



**Bus Éireann**  
SUSTAINABILITY

DRIVING CHANGE  
SUSTAINABILITY STRATEGY 2024-2030



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## About Bus Éireann

Bus Éireann is Ireland's national bus company, operating more than 230 routes across Public Service Obligation (PSO) and Expressway services, as well as 9,765 dedicated school transport routes. We employ more than 2,960 employees and operate a fleet of 1,150 vehicles. In 2023, 107m passenger journeys were made with Bus Éireann services, 12% more than before the Covid-19 pandemic.

We operate the most extensive and varied public transport network in the country, including the city services for Cork, Galway, Limerick and Waterford, town services for Athlone, Balbriggan, Carlow, Drogheda, Dundalk, Navan and Sligo, and regional and rural routes, all under contract to the National Transport Authority (NTA). Our Expressway service is Ireland's largest commercial coach operator with 14 inter-regional routes.

Bus Éireann also operates the School Transport Scheme for the Department of Education, the largest school transport scheme in Europe, which carries up to 162,500 school children including 19,800 Special Educational Needs pupils every school day.





## CEO Introduction

**In 2019, Bus Éireann began working on a new strategy to deliver its sustainability agenda. The title of the sustainability strategy, 'Driving Change 2021–2030', reflected a new era of transformation, both for the company and the wider environment in which we operate.**

In progressing that change agenda, we are now updating to our second iteration of our sustainability strategy, 'Driving Change 2024–2030', which sets out our revised strategy and plans to deliver sustainable mobility for our customers and to achieve our ambition of becoming the most sustainable transport company in Ireland. The strategy also supports the new company business strategy 'Horizon 28 – Our Vision for Green Growth'.

Our core purpose is to sustainably connect people and communities, helping to make life better.

At the heart of our mission is a commitment to deliver best in class public services and to grow sustainably, meeting public transport objectives in regards to sustainability as set out in the National Development Plan, the National Sustainable Mobility Policy and the Climate Action Plans.

To further help frame and measure the value of our public good and our sustainability agenda, we are now formally embracing the three pillars of the Environmental, Social and Governance (ESG) framework, whilst remaining aligned to our salient United Nations' Sustainable Development Goals (SDGs).



**Stephen Kent**

Chief Executive Officer  
Bus Éireann



## CEO Introduction

Bus Éireann is enjoying a period of sustained growth, with the company set to achieve a new milestone of 107 million passenger journeys in 2023. Our vision is to double passenger journeys and through our corporate strategy – Horizon 28 – we have outlined how we can begin to turn this vision into reality. Managing that growth sustainably remains both our greatest challenge and opportunity. It will be challenging to reduce our emissions whilst expanding our services with a current fleet mix of legacy diesel fleet which will need to be transitioned to cleaner low/zero emission technologies. Decoupling economic and demographic growth with emissions growth remains a conundrum faced by the State more widely and by transport companies in particular.

As part of the CIÉ Group, there will also be an opportunity to help deliver modal shift, part of the State's policy to encourage more people to use and benefit from sustainable journeys in public transport by offering viable alternatives to private car use. We must help to give people a sense of agency to enable them to participate in the decarbonisation transition that Ireland needs to deliver in transport and across society over the coming decades.

In adopting a structured approach to ESG, we are recognising and formalising the much broader agenda of sustainability transformation being undertaken and embedded at every level across our business.

In doing so, we are also preparing for reporting and disclosures requirements under the new Corporate Sustainability Reporting Directive (CSRD).

A key element in managing our transition pathways is the close working relationships we have with our stakeholders and partners, including the NTA, CIÉ and the Departments of Transport and Education.

In 2023, Bus Éireann was proud to launch Ireland's first all-electric, emission-free bus service in Athlone town. As the first project in the Pathfinder Programme of the National Sustainable Mobility Policy, it provided a platform for the company to be an exemplar nationwide.

Leading is important to us – we want to be a champion of sustainable mobility and to be recognised as global leaders among transport companies in this area. Our destination is Net Zero by 2050 or sooner, and getting there involves a transition that will require sustained investment and an enduring commitment from the company, its employees and stakeholders.



**Stephen Kent**

Chief Executive Officer



## Our Sustainability Journey to Date





## Our Mission and Values

Putting our customers and communities at the forefront drives our actions and ethos. We strive to meet their needs, enhancing their experiences and knowing that every journey matters.

High performance is our standard and we are experts in public transport. We set and achieve ambitious goals, constantly raising the bar for excellence in our services.

Safety is paramount and non-negotiable. We are relentless in ensuring the safety of passengers, employees, and the public. It's a commitment that defines how we will always run our operation.

Forward thinking is our mind set. We embrace innovation, adapt to change, and anticipate future trends to stay at the forefront of the industry.

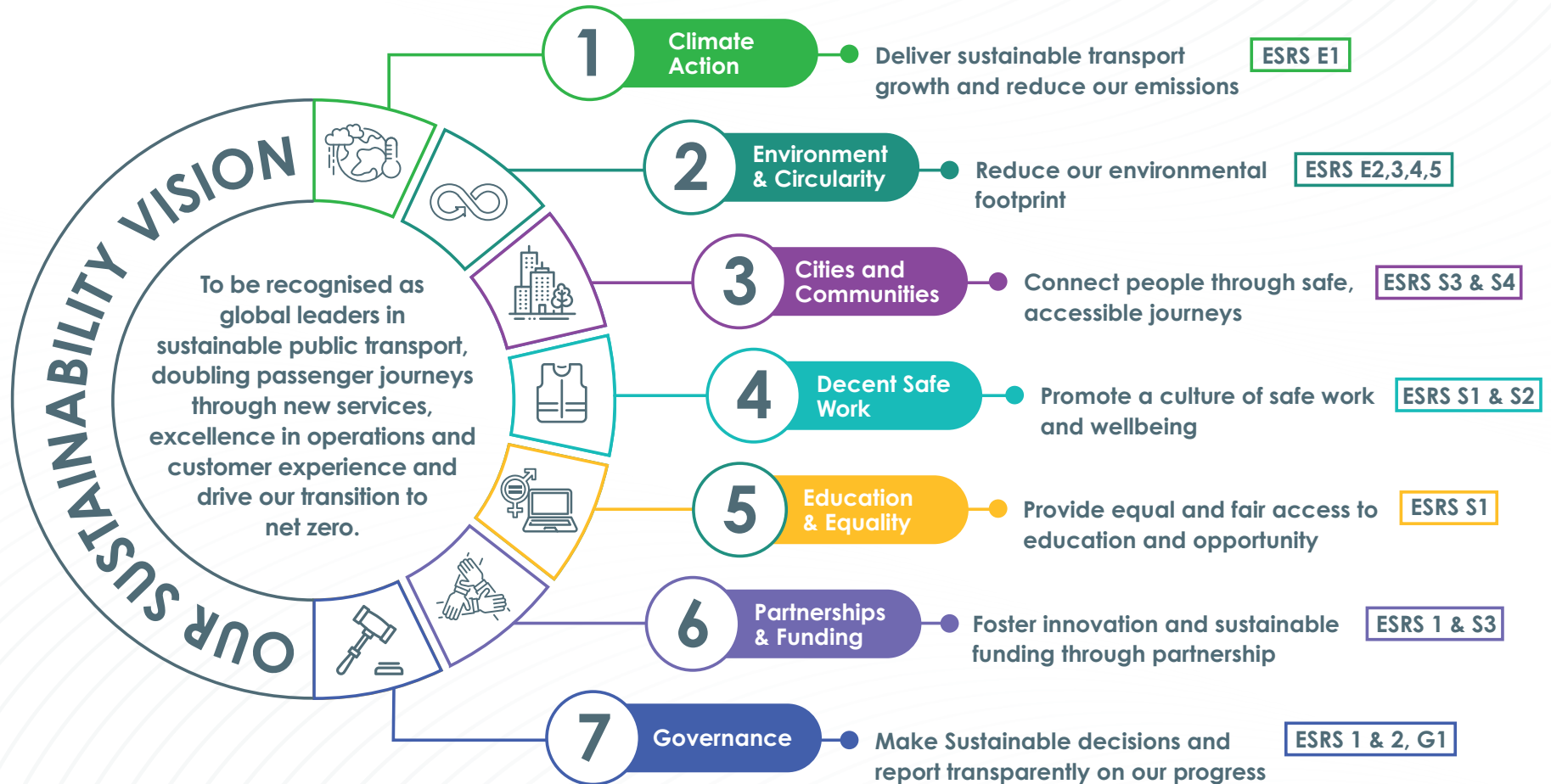
We value collaboration and respect within and with our stakeholders, fostering a culture of teamwork, inclusion, and mutual respect.

Bus Éireann embodies sustainability. Leading the charge in sustainable public transport, zero-emissions fuels, social impact and governance excellence. We play a pivotal role in Ireland's commitment to meeting climate targets and delivering against the UN Sustainable Development Goals.





## Our Sustainability Vision



\*ESRS – European Sustainability Reporting Standards





## Strategy Overview





## Strategy – Overview

**Bus Éireann’s sustainability strategy was set out in our first report, ‘Driving Change 2021–2030’. Since then, we have published two annual sustainability reports, tracking our progress to date. This new revised strategic report is designed to refresh our plans in light of developments since the strategy was formulated three years ago, taking into account new Government targets and the evolving CSRD landscape which requires us to have a greater focus on Net Zero solutions beyond 2030. This updated report sets out some of these new targets and ambitions out to 2040.**

In summary, our updated sustainability strategy in 2024 aims to support the delivery of three main outcomes:

- Provide attractive sustainable mobility to our existing and new customers as we continue to grow our services
- Embed sustainability in our company across the ESG framework in preparation for CSRD and aligned to the UN SDGs
- Help transition Bus Éireann towards achieving its 2030, 2040 and 2050 sustainability goals

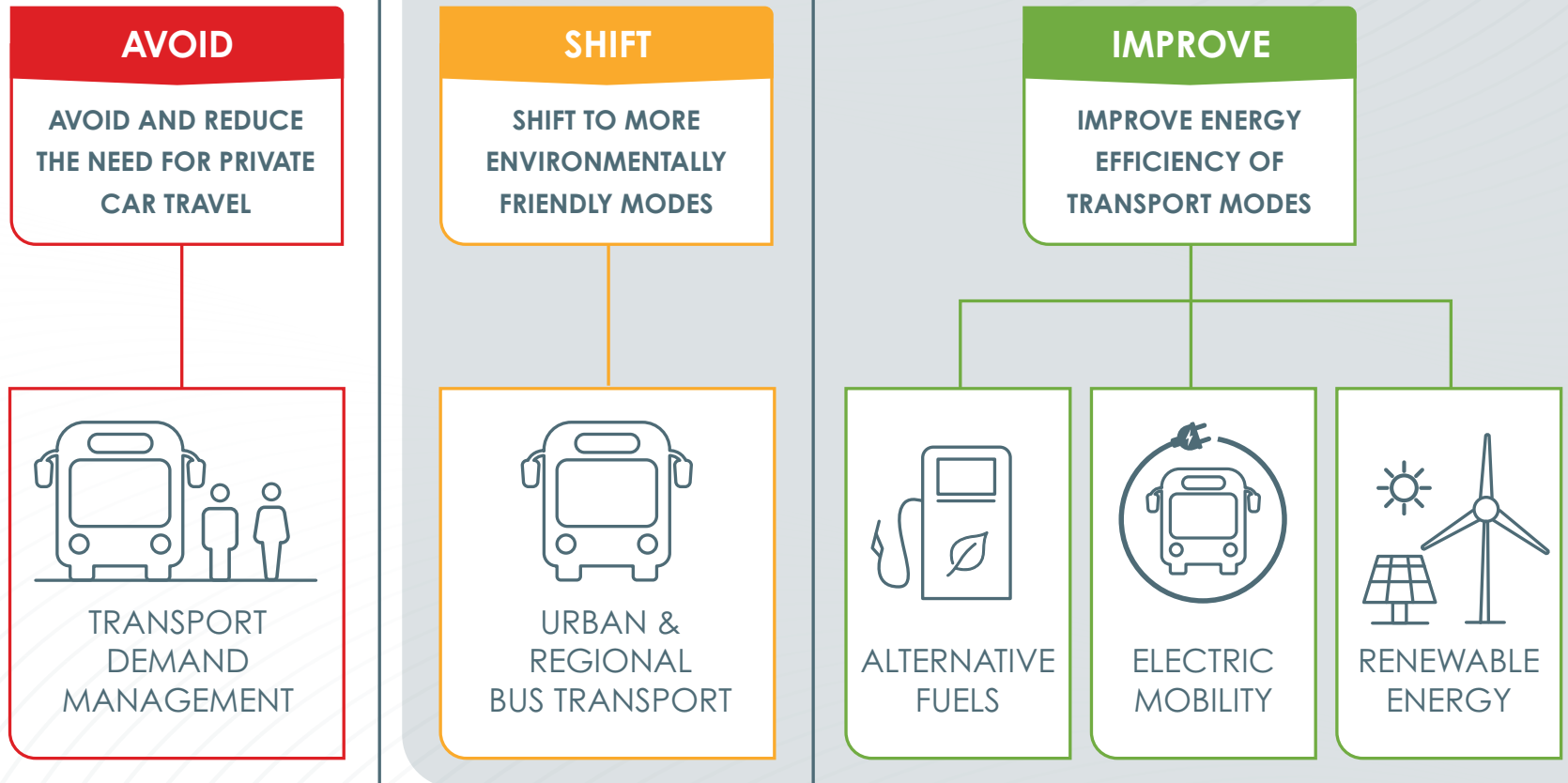
Our first sustainability strategy presented key targets with a particular focus on environmental and people and related to six themes: Climate Action (SDG 13), Environment & Circularity (SDG 12), Equality & Education (SDGs 4 and 5), Decent, Safe Work (SDG 8), Cities & Communities (SDG 11) and Partnerships (SDG 17). In this report, we add a seventh theme, Governance, to reflect adoption of the broader ESG framework and the coming requirements of CSRD.

At the heart of our sustainability strategy is the premise that modern bus and coach public transport is inherently a more sustainable mode of travel than the private car, carrying more passengers and emitting just one-fifth the amount of carbon dioxide per passenger kilometre. We believe public transport is a critical enabler of decarbonisation.

In public policy, we support the concept of ‘modal shift’, as set out by the Avoid, Shift and Improve framework from the Department of Transport that guides transport policies in Ireland as outlined in the next page. We believe public transport is more efficient than the private car at delivering decarbonisation in the transport sector. Consequently, new customers must be encouraged and persuaded to switch from private car use to public transport.



## Strategy – Our Role in Modal Shift and Energy Efficiency Improvement





## Strategy – A Challenging Transition

**Our vision to double our passenger growth will require new capacity, new capabilities and skills. This growth plan will enable a shift to more sustainable modes of travel and contribute to Ireland meeting its targets under the Climate Action Plans and those under the EU's 'Fit for 55' plan.**

To achieve our goals, we must offer excellent sustainable travel and must provide an attractive alternative to private car usage and to do so right across the country where our customers use our services. Against a backdrop of an increasing population, year on year, we will grow our services to provide additional routes and timetable frequency that our customers value highly.

We are excited about the opportunities for growth. The investment into bus public transport in the coming years is unprecedented and Bus Éireann is passionate about implementing the Project Ireland 2040 funded BusConnects in regional cities and the continuing rollout of the Connecting Ireland rural mobility plan, the major public transport initiative developed by the NTA.

In tandem with an expansion in services, is our planned decarbonisation programme which aims by 2030 to halve our greenhouse gas emissions from 2018 levels. By 2040, we aim to be a Net Zero carbon company for our Scope 1 and Scope 2 emissions. We are currently undertaking a programme to measure our Scope 3 emissions, which involves engaging and working with our manufacturers and suppliers. We expect that this will enable us to be fully Net Zero by 2050 at the latest.



**To achieve our goals, we must offer excellent sustainable travel and must provide an attractive alternative to private car usage**





## Strategy – A Challenging Transition

**Achieving our goals will be challenging. The vast amount of our direct emissions, 96%, come from our fleet. The twin goals of growth and decarbonisation are not entirely mutually supportive, with significant growth in services adding to overall emissions for the period while we transition and continue to operate a mixed fleet of diesel, hybrid diesel and electric vehicles. We are particularly challenged on schools services, which rely on third-party contractors, and Expressway, where funding and sourcing suitable zero emission coach alternatives is not straightforward. Significant investment programmes will be required to transition both of these services.**

In addition to fleet transition, our strategy is focused on repurposing our depots. As part of our 'Transition to Zero Emission Vehicles & Depots' programme, we are undertaking depot upgrades nationwide, introducing energy efficiency and decarbonisation initiatives, including infrastructural improvements to enable EV vehicles, initially at our Limerick, Cork, and Galway depots. We will also expand capacity on our network, hire and train more people and introduce new technologies to improve customer experience.

Over the last three years, our sustainability agenda has widened and deepened to incorporate a fuller range of the environmental, social and governance pillars. Energy efficiency and circularity are now at the centre of what we do. Our social responsibility will continue to be emphasised with clear improvement targets in areas such as gender equality, wellbeing, diversity and inclusion.

In Governance, we have entered a new era of corporate reporting and disclosures, where greater transparency and accountability is demanded, and which will incentivise companies to accelerate their sustainability and transition plans. In line with these evolving sustainability reporting requirements for 2025, the company is actively focused on preparing to report under the CSRD in 2025, while continuing to further align to international frameworks such as the Carbon Disclosures Project (CDP) and the Task Force on Climate-related Financial Disclosures (TCFD).

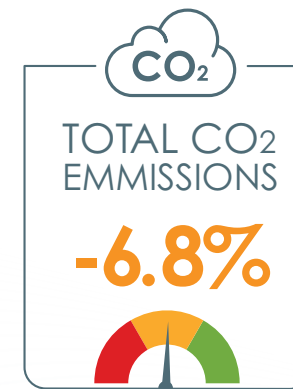
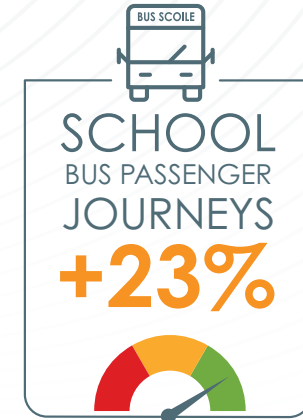


## Strategy – Performance to Date

As we move along our journey towards providing Ireland's most sustainable public transport service, it is important that we systematically review our performance and reassess how we measure and track our goals and targets so that we can provide the most transparent information possible.

Since 2021, we have published our annual sustainability report which provides an account of our performance under each of our sustainability themes and demonstrates our commitment to monitoring and measuring our sustainability performance. To date, we are pleased to report that some of our sustainability targets have already been met, whilst other targets are challenging. The latter includes an inherent contradiction in expanding our services with a mixed fleet, whilst simultaneously seeking a large reduction in emissions.

In 2022, we surpassed our 2030 target of a 20% increase in school bus passengers, some eight years early due to a strong demographic-led demand for school transport and the demand stimulus provided by the reduction of charges under the School Transport Scheme by the Department of Education. A new target to carry 263,000 pupil school journeys per day has been set for 2030.





## Strategy – Performance to Date

Our original water consumption target was to achieve a 20% decrease from 2019 baseline figures; this has been already been met, mostly due to increased monitoring and upgrading of facilities across our property portfolio and the replacement of water intensive equipment, such as bus washes, with more efficient methods. Consequently, a new target of 40% has been set for 2030.

Waste reduction and recycling is another area where there has been steady progress; our recycling rate has increased by 12% since 2019. However, more substantial improvement projects are required in order to meet our 50% target for 2025. Similarly, our 50% reduction in waste volume, which has decreased by 20% since 2019, will be a challenge to meet as we see strong passenger growth and therefore more waste volumes generated on buses.

Our climate targets of a 51% reduction in emissions by 2030 and achieving Net Zero by 2050 will be our greatest challenge. Our emissions reduced by 6.8% in 2023 from our 2018 baseline but are increasing slightly due to growth of fleet and expansion of kilometres across our routes, whilst we still operate a mixed fleet as we transition over time to a decarbonised one. For the purpose of this revised strategy, we are currently assessing our Scope 3 emissions portfolio with a view to setting a 2030 target next year.

Finally, Bus Éireann is experiencing sustained growth and consequently our key growth metric of increasing passenger journeys to 178 million per annum to include school transport services will be met through continued investment and demand under current national policy. In areas of our strategy where targets will be met, we will commit to establishing a renewed ambitious target based on the SMART framework principles.

Looking to the future, our revised KPIs are set out on page 17.



Our key growth metric of increasing passenger journeys to 178 million per annum

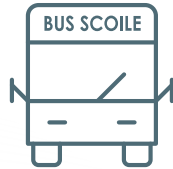




## Strategy – Our Route to Sustainability

**125%**

INCREASE IN  
**SCHOOL  
PASSENGER  
JOURNEYS**  
FROM 2019 BASELINE



**51%**

EMISSIONS  
REDUCTION  
BY 2030



**40%**

REDUCTION IN  
**WATER  
CONSUMPTION**  
FROM 2019  
BASELINE



**30%**

REDUCTION IN  
**PREVENTABLE  
COLLISIONS**  
BY 2030



**20%**

FEMALE  
NEW HIRES  
BY 2030



**178**

MILLION  
**PASSENGER  
JOURNEYS**  
BY 2030







## Sustainability Strategy Revised KPIs – 2024

### CLIMATE ACTION

	2019	2030	2040	2050
Total emissions (thous t CO <sub>2</sub> e) (Scope 1 & 2)	79.8	39.9		
Total CO <sub>2</sub> e emissions/passenger journey (thous t CO <sub>2</sub> e)	0.89	0.23		
Energy efficiency improvement indicator	14.70%	50%		
Bus and coach service fleet fully electric	0%	50%		
Car/van fleet fully electric	0%	100%		
Diesel consumer (litres)	30.4m	15.5m		
Driver EcoDrive	N/A	80%		

### ENVIRONMENT & CIRCULARITY

	2019	2030	
Water consumption	56,886m <sup>3</sup>	34,131.6m <sup>3</sup>	Original 20% 2030 target met in 2022
Waste generated (non hazardous)	782t	392t	
Non Hazardous Waste Recycled	7%	75%	
Waste generated (hazardous) fully recovered	N/A	80%	New KPI
Procurement-sustainable Green Public Procurement contracts	N/A	95%	Original 75% target increased by 20%
Circular Design Capital – Investment >€5million	N/A	100%	New KPI
Locations with Waste Water Exceedances	N/A	<5	New KPI

### EDUCATION & EQUALITY

	2019	2030	
Gender balance – appointed Board roles held by women	29%	50%	
Service Supervisor roles held by women (Relief Panel and Appointed)	2%	10%	
School Transport Scheme journeys per school day	116,000	263,000	(2028 Target)
% Female Representation	N/A	20%	Based on 2023 baseline of 10%
% Workforce with disabilities (Non Safety Critical Roles)	N/A	6%	
% New Hires Different Nationalities	N/A	20%	

### DECENT, SAFE WORK

	2019	2030	
Number of employees	2,755	3,850	Value reset in response to growth projections
Employee accident rate per 100 employees	1.32	1	
Preventable collisions		-30%	
Employee Engagement	60%	75%	
Voluntary employee health screening	N/A	25%	
	2021	2030	
Sustainability Training Time (Hours)	950	2,380	

### CITIES & COMMUNITIES

	2019	2030
Customer satisfaction	84%	90%
Modal shift – % of passenger km using bus	15%	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%

### GOVERNANCE

Formal CSRD Reporting – Sustainability Statement 2025–2027 (Substantial Assurance)

### SCALE

	2019	2030	
Passengers journeys	89m	178m	
Vehicle kilometres operated (BE Vehicles)	82.3m	112m	Revised KPI increase from 104 to 112m



## Climate Action

SDG 13

ESRS E1





## Climate Action

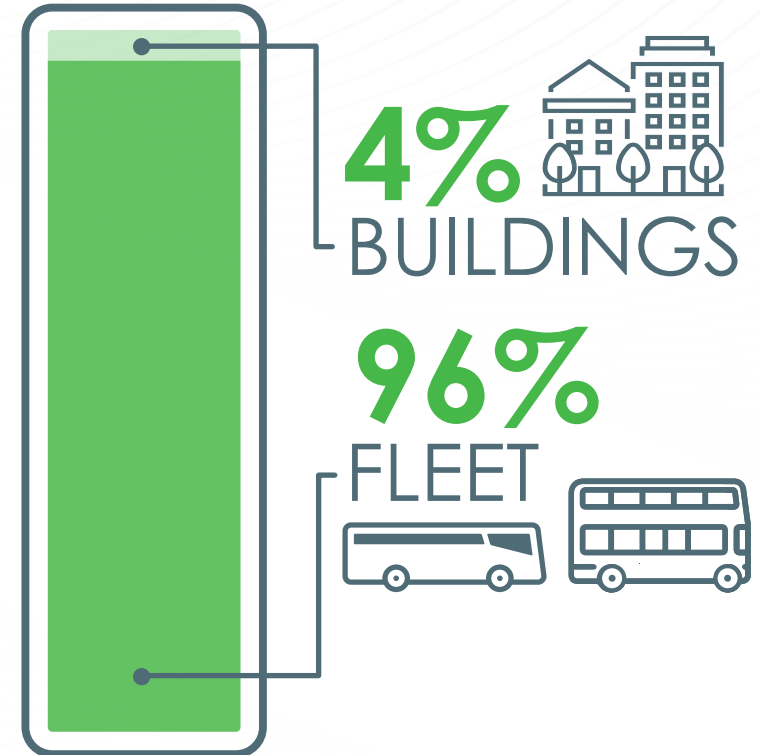
**Our targets are challenging – to halve our emissions by 2030 (from 2018 baseline) and to achieve Net Zero in our Scope 1 and Scope 2 emissions by 2040. And in seeking to remain aligned to targets set out in Ireland’s Climate Action Plan, we must do so whilst growing our services, with passenger journeys forecast to increase by 100% by 2030.**

In line with guidance in the Climate Action Plan 2023, Bus Éireann is engaging with relevant stakeholders to explore emissions credits that can apply when an increase in a public sector body’s emissions can be demonstrated to lead to an overall economy-wide reduction in emissions, such as may apply to modal shift in transport.

The estimated trajectory for the electrical grid power from renewables has been built into our emissions forecasts. To reach our milestones on time will involve a transition journey. Investment over the coming decade and beyond will transform our fleet into low or zero emission vehicles – battery electric and hydrogen fuel cell electric. We are also planning for new Euro 7 rules which will come into force in 2025 for cars and vans and for heavy-duty vehicles including buses from 2027.

In tandem, we will upgrade our depots to cater for this change and train our employees to maintain and operate the new technologies. Saying goodbye to the internal combustion engine won’t happen overnight, but will happen in Bus Éireann.

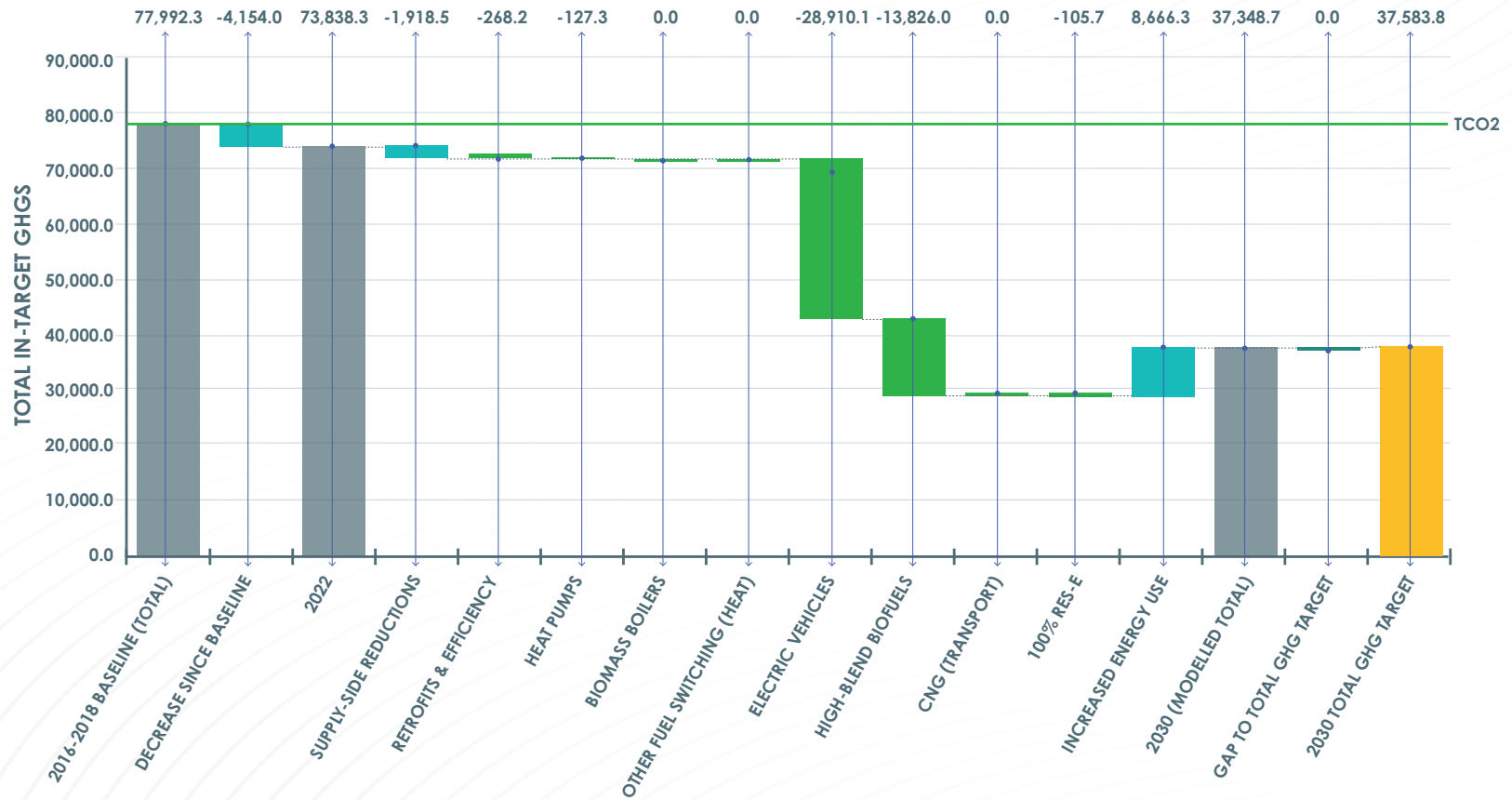
OUR ENERGY USAGE





## Gap to Target – Our Emissions Model

Our emissions and contributors to our reduction target are profiled through the SEAI model for public sector bodies.

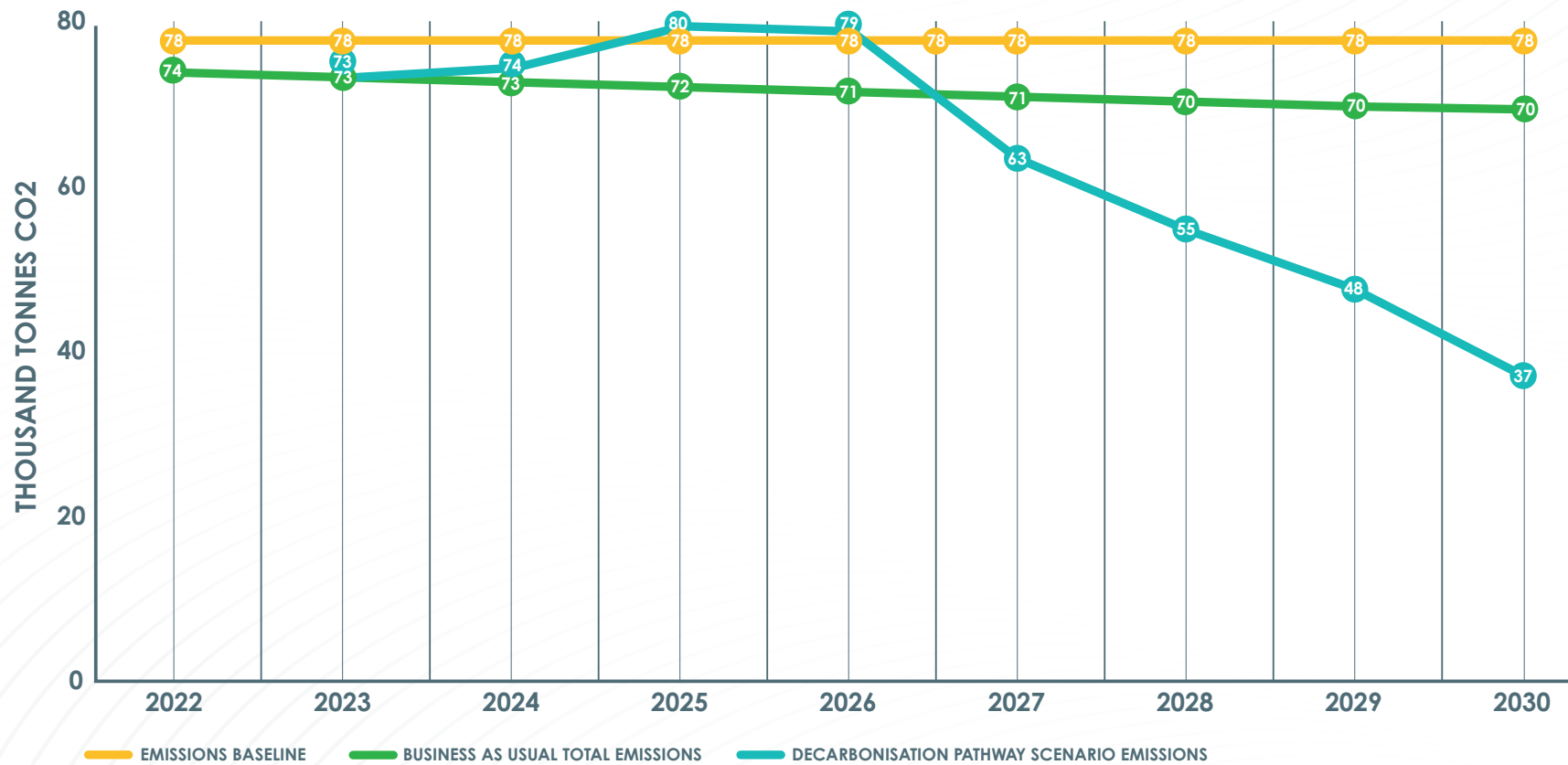


\*SEAI baseline is based on average of annual company emissions between 2016 and 2018.



## Emissions Trajectory by Year

Our Planned Emissions Pathway (outlined in blue).





## Climate Action

**Our journey is already well underway – in 2023 we launched Ireland's first all-electric bus service in Athlone town. There has been a positive response from customers to the new service which is contributing to a quieter and cleaner town centre in Athlone.**

As part of our transition in Limerick and Galway, we now operate hybrid diesel buses, which use an onboard electric battery for some power and have lower fuel consumption and emissions than fully diesel buses. Our plan is that these will all ultimately transition to zero emission buses. Galway city is fully serviced by 40 hybrid double-decks, and we have 21 on our Limerick city services.

To help deliver transformational change, we work in close partnership with the NTA, who has ordered battery electric buses as part of a framework agreement that will allow for the supply of urban electric buses over the five years to 2028. We will deploy 34 of these double deck EV buses in Limerick city in 2024.

By 2030, half of Bus Éireann's bus fleet will be zero emission, with the remainder at the low emission Euro 6 engine standard. Our plan is that 63% of the city and town service bus fleet that we operate will be zero emission by 2030. All of our car and van fleet will transition to zero emission by 2030.



**50%**  
**ZERO**  
**EMISSION**  
**FLEET**  
**BY**  
**2030**



## Climate Action

We are also looking beyond 2030 and 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 service emission free fleet by 2036.

Our learnings from the new Athlone and Limerick EV services are being put to good use as we introduce electric bus services at other depots – Limerick second phase in 2024; Cork Capwell, Galway, Dundalk, Navan, and Sligo in 2025; and Broadstone, Cork Capwell second phase, Drogheda and Waterford in 2026. By the end of 2025, we will have 240 high power charging points located across our depot locations.

Such transformation involves complex infrastructural and operational projects, requiring considerable cross-functional input and expertise from the Bus Éireann team and our delivery partners in order to realise the NTA's transition plans. Achieving this will require the ongoing support of the NTA, the Government and relevant Departments in funding the fleet and depot transition.

Climate Adaptation and Mitigation is an aspect of our Climate Action Strategy which we are committed to managing with the aim of developing a formal policy and plan in 2024 in line with the Department of Transport's Climate Change Sectoral Adaptation Plan.



BY THE END OF 2025  
WE WILL HAVE  
**240** HIGH POWER  
CHARGING  
POINTS  
LOCATED ACROSS OUR  
DEPOT LOCATIONS



## New Technologies

**Adopting new technologies will play an important role in delivering climate action and decarbonisation, including technologies that are not yet fully developed but which have potential to provide new solutions.**

To pilot and test new fleet technology, Bus Éireann, in conjunction with the NTA, introduced three double-deck hydrogen fuel cell electric buses in 2021 on northern Dublin routes. Hydrogen fuel cells 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. We will continue to work with partners to explore how hydrogen fuel cell technology can help in our decarbonisation journey for heavier fleet, in line with the Government's National Hydrogen Strategy.

Sustainable fuel technologies may also provide new solutions and we will continue to trial and deploy some of these new technologies on our fleet and in our buildings. Further engagement with the NTA and with vehicle manufacturers is required to identify decarbonisation transition pathways where diesel alternatives are currently not available for larger coach vehicles. Hydrogen fuel cells are one example of new thinking as outlined above.

In early 2024, we will commence a trial to test the use of a biofuel called Hydrotreated Vegetable Oil (HVO) as a potential replacement for diesel fuel on our transport fleet – initially on school buses – and in our space heating systems. HVO can produce circa 90% less upstream carbon emissions than diesel. Using HVO could help to materially reduce emissions from our overall coach fleet as an interim solution as we transition to a future zero emissions fleet.

We are committed to continue to meet our obligations under the Biofuel Obligation Scheme and transitioning to using higher blends in line with the Government's Renewable Transport Fuels policy 2023–2025.



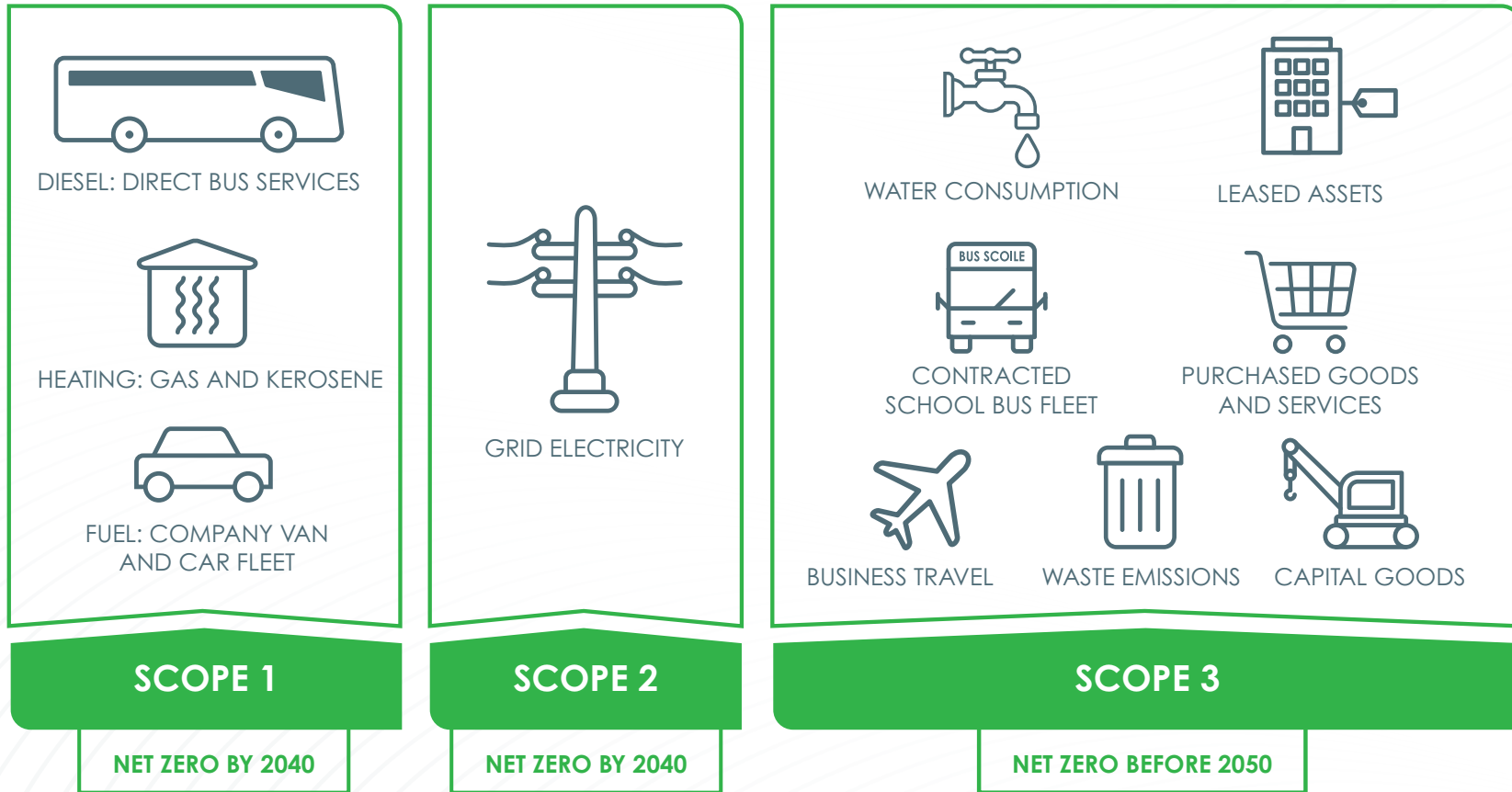
Hydrogen fuel cells may provide an appropriate zero tailpipe emissions alternative to diesel







## Our Emissions





## Renewable Electricity and Energy Efficiency

**The electrification of our fleet over the coming years will see a need to significantly increase the electrical power capacity of our sites in order to charge battery electric and fuel cell electric buses. We have successfully engaged with ESB Networks to deliver this extra power and will continue to do so as we further electrify our fleet.**


In future, most of our electrical power will be consumed during off-peak times at night. We will leverage this aspect in negotiating future electricity supply contracts. Purchased electricity is classified as a Scope 2 emissions category so we are examining longer term corporate power purchase agreements (CPPAs) where appropriate and where they can lead to an increased renewable electricity generation profile for Bus Éireann.

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. Our target is a 50% improvement by 2030. In order to validate our approach to energy management, we are undertaking an ISO 50001 accreditation programme across our depots.

In addition, we are undertaking a programme of fitting solar PV at seven sites, whilst also continuing to assess the remaining portfolio to identify suitable options for them including large scale battery

energy storage. We aim to self-generate at least 25% of our building electricity needs by 2025.

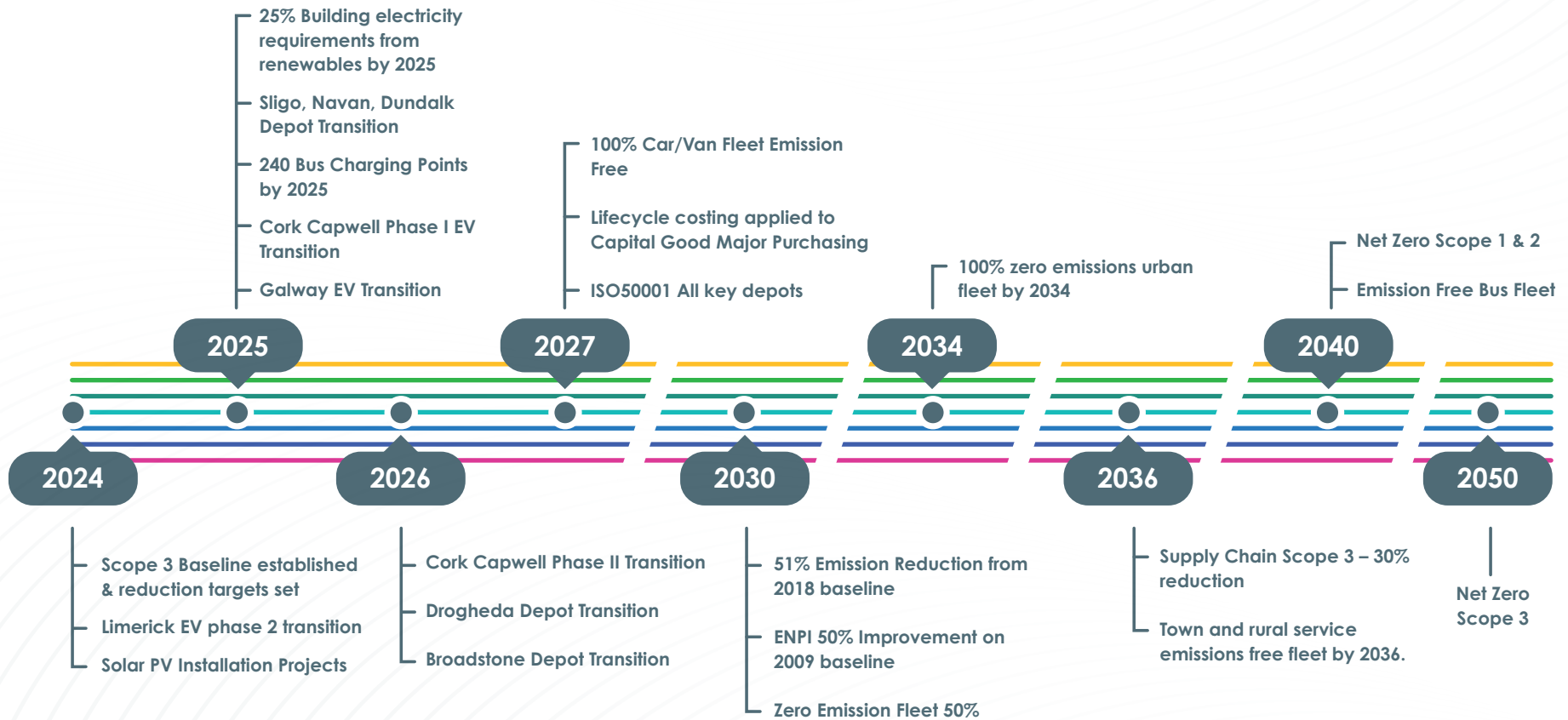
Bus Éireann's nationwide property portfolio includes a mix of offices, stations and garages of varying ages and conditions. We are undertaking a baseline study of all buildings to fully establish the level of retrofitting and investment required to achieve both a 2030 target of 51% reduction in thermal emissions and also a 2040 target of achieving Net Zero for scope 1 and 2 emissions. We will have developed a building stock retrofit plan by the end of 2024, and this will outline how we intend to decarbonise the portfolio through a combination of new building construction, retrofitting existing buildings and managing leased properties. Overall, we have a target of achieving a 10% reduction in energy demand in our building stock by 2030.



SELF-GENERATE  
**25%** OF OUR  
BUILDING  
ELECTRICITY BY **2025**



## Climate Action Roadmap to Net Zero





## Environment and Circularity

SDG 12

SDG 15

ESRS E5





## Environment & Circularity

**Environmental management and circularity are key components of our overall sustainability agenda with a focus on minimising our footprint across the areas of waste generation, water consumption and sustainable procurement.**

Our strategy and plans are framed to respond to and work within an evolving legislative and regulatory framework around circularity. On a national level, this includes the Circular Economy and Miscellaneous Provisions Act 2022, the Waste Management (Collection Permit) Amendment Regulations 2023, and Ireland's Climate Action Plans.

Bus Éireann is also committed to timely action and adoption of the new European Sustainability Reporting Standards (ESRS), which flow from the CSRD, in addition to Article 9 of the EU Taxonomy regulation.

We will disclose resource use and circular economy actions and the resources allocated to their implementation;

- Our impact on resource use, including depletion of non-renewable resources; plans and capacity to adapt strategy and business models in line with circular economy principles
- The financial effects over short, medium and long-term time horizons



**70%**  
— OF WASTE —  
**RECYCLED**  
BY  
**2030**



## Environment & Circularity

Our new Circular Economy and Materials Management plan, outlines our waste reduction and recycling targets, environmental improvement initiatives and green procurement developments.

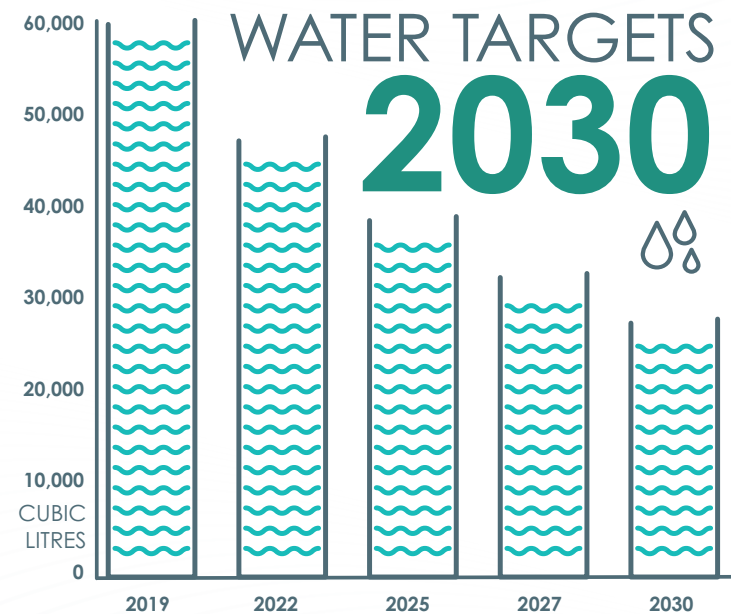
Our targets include 70% of waste recycled by 2030, a 50% reduction in waste volume, and a 20% reduction in paper usage by 2030. The revised plan focuses on waste prevention, reuse and green procurement.

Water management is an ongoing focus to promote conservation through audits, assessment, repairs and upgrades (including smart metering systems). We have reached our target under our previous strategy of a 20% reduction in water consumption against our 2019 baseline. We will further upgrade our infrastructure with a new target to reduce consumption by 40% by 2030.

Our Environmental Management System focuses on preventing pollution applicable to operations and activities. We have set a target to ensure that less than 10% of our wastewater discharges exceed regulations. We will implement risk assessments and controls including environmental incident response, ongoing maintenance of fuelling and water using assets by continuously investing in technologies and processes that prioritise and improve operational control and prevention of pollution on site.



**40%**  
WATER CONSUMPTION  
REDUCTION FROM 2019 BASELINE





## Sustainable Procurement

**Green procurement is a means for us to leverage our purchasing power to foster and deliver a more sustainable supply chain. Our ambition for Green Public Procurement (GPP) by 2030 was raised to 95% from 75% in 2023 to reflect material progress made by the company to date in this regard.**

Looking to the future, a number of challenges must be overcome including: adapting to new and more complex reporting and disclosures requirements; buy-in, upskill and additional training for key internal stakeholders; outsourcing of specialist activities and services such as lifecycle assessments and embodied carbon calculation; infrastructural costs associated with waste reduction; and supply chain buy-in and knowledge where support and training for SMEs and private contractors lags behind public bodies. Currently the value of contracts tendered which include sustainability criteria stands at €465 million.

Our actions include a CSRD gap analysis conducted in 2023; progress on EU Taxonomy objectives; a circularity plan for Cork Depot; and Life Cycle Assessment of our school bus fleet and our city buses.

Additional activities include ongoing circularity schemes within the business including tyre reuse and recycling through REPAK, materials management of spare vehicle parts, reverse vending machines in two stations, and the resale of used vehicles.

In 2024, we will incorporate circular design to capital investments projects valued over €5 million; develop a new waste contract; and new tracking and reporting in value recovery. In 2025, actions will include resource efficiency to include lean garages; all general waste skips eliminated; and develop CSRD reporting for the financial year 2025.





## Biodiversity

**Protecting biodiversity, ecosystems and natural capital assets is fundamental to building long-term resilience in our communities and society. As a business, we have a responsibility to ensure our impact on natural resources aligns with this need and so we seek to support Ireland's National Biodiversity Action Plan 2023–2027.**

We are committed to following guidance from the Task Force on Nature-related Financial Disclosures (TNFD) and to undertaking a detailed sustainability Impact, Risks and Opportunities (IRO) study of our locations and operations to assess the potential implications for sensitive habitats and key natural resources.

As part of the assessment, we will seek to understand individual and cumulative impacts, and how we can develop and respond with tangible and effective mitigations and adaptations to contribute positively to natural ecosystems. The assessment will be integrated with our existing ISO 14001 Environmental Management Systems to facilitate long-term company planning and actions. Our ambition is have all our key depots accredited with ISO by 2025.

We will undertake full biodiversity related to Impacts Risks and Opportunities (IRO) assessment and assimilate with our current environmental aspect registers. In addition, in the area of water

quality, we will continually sample our wastewater emissions against Emission Limit Values (ELV) so that key water parameters are tracked consistently.

Our actions include land development, where we will integrate habitat creation measures into capital investment building and land development projects similar to our upcoming Limerick depot phase 2 project. We will continue to review opportunities to create green space and habitats within our existing property portfolio such as “Green Spaces for Health” in Cork and collaborate with our nature-based community partners on supporting biodiversity within our localities.

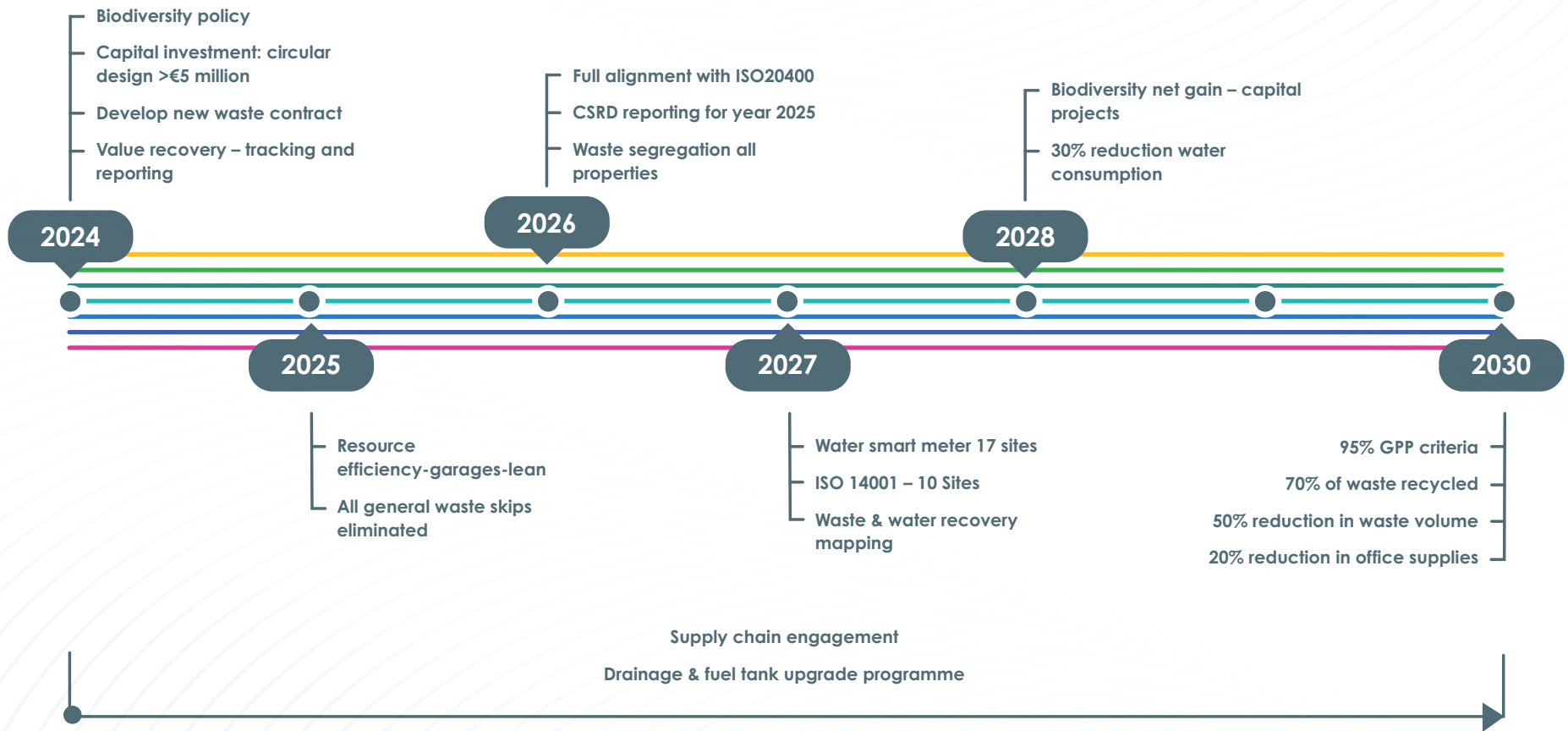


**Taskforce on Nature-related Financial Disclosures**





## Environment and Circularity Roadmap





## Cities and Communities

SDG 11

ESRS S3

ESRS S4



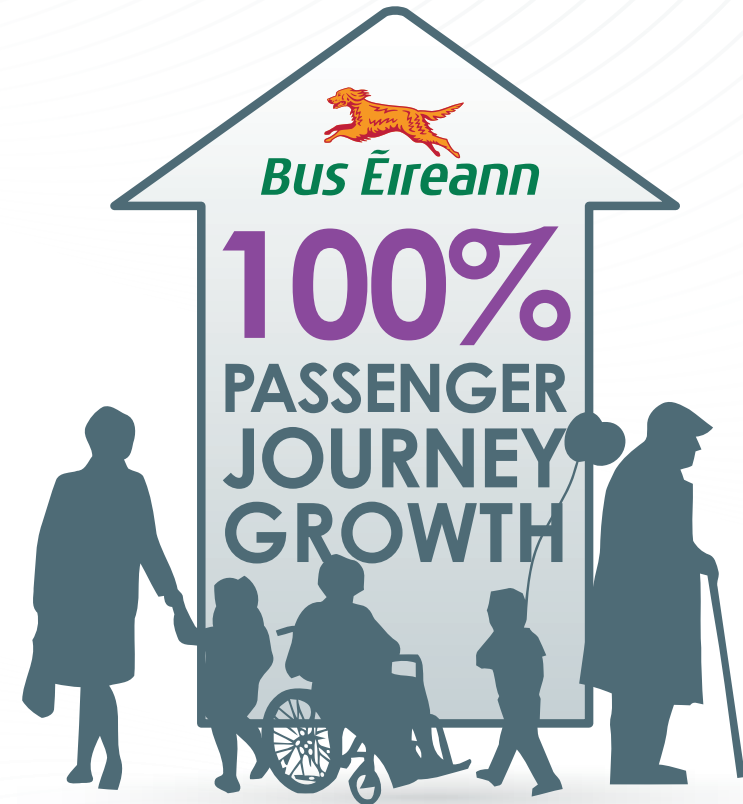


## Growing our Services

Bus Éireann connects villages to towns, and towns to cities, supporting sustainable urban and rural development in a period of population growth. We operate city services in Cork, Galway, Limerick and Waterford for more than 800,000 people and deliver the school transport scheme providing capacity for 162,500 children each school day. Public transport is crucial to the Government's Sustainable Mobility Policy and Bus Éireann actively implements this policy through the provision of services to cities and towns outside of Dublin, ensuring the safety and security of our customers when using our services. We will double our 2019 passenger numbers to 178 million by 2030 and redevelop five new bus stations.



**5 NEWLY REDEVELOPED  
BUS STATIONS  
BY  
2030**





## Accessibility for All

**Equality of access is a fundamental tenet underpinning the provision of public services. Since 2019, Bus Éireann has conducted a rolling programme of bus stop accessibility improvements, completing 16 significant projects and with eight more in progress. In 2024, all bus stops at our bus stations, at stops in our ownership and site locations will be fully wheelchair accessible.**

Separately, a significant programme to bring all stations up to the new Part M accessibility standards is also being undertaken by the Bus Éireann property team, with funding from the NTA.

In relation to our fleet, we are transitioning to low-floor buses which enable accessibility for wheelchair users and people using mobility devices. Bus Éireann has a 100% wheelchair accessible city and town bus fleet and we will continue to transition our overall fleet (including coaches) to low floor where possible, with 71% of our service fleet now low floor, a 25% increase since 2019.

However, challenges remain in increasing the number of bus stops that are equipped to cater for wheelchair users and others with mobility needs. To make further progress, we have set a new strategy of converting a further 10 routes to fully accessible by 2025. Our Travel Assistance Team in Cork was established in 2022 and has been hugely successful in supporting people with disabilities and mobility issues to travel independently on our PSO Routes. We plan to establish Travel Assistance teams in Limerick, Galway and Waterford by the end of 2025.





## Community Engagement

**Community is core to Bus Éireann's purpose to sustainably connect people to who and what matters to them, helping to make life better. Consequently, Bus Éireann aims to be at the centre of its communities, with our people very much of and for these communities.**

We do so by engaging meaningfully and through building relationships with community groups, local authorities and local charities, in addition to providing support to organisations at national level.

Our approach includes annual planning for Corporate Social Responsibility, founded in research and policy, down to weekly meetings with regional executives on grassroots initiatives. Our approach is informed by our alignment to the Business in the Community Ireland initiative, the Business Working Responsibly Mark, for which we achieved formal accreditation.

Special proposals developed include initiatives with Grow Mental Health, National Spring Clean, Fill a Bus campaigns, Community Games, in addition to localised partnerships and employee support. We also actively encourage and support employee volunteering programmes and days.

As we move towards the next phase of our sustainability strategy, we will develop a renewed community engagement strategy and establish goals which will help us to maximise our impact with partners for societal change. Our new community strategy will focus on deep and proactive engagement on specific themes which align with our business goals and overall strategy. This process will be shaped through stakeholder consultation, in addition to volunteering initiatives that are skills-based and impactful.



Building relationships with community groups, local authorities and local charities





## Heritage

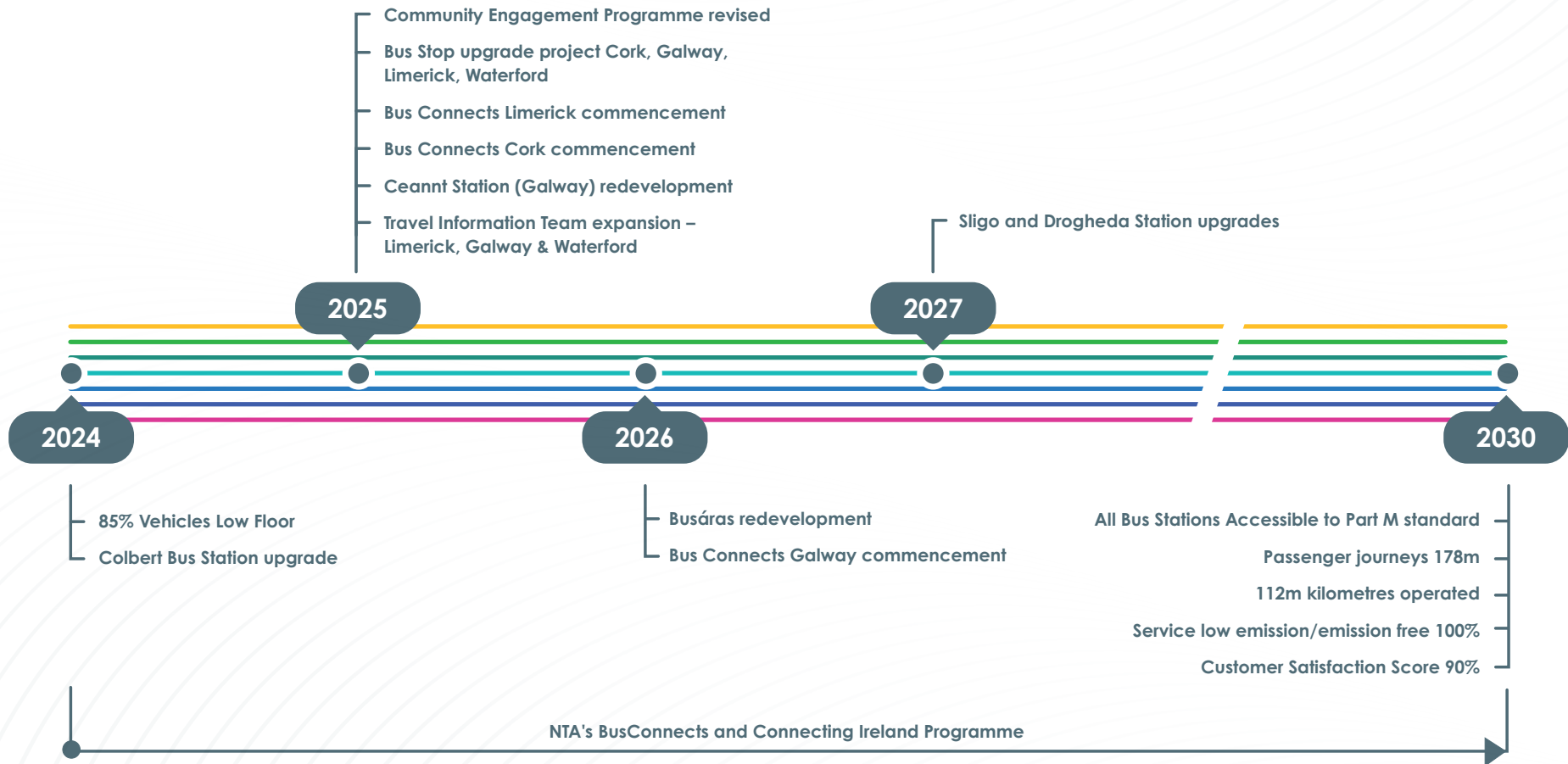
As part of our company strategy, we are committed to preserve and protect the historic buildings that we occupy and to appropriately recognise our heritage as Ireland's national bus company, stretching back to the forming of the Irish Omnibus Company in 1926. In 2023, we celebrated the 70th anniversary of the iconic bus terminal at Busáras in Dublin city, just one of many protected buildings that we operate from. We recognise the importance of maintaining the architectural and cultural heritage of our organisation and do so in partnership with the CIÉ Group of companies.

In addition, we now actively participate in the national 'Culture Night' programme, celebrating our past by opening our doors to the public and offering them a glimpse into our past, present and future. It is our intention, by 2025, to develop an oral history project and an exhibit that will capture and share the personal experiences of customers and employees (past and present) of Ireland's bus transportation.





## Cities and Communities Roadmap





## Education

SDG 4

ESRS S3





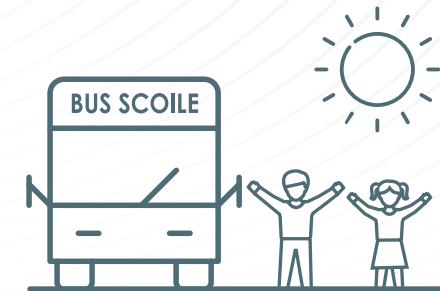


## School Services

Delivering safe and reliable school transport services nationally is one of the most important and impactful roles Bus Éireann plays across its broad range of services. Approximately one in seven primary and post-primary students in Ireland travel to school on over 9,600 dedicated routes in the School Transport Scheme, operated by Bus Éireann on behalf of the Department of Education.

Demand for these services continues to rise. Our initial target for 2030 was to carry up to 139,000 pupils per day. This target was exceeded in 2023, with provision made for over 162,500 school journeys per day, including 19,800 Special Educational Needs students. Accordingly, in this strategy update we are resetting the target with a new goal of achieving 263,000 journeys per school day by 2030, an increase of 125% (on 2019 baseline).

Our school transport services provide a significant social function, enabling students who live more than 3.2km from their school, including many in rural areas, to attend school on time and to be collected afterwards. In addition to expanding access to education, the services facilitate enhanced labour force participation by parents and guardians.



**125%**  
INCREASE IN  
**SCHOOL  
PASSENGERS**  
— FROM —  
**2019 BASELINE**

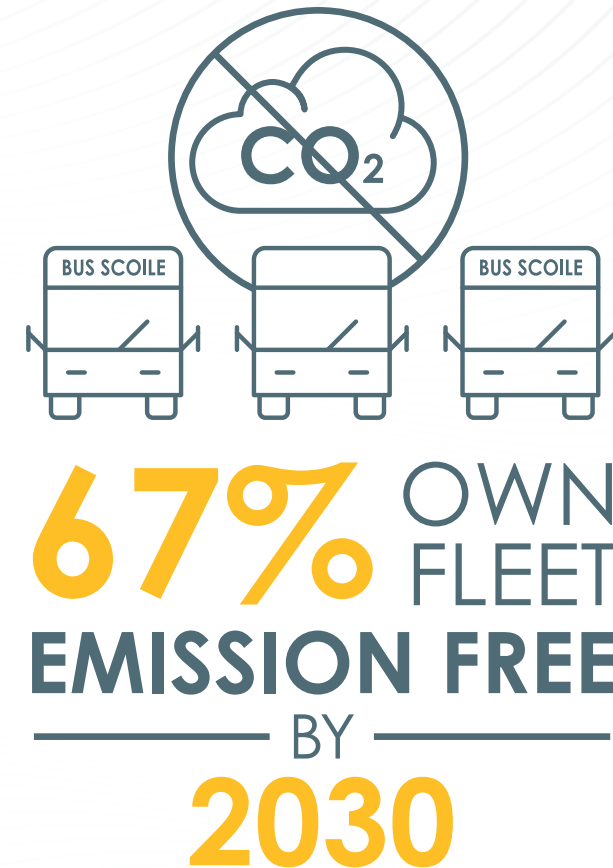


## School Services

School transport services also increasingly have the potential to play their part in delivering climate action. According to KPMG's Economic and Social Impact Assessment of Bus Éireann (2021), the scheme avoids 21.5 million car journeys per annum, reducing traffic congestions and avoiding emissions.

Looking to 2030, transitioning the Bus Éireann and contractor school bus fleet to low and zero emission vehicles will require consultation with the Government to provide the necessary levels of funding. Our plan, assuming suitable funding is in place, is to have 67% of the Bus Éireann operated school bus fleet zero emission by 2030, with the remainder being at the low emission Euro 6 standard. However, the majority of our school services are indirectly provided by 1,300 school contractors. While Bus Éireann will encourage these owners to lower their vehicle emissions, maximising the decarbonisation opportunity among this cohort will require State supports to encourage timely EV adoption. Greening school transport services presents a very significant challenge to Bus Éireann and the Department of Education.

Separately, we are conducting a pilot programme to introduce smart ticketing on school transport which will be completed in 2025 and which will provide insights and data into future adoption of these and/or other technologies.





## Equality

SDG 5

ESRS S1





## Gender

**At Bus Éireann, we aim to create an environment in which everyone is treated with respect and dignity, and feels included. Such an environment enables our employees to achieve their full potential.**

We are mindful that we operate in an industry where historically most of the employees have been male and consequently achieving greater gender balance has not always been easy. We are fully conscious that we need to address gender participation imbalance as part of our overall company strategy and as part of our efforts to become a more sustainable organisation by 2030.

In 2023, the number of female drivers was 4%, female trainee drivers was 6.2%, female school bus drivers at 7.6%, our weekend female drivers at 13.6%. Overall, there has been an increase in the number of overall female company employees hired over the last two years.

Nevertheless, we acknowledge that we need to do more to encourage female participation among drivers and across other grades. Our aim is to increase the female employee numbers from 10% to 20% by 2030. To do this, Bus Éireann has developed a number of specific actions within our people strategy including clear media plans to reach target audiences for underrepresented roles and offer flexible working arrangement for employees with family responsibilities.



**10%**  
**FEMALE**  
**BUS DRIVERS**

BY



**2030**



## Gender

For supervisors, we are aiming to achieve 10% female appointed representation by 2030 from a current base of 2%. We are actively trying to recruit more women drivers and mechanics, which ultimately will lead to more female supervisors. However, Ireland lags behind many other European countries in female participation in these grades.

In this strategy update, we are adding a new metric on the representation of women in management roles, for which there are currently 53 females out of a total of 156. Our aim is to achieve a 50% representation by 2028. At Board level, we are targeting 50% female representation for appointed roles by 2030. We are currently at 29%.

In 2023, we were pleased to report the results of our first gender pay gap report, with a mean gender pay gap of -11.8% in favour of female employees and a median gender pay gap of -9.8% in favour of female employees. Notwithstanding this outcome, the report also identified areas for action including an overall male to female ratio of 90% male to 10% female.

**DOUBLING  
FEMALE  
REPRESENTATION**



BY  
**2030**



## Diversity and Inclusion

**A cornerstone of our Diversity & Inclusion (D&I) vision is to strive for a workforce that is representative of Irish society and our customer base. It is a source of huge pride for the company to have a workforce comprised of 51 different nationalities.**

Over recent years, we have been embedding D&I across the organisation by updating our policies including Dignity and Respect at Work, Equality and Diversity, and Gender Identity.

To encourage more diversity, we have added new KPIs in 2024 to include a target 6% of the workforce with disabilities by 2030. We are targeting new hires from different nationalities of 20% by 2030. Under our people strategy, Bus Éireann will run a number of initiatives to support this target including “Driving for Diversity”, an education programme for drivers, unconscious bias training and spotlight key employees that showcase diversity internally and externally.

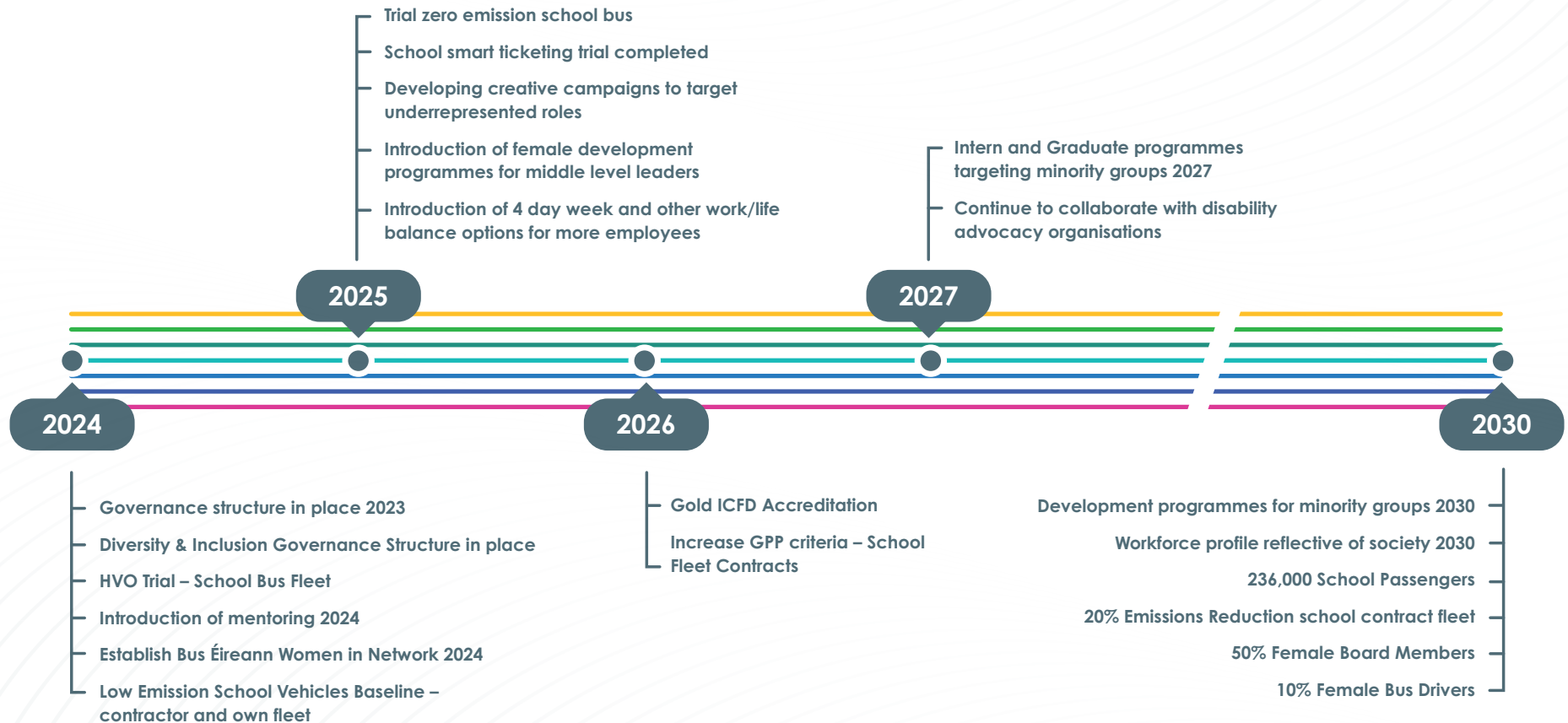
As part of our broader sustainability efforts, we became a signatory of the Business in the Community Ireland (BITCI) Elevate Pledge in 2022. The objective of the pledge is to encourage companies to increase the employment participation rates of identified, under-represented groups. As part of the programme, extensive training programmes for leadership groups at Bus Éireann have commenced. As always, we will continue to support national “pride” events around the country each year.



**20%**  
INCREASE  
BY  
**2030** IN DIVERSITY OF  
NATIONALITIES



## Education and Equality





## Decent, Safe Work

SDG 8

ESRS S1







## Health & Safety

Bus Éireann believes providing decent, secure and safe working conditions for all of our almost 3,000 employees is paramount to the sustainability of the company. Our workforce has grown by 7% since 2021, in line with the expanding range of services the company is providing now and towards 2030 when we expect to be providing employment for 3,850 people.

Health and safety is a core value of our company, operating as we do in a safety critical industry. We have a strong safety record with a lower percentage of preventable road traffic accidents (at 44.5%) than the industry average. Our safety improvement plan, called Ambition Zero, seeks to reduce our preventable collisions and preventable passenger accidents by 30% by 2030 – and to reduce workplace accidents causing injury by 25% in the same period.

Since 2021, we have introduced innovative new safety processes and technology, such as mandatory random and with-cause alcohol and drugs testing for employees and many fleet safety improvements such as camera-based collision avoidance systems, internal camera-based mirrors and low bridge warnings. We will continue to innovate and harness new technology in customer and employee security. Our participation and involvement in the Government's Road Safety Strategy (2021–2030) has contributed to the strategy formulation and the associated action plan.

BY 2030  
**REDUCE**  
PREVENTABLE  
COLLISIONS BY **30%**





## Employee Wellbeing & Engagement

**Bus Éireann aims to provide a model workplace for enhancing the health and wellbeing of its staff and believes that physical, psychological welfare and safety of staff are key aspects to organisational success and sustainability.**

We have identified six domains that support health and wellbeing – physical, mental, social, financial, intellectual and environmental. The Bus Éireann Health & Staff Wellbeing strategy provides a road map for ways that support and improve the wellbeing of staff within the company and develops an overarching structure to aid development of more effective processes and outcomes. We believe this approach will have a multiplier effect in enhancing performance, ensuring staff retention and attracting talent to the company.

We will consistently review our working rosters, to ensure an appropriate match between effective service delivery and work-life balance. Flexible and remote working for our employees is facilitated where possible.


Looking to 2030, we have set a target of 50% staff engagement with our physical, mental, financial and social wellbeing programmes and for a 20–25% staff engagement in voluntary health screening.

In 2021, we set an overall target of 75% for employees who say Bus Éireann is a great place to work and we are committed to achieving this over the course of our plan. We call this metric employee engagement.

**50% STAFF**  
ENGAGEMENT  
IN HEALTH PROGRAMMES



BY **2030**





## Skills & Training

**Education and upskilling are important areas of focus for Bus Éireann, helping the organisation to manage change and deliver on our sustainability strategy. New technologies and ways of working are contributing to an ever evolving employer/employee landscape so it is imperative we continue to invest in our people. As part of our sustainability plans, we aim to increase sustainability training hours per annum by over 50%.**

Over the coming decade, we will see the electrification of the vast majority of our fleet, requiring our employees to learn new skills as we transition away from diesel internal combustion engine technology and as we build an appropriate EV charging and maintenance infrastructure. We will continue to roll out our Eco Drive programme to our drivers, targeting a driver eco score of 80% by 2030. We are currently at 53%.

Education and understanding is a key enabler for the organisation as it delivers a sustainability strategy that is transforming the company. In 2022, the company delivered 832 hours of sustainability training across the organisation. This included intensive training for drivers, engineers and technicians operating new EV vehicles and infrastructure. In addition, the Climate Academy's Corporate Sustainability Pass was launched for all employees.

Our 2030 target is to achieve a 20% increase in sustainability-related training hours from our 2019 baseline of 950 hours, in keeping with our target of increasing overall employee training hours by the same proportion.

In addition, we will continue to invest in leadership development, including our Sustainability Leadership Programme, an educational initiative that is being rolled out across the CIÉ Group and which offers a Level 7 Certificate in Sustainable Resource Management from the University of Limerick.

An area in which our future sustainability may be challenged is our ability to employ a sufficient number of drivers, both male and female. To attract a wider pool of applicants, we have introduced driver training programmes, hiring drivers with a B licence and training them up to a full D large bus licence at our three training schools now in Cork, Dublin and Limerick. We will continue to broaden our recruitment base and look to attract more female drivers to the profession.



## Workplaces

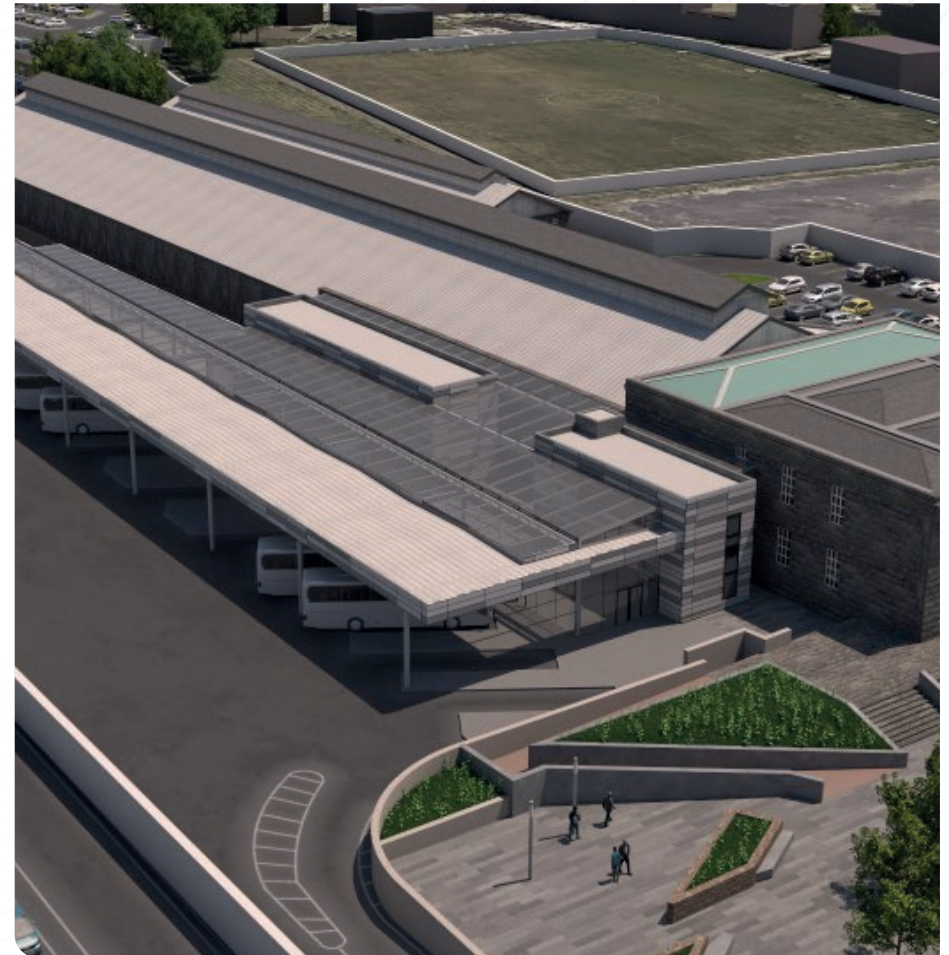
**We are important employers in many regional cities and towns with almost four out of five employees based outside of Dublin, an increase from three out of four at the time of our first sustainability strategy.**

Expanded and new facilities will be provided at locations such as Westport, Cork, Galway, Sligo, Drogheda, Waterford, Broadstone and Busáras between now and 2030. New bus maintenance garages will be built at locations such as Limerick to ensure our maintenance teams have a modern and safe environment to work in. As we transition to electric vehicles, our garages will be upgraded to enable these vehicles to be maintained on site.

## Anti-slavery

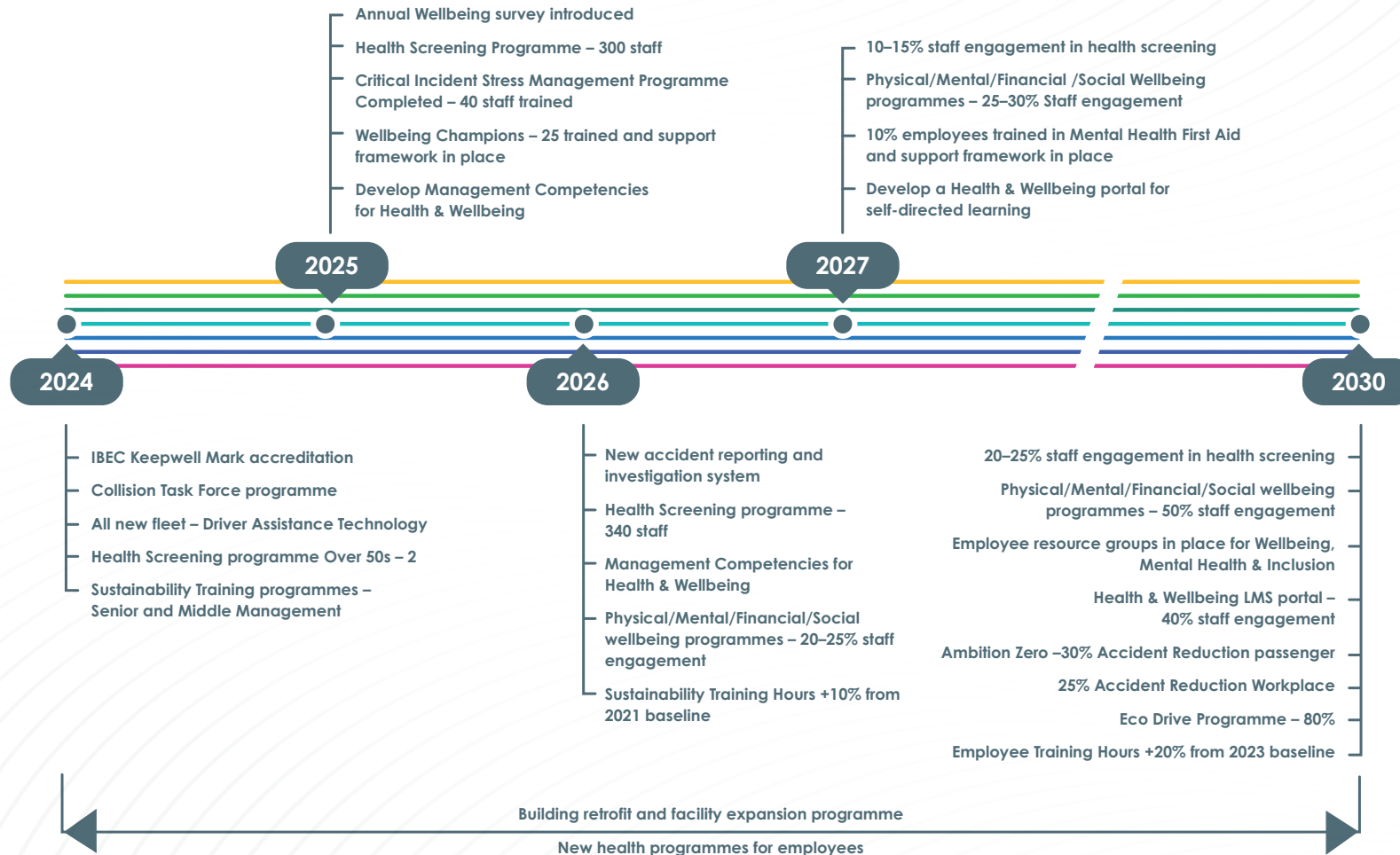
**Our sustainability matters to us across the value chain and in 2022 we adopted a responsible purchasing policy that included our legal obligations to anti-slavery laws.**

It is our responsibility to thoroughly vet and monitor our suppliers to help minimise the risk of inadvertently engaging with entities that use forced labour or exploit human trafficking. This promotes ethical business practices and contributes to a more socially responsible and sustainable supply chain. Procurement is reviewed bi-annually under the annual procurement plan.





## Decent, Safe Work





## Governance

SDG 16

ESRS G1

ESRS G2



## Governance – Overview

**Bus Éireann is committed to operating to the highest standards and operates under the Code of Practice for the Governance of State Bodies. As such, we operate to a prescribed corporate governance architecture and within certain frameworks, and are subject to external review.**

We are publicly accountable to the Department of Transport and to the Oireachtas Committee on Transport; we have a Board of directors appointed by the Minister, the company is audited externally, and with annual accounts that are published and laid before the Houses of the Oireachtas.

We are committed to public sector mandated targets on the Climate Action Plan's GHG emission reduction goals and we report our progress on energy efficiency improvement to the Sustainable Energy Authority of Ireland (SEAI) (annually) and on climate action to the Department of Public Expenditure/NewEra and the Department of Environment and Climate Change (bi-annually). Our employees operate to a published code of business ethics.

We comply with gender pay gap reporting requirements and are committed to improving representation of women throughout the business, led by a Senior Manager for Talent & Diversity.

In sustainability, our governance structure stems from our Board of Directors to our Sustainability Committee, a committee of the Board

established in 2021. The Bus Éireann Sustainability Steering Group oversees the implementation of the Sustainability Strategic Plan with nine internal teams reporting to this group. Our internal sustainability team is led by our Chief Safety and Sustainability Officer and includes a number of working teams across the business who represent various aspects of sustainability including climate action, environment, sustainability reporting, community engagement and finance.



We are committed to public sector mandated targets in the Climate Action Plan





## Governance – Reporting and Disclosures

**Bus Éireann believes transparency and accountability drive good corporate governance. We are committed to providing balanced reporting and disclosures. In addition to highlighting our achievements and progress, we disclose areas where there are gaps and challenges, and where further work is required.**

Progress on our sustainability strategy's targets and metrics is reported on a quarterly basis to the Board Sustainability Committee. The Sustainability Committee was established to assess, guide, report on and make recommendations to the Board with reference to the Bus Éireann sustainability strategy. The Board also has a rolling agenda which addresses key sustainability topics and projects which have been identified as highly material for the organisation. Annual progress on the sustainability strategy is communicated through the company's annual sustainability report and annual report, both of which are published on our website. We also participate on the CIÉ Sustainability Advisory Group which guides overall Group policy on sustainability.

In 2022, Bus Éireann, as part of the CIÉ Group, received an A- rating from the Carbon Disclosure Project (CDP), recognising our progress on the decarbonisation journey through disclosures and towards environmental leadership. As part of our sustainability strategy, we believe in the value of external validation, and we are also signatories of Business in the Community's Business Working Responsibly Mark and the Elevate Pledge initiatives.

The new CSRD entered into force in January 2023 and will, along with the associated 12 reporting standards documents, change the landscape of environmental, social and governance reporting. This directive will have significant implications for all large businesses. We have prepared and are implementing a CSRD compliance plan to ensure that we will be a leader in this area. We aim to reach an outline assurance milestone in 2024 and to be ready to report fully in 2025 in line with the directive.



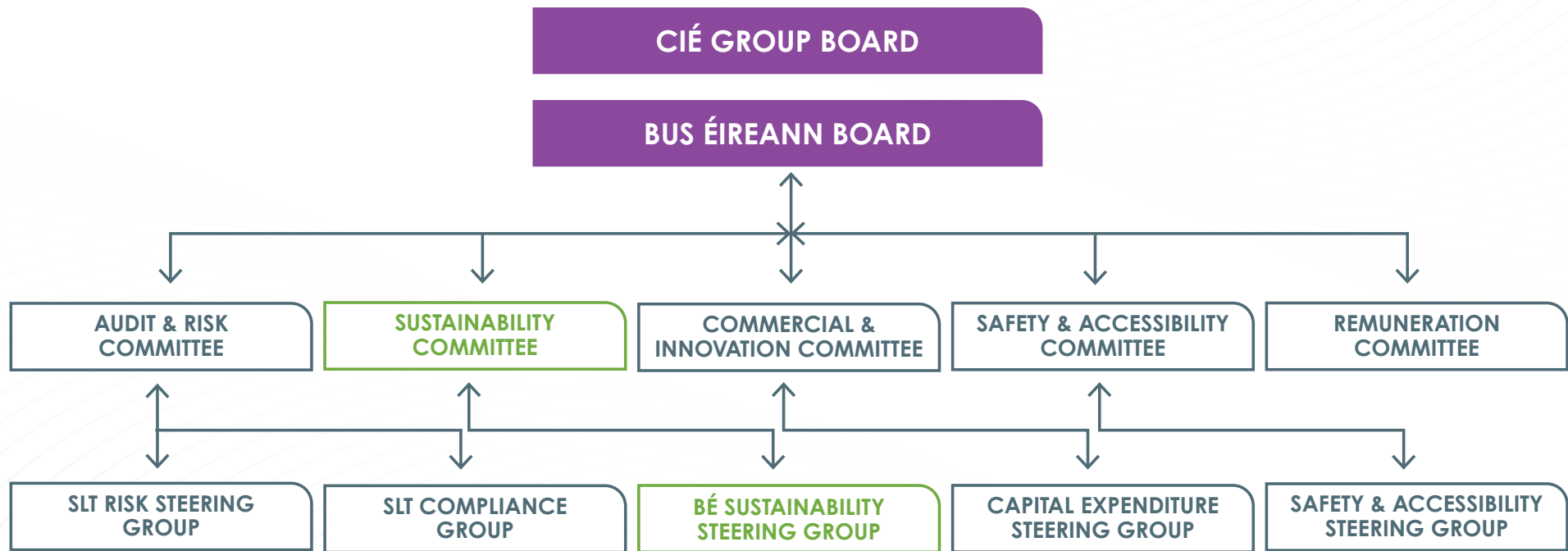
The new CSRD will change the landscape of environmental, social and governance reporting







## Governance – Reporting Structure





## Reporting and Disclosures

Although our greatest challenge lies in the area of climate action, Bus Éireann has moved towards adopting an approach to reporting and disclosures that covers the broad ESG agenda, embedding sustainability in our business across the environmental, social and governance pillars. In 2023, through the CIÉ group, Bus Éireann formally signed up to the science based targets initiative (SBTi) which will provide additional clarity, transparency and validation when reporting our emissions annually. We believe the ESG agenda will continue to widen and deepen. Our ESG Governance structure is set out on the previous page.

### TCFD Disclosures

Bus Éireann adopted the Task Force on Climate-related Financial Disclosures (TCFD) reporting framework in 2022, enabling us to demonstrate progress on alignment with the core principles of the framework across the four areas of Governance – Strategy, Risk Management, and Metrics and Targets – in line with the evolving CSRD requirements.

We will also integrate the EU Taxonomy sustainability classification system into the financial reporting of the company.





## Governance Objectives

**Bus Éireann has three primary long-term governance objectives in relation to sustainability:**

- Develop and enhance our governance structure to implement the Bus Éireann Sustainability Strategy and the Bus Éireann Strategic Plan in line with reporting requirements.
- Ensure that we can provide assurance to the shareholder (the Minister for Transport) and stakeholders that the company complies with the governance and reporting aspects of CSRD/ESRS and the forthcoming Corporate Sustainability Due Diligence Directive.
- Develop the compliance and governance policies, action plans, internal controls and resource deployment to implement the above.

\*Double Materiality refers to sustainability-related impacts that may be financially material to the company and also impacts of the company on people, the environment and the economy.

To assist with progressing our long-term objectives, in 2023 we developed a governance framework to exhibit limited assurance in reporting for CSRD/ESRS and TCFD for financial year 2023, building to satisfactory/substantial assurance for financial year 2025. We also undertook updated Impact, Risk and Opportunity (IRO) and Double Materiality assessments with reference to emerging strategic risk processes in line with CSRD and TCFD guidelines. For further information, see page 65 in Appendices section.



## Stakeholder Engagement

**As Ireland's national bus company, we operate across the length and breadth of the country, sustainably connecting people to what matters to them in cities, towns and rural areas. Our footprint and impact is deeply felt in these communities.**

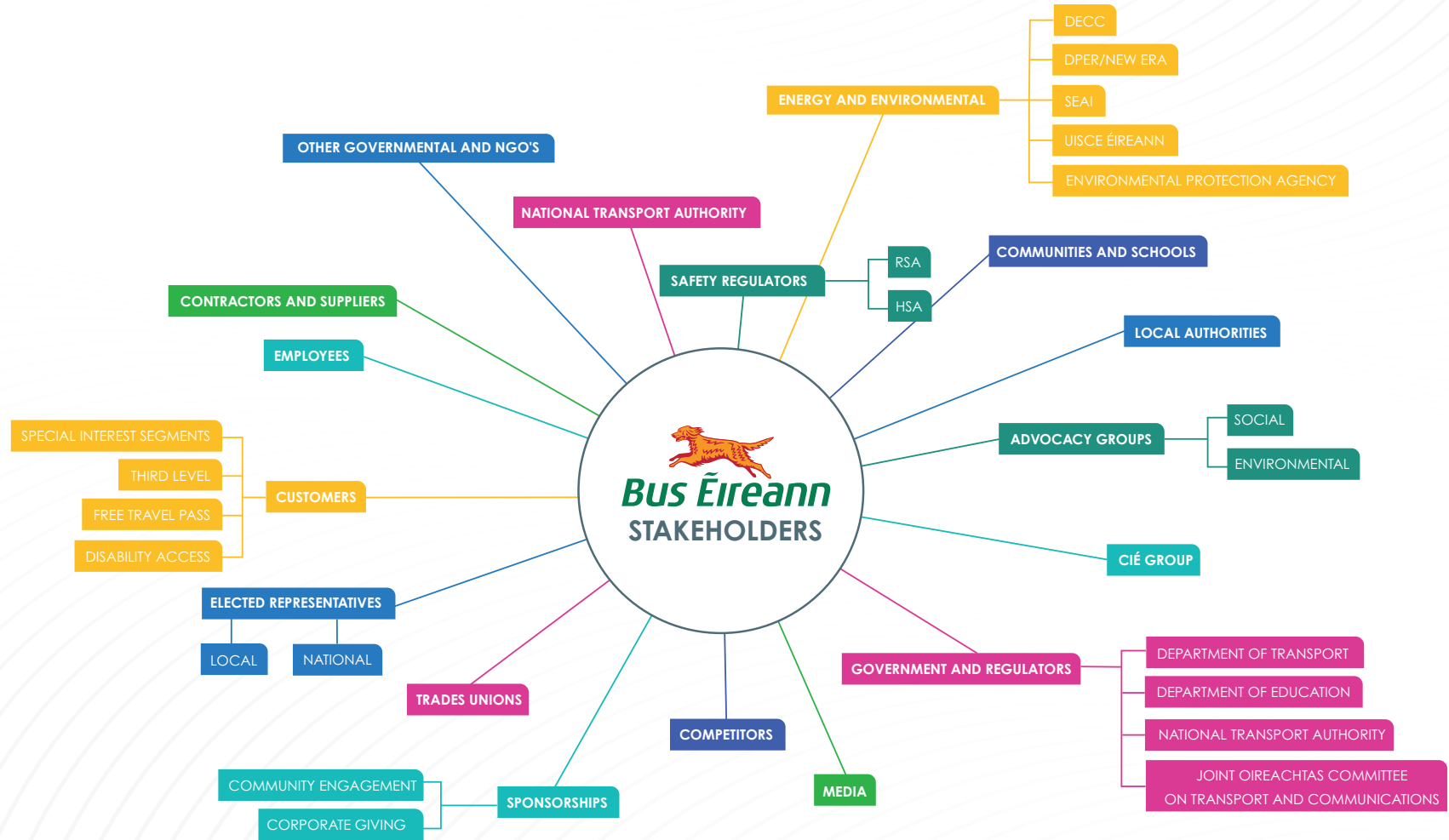
Collaboration is at the heart of climate action and sustainability. To help us deliver our services to the highest levels requires us to build and maintain complex sets of relationships both internal and external.

Stakeholder engagement is consequently a central part of Bus Éireann's business, and crucial to its long-term sustainability. The Stakeholder Engagement Policy is implemented by the Senior Leadership Team with the support of senior managers at central and regional/local level. The Board of Directors has responsibility for overseeing company-wide compliance with this policy.

Under CSRD, Bus Éireann must undertake a Double Materiality assessment in terms of both the financial and sustainability impact of our strategic plan with reference to the priorities of the shareholder and stakeholders. Double Materiality refers to climate-related impacts on the company that may be material and also impacts of

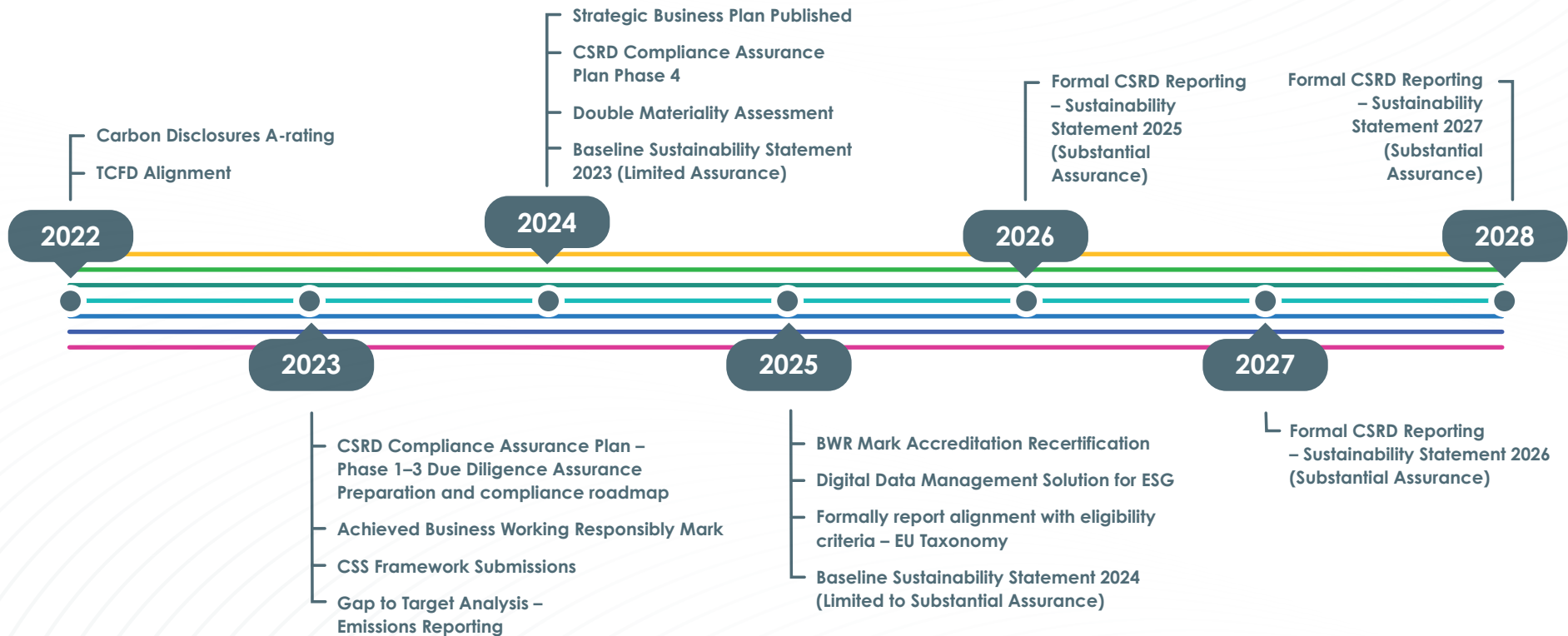
the company on the climate. An assessment in 2023 showed a high level of commonality and alignment between these priorities and Bus Éireann's sustainability plans and rolling five-year business and financial plans. A parallel IRO assessment highlighted priority areas in the revised strategic plan from a sustainability perspective. For further information, please see page 65–67 in Appendices.

# Stakeholder Map





## Governance Roadmap





## Partnerships and Funding





## Partnerships & Funding

**Bus Éireann believes collaboration is intrinsic to delivering sustainability across the economy and society. The challenge of climate change, in particular, by definition requires a collective response to deliver effective solutions.**

We seek to be a good corporate citizen, and our approach is to actively engage with a range of stakeholders and partners to build and maintain strong relationships. Such links bring mutual benefits and help deliver progress.

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 in a formal steering group committee.

The sustainability transition requires a sustained investment and Bus Éireann works closely with the National Transport Authority, the CIÉ Holding Company, the Department of Transport and the Department of Education to bring about the transformation required to meet our objectives and to deliver effective sustainable mobility across Ireland. Over the coming decades we will do so in partnership with all stakeholders including the SEAI, the Environmental Protection Agency, the Road Safety Authority and local authorities. We will actively seek new green funding streams and work closely with agencies like NewERA and others to access funding for fleet and buildings transition.





## Appendices – Strategic Risks and Opportunities – Table 1

TCFD CLASSIFICATION	RISK/OPPORTUNITY	TCFD Climate Related Risk/Opportunity	ACTIONS TO MITIGATE/ MAXIMISE	Timing (years)
TRANSITION RISKS	Stakeholder support to develop a longer zero emissions-based PT solution is not forthcoming in the short or medium term	Costs to transition to lower emissions technology	Stakeholder support and Investment funding	0-5
	Workable fleet solutions for rural and longer distance bus services do not progress at the same pace as EV solutions	Unsuccessful investment in new technologies	Research and Development (R&D) expenditures in new and alternative technologies	0-10
	Transition plan is hindered by ability to increase driver and other recruitment in line with PT growth expectations	Costs to adopt/ deploy new practices and processes	Focus on Driver/ Other recruitment	0-5
	Fleet transition plans of contractors do not evolve in time to meet 2030 targets	Costs to transition lower emissions technology	Transition Support to suppliers	0-5
	Failure to meet 2030 emission targets as per CAP 2023 – Roll over of emission targets	Enhanced emission reporting obligations	Stakeholder dialogue on the scale of transition and funding required	0-5
	Emissions credits do not evolve in time to meet 2030 targets and growth expectations of the stakeholders under Bus Connects and Connecting Ireland.	Mandates on and regulation of existing products and services	Stakeholder recognition of modal shift benefits of PR to overall transport sector emissions reductions	0-5
	Failure to meet 2030 building efficiency targets as per CAP 2023	Mandates on and regulation of existing products and services	Stakeholder support investment funding	0-5

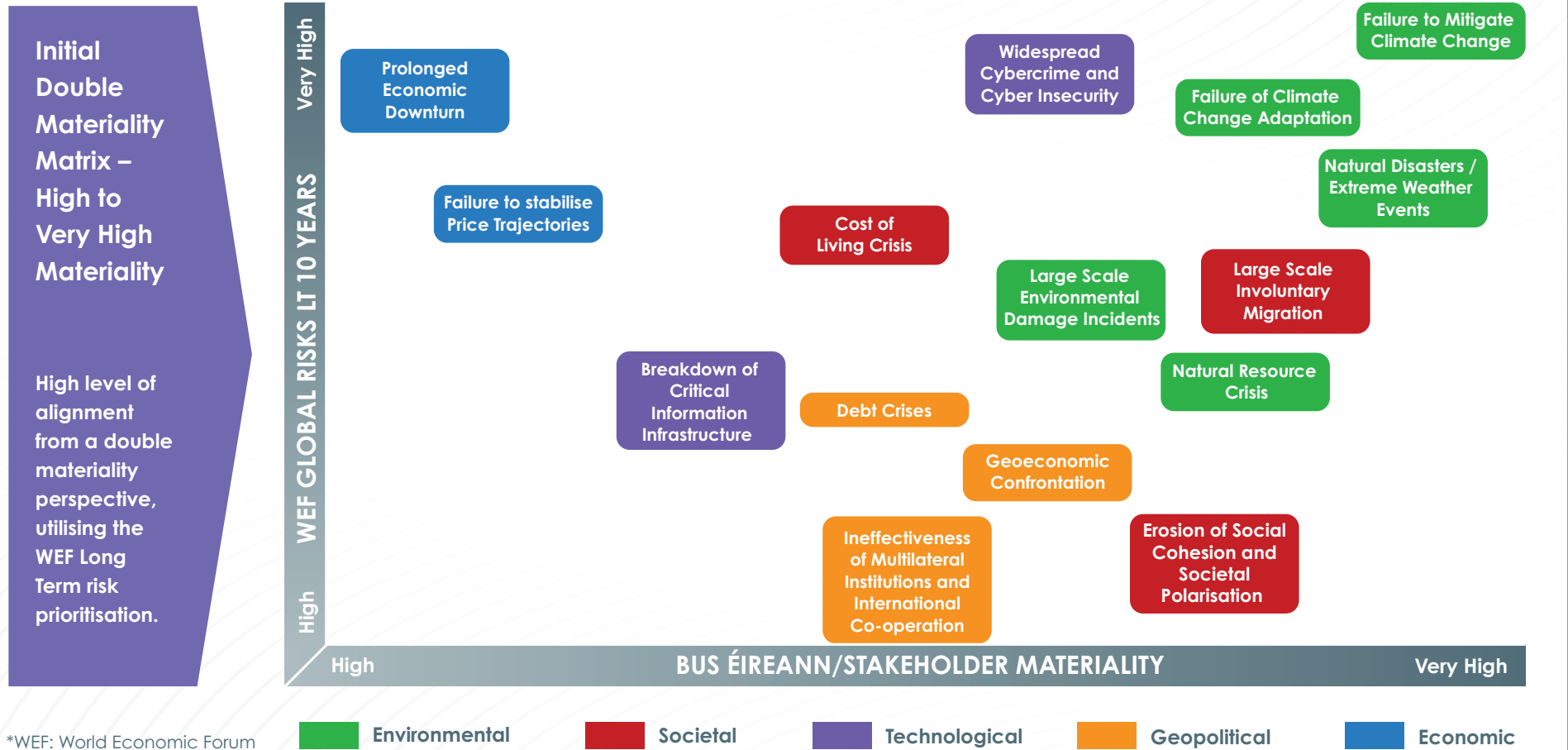


## Stakeholder Engagement – Table 2

STAKEHOLDER	DESCRIPTION OF ENGAGEMENT		MONITORING
<b>Regulators</b>	<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 and Uisce Éireann – environmental compliance</li> <li>Local authorities – planning and infrastructure</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>
<b>Employees</b>	<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>
<b>Funders/investors</b>	<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>
<b>Communities</b>	<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>
<b>Customers</b>	<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 phoneline/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>
<b>Supply Chain</b>	<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>



## Preliminary Double Materiality – Table 3



\*WEF: World Economic Forum



***Bus Éireann***  
SUSTAINABILITY

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Driving Change