2025 as it will be required under the CSRD first reporting deadline in 2026.

What follows is a summary of the progress on alignment with the core TCFD principles.



## TCFD Climate-related/ESG Risk Management – Governance and Strategy

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GOVERNANCE	Bus Éireann's governance around climate related/ESG risks and opportunities
Board's oversight of climate-related/ESG risks and opportunities	<ul style="list-style-type: none"> <li>• <b>Board oversight and ownership</b> of risk with the support of the ARC, the Sustainability Committee, and the Commercial/Innovation Committee, aligned with the Code of Practice for the Governance of State Bodies.</li> <li>• Receipt of regular <b>risk reporting</b> (Board, ARC and Sustainability Committee) on principal and emerging strategic risks including ESG risks and opportunities.</li> <li>• Approval of <b>Risk Management Framework and Risk Appetite Statement</b> on an annual basis.</li> <li>• Approval/endorsement of <b>company strategic plan</b> (Five Yearly) which includes strategic pillar relating to Sustainability and ESG.</li> <li>• Approval of <b>rolling financial and business plan</b> on an annual basis.</li> </ul>
Management's role in assessing and managing climate-related/ESG risks and opportunities	<ul style="list-style-type: none"> <li>• Implementation of Risk Policy and Principles and Risk Management Framework in line with <b>ISO 31000 standard</b> and the <b>COSO Enterprise Risk Management (ERM) Framework</b>.</li> <li>• Utilisation of the <b>CIE Group Risk Management Information System (RMIS)</b> to manage and monitor all risks at an enterprise / corporate level within the company.</li> <li>• Bus Éireann <b>Sustainability Steering Group</b> implementing the Sustainability Strategy. Nine internal working teams reporting to the Steering Group.</li> <li>• Senior Leadership Team <b>Governance meetings</b> for Risk and Compliance, Sustainability and Capex.</li> <li>• <b>Quarterly Review of Risks and Opportunities</b> by senior team risk owners including climate-related/ESG risks.</li> <li>• <b>Strategic planning process</b> in place to formulate and monitor implementation of a sustainable corporate strategic plan and sustainable investment strategy.</li> </ul>
STRATEGY	The actual and potential impacts of climate-related/ESG risks and opportunities on Bus Éireann's businesses, strategy and financial planning where such information is material
Climate-related risks/ opportunities the organisation has identified over the short, medium & long term	<ul style="list-style-type: none"> <li>• Time horizons (Short term = 0 to 1 year, Medium =1 to 5 years, and Long term = 5 to 30 years) are utilised from a risk management perspective.</li> <li>• <b>Corporate Enterprise Risks</b> are categorised as follows: Strategic, Financial, Compliance, Operational /Systems/Internal Controls, Hazard/Safety and Reputation.</li> <li>• Climate/ESG Risks are sub-categorised as <b>Physical Risks</b> related to the physical impacts of climate change– Chronic and Acute, and Transition risks to a low carbon business model – Policy and Legal/Regulatory, Technology, Market, Reputational etc.</li> <li>• Climate related/ESG impact, risks and opportunities assessed within <b>strategic planning process</b>. Climate related/ESG opportunities relate to the development of <b>carbon neutral/low carbon product service offerings</b> and operational and <b>restructuring transformation</b>.</li> <li>• Investment strategy aligned to the <b>Public Spending Code</b>.</li> </ul>
Impact of climate-related risks/ opportunities on the businesses, strategy and financial planning	<ul style="list-style-type: none"> <li>• Particular focus on risks with a material strategic and financial impact on the business, including climate-related/ESG risks.</li> <li>• Defined <b>risk assessment process</b> to assess the inherent risk rating, and the controls/actions in place to mitigate the risk to within company risk appetite.</li> <li>• <b>Investment strategy</b> closely linked to Ireland's Project Ireland 2040 and the Climate Action Fund.</li> </ul>
Resilience of the organisation's strategy, taking into consideration different climate-related scenarios	<ul style="list-style-type: none"> <li>• <b>Safety management system combined with risk management process</b> to deal with climate related service disruption (Flooding and Severe weather events).</li> <li>• <b>Safety management system</b> in place at first line of defence backed up with policies and procedures, in line with requirements of National Emergency Co-Ordination Group and DoT Climate Change Sectoral Adaptation Plan.</li> <li>• Resilient in particular to short and medium term impacts of climate related risk, including risk models and vulnerability assessment tools.</li> </ul>



## TCFD Climate Related/ESG Risk Management – Risk Management, Metrics and Targets

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RISK MANAGEMENT	How Bus Éireann identifies, assesses and manages climate related/ESG risk
Organisation's processes for identifying and assessing climate-related/ESG risks	<ul style="list-style-type: none"> <li>Bus Éireann <b>Risk Management Framework 2023</b>, which involves the systematic application of enterprise wide risk management policies, procedures and practices to the activities of communicating, and consulting, establishing the context and assessing, treating, monitoring, reviewing, recording and reporting risks within the company.</li> <li>Framework caters for the unique characteristics of <b>climate related risks and opportunities</b>.</li> <li>Climate related/ESG risk has been consistently tracked since 2019 in line with the agreed and evolving Sustainability Strategy.</li> </ul>
Organisation's processes for managing climate-related/ESG risks	<ul style="list-style-type: none"> <li><b>Risk management and mitigation</b> is the responsibility of the Heads of Department, including climate related/ESG risks and opportunities to ensure the risk exposure is within risk appetite and the appropriate mitigating actions are in place.</li> <li>Risks are managed through the ClÉ Group Risk Management Information System (RMIS).</li> <li>Risk ratings and actions are then reported to the Executive Team, Audit and Risk Committee and the Board so that it can be monitored and reviewed on a periodic basis.</li> </ul>
Processes for identifying, assessing and managing climate-related/ESG risks	<ul style="list-style-type: none"> <li>The processes for identifying, assessing and managing climate related/ESG risks are <b>fully integrated</b> into Bus Éireann's overall risk management system as outlined in the company's Risk Management Framework.</li> <li>Separately called out in Risk Reports to ARC, Board and Senior Exec meetings through <b>principal risks and emerging strategic risks</b>.</li> </ul>

METRICS AND TARGETS	The metrics and targets used by Bus Éireann to assess and manage relevant climate-related/ESG risks and opportunities
Metrics to assess climate-related/ESG risks and opportunities in strategy and risk management process	<ul style="list-style-type: none"> <li><b>36 Sustainability/ESG KPIs</b> linked to Bus Éireann's sustainability objectives are monitored and tracked on a quarterly basis and reported back to each Sustainability Committee and Board meeting.</li> <li>These KPIs are linked to the relevant <b>Sustainable Development Goals (SDGs)</b> chosen by the Board in relation to: SDG 13 - Climate – Greenhouse Gas Emissions, Energy and Fleet, SDG 12 - Environment – Responsible consumption and production, SDG 5,8 – People, Decent Safe Work and Equality, SDG 4,11 – Sustainable Cities/Communities and Education, SDG 17 – Partnerships.</li> <li>Bus Éireann utilises <b>Key Risk Indicators (KRIs)</b> and <b>Key Control Indicators (KCIs)</b> to assess emerging strategic risks and to evaluate the effectiveness of Internal Controls and actions in place to mitigate all risks including climate-related/ESG risks.</li> </ul>
Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	<ul style="list-style-type: none"> <li>Scope 1, Scope 2 and increasingly Scope 3 targets will be included in disclosures.</li> <li>Sustainability KPIs include tracking and monitoring on pathway to meeting short, medium and longer term targets.</li> <li>Internal Controls and mitigating actions required for planned risk rating on GHG emissions disclosures are monitored for control effectiveness through the RMIS.</li> </ul>
Targets used by the organisation to manage climate-related/ESG risks and opportunities and performance against targets	<ul style="list-style-type: none"> <li>Targets based on Strategic objectives relating to Sustainability/ESG in Bus Éireann Strategic Plan (D23), the Bus Éireann Sustainability Strategy and the CAP 2023 Sectoral targets for Transport.</li> </ul>



## Sustainability Key Performance Indicators

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SDG	OBJECTIVE	METRIC	2019 PERF	2021 PERF	2022 PLAN	2022 YEAR END	2030 TARGET
13	<b>Climate action</b> - Greenhouse gas emissions. Energy	Total CO <sub>2</sub> e emissions (thous tCO <sub>2</sub> e equiv)	83.9	72.5	67.52	73.85	39.9
		Energy Performance Indicator improvement (MWh/mASK) (%)2009	14.7	20.7		22.22	50.0
		Depot readiness for EV (%)	0	0	0	0	100
		Facility certification with ISO50001 (energy mgt) (%)	0	10	10	10	100
	Fleet	Total bus fleet	1,101	1,178		1,099	1,366
		Service bus fleet (excl school buses)	743	870		798	955
		Diesel only service bus fleet (%)	100	91.5		92	34
		Hybrid electric service bus fleet (%)	0	8.7		7.6	6
		Full battery electric service bus fleet (%)	0	0	0	0	60
		Hydrogen fuel cell electric bus service fleet (%)	0	0.4	0.3	0.4	
	Full battery electric Car/Van fleet (%)	0	12	12	12	100	
12	<b>Environment</b> - Responsible consumption and production	Service fleet with low emission engines (≥ Euro VI) (%)	53	68		79.7	
		Waste generated – non-hazardous (t)	783	623	583	620	392
		Waste recycled (% of total non-haz waste)	10	15	20	19.5	70
		Facility certification with ISO14001 (environmental mgt) (%)	0	6	17	17	100
		Procurement – sustainable contract value (%)	15	53	25	75	75
		Water consumption m <sup>3</sup> (thous L)	56,886	48,719	47,584	43,768 ~	45,500
5, 8	<b>People – Decent, safe work and Equality</b>	Number of employees	2,755	2787		2825	3,050
		Employee accident rate per 100 employees	1.32	0.83	0.8	0.79	1.0
		Net promoter score (great place to work) (out of 100)	60	79	75	77	75
		Gender Balance – Appointed Board roles held by women (%)	29	33	29	29	50
		Gender Balance – Service Supervisor roles held by women (%)	2	2	2	2	10
		Women in senior management roles %		35	33	39	50
		Training time per employee (% increase)	0	5	5.5	5	20
		Driver Eco Drive score (1-100) (%)*				78.24	80
		Sustainability training (hours)*		950		832	
4, 11	<b>Sustainable Cities and communities, Education</b>	Customer satisfaction (cx score) (%)	84	86	90	92	90
		Modal share – % total pass km using bus/coach	15			TBC	20
		School Transport Scheme pupils per school day (thous)	116	122	125	151	139
		Customer BÉ sustainability awareness metric (1-100)**		54		38.8	
		Accessible bus stations (to standard) (%)	60	70	67	84	100
		Accessible service buses and coaches (%)	92	100	99	100	100
		Community social/environmental projects underway	4	15	5	12	
17	<b>Partnerships</b>	Funding in place to support sustainability measures (€m)***			12	45.8	
		Number of sustainability funding or mobility partnerships	0		4	6	10
		Average BÉ project investment payback (years)***					

\*=in development. \*\*=added to csat survey. \*\*\*=developing across a number of funders. aligned to 5YP on capital and emissions valuation.  
Hydrogen Pilot not included in emissions figures  
~ Excludes one location under investigation



## Look to the Future

Fleet and depot transition >

Hydrogen partnerships - GH2 >

HVO trial >

Mobility and Travel to Work >

Diversity >

2050 Planning >

### Fleet and depot transition

In 2022, we upgraded our Athlone depot to accommodate the new electric vehicles that delivered the first electric town bus service in Ireland. This was achieved by a cross-functional team in Bus Éireann, with the support of many external partners, including Westmeath County Council in approving planning and ESB Networks in providing additional electrical power to the site. As we moved forward in our programme of depot electrification, significant detailed design work was carried out at our Limerick depot site at Roxboro, in preparation for construction to facilitate the arrival of EVs there in 2023. In conjunction with the NTA, the transition of the Cork and Galway city fleet is also being planned and depot design work has commenced to align with expected fleet deliveries and the delivery of the NTA's BusConnects programme.

Our shared target is for all of our city and town bus fleet to transition to EV over the next decade. For larger coach-type vehicles, zero-emission technology is still emerging – but both battery electric and hydrogen fuel cell coaches are now starting to become commercially available to fleet operators. Looking to the future, it is an exciting time to work in the public transport industry, transitioning away from diesel engines, and delivering a new clean and quiet passenger experience on board.



Eamon Ryan checks the charging facilities at the launch of Ireland's first all-electric town bus service at Athlone bus station.



## Look to the future

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Hydrogen partnerships - GH2 >

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### Hydrogen partnerships – GH2

CIÉ Group and Bus Éireann are part of a consortium of partners aiming to develop the Galway Hydrogen Hub (GH2) as Ireland's first 'hydrogen valley'. GH2 will produce sustainable green hydrogen to be used for research and also as a fuel for transport and industry usage in the greater Galway region. The development of indigenous green hydrogen and hydrogen valleys is seen as a vital step in enabling the development of a hydrogen economy, positioning Ireland as a leader in renewable energy generation and energy sector integration.

### HVO trial

As part of our wider decarbonisation planning, we are developing a trial to test the use of Hydrotreated Vegetable Oil (HVO) biofuel as a replacement for diesel fuel on our transport fleet. HVO can produce circa 80% less carbon emissions than diesel and could be used as an alternative fuel in parts of the fleet currently not suitable for a transition to electric vehicles. Using HVO or an HVO blend could help to materially reduce emissions from our overall fleet as an interim solution as we transition to a future zero emissions fleet.



Bus Éireann employees visit Aberdeen to gain insights into creating a hydrogen valley in the Galway region.



## Look to the future

Fleet and depot transition >

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**Mobility and Travel to Work >**

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### Mobility and Travel to Work

In 2023, we plan to support our employees and customers in making sustainable choices for their commute by providing an e-bike scheme for employees at our Cork depot, whilst also improving existing bicycle shelters and providing e-bike lockers at a number of our stations.

### Diversity

In 2023, Bus Éireann will continue to progress towards achieving a Silver level accreditation from the Irish Centre for Diversity. As a formal signatory to the Elevate pledge with BITCI, our senior leadership team committed to delivering an extensive Inclusion leadership training programme including encouraging participants to understand how their unconscious bias could be impacting on the company's culture and to highlight the importance of positive role modelling.

### 2050 Planning

Looking to the future, we are committed to developing a strategic roadmap towards a 2050 Net Zero Scenario in line with Ireland's Climate Action Plan 2023.



Bicycle shelters improved at a number of stations.



 ***Bus Éireann***  
SUSTAINABILITY

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Driving Change