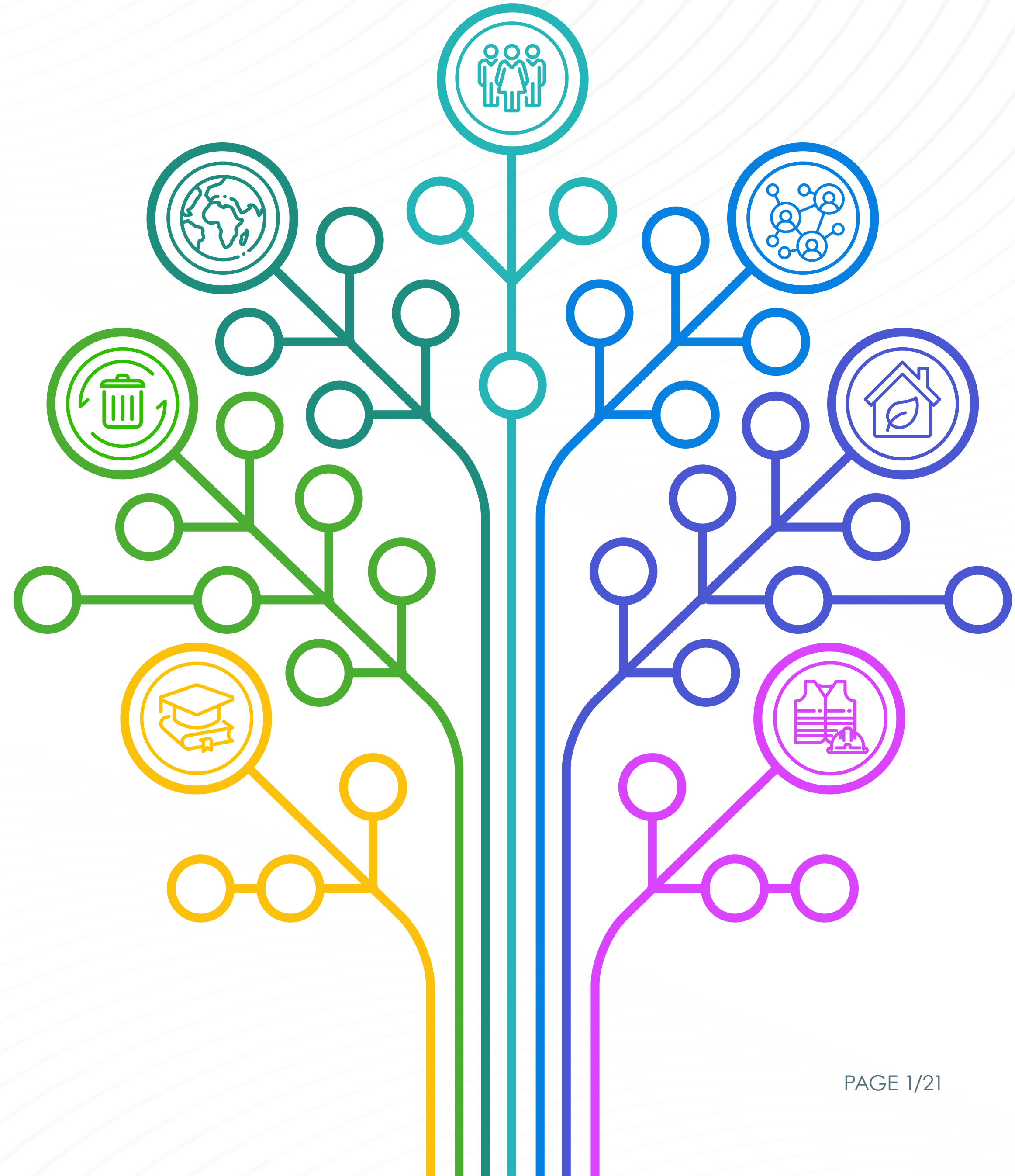




Bus Éireann SUSTAINABILITY

Driving Change

SUSTAINABILITY STRATEGY 2021–2030





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Bus benefits >

Our mission and purpose >

Our plan >

How will it change how we work? >

KPIs (example) >

Roadmap of targets >

Bus Éireann is Ireland's national bus company, operating the most extensive public transport network in the country with 1,100 vehicles, 82 million kilometres a year, and 2,700 employees.

This is Bus Éireann's first sustainability strategy. But the objectives it sets out are in ways nothing new. Many aspects of sustainability are embedded in our purpose and legacy and we want to build on that to become one of the greenest national public transport companies in Europe.

Bus and coach transportation is inherently a more sustainable mode of travel than the private car, because it emits up to one-fifth the amount of carbon dioxide per passenger kilometre. As we transition to alternative fuels, this advantage will increase over cars with internal combustion engines.





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Bus and coach transport is highly flexible and demand-responsive. **It maximises the value of the State's investment in road and motorway infrastructure, while reducing the need for car parking facilities, increasing public space.**

Buses and coaches can increase passenger numbers more rapidly than any other public transport option – within a year to 18 months of investment approval – and are **compatible with active travel modes such as walking and cycling.** Timetables can be modified, frequency increased and new routes introduced within weeks. The bus is often the only public transport solution for areas of lower population density.

FEWER
CAR PARKS
MORE
PUBLIC SPACE



BUS IS
MORE
COMPATIBLE
WITH ACTIVE TRAVEL MODES

MAXIMISES
VALUE OF STATE'S INVESTMENT
IN ROAD AND MOTORWAY INFRASTRUCTURE





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Our mission has always been to offer an attractive alternative to private car use, whether for travelling to school or college, within cities and towns, in rural areas or intercity. In 2019, 89 million passenger journeys were made with Bus Éireann and Expressway services, 6% more than the previous year, taking millions of car movements off the road.

In Ireland, the share of passenger kilometres using the bus and coach mode is estimated at 15%¹ – significantly above the EU-28 average of 9%.

Equally, our purpose in Bus Éireann is to connect people with who and what matters to them. That means enabling economic activity, carrying people to education and employment, and promoting social inclusion by facilitating access to healthcare and to community, sports and cultural events.



¹ Eurostat – Modal split of passenger transport 2018.



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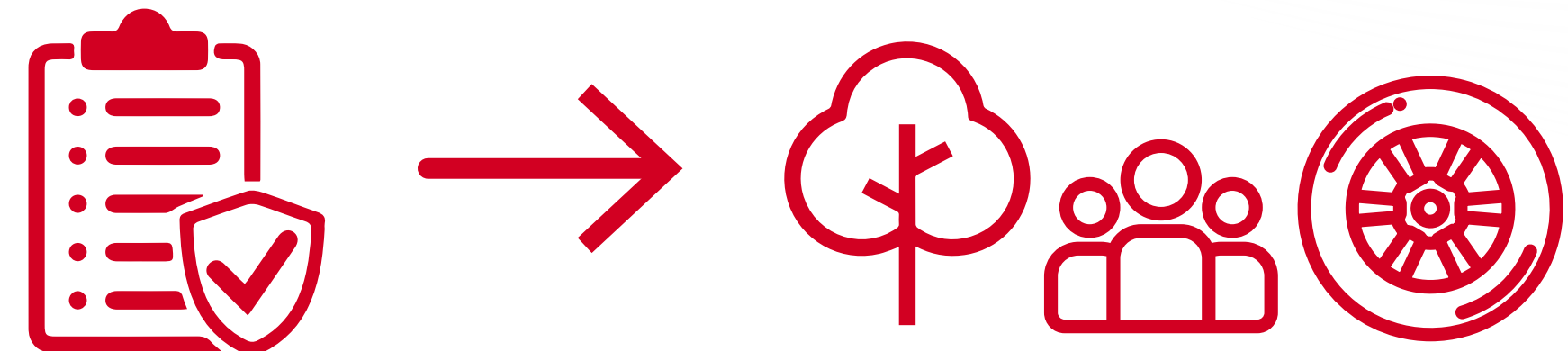
Roadmap of targets >

Pressures on our environment, cities and rural areas, especially those related to carbon and climate change, require more of us. The challenges posed by COVID-19 do not alter these underlying long-term issues.

This plan sets out our response across a range of priorities, linked to national policies and the United Nations' Sustainable Development Goals, but mostly focusing on environment and people. These actions and targets are highlights from an extensive sustainability plan, approved by Bus Éireann's Board, that details the full scope of our commitments, and the necessary close partnerships with employees and their representative organisations, CIÉ Group of companies, the National Transport Authority (NTA), local authorities and national government.

THIS PLAN

SETS OUT OUR RESPONSE ACROSS A RANGE OF PRIORITIES





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This plan highlights some of the big changes that Bus Éireann will be making in the next 10 years. Everyone gains – customers, employees, communities and regions.

And there are small changes that everyone can make with us at work or when travelling on our services.

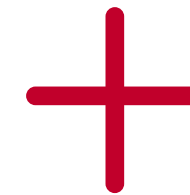
It's not only about changing what we do, and how we do it. It's about changing the way we think.

Bus Éireann has recently been awarded a B rating accreditation by the Climate Disclosure Project, as one of the CIÉ Group of companies, which is given for "taking coordinated action on climate issues".

OVER THE NEXT 10 YEARS
EVERYONE GAINS



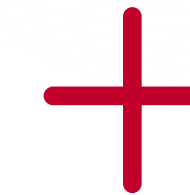
CUSTOMERS



EMPLOYEES



COMMUNITIES



REGIONS



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OUR KEY PERFORMANCE INDICATORS (KPIs) TO 2030

CLIMATE ACTION

	2019	2030
Total CO ₂ e emissions (thous t CO ₂ e)	79.8	39.9
Total CO ₂ e emissions/passenger journey (thous t CO ₂ e)	0.89	0.45
Energy efficiency improvement indicator	14.7%	50%
Bus and coach service fleet fully electric	0%	50%
Car/van fleet fully electric	0%	100%
Diesel consumed (litres)	30.4m	15.5m
Driver EcoDrive score	N/A	80%

EDUCATION & EQUALITY

	2019	2030
Gender balance – appointed Board roles held by women	29%	50%
Service Supervisor roles held by women	2%	10%
School Transport Scheme journeys per school day	116,000	139,000

CONSUMPTION & WASTE

	2019	2030
Water consumption	56,886m ³	45,500m ³
Waste generated (non hazardous)	782 t	392 t
Procurement – sustainable Green Public Procurement contracts	N/A	75%

DECENT, SAFE WORK

	2019	2030
Number of employees	2,755	3,050
Employee accident rate per 100 employees	1.32	1.0
Net promoter score (great place to work)	60%	75%

CITIES & COMMUNITIES

	2019	2030
Customer satisfaction	84%	90%
Modal shift – % of passenger km using bus	15% ¹	20%
Accessible stations and main stops	60%	100%
Accessible buses and coaches	75%	100%
Service fleet with low emission engines (Euro VI or better)	50%	100%

SCALE

	2019	2030
Passengers journeys	89m	116m
Vehicle kilometres operated (BÉ vehicles)	82.3m	104.5m

Note: CO₂e is Carbon Dioxide Equivalent – which is an aggregate of greenhouse gases used to report emissions from burning fossil fuels directly in running vehicles and in heating, and indirectly in electricity.

¹ Eurostat – modal split of passenger transport.



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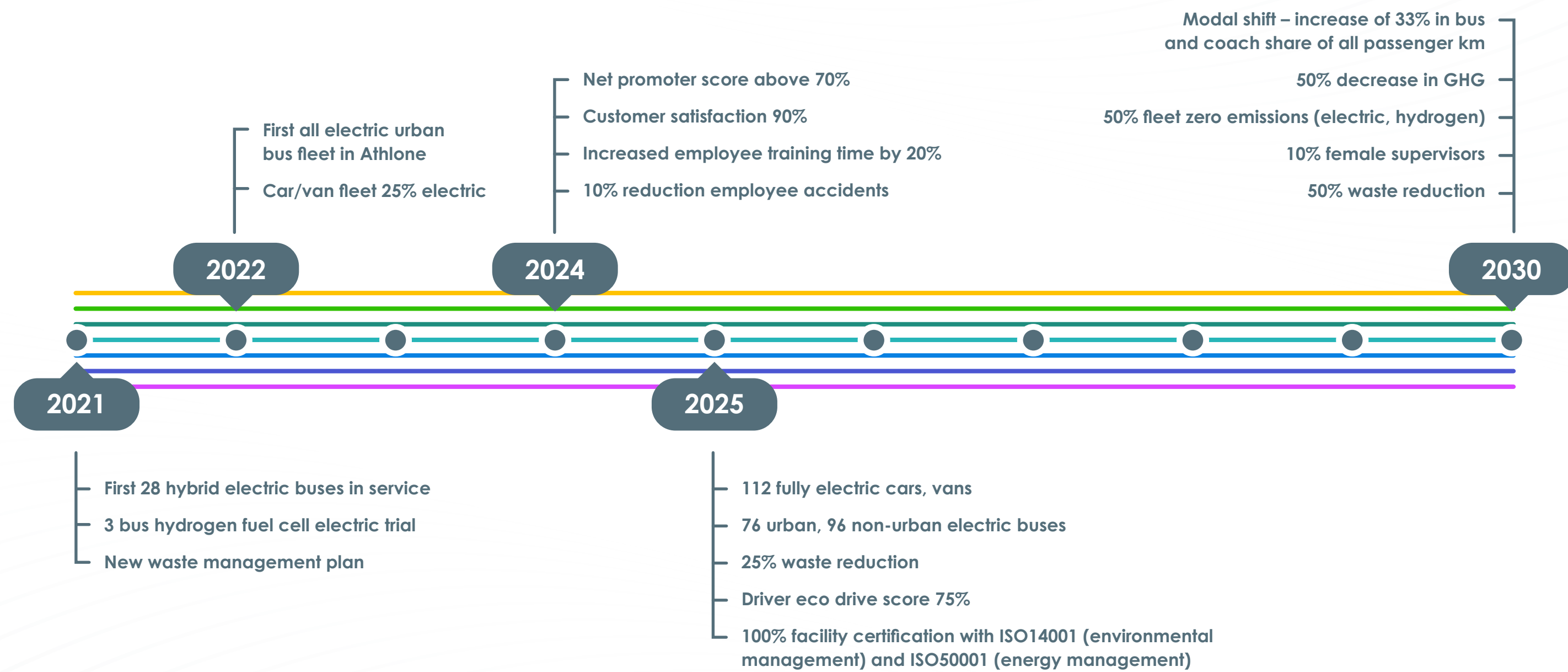
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Climate Action

Carbon / Climate action >

Increased services >

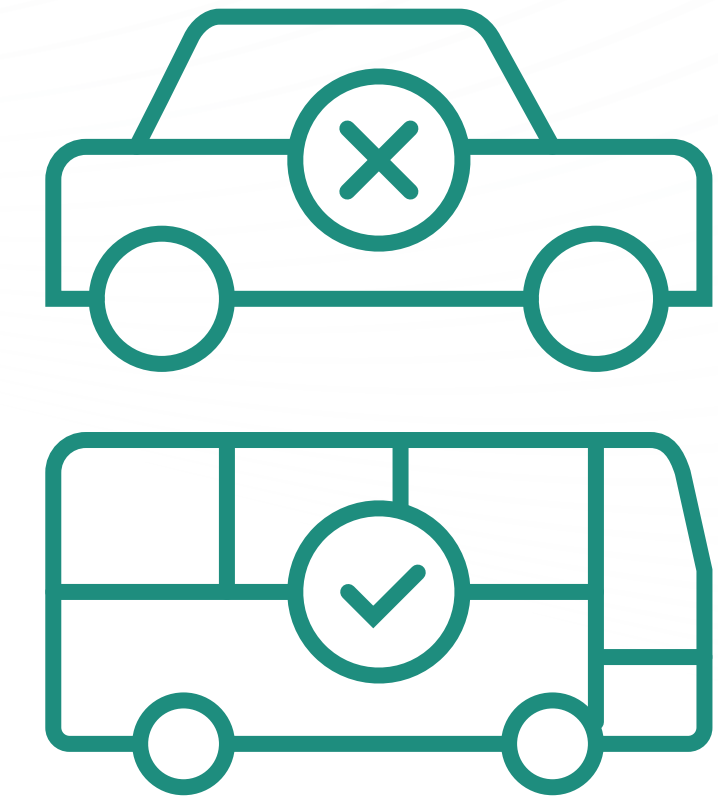
Energy efficiency >

Bus Éireann will achieve **50% reduction** in greenhouse gas emissions by 2030. Ireland's population is set to grow by 10% over the same period.

The most important thing Bus Éireann can do to have a positive impact on carbon use/climate change is to increase the number of people using our services.

Nationally, almost 74%¹ of journeys are made by private car. **Private cars release up to five times more carbon dioxide emissions** to the atmosphere per passenger kilometre compared to Bus Éireann's coach and bus fleet².

The opportunity is enormous – only 3.3%³ of all journeys made by adults in regions outside of Dublin are made by bus.



¹ Source: National Travel Survey 2019.

² Based on average new car emissions per km from SEAI 'Energy in Ireland report 2020', which stated an average of 114.4g CO₂e/km for new cars to which was added a 40% weighting for older vehicles. Bus Éireann emitted 973g CO₂e/km with an average of 57 seats per bus.

³ National Travel Survey 2019.



Climate Action

Carbon / Climate action >

Increased services >

Energy efficiency >

Bus Éireann has demonstrated that investment in increased frequency of service will increase bus usage. In 2019, Bus Éireann grew city passenger numbers by 16% with an extra 600,000 trips in Waterford. More than doubling frequency in Drogheda increased passenger numbers by 60% and in Cork by 70%.

Of course, while increasing passenger numbers and reducing reliance on private car journeys, we also need to change the make up of our fleet. Despite growth in our fleet and activity, we have cut CO₂ emissions by 7% since 2009. But we need to achieve a further 50% reduction in the next 10 years.





Climate Action

Carbon / Climate action >

Increased services >

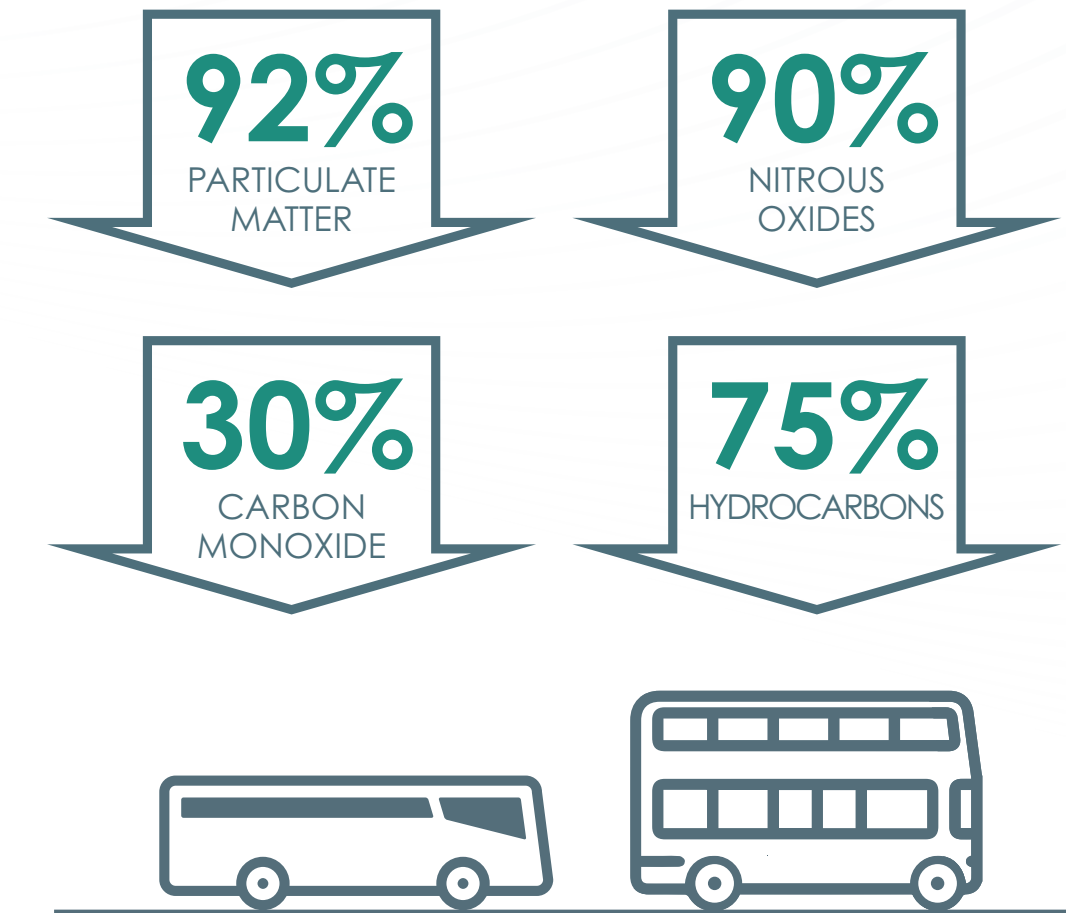
Energy efficiency >

For our city and town services, we will switch to hybrid and then full battery electric or fuel cell electric vehicles. No new diesel-only bus will be added to our city and regional bus fleet after 2020. We will invest, with the assistance of the NTA, in charging and engineering infrastructure in all our facilities across Ireland and train our employees to drive and maintain the new vehicles. This will require support from agencies like ESB Networks.

For our longer routes, operated by coaches, we are exploring battery electric and hydrogen fuel cell power and investing in higher standard diesel vehicles. By 2030, half of our fleet will be zero emissions and all diesel vehicles will be at least of EuroVI engine emission standard. That means 92% lower particulate matter, 90% less nitrous oxides, 75% less hydrocarbons than in 2000 and 30% less carbon monoxide from our remaining diesel coaches.

As we redevelop our depot facilities to accommodate electric vehicles in locations like Limerick, we will harness renewable power sources such as wind and solar where possible.

2030
HALF
OF FLEET
ZERO
EMISSIONS





Consumption & Waste

Sustainable Procurement >

Goals for 2030 >

We will strive to limit Bus Éireann's impact on the environment in everything we do.

Bus Éireann spends €224 million with a range of suppliers nationally every year. We will introduce a Sustainable Procurement strategy to drive change and the sustainability agenda throughout the supply chain. We will promote environmental improvements in the contracted private coach and bus fleet, that provide the majority of services under the School Transport Scheme. All our contracts will provide for verifiable environmental criteria for specific products and services. Life-cycle costing will be applied to all appropriate contracts. We will produce a new waste management plan in 2021, which will cover all of our facilities, and will target improvements in waste reduction, recycling and re-use. There are many examples of good practice already. We stopped using single-use plastics in 2020. Our tyre supplier **recycles almost 1,000 Bus Éireann tyres annually.**

1,000
TYRES RECYCLED
EVERY YEAR



Consumption & Waste

[Sustainable Procurement Strategy >](#)

[Goals for 2030 >](#)

We handle more than 800 tonnes of waste each year, much of which is produced by customers on our vehicles and in our stations.

We also maintain a large fleet of buses which generates waste which has to be carefully managed. Working together with customers, employees and waste management suppliers, **we will reduce general waste volume by 25%** by 2025 and by **50% by 2030**, and by 2030 will be **recycling 70% of our waste**.

We will fully support the Government's Waste Action Plan for a Circular Economy and welcome initiatives like the Deposit and Return Scheme.





Cities & Communities

Growing passenger numbers >

An investment programme >

Improving accessibility >

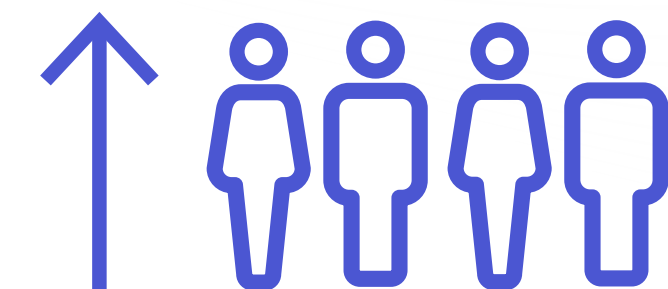
Bus Éireann operates city services in Cork, Galway, Limerick and Waterford for more than 770,000 people. Transport is crucial to the Government's 'Towns First' policy, and Bus Éireann services connect villages to towns and towns to cities, supporting sustainable urban and rural development in a period of population growth.

We will **grow passenger numbers by at least 30% by 2030**. The NTA's BusConnects projects in the four regional cities will make bus travel the first choice for people living in those cities.

We will implement the new Sustainable Mobility Policy (to 2030) being prepared by the Department of Transport, which will ensure services are sustainable into the future and are meeting the needs of a modern economy.

The safety and security of customers when using our services will continue to be the primary priority for us.

2030



PASSENGER NUMBERS

**AT LEAST
30%**



MAKING BUS TRAVEL
FIRST CHOICE
FOR TOWNS & CITIES





Cities & Communities

Growing passenger numbers >

An investment programme >

Improving accessibility >

By renewing our fleet and **introducing zero emission vehicles**, we will have a clear impact on city and town air quality. Our hybrid and electric fleets will complement planned low emission zones in urban areas.

We will operate the first urban fully electric bus network in Ireland (in Athlone) and extend electric vehicle operation to the regional cities and towns, with the support of the NTA and Department of Transport.

An NTA supported investment programme in stations and facilities in locations such as Limerick, Waterford, Cork and Galway will have environmental benefits, but also revitalise the city centre areas surrounding them. We will make it easier for people to walk and cycle as part of their journeys, with bike racks at stations and on-board carrying facilities for e-scooters and bicycles where possible.





Cities & Communities

Growing passenger numbers >

An investment programme >

Improving accessibility >

Making cities and communities easier to access and navigate helps everyone, and is of particular value for people with disabilities. **Our urban bus fleet and all our urban and town services are currently fully accessible.** Making our stops and stations, and our coaches, accessible for people with mobility challenges is underway and we will offer a **fully accessible national network of buses and main stops by 2030.** The School Transport Scheme is **providing bespoke transport to 15,000 students with special educational needs** and their escorts, and every day we offer services to almost one million people through the **Free Travel Scheme**, supported by the Department of Social Protection.

FULLY ACCESSIBLE NETWORK BY

2030



THE SCHOOL TRANSPORT SCHEME PROVIDING BESPOKE TRANSPORT TO

15,000 STUDENTS

WITH SPECIAL EDUCATIONAL NEEDS





Reducing Car Journeys >

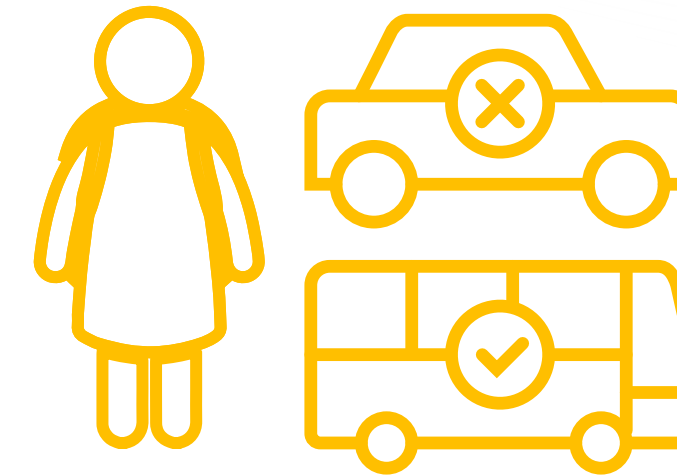
Education

One in seven primary and secondary students in Ireland travel to school on 7,000 dedicated routes, operated by Bus Éireann on behalf of the Department of Education. These children live mostly in rural areas, more than 3.2 km away from their nearest school.

This scheme **reduces car journeys by an estimated 35,000 a day**¹, reducing traffic congestion in towns, and avoiding emissions. And it establishes a life-long attachment to and propensity to use public transport. Our focus will continue to be on the reliable and safe planning and delivery of this service to the children of the nation.

Demand for this service regularly exceeds supply and in consultation with the Department of Education, our goal is to significantly increase the number of students using the service to travel to and from school by 2030, while reducing the environmental impact of the Bus Éireann and contractor school bus fleet.

REDUCING CAR JOURNEYS BY



35,000
PER DAY

¹ Based on 72,000 families currently availing of the Scheme.



Better Reflecting Society >

Equality

There is a small number of female drivers in the Bus Éireann crew, just 73 out of 1,920 drivers. Yet, in a reverse of many sectors, in executive and senior management roles, about 40% are filled by women.

We know the benefits of a workforce that better reflects society and our customer base. **We are targeting 50% female representation in board roles by 2025. And for supervisors, we are working hard to reach 10% by 2030.** Recruitment campaigns will focus on drivers and maintenance craftworkers. Employment and retention policies will be reviewed to support greater female participation across all employee grades.

We are also conscious of the importance of the School Transport Scheme as an enabler of parental economic participation, and growing the Scheme by 20% will support greater employment opportunity for parents, especially in rural areas.



50%
FEMALE REPRESENTATION
IN BOARD ROLES

BY

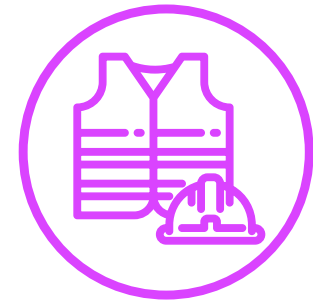
2025



10%
FEMALE REPRESENTATION
SUPERVISOR ROLES

BY

2030



Decent, Safe Work

Providing safe work >

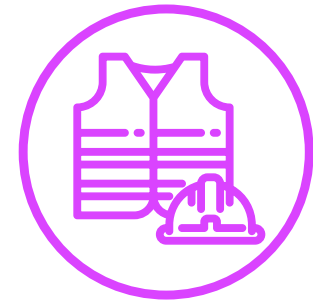
Facilities and employment >

We believe in providing good, secure and safe work to all our 2,700 employees, and want to be a great place to work.

Safety is our priority. We are targeting a **10% reduction in employee accidents by 2023**.

We will invest in our people by **increasing training time by 20% per employee by 2023**. Our employees will learn new skills as we harness new vehicle technologies. We will continue to roll out our Eco Drive programme to our drivers, using new telematics technology fitted to our fleet, targeting a driver eco score of 75% by 2025 and 80% by 2030. Disability awareness training will continue to be provided, as we welcome more customers with disabilities onto our buses and in our stations.





Providing safe work >

Facilities and employment >

Decent, Safe Work

Our workplace facilities will continue to improve and become more accessible. Flexible and remote working for our employees will be facilitated where possible.

We will increase the percentage of employees who say Bus Éireann is a great place to work (called the Net Promoter Score) to 75% by 2030.

And we will grow employment. **Three in four of our employees is based outside of Dublin** and we are important employers in many regional towns.

People from more than 40 countries work for Bus Éireann, and through the School Transport Scheme we provide economic opportunity to hundreds of independent contractors, for the most part small, local suppliers.



3 OUT OF 4
EMPLOYEES
BASED OUTSIDE OF DUBLIN

40+ COUNTRIES
REPRESENTED
IN OUR WORKFORCE



Partnerships

Enablers >

The most important enabler for Bus Éireann to achieve these objectives and deliver on the promise of a more sustainable future for Ireland is partnership across our stakeholders, our customers, employees, funding agencies and government departments.

Investment of financial resources, in large part from the National Transport Authority, Department of Transport and Department of Education will be directed to achieving our goals, in partnership with all stakeholders including the Sustainable Energy Authority of Ireland, the Environmental Protection Agency, the Road Safety Authority and local authorities.

We will actively seek funding partnerships and continue to participate in innovative trials of new technologies and sustainable mobility solutions.

