



An aerial photograph of a rural landscape during sunset. In the foreground, a farmstead with several white buildings and a red-roofed barn is visible, surrounded by green fields. A road runs along the bottom of the farm. The background shows rolling green hills and fields under a warm, orange-hued sky. A large, semi-transparent yellow arc is in the bottom left corner.

**“Through leading
and smart transport
solutions, we help to
realise the sustainable
society of the future
– already today.”**



We succeed by
living according to our values:

**WE RESPECT EACH
OTHER**

WE CARE

**WE ARE GOOD
LEADERS**

Our transport solutions increase mobility in society. Every day about one million people in the Nordic region travel with us, and our role is to make the journey a positive experience. We offer our passengers service and security at the same time as ensuring the journey is efficient and easy. It is through bus travel that we can bring together all of these components.

Our vision

Everyone wants to travel with us

Business concept

We simplify everyday travelling for our customers

We achieve our vision by being:

Transparent, innovative and reliable

1 million
PASSENGERS EVERY DAY

20
TIMES NOBINA'S BUSES TRAVEL
AROUND THE WORLD EVERY DAY

>100
CONTRACTS

3,700
BUSES

11,700
EMPLOYEES, OF WHOM
9,500 BUS DRIVERS

82%
RENEWABLE FUEL

Statement from the CEO



Magnus Rosén
President and CEO

We are living in a strange time. I am writing this statement in a world that appears different to the way we are accustomed to seeing it. People are no longer travelling somewhere, physical contact and gatherings are avoided, and society is dominated by an air of concern and uncertainty. This change has happened quickly, over just a few months. As I write, the coronavirus COVID-19 is keeping more than half of the global population at home. No one knows when things will return to normal. We must make the best of the situation we find ourselves in.

For Nobina, this means maintaining safe, reliable and secure public transport services to keep society moving, and safeguarding the health of our employees and passengers. As the leading public transport company in the Nordic region, we have a particular responsibility to ensure that society continues to function even in times of crisis, such as this. These efforts have been helped by the close and constructive dialogue we have had for some time with our clients. Public bus transport provides a high degree of flexibility.

And it is now we are also being put to the test as a sustainable company. For some time, our focus has been to develop solutions that address the major challenges of congestion, poor air quality and the need for greater mobility that characterize expanding cities and communities across the Nordic region. The current challenges are completely different, but our offering of flexible, green and

cost-efficient transportation also plays an important role in this situation, while we continue to develop the public transport of the future.

This transport is fossil free, easy to use and helps society to function and develop sustainably. It includes, for example, complete solutions for electrification, travel for everyone with special needs, bus routes that are as efficient as the metro but above ground. It also includes apps and other technical aids to make travel from A to B simple and intuitive, and autonomous and on-demand services.

It is gratifying that we can already offer much of this.

Moreover, we enable people who are long-term unemployed to receive training and work as bus drivers and mechanics with us. As part of our focus on diversity and integration, we are committing fully to training, also when it comes to languages.

Today, 11,700 employees at Nobina not only provide a crucial function in the current difficult situation but also prepare the ground for the long-term sustainable development of our Nordic cities and communities. We have a clear strategy and agenda in this work, and are guided by the UN Sustainable Development Goals. Fossil-free, flexible, smart, comfortable and efficient bus travel is the future – both today and tomorrow. Thank you everyone for making this possible. And take care of yourself.

Magnus Rosén
President and CEO

"The current challenges are completely different, but our offering of flexible, green and cost-efficient transportation also plays an important role in this situation"

Why invest in Nobina?

Megatrends such as urbanisation and population growth lead to congestion and environmental challenges. Public bus transport services provide the most cost-efficient and flexible solution to meet these challenges and make Nobina, as the largest public transport operator in the Nordic region, a structural long-term winner.

Sustainability is part of Nobina's DNA

A strong focus on ESG issues drives value creation in the company. Nobina strives to reduce energy consumption through its concept for eco-driving, The Green Journey, new buses are always fitted with the latest technology for the lowest emissions and the transition to a fleet based solely on fossil-free fuel is progressing rapidly. Through Nobina Electrical Solutions, Nobina is leading the development of electric bus concepts in Nordic cities and together with other players is developing sustainable solutions for entire cities and districts. Nobina also runs comprehensive projects in integration and diversity in society.

Leading position on a non-cyclical market with good long-term growth

Urbanisation, growing environmental ambitions, public-sector investments and demands for greater mobility are driving long-term growth in the Nordic public transport market. The bus market is expanding by about 3–4 percent per year and the greater focus on sustainable transport solutions in cities can create even higher growth in the future. Nobina is growing faster than the market by winning and actively managing the right contracts, conducting supplementary acquisitions and developing value-creating services and bus solutions.

Stable business model focusing on efficiency

Nobina is endeavouring to influence the design of contracts to ensure fair terms and conditions and the development of balanced compensation models, with more incentives to increase travel. This unites Nobina's and the client's objectives, to put passengers first and to create greater mobility. Long contract periods offer Nobina the conditions to successively improve customer service, operating efficiency and thus profitability.

Optimised capital structure enables high returns

Since Nobina is only aiming to secure profitable contracts and these contracts are generally long-term and stable, Nobina can effectively leverage its debt position to improve both profitability and return for shareholders at a balanced level of risk.¹⁾

First in the Nordic region with the solutions of tomorrow

Work in the development and innovation company Nobina Technology is becoming increasingly important for Nobina's long-term growth. This, together with the organisation's general expertise and Nobina's leading position, is opening up opportunities to create new revenue streams outside its core operations. Two important focus areas where the company has already delivered are MaaS solutions and autonomous vehicles.

1) Given the situation with covid-19 and the short-term development we are seeing ahead of us, the Board has recommended to the Annual General Meeting that no dividend be paid for the financial year 2019–2020 in order to have good readiness for the future.

AA rating for work on ESG risks

Nobina holds the second highest rating - AA - in MSCI ESG Ratings, which aim to measure a company's resilience to long-term ESG risks. Nobina's high rating includes a very high scoring range for its governance practices.



Dark Green – Highest sustainability rating

In February 2019, we issued a green bond for SEK 500 million – the first in the Nordic region linked to the public transport sector. Our green framework was reviewed ahead of the issue by the independent climate and environmental research institute Cicero, which awarded us the highest "Dark Green" rating. Today, just over one year later, all of the proceeds have been invested in full in new electric buses and buses that operate on renewable fuels.

Our objectives

Long-term and enduring profitable growth is central in securing the necessary resources to continue to invest in operations and to contribute to a sustainable development of society. Nobina's long-term goals and key metrics were adopted by the board in October 2018 and are designed to meet both market demands and changes in society.

Financial targets

Growth

Nobina's target is to achieve **5 percent** accumulated annual average net sales growth with 2018/2019 as base year.

OUTCOME 2019/2020

9.4%

Profit margin

Nobina's target is to achieve an EBT margin of **5 percent** at average contract age being 50 percent of average contract length.

OUTCOME 2019/2020

4.4%

Dividend policy

Nobina expects to, under normal circumstances, pay a dividend of at least **75 percent** of earnings after tax paid.

OUTCOME 2019/2020

0%

Net leverage ratio

Under normal circumstances, Nobina's net leverage ratio is to be within **3 to 4 times EBITDA**, including strategic debt financing.

OUTCOME 2019/2020

3.1 times

COMMENTS

The growth, which was 9.4%, and thus exceeded the target, was mainly attributable to acquisitions but also organic growth of 2.4%.

The adjusted EBT-margin was 4.4% at an average contract age of 59% of the average contract length, which was slightly lower than last year and mainly coming from negative effects from the extensive contract migration carried out during the year.

The net debt/EBITDA ratio has only increased from 3.0x to 3.1x where a relatively large increase in net debt has been offset by a clearly improved EBITDA, mainly driven by the acquired companies and positive development in existing contracts.

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Sustainability targets

Green drivers

The proportion of drivers using eco-driving is to amount to **90 percent**.

OUTCOME 2019/2020

65%

share of bus fleet with smart heating

Suppliers

At least **95 percent** of Nobina's suppliers are to have signed our Code of Conduct.

OUTCOME 2019/2020

65%

realized water savings through recirculation technology

Fuel consumption

Not later than 2030, **100 percent** of Nobina's total fuel consumption is to consist of renewable fuel.

OUTCOME 2019/2020

82%

Resource efficiency at depots

Not later than 2023/24, **75 percent** of the total bus fleet will be equipped with functionality for smart heating, to make bus heating more efficient.

Not later than 2022/23, **85 percent** of total water consumption used when washing buses is to be recirculated.

OUTCOME 2019/2020

54%

share of bus fleet with smart heating

OUTCOME 2019/2020

63%

realized water savings through recirculation technology

Sick leave

Sick leave in the Group should decrease every year and in the longer term be below **2.1 percent**.

OUTCOME 2019/2020

2.9%

Workplace injuries

Nobina's vision is zero workplace injuries. This will be achieved through a stronger safety culture and proactive, systematic work involving risk assessments of traffic environments and situations.

OUTCOME 2019/2020

0.8

number of accidents per million kilometers driven

Gender equality

Not later than the 2023/2024 fiscal year, women are to account for at least **30 percent** of our managers and **20 percent** of our bus drivers.

OUTCOME 2019/2020

25.6%

share of female managers

OUTCOME 2019/2020

12%

share of female bus drivers

Employee commitment

Nobina is to achieve good employee motivation in at least 14 of the 17 questions in the annual employee survey.

OUTCOME 2019/2020

12

Increased travel¹⁾

Total travel in Nobina's contracts is to grow faster, on an annual basis, than the average annual population growth in Nobina's markets.

¹⁾ The target is new and follow-up will start fiscal year 2020/21.

Public transport at the forefront

Public transport is at the cutting edge in many areas and offers solutions to several of the challenges faced by expanding Nordic cities if they are to achieve a sustainable development of society.

Public transport is becoming increasingly important for residents in cities in the Nordic region. Three trends are particularly relevant to this development – the climate challenge, urbanisation and digitisation.

Contributing to a better climate

Where the climate is concerned, public transport already contributes to a more sustainable development. Travelling together is climate-smart, regardless of whether you travel in rural areas or in cities. Demands for a transition will continue and Nobina is helping to drive this development.

“This means driving more economically and switching to greener fuels, and also developing solutions that convince more people to choose public transport in preference to the car,” says Jonas Kempe, CMO at Nobina.

In 2019, Nobina reduced emissions by about 244,450 tonnes of carbon dioxide by running its buses on greener fuel rather than diesel. This is equivalent to about half of annual emissions from the Swedish aviation industry.

In line with the climate goals in the Paris Agreement, the Swedish parliament is aiming to reduce carbon emissions from the country’s vehicle fleet by 70 percent by 2030, compared with 2010.

“Public transport surpassed this goal some time ago. Public transport is leading the way in the transition to fossil-free transport,” says Nobina’s Head of Public Affairs & Communication David Erixon, who continues:

“This reduction makes up only a fraction of the emission savings achieved when millions of cars are left at home and people travel together instead.”

Battle for space

The second trend, urbanisation, is resulting in a battle for space as more people want to move into cities. This trend applies to cities of all sizes and is impacting accessibility, also for public transport.

“We need public transport in order to build sustainable cities, where space is used in a smart way. But we need to become even better at understanding the key role of bus traffic. Compare this with rail transport that has its own infrastructure. Something similar is needed for buses,” says Jonas Kempe.

Congestion is not only a problem for commuters. The accessibility report presented by Nobina last year showed that a lack of accessibility leads to significant costs

for society in terms of more buses and more driving time.

At the same time, it is apparent that public transport is seen as important as the society is increasingly becoming a strategic client of public transport. This is particularly clear in the major cities, where contract tenders are often based on both price and quality and a push for more customer-centric contracts.

“Clients are today very aware that the attractiveness of public transport services may be crucial in people’s decisions to move to a new town or city and in the creation of coherent labour market regions,” says Jonas Kempe.

Investing in good public transport solutions when cities and districts are built also creates a long-term, sustainable urban environment with people who want to live in the area for a long time.

“Today, no-one builds a new residential area without first ensuring good public transport links,” says Jonas Kempe.

In some cities, utilisation is lower and scheduled services may not be the most effective solution at all. Nobina is therefore working with on-demand solutions

“Public transport is leading the way in the transition to fossil-free transport.”

Trends in the Nordic Region

The Nordic countries have made more progress than many other countries in Europe in terms of developing public transport. New technology and digitisation could accelerate this transition.

- Expanding cities increase traffic volumes
- Society investing in infrastructure
- Business models focusing on passengers
- Cooperation for sustainable cities
- Electric buses are here to stay
- New opportunities through digitisation



Jonas Kempe, Hanna Larsson, John Strand, Peter Hafmar and David Erixon

whereby the timetable is abandoned and services are offered when someone needs them. On-demand traffic is primarily needed in rural areas, to satisfy demand with the right type of capacity and bus.

Digital opportunities

When it comes to digitisation, many apps have been launched and other services to make it easy to plan and pay for a journey. Nobina owns, for example, the journey planner app Res i Sthlm and has developed Ersätta, a support system for bus-for-rail services. Technology developments and new habits and needs have also led to the establishment of new mobility players offering services such as electric scooters and car pools. These are in direct contact with consumers and test their business models continuously.

"It has become apparent that they must take into account public transport services and become a complement to this," says John Strand, Head of commercial B2C operations at Nobina. All of these services enable greater

mobility. Nobina understands the value for passengers and has developed the next generation of journey planner that links together different modes of transport and services.

"Our Travis app is a mobility broker, a Mobility as a Service (MaaS) solution that links together transport services from different providers to take you from point A to B. This further reduces the need for a car," continues John Strand.

Major changes

It is no exaggeration to state that major changes are taking place in bus technology and fuel development. One issue for the future is autonomous technology. Nobina is at the forefront with small, autonomous electric buses that have operated on scheduled routes in Barkarbystaden in Stockholm since October 2018, and with tests using autonomous electric buses in Copenhagen in 2020.

"Autonomous technology is an important part in the development of public transport. Compare it with flying, where the autopilot is a support system to make the journey even safer," says Peter Hafmar, CEO of Nobina Technology.

In terms of fuel, electric power is clearly here to stay. All types of city transport are being electrified, and electric buses are included in almost all contract tenders. This has a positive impact on life in cities.

"Cities become quieter, air quality improves and harmful emissions from buses completely disappear," says Jonas Kempe.

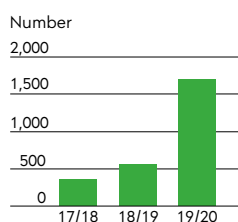
Nobina is today the largest electric bus operator in the Nordic region and the proportion of electric buses is expected to grow rapidly in coming years.

In the years ahead, there is also a substantial demand for new bus drivers in the Nordic region. In Sweden alone, some 700 bus drivers need to be recruited in 2020. Mechanics and traffic operators are also needed – and the future seems positive for those working in the industry.

"We will need lots of bus drivers. Public transport is not dependent on economic cycles like many other industries, rather it is an area with a constant and steady inflow of investments. Drivers and mechanics also play a key role in the development of new technology as their knowledge and experience is invaluable," says Hanna Larsson, responsible for skills supply at Nobina Sweden.

"Autonomous technology is an important part in the development of public transport"

Boost for electric buses



1,687 electric buses began operating in European cities in 2019, a threefold increase compared with 2018. Electric buses accounted for 12 percent of all new city buses, a percentage that is expected to continue rising over the next few years. Sweden is one of the countries where this growth is fastest.

Nobina in the Nordic region

Sales in the Nordic public transport market for buses is estimated at SEK 50 billion, of which Sweden accounted for almost half of this value. Nobina is market leader in the Nordic region with a market share of approximately 15 percent. In all of the different markets, an average of half of the cost of regional travel is financed through the budgets of regional public administrations and the remainder through ticket revenue. Virtually the entire market is today exposed to competition.

Norway

Total market value: 10 billion¹⁾
Share of Nobina's sales: 11 percent
Market share: 5 percent
Number of contracts: 6
Norway's sixth largest operator with a main presence in Oslo region.

Market and sustainability developments

- Positive underlying market focusing on electrification and sustainability. Oslo was the European Green Capital 2019 and during the year, the Nordic region's first electric bus fleet was launched in the capital.
- In Oslo, the Public Transport Authority, Ruter, is working together with the City of Oslo to make public transport more attractive and to reduce climate emissions by 95 percent by 2030. Initiatives are also taking place in other cities using modern bus solutions and electric bus services.
- In 2019, many major tenders were held in the country and the trend towards more balanced contract terms continued.

Finland

Market value: 8 billion¹⁾
Share of Nobina's sales: 12 percent
Market share: 21 percent
Number of contracts: 27
Finland's second largest operator and market leader in the Helsinki region.

Market and sustainability developments

- The political climate is increasingly favourable for green and efficient transport solutions, for example, Helsinki's goal is to reduce harmful emissions from public transport by 90 percent by 2025.
- Requirements for electric buses are becoming increasingly common in tender documentation even if investments in rail transport remain a priority for public transport.
- Approximately 75 percent of the market is tendered at present. Binding legislation was introduced in 2019 that states that old concession contracts must be subject to competition.

Denmark

Market value: 11 billion¹⁾
Share of Nobina's sales: 9 percent
Market share: 7 percent
Number of contracts: 12
Denmark's fourth largest operator with a main presence in Zealand.

Market and sustainability developments

- The Copenhagen region accounts for about half of the Danish public transport market.
- Even if production contracts are still prevalent, the trend is towards incentive-based contracts that reflect the number of passengers, customer satisfaction and punctuality.
- A focus on flexible mobility solutions in addition to new technology to enable combinations of modes of transport and travel information for passengers are high on the agenda. Copenhagen, Roskilde and Århus have launched electric power initiatives. Copenhagen is aiming for 100 percent electric-powered public transport by 2030 and tests have begun using autonomous vehicles.

Sweden

Market value: 23 billion¹⁾
Share of Nobina's sales: 68 percent
Market share: 26 percent
Number of contracts: 67
Market leading in contractual scheduled services with a presence throughout the country and leading in service transport.

Market and sustainability developments

- Public transport expansion remains a priority, and includes greater focus on renewable fuels, electric power and partnerships to create sustainable infrastructure in expanding cities.
- The regional traffic contracts differ considerably both in terms of responsibilities and commercial terms and conditions. The three main clients – SL, Västtrafik and Skånetrafiken – are increasingly strategic in their tenders, demanding more collaboration and development. There is also an increasing trend toward tender processes that include quality evaluation and contracts with an incentive element.
- Electric buses are part of many tenders for city transport that include demands for customised solutions.

¹⁾ The total market value is based on the company's own assessments and refers to tendered bus traffic.



We keep our communities running

As for each individual bus, we also have a clear plan for our journey. Together with our clients and other partners, we want to do our utmost to help society develop in the best possible way. More buses and smarter solutions lead to increased passenger satisfaction.

We are electrifying

Electricity is powering more of our buses, which is making cities quieter and easier to breathe in. And drivers and passengers are more satisfied.

>> READ MORE ON PAGE 24

Work for many

Buses are the future and we need more people who can drive and repair them. We are recruiting, training and making it easy to learn "bus driver Swedish."

>> READ MORE ON PAGE 28

Everything in a single app

From bus to cycle, carpool, taxi or scooter. Travis brings together everything you need to easily travel from one location to another. You no longer need your own car.

>> READ MORE ON PAGE 21





Pit stop

Smart heating and the recirculation of water from bus-washing are just some of our activities. For the good of the environment and our passengers.

>> READ MORE ON PAGE 25

Reusing buses

Buses can operate for longer when we maintain, recondition and upgrade them. An old bus is reborn, and more people can travel with us.

>> READ MORE ON PAGE 25

Everyone should be able to travel

Guided by respect for the equal value of all human beings. Our special needs transportation makes travel available to people with specific needs.

>> READ MORE ON PAGE 21

Like running on tracks

But better. It is known as Bus Rapid Transit (BRT) and means faster, more comfortable and regular bus travel, and means that more people want to use the service.

>> READ MORE ON PAGE 20

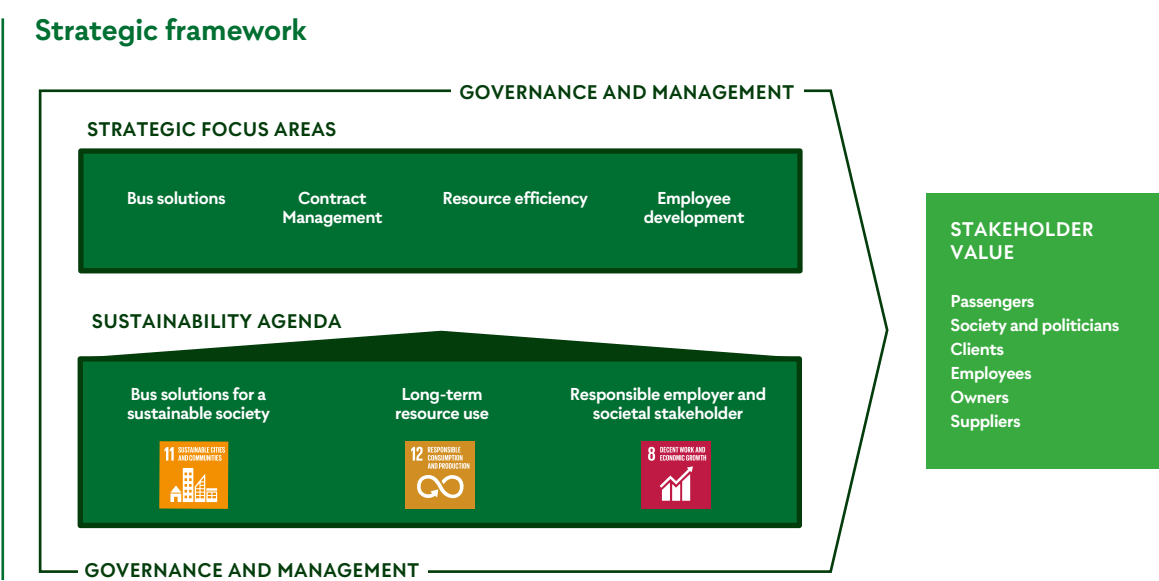
Strategy for Nobina's sustainable business

Nobina is the Nordic region's largest operator of public bus transport services – about one million people travel with us every day. We make it possible for more people to remain mobile in a flexible, safe and sustainable manner. Nobina's size gives us the strength to make constant improvements across the board, whether this concerns renewable fuel, decent jobs or providing the best and the most public transport for each krona of taxpayer money spent.

Nobina's strategic framework points us in the right direction. The framework consists of three parts: Strategic focus areas, Sustainability agenda and Governance and management.

The strategic focus areas specify how we are to develop Nobina and our business. The sustainability agenda strengthens our business and helps us to conduct operations that are based on and benefit all stakeholders. Governance and management ensures that we realise the company's strategy and goals, using clear processes that ensure that Nobina is managed efficiently, responsibly and sustainably.

Nobina is taking a cohesive approach to the business, integrating social and environmental aspects and pointing the company in a sustainable direction (environment, social and governance; ESG). This is how we create positive values for Nobina's stakeholders and for society as a whole.



Strategic focus areas

Society and public transport is developing in a manner that offers Nobina opportunities to create value and achieve profitable growth. By resolving societal challenges, we can develop our business, and vice versa. We achieve this through initiatives within the framework of the four focus areas.



Bus solutions

Nobina is to develop bus solutions that strengthen the company's relevance in society as well as its competitiveness and growth. We aim to:

- Grow organically in domestic markets in the Nordic region and be receptive to suitable acquisitions.
- Focus on core operations and develop additional business.
- Strengthen our position by creating the public transport of the future using new technology and complete solutions.



Contract management

Nobina is a proactive partner for clients and develops contracts and conditions throughout the contract cycle. We aim to:

- Promote attractive and fair contract models.
- Follow up, develop and implement contracts in accordance with the terms and conditions.
- Take the initiative to improve services in existing contracts.



Resource efficiency

Nobina ensures efficient resource use and production to strengthen the company's competitiveness and contribute towards sustainability in society. We aim to:

- Ensure fast and cost-efficient delivery as well as profitability.
- Adapt operations to the shift in technology.
- Undertake energy and resource-saving measures to reduce impact on the climate and environment and to enhance competitiveness.



Employee development

Nobina attracts and develops the right employees to ensure continued efficient delivery and to further develop its operations. We aim to:

- Ensure access to drivers and mechanics while maintaining a high standard of skills.
- Strengthen the technical expertise of employees.
- Pursue diversity and inclusion to be attractive as an employer and better as a company.

Sustainability agenda

Sustainability is an integral part of Nobina – from the inside out – from why we exist and what we offer to how we govern our operations. Nobina’s sustainability agenda specifies what we must focus on to make the greatest difference and be successful in everything we do.

Bus solutions for a sustainable society

Nobina strives to make more people view public transport as a safe and attractive mode of transport, and to choose to travel by bus rather than by car. This is our main contribution to a sustainable society, with the subsequent reduction in traffic and congestion, emissions and stress.

[» READ MORE ON PAGE 18](#)

Long-term resource use

Nobina is economic with resources – in connection with major decisions and in day-to-day activities. It is important that we make good choices when purchasing buses, fuel and other energy and equipment. In addition to our own initiatives, we make demands on and challenge suppliers and act as an active partner to our clients.

[» READ MORE ON PAGE 22](#)

Responsible employer and societal stakeholder

11,700 employees, of which 9,500 bus drivers, keep Nobina rolling. We depend on many individuals choosing Nobina as employer. In Sweden alone, we need to recruit around 700 drivers and 70 mechanics every year over the next few years. In return, we offer a welcoming, pleasant and stimulating job for young and old alike, and also for people who have – for whatever reason – been long term unemployed from the Nordic labour market.

[» READ MORE ON PAGE 26](#)

Contributions to the global goals

The UN Sustainable Development Goals form a key starting point for Nobina’s sustainability agenda. In particular, Nobina has the greatest opportunity to make a positive contribution to goals 11, 12 and 8.



Goal 11: Sustainable cities and communities

The goal is to make cities and human settlements inclusive, safe, resilient, and sustainable. Nobina’s greatest contribution is to interim target 11.2 on providing access to safe, affordable, accessible and sustainable transport systems for all.



Goal 12: Responsible consumption and production

The goal aims to ensure sustainable consumption and production patterns. Nobina is focusing on the interim target 12.2, which concerns achieving sustainable management and efficient use of natural resources.



Goal 8: Decent work and economic growth

The goal aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Nobina contributes to interim target 8.4 to improve resource efficiency in consumption and production as well as interim target 8.8 to protect labour rights and promote safe and secure work environments for all workers.



Value for stakeholders and society

Nobina makes flexible, safe and sustainable travel available by public transport. This is how we contribute to greater mobility and by extension, sustainable cities and communities. Nobina creates significant values with and for a number of stakeholders:

Passengers

When stepping onto a Nobina bus you should feel welcome and expect a safe, flexible and sustainable journey.

Society and politicians

We help to achieve political goals concerning regional growth, climate, congestion, housing and jobs.

Clients

We are a proactive partner for our clients. Contracts and partnerships include the provision of reliable bus services and to contribute to the development of smarter and resource-efficient traffic.

Employees

Nobina strives to offer its almost 11,700 employees pleasant and safe workplaces, a welcoming atmosphere and advancement, and the ability to influence your own work situation. We succeed by living according to our values – we respect each other, we care and we are good leaders.

Owners

The need for long-term, sustainable transport solutions opens up major opportunities for Nobina, as the Nordic region's largest and most experienced public transport company. It makes us a stable and good investment in a time when the relevance of public transport is increasing.

Suppliers

Every year, Nobina makes significant investments in products and services. By making demands and monitoring outcomes, and through cooperation with suppliers, we can create long-term relationships and lasting values together.

Governance and management

Goals, strategies, business plans and key metrics form the framework of a successful business. Good governance, management and follow-up are needed to realise plans and ensure work is conducted successfully.

Employees should not only be aware of the goals and key metrics, they must also understand why the company is striving towards these goals. An understanding of the strategic direction creates the prerequisites for two-way communication, where employees can draw attention to risks and suggest improvements.

The continuous management of risks is a natural part of operations and an integrated part of decision-making throughout the Group. Risk assessments cover, for example, business risks, financial risks and sustainability risks and risk management is carried out on an ongoing basis at all levels of the Group.

Board of Directors

Investors and other stakeholders expect Nobina to deliver on its established strategic targets, including its financial performance. The Board considers external expectations and internal conditions when it decides on the Group's goals and strategy. Nobina has communicated long-term financial targets and key metrics related to sustainability. The Board regularly follows up how operations are complying with the strategy and delivering on goals and key metrics.

Group management

Group management leads day-to-day operations in line with the Group's strategic and operating direction. Group management includes the individuals responsible for Group functions and the operating companies. This guarantees the implementation and follow-up of the goals and strategy. Key metrics for financial performance, quality and sustainability are monitored on a monthly basis.

Operating companies

Nobina's operating companies and their traffic areas implement the Group's goals and key metrics in their business plans. The business plans are then translated into action plans and daily

governance for various teams, professions and individual employees.

Group functions and Processes

Nobina's Group functions aim to support our operating companies in their work. The Group functions comprise: HR, Group finance, Legal and Compliance and Strategy and M&A. The functions pursue functional leadership in their areas of responsibility in close collaboration with the operating companies.

As a complement to Nobina's organisational governance, the company is constantly developed using a number of processes. These are used to draw up best practices and working procedures to ensure that Nobina's operations are always as efficient as possible. Responsibility for the processes are linked to responsibility in the Group functions, with the exception of the Production and Market process, where representatives from the operating companies are responsible for pursuing the Group-wide agenda in traffic production and market development.

Systematic working procedures and follow-up

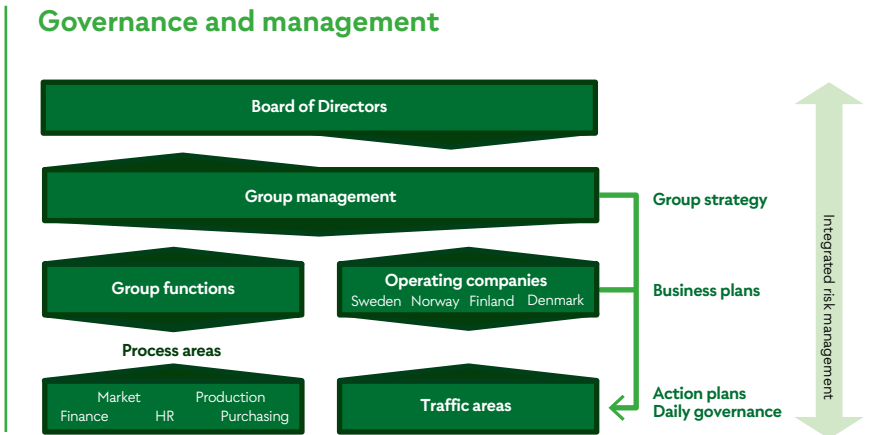
Nobina's governance and management acts as a virtuous circle where quantitative and qualitative feedback make an important contribution to Nobina's success. Goals and outcomes are

reported externally, while internal performance meetings at Group, company and traffic area levels are held monthly to address results. Feedback from operations in the form of identified risks and/or suggestions for improvements are also dealt with at these meetings. Such feedback may result in adjustments to business plans.

The Group takes an integrated approach to quality, health, safety, and environmental management (KAMS). The management system forms the platform for our internal processes and is based on the international standards ISO 14001 (environment), ISO 9001 (quality) and on Swedish work environment legislation. The operational activities are evaluated through regular self-inspections and internal audits. Together with the KAMS functions, Nobina's integrated approach to risk and risk management further contributes to systematic improvement efforts. The management system enables new issues to be identified and translates these into methods that the whole Group can share.

Communication

Nobina's information and communication channels ensure that information is disclosed efficiently and correctly, both internally and externally. The basis of this is that all parts of the business communicate and exchange essential information.



Integrated risk management

All business operations are exposed to risk. Nobina's goal is therefore not necessarily to eliminate these but rather to continuously optimise the business' risks to safeguard goals and business plans. Nobina's risk management process is fully integrated into its strategy, governance and management of the entire business. The process is established in all parts of the operation and follows a certain procedure so that risks are constantly monitored, identified, assessed and managed.

Nobina's operations create risks in various areas – from financial risks to day-to-day operational and sustainability risks. Nobina has classified the risks in various risk areas as a means of enhancing the efficiency of continuous risk management.

Nobina's risk areas

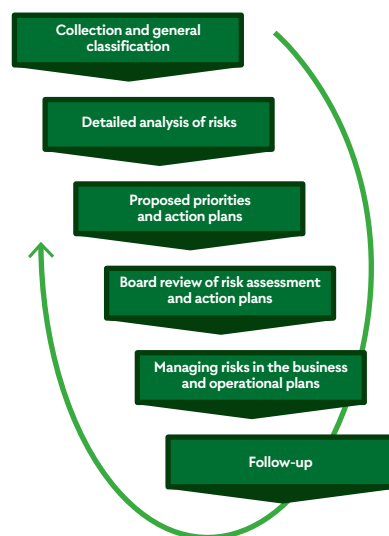
- Operational risks
- Financial risks
- **Sustainability risks**
- Industry and market risks
- Legal and political risks

Nobina's sustainability risks

- Health, safety and work environment
- Environment and climate
- Risks linked to the supply chain

Nobina manages various risks on an ongoing basis to enable sustainable development. These include risks related to the inefficient use of fuel and increased emissions, the risk of accidents at work due to shortcomings in the work environment, and external factors such as natural disasters and extreme weather that may mean operations cannot be conducted in a manner that is optimal for society. Nobina has an efficient process to monitor, identify, assess and manage the various risks. One area that requires particular attention is the assessment of the company's comprehensive supplier base (see the interview on the right).

Nobina's overarching work procedure for risk management



Sustainable purchasing

Nobina is a major purchaser of primarily products but also of services, and through meticulous preliminary work we prioritise suppliers who are driven, as is Nobina, by developing public transport.

"All suppliers must also sign our Code of Conduct, which is based on the UN Global Compact and the UN Sustainable Development Goals," says Lars Åkesson, Purchasing Manager at Nobina.

Suppliers are divided into different categories, of which fuel and vehicles are the largest. Analyses are performed continuously to ensure the products and services purchased are produced under sustainable and responsible conditions, and comply with Nobina's quality and environmental requirements. The choice of vehicle supplier is based on a life cycle cost analysis that encompasses price, fuel consumption, transport solution, after-market cost and any cost requirements in the tender process. A risk assessment is conducted every year of all suppliers.

"We assess how each category is affected according to various sustainability aspects and award points based on risk, impact and potential.

Vehicles, fuel, spare parts, uniforms and tyres are usually at the top of this list. Within these categories, each individual supplier is analysed and assessed from a risk perspective, and a few are selected for a more comprehensive audit on the basis of standardised procedures with an accompanying site visit.

"Prior to our visit, we provide the supplier with a list of documents that we would like them to prepare together with a self-assessment. During the visit, we use various checklists, which result in recommendations for improvements. We naturally then monitor that these are carried out.

During the 2019/2020 fiscal year, we visited three suppliers with the focus areas of traceability of raw materials/ conflict metals, work environment/ rights, delivery reliability and child labour.

"A risk assessment is conducted by Nobina every year of all suppliers."

» READ MORE ABOUT NOBINA'S RISK MANAGEMENT IN THE ANNUAL REPORT ON PAGE 90.

A smiling woman with brown hair tied back, wearing a grey jacket, is shown from the chest up. She is looking off to the side with a joyful expression. In the background, a large green bus is visible, slightly out of focus. The sky is overcast.

317

MILLION JOURNEYS EVERY YEAR

20

TIMES NOBINA'S BUSES TRAVEL
AROUND THE WORLD EVERY DAY

1.

BUS SOLUTIONS
FOR A SUSTAIN-
ABLE SOCIETY

With an attractive offering, we help to increase travel by public transport

What do we do?

- We are building transport solutions that enable the cities of the future
- We are developing public transport services that include everyone on the journey
- We are pursuing innovations that convince more people to choose to travel by bus rather than by car
- We are developing technology that makes it easier to plan and purchase trips
- We are creating a better passenger experience
- We are helping clients at a local level to convince more people to use public transport

Links to the Sustainable Development Goals



Sustainable cities and communities aims to make cities and human settlements inclusive, safe, resilient, and sustainable. The goal consists of seven interim targets where Nobina's greatest contribution is linked to target 11.2 on providing access to safe, affordable, accessible and sustainable transport systems for all.

Links to strategy

Our bus solutions for a sustainable society have a clear link to two strategic focus areas.

Bus solutions

We develop solutions that create growth and increase the attractiveness of Nobina as a total supplier of public transport solutions for greater societal benefits.

Contract management

We work across the entire life cycle of contracts, from influencing contract conditions to efficient delivery in accordance with the contract terms in order to meet customer expectations.



Achievements in 2019/2020

- Launched Travis, a smart journey planner app where different modes of transport are linked together.
- Launched LandvetterExpressen, an airport bus route from Borås to Gothenburg Landvetter airport with 50 daily departures, seven days a week.
- Work began in Barkarbystaden to develop Sweden's first true BRT system, which is scheduled to open in August 2020.
- Launched the information system Ersätta, which established a new standard for how bus-for-rail services should operate.
- Extended and increased the number of stops on route number 549 in Barkarbystaden, which is operated solely by autonomous buses.
- Initiated a new national trade organization in special public transport services to promote higher quality in the industry.
- Presented an accessibility report that highlights the importance of accessibility in cities in the Nordic region.

Metro above ground

Travel time and punctuality are a few of the most important factors when people choose the type of transport. A cost-efficient alternative to satisfy these factors is Bus Rapid Transit (BRT), a system similar to trams on rubber wheels that offers a high average speed, frequency, comfort and attractiveness.

"Integrated planning makes it possible to incorporate desired qualities into the system in ways that are not possible with traditional bus services. Meanwhile, the greatest advantage of bus services is retained – flexibility," says Johanna Johansson, Head of BRT solutions at Nobina.

BRT concepts have emerged in many locations across the world, as an alternative or complement to rail systems. Common for the two systems is that they are often instruments in urban design and development. For example, in Nantes in France the city's BRT concept, BusWay, has halved car traffic and led to a threefold increase in the number of bus passengers. BRT is becoming more common even in megacities.

"The largest BRT systems in the world have a similar capacity to a large metro. Istanbul's Metrobus, for example, has 950,000 passengers per day," says Johanna Johansson.

Interest is also growing in the Nordic region for BRT, and is seen as an answer to the challenges facing cities. Nobina is helping to drive this development, for example in Barkarbystaden, the largest urban development project in Northern

Europe with the world's most modern public transport system. Johanna:

"As part of a cooperation with SL and Järfälla Municipality, we will launch Sweden's first true BRT system in August 2020. Electric vehicles, with a high capacity and speed, will halve travel time between Barkarbystaden and the Akalla metro station. By using its own infrastructure, the service will run on time and there is no risk that buses will be obstructed by congestion or disruption in other traffic.

BRT is a cost-efficient complete solution.

Investments for BRT are often estimated at about one third of those needed by the alter-

natives. Operating costs are also competitive and environmentally BRT is an investment for the future."

"In terms of energy, buses are extremely efficient and much quieter than other forms of public transport. BRT can also be built much faster than other, unwieldy public transport projects," continues Johanna Johansson.

Nobina is already operating one BRT concept. In Malmö, on route number 5, known as the Malmö-expressen, 15 high-capacity, 24-metre fossil-free buses have been operating through the city since 2014. The concept is a success and has more than doubled travel. To increase the number of departures and to improve punctuality, additional buses are to begin operating on the MalmöExpressen route. More BRT routes are also planned in the city.

"Public transport must be a integrated part of the city, and contribute to its pulse. MalmöExpressen stands for easy travel where passengers do not need to think about timetables, only about their ticket," concludes Johanna Johansson.

"The largest BRT systems in the world have a similar capacity to a large metro."

"As part of a cooperation with SL and Järfälla Municipality, we will launch Sweden's first true BRT system in August 2020."

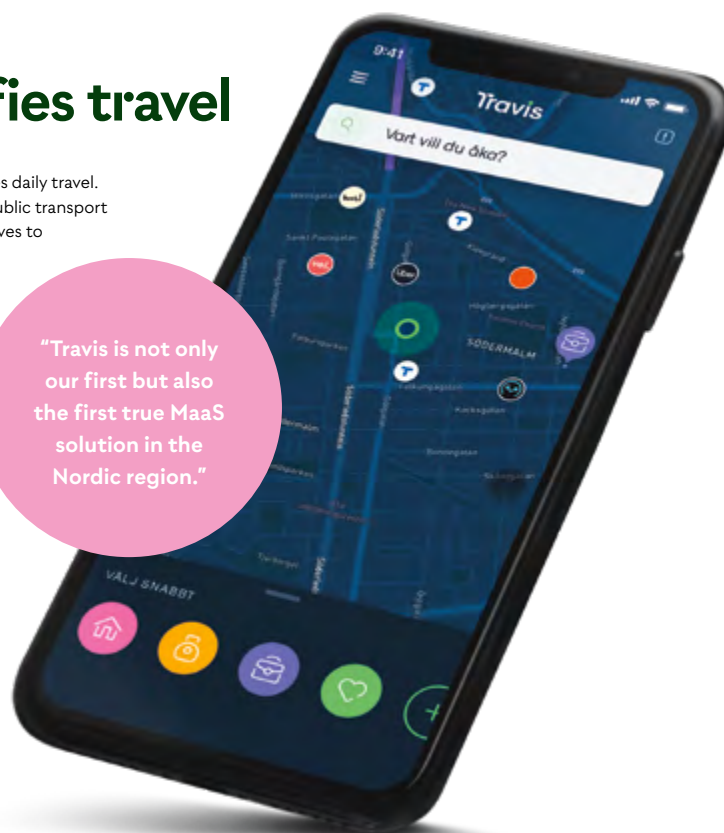


The Travis app simplifies travel

Travis is the name of a new app from Nobina Technology that facilitates daily travel. Unlike apps currently available, Travis links together everything from public transport to taxis and electric scooters. It is easy to search for the travel alternatives to move from one location to another and also how these can be booked. The app was first tested in Barkarbystaden in autumn 2019 and was thereafter launched across Stockholm. During winter 2020, tens of thousands of people have started using Travis, and the reviews were positive.

"Travis is not only our first but also the first true Mobility as a Service (MaaS) solution in Sweden. The app offers passengers an opportunity through the simple click of button to buy a journey from door to door and thereby reduce the need for a car," says John Strand, Head of commercial B2C operations at Nobina.

"Travis is not only our first but also the first true MaaS solution in the Nordic region."



Accessibility for all

Samtrans in the Stockholm region and Örslev in Danish Zealand focus on simplifying everyday travelling, but through special public transport services. This encompasses school transport services, special needs transportation, travel to and from daily activities, patient transport and wheelchair accessible transportation. Clients include municipalities, county councils, private healthcare providers and schools, and the passengers who use the buses are people with special requirements.

"Public transport using special vehicles is often essential if these individuals are to have a functioning daily life and be included in society," says Tomas Hansson, Managing Director of Samtrans.

Demand in society for these services has risen due to the widespread debate about participation and inclusion for everyone. Samtrans has invested in further raising its own quality, which resulted in new successful tenders and contract extensions. Tomas Hansson:

"Our strong focus on quality and service is an important factor in our success and for those who travel by bus. For example, we answered more than 850,000 calls in 2019. We can see substantial opportunities for sustained growth in special public transport services, both in the Stockholm region and in the rest of Sweden, and to promote higher quality in the industry as a whole we have launched a new trade organisation.



Improving accessibility

Sweden's bus routes are slowing. This is shown in Nobina's new accessibility report.

"We wanted the report to promote debate with road managers, politicians and officials in the regions, to make them understand how important the issue is and to work together to see how we can improve accessibility in cities in the Nordic region," says Daniel Mohlin, Head of B2C at Nobina.

Longer travel times also cost society almost SEK 1 billion every year. Nobina is working with accessibility in many different ways, for example by developing new digital tools and by playing an active role in various infrastructure projects that facilitate travel.

"For example, we present proposals for how roads could be designed in a growing district to create the best possible traffic environment," continues Daniel Mohlin.

82%
RENEWABLE FUEL (81)

-244,450

TONNE REDUCTION IN CO₂ COMPARED WITH
OPERATING WITH 100% FOSSIL DIESEL

-14,919

TONNES CO₂ IN DGR EFFECT

2.
LONG-TERM
RESOURCE USE



Our various initiatives contribute to substantial reductions in CO₂ emissions in society

What do we do?

- We train our drivers in ecodriving
- We endeavour to convert the bus fleet to 100% renewable fuel
- We assume responsibility for our depots through various processes and systems
- We strive to optimise services for efficient resource utilisation
- We make demands on and continuously monitor the work of our suppliers
- We pursue structured quality initiatives throughout the business

Links to the Sustainable Development Goals



Responsible consumption and production aims to ensure sustainable consumption and production patterns. The goal consists of eight targets where one of the most important for Nobina is the target 12.2, which concerns achieving sustainable management and efficient use of natural resources.

Links to strategy

A long-term and responsible use of resources has a clear link to two of our strategic focus areas.

Contract management

We continuously work with activities relating to proactive traffic proposals, drawn up using our analysis of passenger flows and patterns, as a means of enhancing the frameworks for deliveries under the contract.

Resource efficiency

We work within the frameworks referred to above to increase resource efficiency. A business built on operational efficiency is essential to achieve profitable growth.



Achievements in 2019/2020

- Started 100 new buses during the year that operate solely on electricity, of which 44 electric articulated buses in the Oslo region and secured contracts for a total of 41 new electric buses in city transport.
- Raised the proportion of buses operating on renewable fuels to 82 percent (81).
- Increased the share of green kilometres driven in accordance with The Green Journey to 92 percent (86).
- Reduced energy and water consumption at depots equivalent to 500 villas and 100 olympic-sized swimming pools, respectively.
- Invested funds of SEK 500 million from our green bond in new electric buses and buses that operate solely on renewable fuels.

Electrification gaining ground

Electric bus services offer many advantages. No emissions, less noise and, not least, greater comfort for both passengers and drivers.

At the end of the 2019/2020 fiscal year, Nobina had 148 contracted electric buses in a total of 15 cities in the Nordic region. Several contracts also include an option to include electric bus services. Surveys have found that passengers enjoy travelling by electric bus. Also in several traffic areas 100 percent of drivers are satisfied with electric buses. In Malmö, Nobina's electric buses operate on route 7. Driver Peter Sterley gives the work environment in the buses top marks.

"In terms of driving and comfort, it is the best bus I've ever driven. The driving compartment is fantastic, with a comfortable seat, little noise and a very light servo. It is almost like driving a passenger car."

The electric venture in Malmö is continuing and in 2019 one of the largest tenders was held for electric buses in Sweden, when Nobina secured a renewed contract. As a result, Malmö will become the market leader for electric buses in Sweden and a driving force in the transition of public transport in Skåne. The total contract involves 80 fully electric buses, which will supplement the 13 electric buses operating on route 7.

"An efficient, comfortable and sustainable public transport system will play a crucial role in the development in Malmö and all of Skåne," says Henrik Dagnäs, Managing Director Nobina Sweden.

It is no exaggeration to state that Nobina's switch to electric buses is accelerating. From some 15 electric buses in early 2018, Nobina's bus fleet is expected to encompass 281 fully electric buses by the end of 2021, though this is still only a small share of the total fleet. All forthcoming tenders for city transport include electric bus requirements, and soon this will be the case across the Nordic region.

"The trend is boosted by the insight among clients and passengers that electric bus services are more attractive than other types of public transport when resolving the challenges facing our cities," says Martin Atterhall, Product Manager Bus Solutions at Nobina.

Nobina is at the forefront with its complete solutions concept, Nobina Electrical Solutions, which encompasses everything from project management and charging infrastructure to operation, maintenance and traffic management.

"We have tested and driven electric buses since 2012, and built up extensive experience in handling traffic management, assessing bus models and calculating efficient operations. This creates a sense of security for customers and allow us to develop electric bus solutions within existing contracts, such as in Oslo, Landskrona, Borås, Norrtälje and Malmö," continues Martin Atterhall.

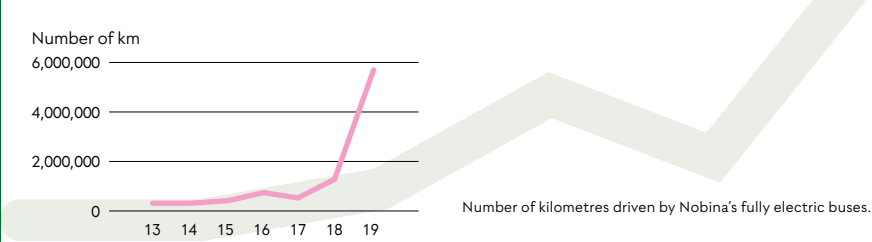
One such example is Landskrona, which in 2019 became first in Skåne to launch a quiet, clean, fully electric city bus service thanks to a three-way collaboration between Nobina, Skånetrafiken and the City of Landskrona.

"In the Group as a whole, we have driven more than ten million kilometres with electric bus, a distance that will rapidly grow in the future," concludes Martin Atterhall.

"So far we have driven more than 10 million kilometres with electric buses"



Driving distance electric buses





Comfortable and green journeys

One of Nobina's most important tools for ecodriving is The Green Journey app (DGR). The app provides drivers with feedback on their driving behaviour. In general, it involves planning journeys and avoiding unnecessary stopping, which uses a large amount of fuel, and adapting speed to avoid losing kinetic energy through braking. Planning journeys reduces exhaust emissions and ensures a more comfortable trip for customers. The share of green kilometres was 92 percent during the year. All drivers have received training in traffic areas that use DGR.

Advantages of DGR

- Less emissions
- Gentler style of driving
- Improved comfort
- More satisfied customers
- Less stress
- Reduction in vehicle wear
- Greater punctuality

Towards 100% renewable fuel

Consumption of fossil fuels is decreasing rapidly in favour of biofuels and electricity. Of Nobina's 3,733 buses, 82 percent currently operate on electricity or renewable fuels. CO₂ emissions per driven kilometre decreased by 12 percent during the 2019/2020 fiscal year and over the past three years have declined by a full 39 percent.

Responsible management of older buses

Upgrading is our service to reuse older buses. Through extensive changes to the inside and outside of the bus, we can extend the service life and contribute to both more travel and increased sustainability. For example, the buses on the new Landvetter express line have been "upgraded". When we **divest** buses, we choose buyers who can develop public transport in less economically strong areas. For scrapping, only certified scrap yards are used.

Depots with smart recirculation of water and bus heating

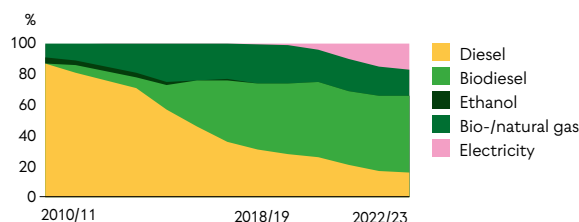
Nobina conducts systematic environmental work at its depots in the Nordic region, with regular energy audits and investments in energy-saving technology. In recent years, investments have included new and improved cleaning equipment in the bus-washing facilities and solution to save the heating energy used when the bus is parked. In addition, most of the buses are now fitted with control systems that provide the right amount of energy at the right time to produce the right temperature before they begin operating.

This reduces energy consumption and produces a good climate in the buses for both passengers and drivers.

"Overall, our initiatives have led to the gradual reduction in our energy and water consumption, and these are substantial amounts. In 2019/2020 alone, energy consumption at depots decreased equivalent to 500 villas, and we saved 250 million litres of water, equivalent to more than 100 Olympic-sized swimming pools," says Jens Råsten, Head of Facilities at Nobina.

Fuel development for bus fleet

Share of consumption



"Smart heating of buses yields major energy savings."



11,700

EMPLOYEES

9,500

OF WHICH BUS DRIVERS

3.

RESPONSIBLE
EMPLOYER AND
SOCIETAL STAKE-
HOLDER

Diversity in Nobina enriches the company and is one of our greatest strengths

What do we do?

- We cooperate with job centres to expand the recruitment base
- We hold our own vocational training courses
- We work proactively with our values and offer training in the area of inclusion
- We focus on staff wellbeing measures to reduce sickness rates
- We use technology to help our employees advance their language skills

Links to the Sustainable Development Goals



Decent work and economic growth aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Of the goal's 10 interim targets, Nobina contributes to 8.4 to improve global resource efficiency in consumption and production as well as 8.8 to protect labour rights and promote safe and secure working environments for all workers.

Links to strategy

Being a responsible employer and societal stakeholder has a clear link to two of our strategic focus areas.

Contract management

We are proactive in influencing and improving conditions for efficient and sustainable provision of public transport. One example of this is our proactive proposals aimed at improving services based on Nobina Analytics.

Employee development

Our employees are our most important resource in developing sustainable public transport solutions and in creating long-term, profitable growth.



Achievements in 2019/2020

- Recruited a total of 700 new bus drivers and mechanics.
- 135 new drivers were trained through our own Nobina Academy, and were immediately employed.
- Launched, in cooperation with the Swedish Arbetsförmedlingen job centre, a new vocational introduction employment course.
- Strengthened the training organisation in Sweden and Norway.
- Received Unionen's LGBT award for 2019, as Sweden's most LGBT-friendly workplace.
- Launched the digital language course Lingio, which teaches "bus driver Swedish" to individuals who do not speak Swedish as their first language.
- Increased the average number of hours of training per employee to 33.79 (32.99).

Work and education that make a difference

Nobina is a large employer in an industry with a substantial recruitment need. For example, in Sweden Nobina needs to recruit approximately 700 new drivers and some 70 mechanics every year over the next few years.

"Most people must receive training before they can begin to work with us, so we actually recruit people to training courses – in collaboration with job centres or internally within the company – so they can then take on their professional role," says Hanna Larsson, responsible for skills supply at Nobina Sweden.

To meet demand for new employees, we must adopt a long-term approach and work with various types of initiatives. In Sweden, we run our own bus driver programme through the Nobina Academy. In 2019/2020, 135 drivers were trained and immediately employed. New forms of recruitment are also being tested to identify individuals who are far from the labour market. In early 2020, the Värmland traffic area welcomed new colleagues who had completed a vocational introduction employment course. Nobina is the first employer in the industry to test this programme, a fixed-term contract for one year when training is alternated with practical work. The project is being run together with the Arbetsförmedlingen job centre. Hanna Larsson:

"We have started three classes with a total of 26 students. The students have either been unemployed for some time, are recently arrived immigrants or have a profile that makes it difficult for them to find work. It is a win-win situation: Applicants with a suitable profile for the job are provided with the skills needed for employment, at the same time as we obtain a valuable workforce and unemployment is reduced.

The collaboration with the Arbetsförmedlingen job centre in Sweden also includes a first joint training programme for mechanics, which started in 2019 in Skåne and Stockholm.

This is a one-year course with participants from various backgrounds all of whom were outside the labour market.

Nobina's own Nobina Academy also offers training for managers and leaders as well as various role-specific courses. One special training course for management teams is

LINA (Ledningsgruppens INterna Arbetet), which was completed by traffic areas in Denmark and Sweden, Nobina's Swedish management group and the management group for Samtrans.

"LINA offers support in identifying areas where the group can improve its efficiency. The training sessions also have a particular focus on our values," says Hanna Frimansson, Head of Talent & Performance Management at Nobina.

Existing drivers are also trained at Nobina Academy to raise their expertise. This consists of at least one day of training per year and special training as required.

"During the year, we have strengthened the training organisation in Sweden and Norway. In Sweden, we now have more than 200 people who train new drivers and ensure that all drivers are given regular updates, for example, about new buses and regulations," says Hanna Frimansson.

One key factor in properly entering the new role and the labour market is to learn the local language. Nobina's bus drivers in Sweden who do not have Swedish as their first language are offered an opportunity to learn better "bus driver Swedish" through the digital game Lingio. Lingio's exercises are about a bus driver's everyday situation, such as meeting passengers and talking with colleagues during coffee breaks. The exercises train pronunciation, listening and reading comprehension, spelling and grammar in Swedish. Lingio is available in Arabic, English and Somali. Following successful testing in the Kallhäll traffic area in spring 2019, all traffic areas in Sweden now have access to the game and the training form is very popular.

"The exercises are very good and relevant because they have been developed by Lingio together with language teachers and bus drivers," says Hanna Frimansson.



"During the year, we have strengthened the training organisation in Sweden and Norway."



"In 2019/2020, 135 new bus drivers were trained at Nobina Academy."

Inclusive leadership

Employees from many different cultures is a strength but sometimes requires special experience among management. To strengthen this experience, Nobina offers a training course in inclusive leadership.

"The course is designed for leaders and individuals in various specialist positions and requires an active role in the group and the courage to discuss issues that may be sensitive and difficult, but that need to be aired. The result of the course is managers and key employees who are even better at leveraging the diversity in the company," says Hanna Frimansson.

All traffic areas conduct the training sessions and the ambition is that all employees at Nobina feel they work in an inclusive environment. The importance of the initiative is underlined by the financial support provided to the project by the European Social Fund (ESF).

LGBT-friendly workplace

Nobina Sweden received Unionen's LGBT award for 2019, as Sweden's most LGBT-friendly workplace.

The award is given every year to an employer that in an exemplary manner strives for an inclusive workplace, regardless of sexual orientation, gender identity and gender expression. The jury wrote:

Nobina's values – We respect each other, we care and we are good leaders – are not only nicely phrased words, but have become a part of everyday life.

Network for women

Several of Nobina's traffic areas have women's networks that focus attention on how it is to be a woman at a workplace that is dominated by men. In Södertörn, near Stockholm, one such network is led by the bus driver Pia Koponen and traffic planner Åsa Löwner.

"We want the network to be a safe place where participants can talk about their experiences, and a place where we can highlight problems and find solutions," says Åsa Löwner.

"Both drivers and office staff from all of the traffic area's depots are part of the network. The idea is that the network will benefit both these individuals and Södertörn as a traffic area. If women here feel better, then the situation also improves for men," says Pia Koponen.



"By 2023/2024, at least 20 percent of bus drivers at Group level are to be women."

More female drivers

We want more women to drive buses. Focused initiatives in Nobina's traffic areas will gradually help make this happen. In Sweden, at least 150 female bus drivers will be recruited in the 2020/2021 fiscal year. This is a sharp increase compared with previous years, but the rate must increase moving forward if we are to reach our target of at least 20 percent female bus drivers in the Group in 2023/2024.

"To succeed, an important factor is to remove various prejudices about a bus driver's role and instead spotlight key values such as service and communication," says Hanna Larsson.

