



arriva

# 2017 in focus:

Arriva annual highlights



# Welcome

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## 2017: a great year

**2017 has been a great year for Arriva as we continue to grow, innovate and create outstanding value for our clients and passengers.**

In mainland Europe, we added over €2bn of future revenue through contract awards and strategic acquisitions. For example, we retained two major rail contracts in Sweden and the Netherlands, which included an order for an innovative hybrid train solution, and took over the Autotrans Group to become Croatia's largest private bus operator.

Successes like these show that clients trust us to provide cost-effective, high quality passenger transport services.

We've invested heavily in transport, supporting economic growth and improving people's mobility. I'm delighted to report that we've started investing over £600m in new and refurbished trains and stations for Northern Rail passengers in England; part of the biggest local rail investment programme in the North for a generation. Meanwhile, the London Overground service now boasts one of the UK's best punctuality rates.

We're well known as a leading European bus and train provider, reliably moving over 2bn passengers yearly – less well known is how diverse our business is. As well as running a range of transport-sharing schemes, we're the UK's first national transport operator to offer a fully customer-led, commercial Demand Responsive Transport service: ArrivaClick. It has exciting potential to shake up the industry.

I'm proud of these developments because they give passengers more integrated travel options and reduce reliance on private cars.

Arriva people are driving these innovations and transforming public transport, which is why investing in them to nurture future talent matters so much. This year we set up two UK Apprentice Academies to train bus engineers and took on 32 new graduates from six countries.

In 2018, we'll set up the Arriva Leadership Academy to develop our leadership skills and create a dynamic environment for career development.

But it's not just what we do that counts; it's how we do it. That's why I'm particularly proud of our community work, such as the three-year partnership between CrossCountry and the UK Scouts Association which we plan to extend across our whole UK Arriva rail business.

2017 has been a great year with many successes under our belt. But to become the mobility partner of choice, we must strive for even greater things in 2018 and beyond.

**Manfred Rudhart**  
Arriva Group CEO

"2017 has been a great year for Arriva as we continue to grow, innovate and create outstanding value for our clients and passengers."



# Our year: 2017



**January**  
**Innovative multi-modal contract, Limburg**  
 Began our first full year of operating our innovative 15-year, multi-modal transport contract in the Province of Limburg, Netherlands.



**March**  
**ArrivaClick**  
 Became UK's first national bus operator to launch this fully customer-led Demand Responsive Transport service in Kent.



**May**  
**Electric demand responsive service, Slovenia**  
 Launched a new and free electric-powered Demand Responsive Transport solution in Kranj city centre.



**July**  
**Won €1.6bn contract, Netherlands**  
 We were re-awarded the 15-year 'Northern Lines' rail concession.



**September**  
**Launched Bus Apprentice Academies, UK**  
 Two new apprentice academies, in Derby and St Helens, are training our bus engineers of the future.



**November**  
**A world first**  
 Signed a contract with Stadler to introduce the world's first zero-emission trains running on partially electrified track on the 'Northern Lines' – Netherlands.

**February**  
**New bus services in Warsaw**  
 Introduced 54 brand new, modern buses for passengers under our new eight-year contract.



**April**  
**Bike-sharing schemes**  
 Launched bike-sharing schemes in Toruń, Poland, and in Nitra, Slovakia to offer passengers more transport choices for healthier, greener lifestyles.



 **arriva bike**

**June**  
**Won €550m rail contract, Sweden**  
 Re-awarded an eight-year contract to run the Pågatågen train services, supporting 27m passenger journeys a year.



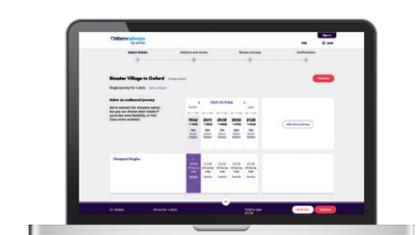
**August**  
**Largest private bus operator in Croatia**  
 Acquired majority stake in the Autotrans Group, making Arriva Croatia's largest private bus operator.



**October**  
**32 new graduates**  
 Welcomed graduates from six countries onto our international graduate programme to nurture the leaders of the future.



**December**  
**Launched new web customer ticket retailing site, UK**  
 Pioneered by Chiltern Railways, this improves the Arriva customer experience by providing the best price for their journey and tailor-made information.



# Mobility partner of choice

We've the largest footprint of any passenger transport company in Europe. And we're still growing.

## A challenging ambition

Our ambition is to become the mobility partner of choice and be recognised by the industry as setting the standards for public transport excellence worldwide.

Our customers, whether they're passengers, Passenger Transport Authorities, Governments or partners, have a choice. Clients can either contract services out to Arriva or work with another operator. Passengers can choose to travel with Arriva or use another solution to reach their destination.

To become the preferred choice for all our customers, we need to provide high quality services at affordable prices.

## The Arriva way

Achieving this means doing things 'the Arriva way'. It's about reducing our impact on the environment, removing waste and increasing efficiencies – and passing the benefits on to our customers. For example, making sure our bus drivers 'eco-drive' for greener, more fuel-efficient and safer journeys.

It's also about making travel even more convenient, such as providing more on-demand, flexible travel options. By developing new modes of transport, people will choose Arriva over other options – especially cars.

## Shaping the future of transport

We're achieving our ambitions through our people, all 60,000 of them. They're helping our customers by developing solutions and new ways to exceed expectations.

From our innovative community-run bus services in the Netherlands to our ArrivaClick demand responsive service in the UK, we already play a major role in shaping the future of transport.

And we're proud to be part of Deutsche Bahn – the largest railway operator and infrastructure owner in Europe. We can use their engineering excellence, technologies and expertise to our advantage.

"Working for an international business means I can ask colleagues from other countries about how their innovations might benefit my customers in Hungary. You're never short of ideas for improving customer experiences."

**Balázs Molnár, Operations Director, Arriva Hungary**

# Putting our customers first



Our mission is to deliver services that go beyond expectations, for a positive customer experience.

We constantly look for ways to make life simple for passengers to use public transport and hop seamlessly from bus to train to get to their destination of choice – or be able to reach it if there's a lack of transport to remote areas.



## Coasting along nicely

### ONEArriva: an integrated solution for holidaymakers in Wales

Holidaymakers arriving in Rhyl by train have then traditionally relied on taxis or car hire to reach their destinations or places of interest.

To give visitors a more affordable alternative, we created an integrated bus and train ticket offer: ONEArriva.

### A seamless service

Passengers travelling to Rhyl by train (run by Arriva Trains Wales) are then met by modern, comfortable buses (run by Arriva Buses Wales).

"Courteous staff. Arriva trains are a pleasure to travel on!"

**Rhyl holidaymaker**



## Going further

### Community service mobility options, Netherlands

A key part of our successful bid to operate buses and trains in the Province of Limburg lay in developing innovative ways to connect rural areas to towns, such as a community-run bus solution.

Driven by volunteers, this bus takes up to eight passengers and travels to a set timetable on a set route to connect to the larger public transport hubs.

Together with each community, we help local volunteers set up a non-profit foundation of 20 to 25 members for each bus.

It's a financially sound, environmentally friendly and affordable solution to make rural areas reachable – and nurture community spirit.



6	contracts
120	community buses
2,600	volunteers



# Putting our customers first

## From A to B the easy way

**MoveMe Route Planner, Italy**  
All of Brescia's public transport information is now accessible in one simple place, with mobile ticketing also available.

This cutting-edge journey-planning MoveMe app was launched by Arriva Italy, together with the Municipality of Brescia and its public transport company, Brescia Mobilità.

Passengers can see a wide choice of options – by bus, metro, and even bike share – and access information including time, price and number of connections. Taxi prices and parking spaces are also shown.

The app is the first of its kind in the region and will help us understand transport mobility patterns and innovate future technology solutions. It collects data and identifies gaps between supply and demand so that we can then improve our linear or demand responsive services or design new ones.

The better the interconnectivity, the more likely people are to use public transport without thinking twice.

## Making travel by public transport even easier



## Off to a flying start



Arriva Denmark has developed a simple, sustainable, affordable and flexible solution to get to and from Copenhagen airport – by car, with DriveNow.

The scheme launched in 2015 but the challenge was to integrate it even more into everyday life so, in 2017, the area covered was extended to include the airport.

This electric car-sharing concept, with 350 electric BMW i3s, reduces traffic congestion and even the need to own a car. Vehicles can be used regularly, with an average trip of 30 minutes across 7.5 kms.

Future considerations include updating the DriveNow app (to find, reserve and unlock the cars) with a faster log in to help customers get even more out of the service.

**50,000** customers registered

**2015** launched

**1,400** new customers a month

**40,000** trips monthly

**65%** more drives in 2017



## The mini solution making a maximum difference

### The Kranvaj electric vehicle, Slovenia

The Passenger Transport Authority for Kranj wanted a simple demand responsive service so that the elderly and mobility impaired could easily get around the pedestrianised city centre for free.

### An environmentally friendly solution

We therefore developed services using the Kranvaj electric vehicle. It runs from 08:00 to 19:30 all year round and can carry five passengers and luggage, as well as strollers, wheelchairs and pets.

The service follows a regular circular route, connecting the main parking spot at Huje and the city library with other centre hotspots. Passengers simply hail it or call a dedicated mobile phone number.

### Growing demand

Take-up of this free service has been strong with c. 2,500 passengers a month. We're exploring the option to introduce a second vehicle, helping to make Kranj become a cleaner, greener and more accessible city.

"We're delighted at how popular the Kranvaj has become: 2,500 passengers now use it every month – all for free!"

**Bo Karlsson,**  
CEO Arriva Slovenia

# Creating value for our partners

Customers choose Arriva because they can count on us to listen to what's needed and exceed expectations. Our innovative solutions are greener, more convenient and integrated, such as our new low-cost transport-sharing options. With our global reach, we can draw on expertise from across our organisation and set standards that our competitors try to follow.



## Continued expansion across Europe

Thanks to our innovative, cost-effective solutions, we re-won two major contracts this year. As the opportunities for sustainable growth continue, 2018 looks set to be just as exciting for growth.

### Number one in Croatia

Acquiring the Autotrans Group will enable us to improve local and long-distance public transport services. We are now the market leader in the country.

### Connecting Sweden

We've operated the Pågatågen train services since 2007 and our innovative bid secured an eight-year contract renewal until late 2026.

29 new trains will increase network capacity and connections and the new digital mobility portal – Arriva Tågportal – will support better coordination of services and improve passenger information. We expect journeys to rise significantly from the 27m journeys made annually today.

### Zero emissions for the Netherlands

Our focus on sustainability was key to our retaining the 15-year regional 'Northern Lines' rail contract in the Friesland and Groningen provinces. Our proposal included long-term plans for cost-effective, zero-emission trains operating on partially electrified lines.

"Public transport is more than just transporting travellers. It is also a catalyst for economic growth and development in the region."

**Anne Hettinga,**  
CEO Arriva Netherlands



# Creating value for our partners



## Pedal power

### Bike-sharing schemes

People today want options for travelling shorter distances, less congestion and greener lifestyles. Bike-sharing addresses these needs and we launched several schemes across Europe in 2017.



### Maastricht, Netherlands:

a two-year pilot scheme to link in with Limburg's multi-modal public transport service.

**80** bikes **250** by 2019  
**7** locations **25** by 2019

### Dordrecht, Netherlands:

fixed annual price for free journeys of up to 30 minutes per ride.

**75** bikes  
**8** locations

### Nitra, Slovakia:

ArrivaBike is easy to access via its app and website. Users can plan journeys effortlessly, hopping between bike, bus and train.

**70** bikes  
**7** locations

### Toruń, Poland:

rent a bike at the train station for a discounted Arriva ticket, or buy a ticket for 20% extra bike time.

**300** bikes  
**30** locations



## Taking charge in Limburg



### Electric bus charging solutions, the Netherlands

The Passenger Transport Authority for the Province of Limburg wanted a solution for a zero-emission bus operation. It was part of our bid to win the Netherlands' largest transport contract, worth over €2bn.

### Entire systems change

However, introducing zero-emission bus operations impacts on the network infrastructure, routes and environment. Calculating where to locate fast-loading charges and reviewing route changes require careful consideration and co-ordination with local communities and stakeholders.

### Innovative solutions

We developed and piloted an electric bus charging solution on four bus lines in Maastricht and Venlo for a year. This included setting up fast charging stations and equipping bus depots with overnight charging units.

We also worked with our supplier to develop a smaller electric bus specifically for Venlo where the road infrastructure is too tight for the normal 12m buses. These were on the road within just 12 months.

<b>30</b>	minutes to charge
<b>16</b>	zero-emission buses in Limburg
<b>2019</b>	goal for emission-free public transport in Maastricht
<b>2025</b>	zero-emission goal in entire province



## A direct request for a direct service Airport shuttle bus, Hungary

Until VT-Arriva launched a shuttle service in 2017, there'd been no direct shuttle bus, train or metro connection between Budapest and the international airport for its 11m annual air passengers.

Budapest's Public Transport Authority commissioned VT-Arriva to develop a daily direct service. Eight air-conditioned, liveried Mercedes Conecto G type buses, with Euro 6 eco-friendly engines, now offer an affordable, comfortable and fast alternative to taxis and car hire.

Within the first three months, 10% of airport passengers have used bus 100E, easing congestion and reducing carbon emissions by taking up to 4,000 private vehicles off the road.

<b>04:00</b>	first bus
<b>00:30</b>	last bus
<b>35</b>	mins journey
<b>€3</b>	single fare



"I took the 100E bus this morning. It was terrific. I can't imagine why I'd pay for a cab when this is available."

**Tourist from Detroit**

# Making a difference

As an international company with a local presence, we strive to make a difference to the communities we serve.

We want our services to make a positive change and to reduce our carbon footprint.

We also look to create new opportunities for people by investing in their futures.



"I jumped at the opportunity of a new role at the forefront of modern transport with ArrivaClick: a part bus, part taxi service within a fixed zone in Sittingbourne, Kent.

I work in partnership with local authorities to launch new projects like this across the UK. Six months on, we've won awards and attracted a lot of media interest; it's a really exciting project to be part of."

**Jack Holland, Business Development Manager, Demand Responsive Transport, Arriva Bus (UK)**

## Integration through education



### Refugee employment and training, Denmark

In 2017, 12 refugees enrolled in our two-year driver education training programme at our UCplus training school. Speaking Danish is key to integration, so trainees can also access Arriva language courses.

The training supports the Danish Government's Integration Basic Education programme, helping refugees into the job market. After 20 weeks, students can start an Arriva internship and continue learning as they work.

We plan to take on more refugees in 2018: skilled, motivated employees to deliver our excellent services.

"It's great to be given the opportunity to learn a trade to be self-sufficient and feel at home in Denmark. I'm very outgoing and social, and being a bus driver means I'll meet many people during the day."

**Mohamed Daadouche, Syrian refugee aged 36, Arriva bus driver intern**

## Nurturing our future leaders



Delivering high quality transport solutions and ensuring our customers continue to choose Arriva as their mobility partner of choice is a huge undertaking.

That's why we aim to attract graduates of a high calibre.

Arriva's Graduate Programme is structured over 18 months across our international network. It's for candidates with high potential to enjoy real-world opportunities across a whole range of functions.



"What excited me about joining Arriva's Graduate Programme was the international opportunities. The programme is so diverse and you get to work across all the operations at all levels, from the bus drivers to the strategic teams."

**Maayke Busstra, Graduate Programme, Netherlands**

**19** graduates completed in 2017

**32** new graduate trainees began

**6** countries

**x2** as many women as in 2016

# Making a difference

## Training tomorrow's engineers



### Arriva apprenticeships, UK

This year, we invested over £200,000 to set up Apprentice Academies in Derby and St Helens to train young people and those wanting a career change to become our future bus engineers.

The academies will become a centre of excellence, with opportunities for established engineers to improve skills through Continuous Professional Development training and bespoke courses created by Arriva and vehicle manufacturers.

We're also stepping up to the Government's request to devise apprenticeship programmes by helping design the new national Bus and Coach Apprenticeship Programme.

"This is a really exciting time for Arriva's apprenticeship programme. We can design a course that allows our apprentices to learn and practise their skills in a genuine Arriva environment."

**Lloyd Mason, Engineering Development Manager, Arriva UK Bus**

## Driving down carbon emissions and fuel consumption



**267** buses have Econospeed

**281** more buses to be fitted

**up to 5%** fuel savings

### Econospeed and Driver Advisory Systems trial, Sweden

**How a bus is driven impacts on both CO<sub>2</sub> emissions and fuel costs.**

Econospeed is a device that enables smooth power and acceleration on a bus, regardless of load or road condition. This avoids the jerky acceleration during which passengers could fall and reduces wear on the rear axle and driveline.

Arriva Sweden has been conducting tests to see if using Econospeed with a Driver Advisory System creates additional fuel savings. Results are promising.

A Greenbox system logs fuel use and registers sudden acceleration or braking. The driver receives alerts and recommendations for improvement. Econospeed has now been fully implemented in two of the five Stockholm depots.



## Serving our communities

Arriva is about more than getting people from A to B; we're about partnering with private, public and third-party sectors and local teams to care for the neighbourhoods we serve and the environments we operate in.

### Making transport accessible

We're keenly aware of the challenges faced by people with dementia, their families and carers. Arriva Midlands once again joined forces with the Alzheimer's Society and was delighted to receive a Bronze for 'Dementia Awareness' at the 2017 UK Bus Awards.

### Promoting safety

CrossCountry entered into a three-year partnership with the UK Scouts Association, sponsoring the 'Personal Safety' Scouting badge to promote rail safety to young people. We intend expanding this participation across all our UK rail businesses in 2018.

### European initiatives

We sponsored Serbia's Homoljski motivi – a national annual festival preserving cultural tradition and personal identity. In Poland, we supported the nationwide 'Send a card to a Hero' campaign, honouring those in the 1944 Warsaw Uprising.

"It's our support in the community that makes me most proud to work for Arriva. I jumped at the opportunity to become the driver for the charity 'Storm bus', transporting the local Hemel Storm basketball team to their away games – a massive deal for me as a keen supporter!"

**Jon Keen, Bus Driver, UK Bus, Southern Counties**

## Connecting the heart of Oxford to the heart of London

### Chiltern Railways Oxford to London line, UK

**December 2016 saw the official launch of the first new rail route between a British city and London in over 100 years, with easy access to a top UK destination: Bicester Village.**

The Chiltern Railways Oxford to London line is good news for commuters, shoppers – and bats too.

The project has been remarkable in many ways, notably because it was conceived and invested in by Chiltern Railways and built in partnership with Network Rail. The scheme delivered on time and on budget.

It is a rare example of new direct competition on Britain's railways, providing choice for customers between Oxford and London and new Parkway station to the north of Oxford.

As part of the Transport and Works Act Order process, Chiltern Railways had to provide a safe, permanent deterrent to bats in Wolvercote tunnel. An innovative lighting solution now encourages bats to hide while minimising light glare for train drivers.

The project shows our commitment to the region's economic and social prosperity, with an expected boost of over £450m.



**Chilternrailways**  
by arriva

# Doing great things

We aim to be better than the rest when it comes to public transport. We drive innovation and set new standards.

## Convenience and comfort – hailed in a click ArrivaClick

How do you encourage people to choose public transport over their cars, especially when there isn't enough demand for a traditional timetabled bus service?

In 2017, Arriva UK Bus became the first national operator to launch a fully demand responsive service in response to changes in customer lifestyles. It runs in and around Kent Science Park and Sittingbourne.

### Order on demand

Using a smartphone app, passengers can order and track a smart minibus from their pick-up point and reserve a seat. The shortest and fastest routes are calculated, with a guaranteed fare and ETA.

Their journey is matched with others heading to a similar destination in a designated zone: passengers are picked up and dropped off without inconveniencing anyone.

### Travel in style

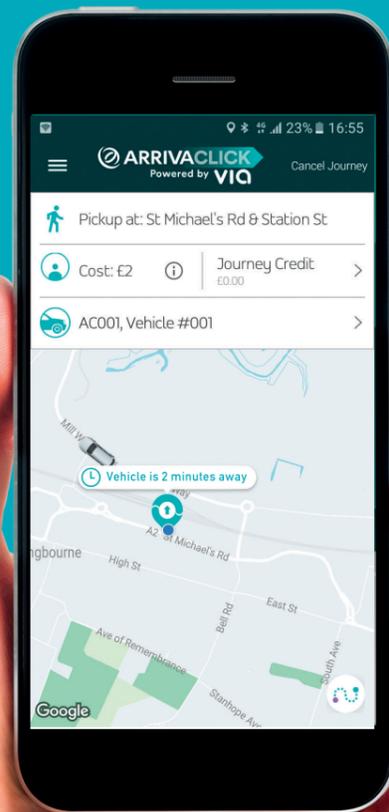
Each 12-seater vehicle features free 4G Wi-Fi, charging points, leather seats, and a wheelchair space.

"I'm really proud to have developed a brand new transport solution that passengers really enjoy using. ArrivaClick has been so successful that we're now planning to roll it out to other areas in the UK."

**Asiya Jelani, Business Development Director, UK Bus**

# 50%

switched from using their cars and we hope to launch ArrivaClick in several UK locations.



## On track to zero emissions

**The train that's a world first, Netherlands**

Together with Stadler, we've developed a unique hybrid train that can be converted for zero-emission journeys even when full electrification of a route isn't practical or affordable.

**Boosting a train's green credentials on partially electrified routes**

The new hybrid train combines regenerative braking technology with an HVO (hydrotreated vegetable oil) diesel engine.

HVO is a cleaner alternative to traditional diesel engines. Meanwhile, the on-board batteries store energy that can be used to power the trains on the non-electrified parts of the route.

By 2020, 18 of these new hybrid trains will be brought into passenger service, reducing CO<sub>2</sub> emissions by a massive 89%.

**Conversion to 100% emission-free**

When work to partially electrify the Leeuwarden-Groningen route is finished by 2025, the HVO diesel engines will be replaced by larger batteries charged from the overhead supply. The trains will then be fully emission-free.

**Greening the existing fleet**

Meanwhile, we're upgrading the existing fleet of 51 trains with advanced battery packs so that the diesel engine can be switched off at a station. The train can pull out using battery power instead, cutting noise and pollution.

**Cost-effective sustainability**

Creating such a cost-effective green solution was one of the reasons why we retained the 'Northern Lines' contract.

"This is a major step towards creating a future where transport across Europe is cleaner, greener and more sustainable."

**Manfred Rudhart, Arriva Group CEO**



# Doing great things

electric hybrid



## Recognised for our achievements



ArrivaClick won Gold (New Horizons category – UK Bus Awards) for creatively responding to the challenges of a changing mobility landscape.

We're proud of the many awards our businesses across Europe have won for their services, industry-leading innovations and community support. But we promise not to rest on our laurels...

We are particularly proud of our Arriva Rail North team and their response to the Manchester Arena terrorist attack. The team went above and beyond to help victims of the attack. Sixteen of them have been recognised for their heroism and presented with British Transport Police (BTP) Chief Constable's Commendations.

Chief Superintendent Allan Gregory, BTP Area Commander, said:

"The kindness and bravery of members of the rail industry who worked alongside the emergency services, and the unity and common purpose displayed by all on that dreadful evening, underpins our strength and ability to deter and recover from such atrocious acts.

All who attended the scene following the explosion to help others are quite simply heroes, who fully deserve our appreciation and gratitude."

### Award wins in 2017:



## All aboard

80% of public transport journeys around Liverpool are by bus, linking people with jobs and education – and helping grow the economy.

A formal partnership between Merseytravel, Arriva and Stagecoach redefined the way we 'do' bus in the region. With an ambitious target of a 10% increase in passenger journeys by April 2018 – over nine million journeys – the Bus Alliance is a national trailblazer for this type of public/private partnership.

Value for money journeys and simple fares include a new fare-saving Solo ticket.

**£52m** invested

**70%** buses are lower emission

**100%** new buses have free wifi and USB ports

**16%** more passengers (above target)

**£260**

annual savings for 'all area' customers



## All under control

GPS tracking, Belgrade Operations Centre, Serbia

An operations centre in Belgrade helps bus drivers take more control to improve the passenger experience and save c. 256,000 litres of fuel a year.

Each of the 320 buses is fitted with a GPS tracking system to track location and speed, log average fuel consumption, and register sudden acceleration, braking and turning. Control centre staff can see who is driving and along which route.

Reports help bus drivers improve their technique for smoother, safer journeys.

The tracking system is integrated with operational and maintenance functions, including rostering and payroll systems, to also improve efficiencies.

**256,000** litres of fuel saved per year



# Health, safety & environment

We are committed to reducing the global impacts of travel and minimising our own environmental impacts as a business, while ensuring the health and safety of our employees and customers.

## Improving air quality

Air quality is an important issue for public transport. Our services help reduce overall emissions from travel and we're working closely with authorities to maximise this benefit.

Since 2010, we have reduced the average emissions of an Arriva bus by nearly 50% (NO<sub>x</sub>) and over 60% (PM).



## Destination Green

### Alternative technologies and fuels

The potential is huge, from our electric buses in the Netherlands, Czech Republic and UK, to our entire fleet running on biofuel in Sweden. We've also been trialling green technology in Sweden and the UK to run more fuel-efficient bus operations.



### Changing behaviours

We're rolling out many initiatives across Europe to encourage people to use public transport more often.

From bike share schemes and bike carriers on buses to demand responsive services in the UK (ArrivaClick) and Slovenia (Kranvaj electric vehicle), we actively encourage sustainable mobility.

### Behaving responsibly as a business

Reducing our own impact on the environment is also important, such as using 100% renewable electricity at our Slovenian offices and rolling out LED lighting across Europe for lighting electricity savings of up to 70%.

Our new £3m depot at Rhyl, UK, sets the standard for our future buildings, with extensive green features including solar PV and a water-recycling bus wash.

Arriva Netherlands launched a 'together for green' programme for passengers to donate trees to offset the impact of their journeys, with half planted in the Netherlands and half in the Philippines.

### A united health and safety management system

Arriva businesses already have excellent systems in place. The task in 2017 was to create a unified system for a thriving work place.

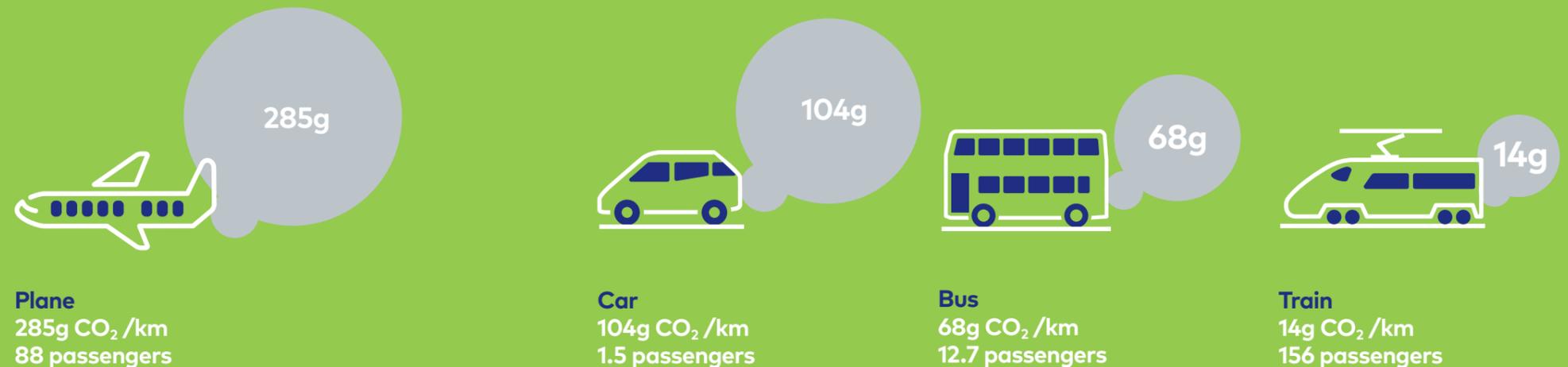
We've therefore been embedding ten Environment, Health and Safety Guiding Principles for our businesses. These show the actions we'll take to prevent incidents and deliver a great health and safety performance.

We've also agreed a strategy to 2020: 'Route to Zero'. It aims for zero work injuries and holding one another accountable in becoming not just the mobility partner of choice, but the safe mobility partner of choice.

## CO<sub>2</sub> emissions from passenger transport.

Source: European Environment Agency

The CO<sub>2</sub> figures are per passenger and have been estimated based on an average number of passengers per transport service, as shown.



# Arriva in numbers

## Group key statistics



**14**  
countries



**2.4bn**  
passenger  
journeys



**61,845**  
employees



**350**  
car sharing  
(electric cars)



**1,299**  
train sets  
(heavy and light rail)



**20,790**  
buses



**525**  
bikes



**21**  
waterbuses

## Key financials

Revenue  
**€5,345m**▲

EBITDA  
**€569m**▲

Investment  
**€374m**▲



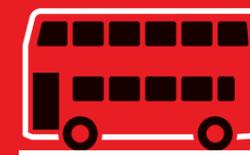
### a **DB** company

Arriva is part of the giant DB Group which has global mobility and logistics services in over 130 countries world-wide. Every day, more than 300,000 DB employees help make people's lives locally that much easier.

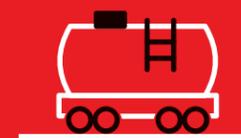
We're proud to be part of the DB family.



**2.365m**  
rail passengers  
**40k**  
trains run daily



**2.052m**  
bus passengers



**277.4m**  
tons of freight  
carried



**+130**  
countries  
worldwide



**+300k**  
employees

[www.arrivaannualhighlights.com](http://www.arrivaannualhighlights.com)

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