



Everyone... welcome aboard

Arriva Inclusion Strategy
September 2022



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A message from our CEO

Every day, Arriva connects people and communities, for work, education, leisure and other needs. I believe that for Arriva to be the leading passenger transport partner across Europe, we need a workforce that represents and understands the needs of the communities we serve.

I'm proud that we are committed to ensuring our workplaces are inclusive for all Arriva employees regardless of their age, gender, ethnicity, or any other characteristic. We want our employees to feel that they can bring their full selves to work, that their individual perspective and experience are valued, and that they have equal access to opportunity based on their talents above all else.

We know that having a diverse team helps us to provide better services. A diverse team brings different insights, experiences and needs, and challenges us to be more innovative and inclusive in the services we provide. A diverse team is also more attuned to the needs and interests of all our passengers and clients.

Our strategy and ambition are focused on fostering a culture of inclusion and are aligned to our values - *We Care Passionately, We Do the Right Thing, and We Make the Difference*. Every Arriva employee is a stakeholder in the success of our strategy, and we all have a responsibility to ensure our workplace is a welcoming, accepting and accommodating place to be.

At Arriva, we are already on our way to becoming a more diverse and inclusive place to work; there are no shortcuts to achieving our goals, however, we are committed to continuing towards our ambition of becoming the most inclusive public transport employer.

Mike

Mike Cooper
CEO, Arriva Group

About Arriva

Arriva is a leading provider of passenger transport in Europe, employing around 40,000 people and, in 2021, delivered around 1.2 billion passenger journeys across 13 European countries.

With buses, trains, coaches, trams, water buses, car and bike sharing systems, as well as on-demand transport solutions, we offer a wide range of transport services through four business operating units: UK Bus, UK Trains, The Netherlands and Mainland Europe.

Our 40,000 employees are embedded in communities across 13 countries, spanning many different cultures, languages, and locations. This brings a wealth of rich cultural knowledge, experience and diversity to our teams.

Since 2010, we have been part of Deutsche Bahn (DB), one of the world's leading passenger and logistics companies.



We have a vision to help shape a future where passenger transport is the **best choice**

Our values:



We **care** passionately



We do the **right thing**



We make the **difference**






We care
passionately



We do the
right thing



We make the
difference

Inclusion at Arriva



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A note from our CPO

At Arriva, we want every employee at every level and in every team to feel comfortable being themselves at work. We recognise that being confident in who we are positively impacts both our well-being and our ability to do our best. I'm proud to be leading Arriva's work on Inclusion to ensure our teams reflect the communities we serve across Europe.

As part of our commitment, we have recently joined *Inclusive Employers*, an organisation which supports employers committed to prioritising and creating truly inclusive workplaces.

Through our partnership, we are launching this new Inclusion strategy, and we'll be working with every corner of Arriva to ensure that inclusivity is always at the forefront of our minds. We will use our Arriva values and behaviours to support this and continue to encourage our 40,000 employees to reflect the welcoming and accepting environment our organisation aspires to be.

Our strategy is also supported by our Global Arriva Inclusion Network (GAIN), our employee resource network, which we started in 2019. I'm thrilled that each GAIN group now has sponsorship from a member of our Arriva Management Board, who will be able to use their position to call for action and influence change, and support our co-chairs in accelerating progress.

We're proud that the GAIN groups are owned and led by employees, who directly contribute to, influence, and shape our Inclusion approach, giving us honest and real-time feedback. The success of our Inclusion strategy is dependent on this continuous open and honest dialogue and our ability to make change in the areas that matter most to our employees.

I am excited to see our ambitions come to life, underpinned by our values and behaviours, and for the positive changes these will bring.

Alison

Alison O'Connor
Chief People Officer, Arriva Group

How we define Equality, Diversity and Inclusion



Equality

at Arriva means we do not discriminate based on any individual characteristic and employees should expect this in all aspects of their work lives.



Diversity

at Arriva means that we actively seek out and value difference. We want our workforce to reflect the wide range of communities we serve, so we can serve them even better.



Inclusion

at Arriva means that we are working to create a culture in which each employee feels welcome and that they belong. All Arriva employees should feel they can flourish and progress.

Our journey so far



We're proud of the steps we have taken in recent years to listen to our employees and understand their experiences, to lay strong foundations in making our workplace welcoming to everyone.

Policies

Arriva's Diversity and Inclusion policy clearly states our commitments and requirements and is available for all employees to access.

Combined with our anti-discrimination and human rights policies, this strongly sets our expectations for leaders and employees across the business and outlines our zero-tolerance position on any form of bullying and harassment.

These policies are included in our Standards of Business Conduct training which over 6,000 employees complete annually.



Gender pay reporting

Under the UK Equality Act (2010), any business in England, Scotland or Wales with more than 250 employees is legally required to publish a Gender Pay Gap report on an annual basis.

Within Arriva in the UK, like other businesses, we have instances of gender pay gaps. Our overall mean pay gap across the reported 18 Arriva businesses in the UK has increased slightly to 0.8% (compared to last year's figure of -2.7%) meaning our female employees now earn on average 0.8% less than men per hour. Despite our progress, we still have more to do. The transport sector is traditionally a male-dominated industry which, due to the gender imbalance, contributes to the gender pay gap. To address this challenge and reduce the

gender pay gap, we are proactively recruiting to increase the representation of women in our workforce at all levels.

We are proud that as a result of our efforts so far, over 30% of our senior management population across the Arriva Group are women.



Leadership training

In 2020, we launched the Arriva Line Manager Programme, which by the end of 2022 will see close to 1,000 Arriva frontline managers trained in a breadth of management skills including diversity and inclusion.

Arriva employees also have access to e-learning modules on diversity and inclusion and understanding bias, which helps learners to understand what diversity and inclusion is, what it means at Arriva, and how we can understand and confront our own biases in the workplace.



450+

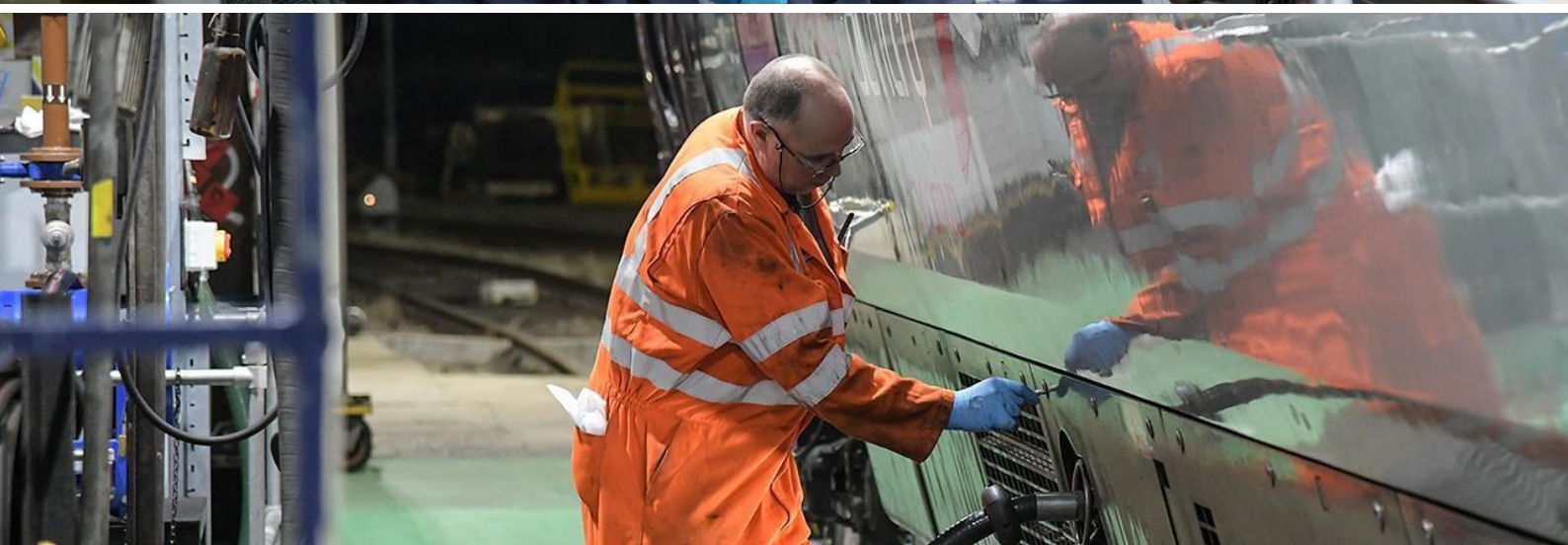
So far over 450 employees have completed the training and it has received resoundingly positive feedback.



Data collection

To understand the needs of our employees, and our business, we need robust data that allows us to analyse workforce demographics and understand areas of opportunity.

We are currently underway with a number of pilot campaigns across our businesses to boost the quantity and quality of data we hold on our employees so that we can make informed decisions on how best to support our workforce, and recruit for success.



Global Arriva Inclusion Network

The *Global Arriva Inclusion Network (GAIN)* is a core part of our journey to becoming more inclusive. This network is open to every employee across all 14 countries we operate in, and the network now has close to 1,000 members. Our GAIN groups are the voice of our employees, and the voice of change.

There are five GAIN groups including Gain for Well-being, GAIN for LGBT+, GAIN for Disability, GAIN for Race & Ethnicity and GAIN for Gender. Each GAIN group has an executive sponsor, an Arriva Management Board member, who uses their influence to advocate for change.

Each GAIN group is led by two co-chairs, representing the UK and Mainland Europe. The co-chairs bring together feedback from employees across all Arriva's businesses and shape an action plan for their group. The co-chairs are supported by GAIN leaders who take ownership for specific projects and events.

GAIN has several aims including:

- Providing a safe and informal space for employees to seek peer support and advice on challenges they may encounter in the workplace, as well as advice on how to support others;
- Supporting and equipping Arriva employees with the tools they need to progress their careers within the company;
- Raising awareness and helping to educate employees on challenges diverse groups may experience uniquely at work, and how to support any employees facing adversity;
- Holding celebration and awareness days and employee engagement events throughout the year such as International Women's Day, PRIDE and out regular Well-being Weeks.

The GAIN groups convene regularly, over Teams or through Yammer, to network, share information to stimulate discussion, access development resources and hear inspiring stories from guest speakers.

We are extremely grateful to all employees who volunteer to be a part of GAIN and contribute to positively improving Arriva's workplaces for all.



Our GAIN executive sponsors



Anne Hettinga
MD, Arriva Netherlands



Every single Arriva employees deserves to come to work and be proud to be themselves. With GAIN for LGBT+ we promote acceptance and celebrate our LGBT+ colleagues and community. We know that being able to be our full selves at work, and in life, has a huge impact on our well-being, and I am passionate about Arriva being a workplace that is welcoming to everyone regardless of how they identify, or who they love.”

Anne



Alison O'Connor
Chief People Officer



It is now more important than ever to prioritise employee well-being. I am proud to lead the GAIN for Well-being group, raising awareness and helping to promote good mental and physical health. By encouraging our teams to access the support we have available and to take part in well-being events throughout the year, such as our annual Arriva Well-being Walk, we can create a culture where prioritising good well-being is how we do business.”

Alison



Paul O'Neil
MD, Arriva UK Bus



I'm committed to using my position as a leader to create a safe working environment, where we bring diverse voices to the table, and ensure that everyone working at Arriva has equal access to opportunities regardless of their race or ethnicity. It is about basic fairness. The Black Lives Matter movement in 2020 was a moment of personal reflection for me, across the globe I saw people coming together to take action and create positive change, and at Arriva, we must do the same.”

Paul



Sian Leydon
MD, Mainland Europe



Although progress has been made in recent decades, we know there is still a way to go until we achieve gender equality as a society. We want women in our workplace to have equal access to career development opportunities. To ensure this happens, I want women at Arriva to have access to the tools, skills, support, and network they need to be successful in their careers.”

Sian



David Brown
MD, Arriva UK Trains



Accessibility is a priority at Arriva for both the safety and comfort of our passengers and our employees. A huge effort is needed globally to close the disability employment gap and as a business with 46,000 employees, we are in an excellent position to make a real difference to the lives of existing and future disabled employees at Arriva. I'm excited that this group has the opportunity to listen to, and champion, the voices of disabled employees and create lasting change.”

David



Our ambition and goals



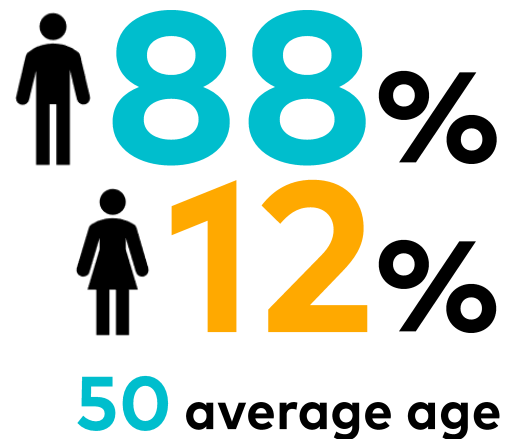
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Our ambition and goals

Over the coming years at Arriva, our ambition is to become an industry-leading organisation, known as a fair and equal employer, a great place to work, and an organisation that attracts the best talent.

Our challenge will be an aging workforce, many of whom may choose to leave us in the near future through retirement, creating a skills gap. In response, our strategy focuses on early careers, and the opportunity to increase the representation of underrepresented groups to broaden the skills, perspectives and experiences of our workforce. Likewise, retention is key to keeping the valued expertise of our employees and sharing this knowledge with employees new to the transport industry is essential.

The definition of 'underrepresented groups' will naturally vary across Arriva's businesses recognising that local population demographics and workforce demographics are different in each of our markets; our strategy has been developed with flexibility to accommodate this.



Our goals

At Arriva, we are working to ensure that by 2030, our employees reflect the communities we service with continuous improvements in our workforce and workplace including:

In 2022

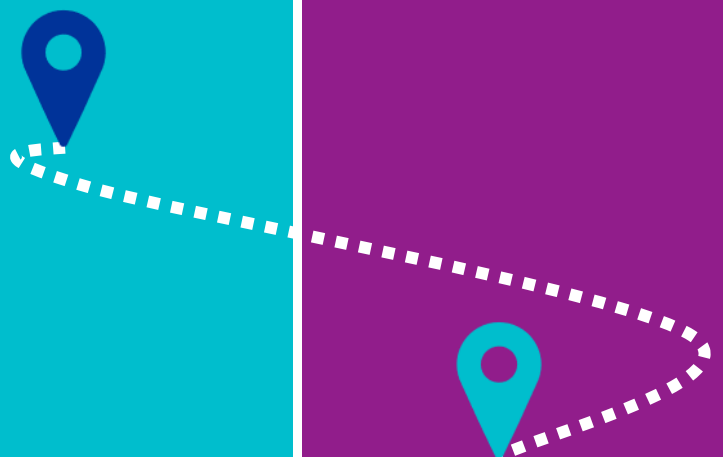
- This Arriva Inclusion strategy is launched, and every Arriva business implements an action plan with measurable goals;
- All Arriva businesses have two senior leaders or managers involved in GAIN;
- The Arriva Management Board, Managing Directors and all employees who set objectives will have at least one diversity and inclusion objective relating to their role;
- All Arriva businesses will develop a talent acquisition plan for youth engagement/early careers i.e. apprenticeships or training schemes, partnerships with charities, schools, colleges and universities.

By 2025

- 40% of leaders and managers are women;
- Increase applications from women for driver roles, with each business aiming for a 10% YOY increase in new drivers who are women;
- 10% increase in leaders and managers from an underrepresented group.

By 2030

- 50% of leaders and managers are women;
- 25% of leaders and managers are from an under represented group;
- 100% increase in the number of women drivers.





Our strategy



Balazs Molnar
Operational Manager

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Our strategy

Our strategy focuses on four key areas we can influence including our workforce, our workplace, our passengers, and our communities.



1. Workforce

This pillar refers to our focus on recruiting and retaining a diverse and representative team, it is the who and how we hire.

Talent Acquisition: Recruitment and selection methods

We are already working towards and will continue to ensure our recruitment process is fully inclusive, by:

- Using inclusive and gender-neutral language in job adverts;
- Updating our selection methods and removing bias, for example by introducing blind CVs and applications;
- Improving our targeted advertising and branding to reach the broadest range of candidates;
- Working in partnership with others to target diverse talent pools, such as our Arriva UK collaboration with *Ambitious about Autism*, Arriva Rail London partnership with *Excellerate Black Futures*, and increasing our engagement with organisations supporting ex-offenders and ex-military personnel;



- Reviewing the onboarding and induction process and make changes to improve inclusion such as offering flexible shifts and rotas, part-time working, and training that takes place in evenings and weekends.

Talent Development

We are continuing to work hard to improve our performance management and talent development processes so that we are focused on creating a high performing team, with equitable access to opportunities.

We are focusing on:

- Increasing the representation of underrepresented groups in our leadership teams as well as more broadly across the business
- Harnessing the talent we have within Arriva to excel through our Leadership Academy, internal development opportunities and targeted forums such as Arriva UK's *Better Balance* women's development forum.



- Reviewing our leadership competencies framework to strengthen the diversity and inclusion elements, so that inclusion becomes an everyday part of how our existing and future leaders lead;
- We will introduce a **reverse mentoring scheme** where Arriva leaders will be mentored by another colleague. Our aim through this scheme is for leaders to become aware of the types of barriers underrepresented groups face in our workplace and equip our leaders with influencing and advocacy skills to drive change in removing those barriers;
- Where permitted by local legislation, we will improve and expand the demographic data we hold on our employees. We will use the results of our data collection pilots to identify areas of opportunity and to help build a diverse and representative talent pipeline;
- Ensure that volunteers contributing to our GAIN network have the opportunity to broaden their professional networks and raise their profile at Arriva, by connecting with employees across all countries, levels and functions. Volunteering with GAIN is also an opportunity to develop leadership, coaching and listening skills, project management, and be a part of influencing change across the business;
- Develop an approach to monitor diversity pay gaps in the UK to ensure that all employees are paid equally for the same or similar roles.



2. Workplace

This pillar focuses on our desire to be an inclusive, competitive, and equitable place to work, and considers how we value our employees and their contributions to our business.

The Working Environment

Arriva's working environments should support every employee to achieve their full potential. We work hard to foster a culture of psychological safety, where employees are empowered to speak up, to give and ask for feedback, to be curious and open to learning, and to be courageous in trying new things, and learning from mistakes.

Facilities

We will work to understand how we can improve Arriva workplaces so that they better support accessibility, well-being, personal safety and the broad needs of all employees. Arriva's physical spaces should be accessible and inclusive to all, and we are focused on removing any physical or environmental barriers. This could, for example, include the introduction of prayer rooms, or quiet spaces which can be used for reflection and well-being activities, as well as ensuring our toilets and changing facilities are fit for purpose.

We will ensure our People team and Facilities teams are more closely aligned to achieve this aim.

Values & Behaviours

Our Arriva values of *We Care Passionately, We Do the Right Thing, We Make the Difference* actively



contribute to creating an inclusive and welcoming workplace. Alongside embedding these values and expected behaviours across our business, our GAIN groups and D&I councils are also developing materials which challenge stereotypes, the use of inappropriate language and raise awareness of how to support employees who experience these microaggressions. We have a zero-tolerance of bullying and harassment, and every employee should feel they are respected and treated with dignity in our workplace.

Additionally, from 2022, any employee who sets objectives will have at least one objective related to diversity and inclusion.

Employee Benefits and Policies

With the support of our GAIN groups, we will review the terms of employment which make Arriva an attractive and supportive place to work, for example our family-friendly and flexible working policies, to ensure they cater to all employees. Likewise, some of our businesses will explore opportunities around increased part-time and job-share roles, so we can better support employees to manage their professional and personal lives in equal measure. We are also developing new policies to strengthen our support for employees at different stages in their life, including new menopause and transgender policies.

We recognise that with an aging workforce comes an increased number of employees with caring responsibilities, be that as parents or carers to family members or spouses. Our approach to these policies will focus on flexibility, and we will closely review and strengthen our fertility, miscarriage, carer and bereavement leave policies to ensure they accommodate the needs of all employees.



Training

Our aim is for all leaders and people managers to attend the Arriva Line Manager programme, which covers a breadth of management skills, including a dedicated workshop on Inclusive Leadership. Through this course, managers will learn what inclusive leadership is, how to identify and challenge bias, listen to the experiences of others and leave with an action plan to create an inclusive environment in their teams, where every employee is comfortable and confident speaking up.

With our GAIN for Disability group and Employment Law team we will work to develop resources to support managers to understand what reasonable adjustments can be made to remove any barriers for employees with disabilities. This could be by changing provisions or practices, altering or providing alternative physical features and providing any auxiliary aids. This guidance will apply to both our workplace and our recruitment process.

Employee Survey: Engaging with our employees, and listening to their feedback

Hearing from our employees is our most valuable tool in understanding how to make Arriva a more inclusive place to work. We will continue to survey our employees at least twice a year, to understand their feelings, feedback and ideas on dignity, respect, equality, and inclusion in the workplace.

We will share these findings with each Arriva business so that they can make a localised plan to act on improving and enhancing these scores.



Diversity Impact Assessments

We will ensure that Diversity and Inclusion is at the heart of how we do things, from our Values and Behaviours through to introducing Diversity Impact Assessments for all major change projects.

Similar to a risk assessment, a diversity impact assessment helps programmes, policies and projects to ensure they are considering the effects of the proposed work or changes, and how it may impact different groups or individuals. Any risks identified through this process can then be adapted or mitigated, where possible.

We will train employees on how to effectively implement Diversity Impact Assessments so that we can fully understand the impact of our work. Employees will be supported to deliver these assessments and provide evidence that we have understood how change will affect diverse communities, improving the positive impact of projects delivered.

Collaborating with Trade Unions & Related industries

We look forward to collaborating with Trade Unions on how we can create the best outcomes for all our employees, existing and future.

A number of our businesses are already in conversation with Trade Union equalities representatives and work closely with them to understand the experiences of their members, sharing different approaches and ideas for improvement for example by looking how we can help employees celebrate the moments that matter like birthdays, personal achievements and special milestones like a child's first day at school.

Likewise, we recognise that for the transport sector as a whole to reflect the communities it serves it will require a sector-wide collaboration, and we look forward to sharing learnings and insight, and learning from others, to improve the sector overall.



3. Passengers and clients

Arriva passengers are at the heart of everything we do, and the reason we come to work every day. Our mission is to ensure our passengers can travel from A to B efficiently and safely.

Our Diversity and Inclusion strategy will support the decisions and improvements we make on safety and accessibility, for our employees, as well as our passengers, paying particular attention to vulnerable groups travelling on our services.



We will work with strategic partners and subject matter experts to ensure our policies are robust, and that the training we provide to our frontline employees adequately equips them with the skills to support all passengers on our services. This could include for example our UK Trains partnership with Network Rail and Samaritans, which trains frontline employees in how to spot the signs and support any person experiencing distress on our network.

Likewise, we will collaborate closely with our clients to understand their needs and ambitions on diversity and inclusion, and how we can provide the best service to support this.



4. Community

Arriva is at the heart of communities across Europe providing an essential service, and we're proud that many of our employees already actively contribute to their communities every day.

We aim to ensure that giving back becomes part of our DNA and will encourage our employees to make use of our volunteering leave policy.

Volunteering allows our employees to give back to causes they care about, has a positive impact on their well-being, and can be used as an opportunity to develop new skills, meet new people and expand their network.

Likewise, volunteering can help Arriva to achieve many of our diversity and inclusion ambitions, including broadening our talent pools via the networks our employees create, and by engaging with charities focusing on youth engagement, employability, social mobility, equality, and disability.



Being closely connected to the communities we serve, will help our employees to bring new perspectives, learnings and experiences back to Arriva, and in doing so, strengthen our ability to be a company that equitably supports all employees and passengers.






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