



Foreword

We are pleased to commend to you our NS Group annual report detailing progress in furthering our collective efforts to promote diversity and inclusion across our businesses including, for the first time, Abellio.

Within Abellio, we chose 'Inclusive' as one of our 4 core values for good reasons. We know that to engage effectively with a very diverse passenger base, our workforce needs to be much more representative of the communities we serve – at all levels of the organisation. We also believe that diversity among employees leads to diversity of thought, which is the foundation for innovation - one of our areas of excellence and the lifeblood for our future growth. The culture we want to create within Abellio therefore is not so much a 'melting pot' of employees from diverse backgrounds and identities but rather a 'stir fry' where we value and embrace the difference and unique perspective that each of our people bring to their work.

As you can see from the report, there are many examples of good practice across the broader Group and our own Operating Companies which provide a great source of inspiration but we recognise also that a more holistic approach is required and this needs to become a business and leadership priority – not a series of initiatives emanating from our HR functions. We are therefore very much at the start of our

journey, at the stage of 'conscious incompetence' if you prefer. This is however a challenge we shall embrace, with confidence that 2014 and beyond will see us adopting a comprehensive diversity and inclusion framework across the Group, measuring our progress and promoting leadership accountability for improvement as a key business priority.

This Annual Report paints a picture of diversity and inclusion across the NS Group of which Abellio is a part. We hope that it will encourage you to work enthusiastically towards making diversity and inclusion a reality in the workplace.



Jeff Hoogesteger
Chief Executive Officer
Abellio Group &
Member of NS Executive
Committee



George Barron
HR & Change Director
Abellio Group

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1. Diversity and inclusion

Diversity and inclusion at NS is about a diverse body of employees working together to make the customer's journey as pleasant as possible. Diversity and inclusion are instruments that contribute to the shaping of policy and strategy and help to achieve NS's objectives.

Diversity

Because of the services that it provides, NS is very much a part of society. Everyone occasionally passes through a railway station, travels by train or rents a public transport bicycle. NS wishes to be a recognisable and trusted organisation to everyone, be they young or old, male or female, or of native or foreign heritage, not least because each individual represents a segment of Dutch society. Having members of different groups in society as employees helps us to understand all of these groups. It enables NS to be more sensitive and responsive to the wishes and needs of its customers. Diversity and inclusion therefore contribute to two of NS's core values: being genuine and inclusive in all that we do. In this context, diversity is of course not only about, or indeed not even about, physical characteristics like age, gender or ethnic background. Diversity is like an onion. The visible difference is only the outermost layer of an

onion. Although each layer beneath the outermost one is not directly visible, each contributes to an individual's reality, values and standards, resulting in unique perspectives. Ultimately, the heart of the matter is about having as much diversity as possible in terms of perspectives and ideas in order to achieve, through working together, the best and most innovative solutions for our customers.

Inclusion

Diversity and cooperation are two different things. Having a diverse team does not automatically mean higher productivity. A safe working environment, trust, being appreciated and a sense of connection are crucial to enabling people to cooperate in a productive and pleasant way. An employee can only perform at his or her best if the employee feels trusted and safe and is respected and valued for who he or she is. At NS, inclusion means that everyone with talent is welcome and that every employee feels genuinely at home, because it is only in such a setting that an individual can bloom, feel involved in the organisation, dare to express his or her opinion and truly excel. Inclusion is therefore the instrument that ensures that diversity leads to engaged employees who together draw on the

diverse body of thought. Added value - and therefore a competitive advantage - can be achieved by being open to and using different insights within a team. It is precisely the people who think out of the box or who swim against the tide that can make a difference with their insights. They must feel free to share these insights, however.

Focus

A diverse workforce does not come about automatically. Certain segments of

the labour market are underrepresented within NS. To 'restore' the balance, NS is undertaking additional efforts for Special Talents (people who are at a distance from the labour market), women and non-Western employees. Chapters 2, 3 and 4 provide a summary of the work performed in this area in 2013. Chapter 5 sets out what was done in terms of inclusion within NS. Chapter 6 shows that NS is active in the field of diversity and inclusion also outside the Netherlands. Chapter 7 concludes with a few figures.



2. Participation: a suitable place

Is the glass half empty or half full? At NS, we start from the positive and, as far as we are concerned, the glass is half full, certainly when it comes to people with occupational limitations. In our view, it is not about what people are unable to do, it is about what they can do. What are current and potential employees good at, and in what areas can they further develop? This is the crux of the matter.

Labour participation

During the autism awareness week, general management member Merel van Vroonhoven was a guest of online television channel Autisme TV on 1 April 2013. NS was the host and co-organiser of the 'Autism in the Workplace: A Gain for All' conference for employers held on World Autism Awareness Day, 2 April 2013. State Secretary for Social Affairs and Employment Jetta Klijnsma and national HR directors took part in this conference's evening programme. The focus during this part of the conference was on the Participation Act. Another symposium on labour participation in which NS took part was held on 18 April. The symposium's theme was 'The Labour Participation of the Partially Sighted and the Blind: How Hard can it Be?' Ndo Ntoane, diversity and inclusion manager, gave a lecture on behalf of NS.

Special Talents pilot project

Recruiting Special Talents and deploying them on the basis of their talents requires a special approach. NS therefore launched a pilot project in 2013 for the creation of positions. Based on this pilot project, NS intends to create sets of professional duties for people who are at a great distance from the labour market (Work and Employment Support [Young Disabled Persons] Act (Wajong), sheltered employment and NS employees who have an occupational disability). Existing work processes and activities were analysed as part of the project. A study was carried out into whether it is also possible to include parts of the activities in a meaningful and sustainable way in new, elementary sets of professional duties. The starting point in this regard is that existing positions are not accessible to members of the target group because positions have generally become increasingly complex and require a greater number of competencies on the part of employees. NS and the trade unions made this pilot project the subject of a collective agreement under which 50 people will acquire work experience. Special Talents were placed in different business units as a result. In addition, over 20 NS HR professionals attended a training course on the creation of positions.



Mitchel Jacott
retailserviceemployee

Enrico Finetti
retailservicemanager

'What can we do for people who are at a distance from the labour market in the context of retail services at stations?' As Enrico Finetti explained, this was 'the starting point of the Special Talents project at NS stations, not least because NS is very much a part of society - it belongs to everyone and is for everyone. I thought that it was a nice idea and indicated that I wanted to play an active part. Together with an external party, we looked at the kind of duties performed at a railway station and considered which of these duties could be performed by Special Talents in the context of creating positions. It did not take us long to decide on the collection of waste and packaging at the shops. Our basic requirement in this regard was that customers were not to be inconvenienced and that the work provided was for the long term. The project was not merely something

that was nice to do. It has genuinely given the new employees continuity.' The jovial Mitchel Jacott took up this new position together with another new colleague at the beginning of October. 'I am very happy with the job. Because I was in a car accident when I was four and lay in a coma for three months, I am not as mentally agile as others. I'm slower in this sense and need more time. But I certainly want to work. Sitting around at home makes me unhappy.' Enrico is also happy with Mitchel: 'He completely immersed himself in the group from day one. He is always cheerful and other colleagues embraced him immediately - a real addition to our team and everyone performs meaningful work. No one feels that people are in the team just for show. The two Special Talents have more than proved their added value in terms of sustainability.'

Ambassador

The 'From the Viewpoint of Autism' working group was established in October 2012 on the initiative of the government. This working group focuses on identifying what people with autism need to participate more fully in society. Based on her personal involvement in this subject, member of the NS management board Merel van Vroonhoven chairs the working group. The working group's 2013 initiatives included the Autism Embassy. Companies are eligible for the status of ambassador company if, in addition to his or her daily work, an employee who has autism provides information about the possibilities and challenges associated with the condition. NS has an Autism Ambassador among its employees and is therefore an ambassador company.

Overarching

In addition to the 'From the Viewpoint of Autism' working group, NS has been a member of De Normaalste Zaak (A Matter of Course) employers' platform since 2012. This platform unites large employers and SMEs that wish to give everyone a chance to participate in the labour market on the basis of individual capacities. NS is also a member of Locus, the network in which companies, municipal authorities and companies that provide sheltered employment cooperate for the purpose of bringing people who are at a distance

Wim Terpstra was diagnosed with autism in 2009. 'The feeling that I had had all my life now had a name. I often felt misunderstood, which made things difficult both for me and for those around me.' Wim had already been working for NS for ten years and, in that period, had taken up a position at Move NS. In the words of Renée Koelen, 'I assisted Wim as a career counsellor and now chair the Special Talents working group, of which Wim is also a member. People with a form of autism are out of alignment in a mental sense. It has nothing to do with intelligence.' Wim supports Renée within the working group based on his position as an experience expert. Together, they are working to shed light on autism within NS and give it a place. In addition to this work, Wim has taken up a different position within NS that is far more suited to his talent, namely one in CCTV monitoring. 'Wim brings something very special to the department. Because he has a different antenna, a different kind of feeler than most of us, he looks at things in a different way and sees things that we see or recognise less quickly', says Casper Mintjes. 'Wim is also a definite asset in the sense that he does not say "I'm different and the rest of you must therefore adapt to me." He understands that the situation is one of reciprocity. It's a key factor for me. Everyone deserves a chance provided that the individual concerned really wants to go for it. What I do have a problem with, however, is the sluggishness within NS with respect to creating the enabling conditions that would make it possible for me to give Wim a position in which he would truly shine. In this sense I often feel like Don Quixote.

from the labour market into employment.



Wim Terpstra
CCTV monitoring employee

Casper Mintjes
CCTV monitoring coordinator

Renée Koelen
career counsellor

3. Women: towards the critical mass

Women constitute almost half (49.8%) of the Netherlands' potential working population. Because NS has traditionally been an engineering company, its corresponding percentage is lower. This percentage is increasing almost every year, however. A critical mass of women in the organisation is needed to benefit from gender diversity. NS is convinced that better use will be made of the qualities of men and women if women constitute over one third of the workforce.

Policy

NS will continue its current policy to ensure that the percentage of women within the organisation matches the share in the potential working population. Since 2005, NS has been conducting a consistent policy aimed at having more women advance to more senior and management positions. In addition, NS signed the Talent to the Top Charter in 2008 and has therefore committed itself to the objective of promoting the inflow, advancement and retention of women at the top level of the company.

Effect

The introduction of target figures is one of the noticeable and practicable effects of the Talent to the Top Char-

ter. To effect an increase in the number of women, target figures were agreed for all business units. The aim in this regard is always to set realistic target figures for each business unit. The attention given to improving the position of women shows that business units take these figures seriously. In 2013,

for example, NedTrain dedicated the fourth issue of NedTrainNu, its magazine for employees, to women within the company.

Advancement

In terms of women at the top level of

NS, there was a proportionate relationship (1:1) between men and women in 2013 with respect to the management board of NS Reizigers. Various processes, including Boardroom Coaching and Cross Mentoring programmes of Opportunity in Bedrijf (Opportunity

Anke Peters and Christien van Gastel both work for NedTrain. Anke's view is that 'NedTrain is still very much a company of men. Approximately 5% of the workforce is female. Although I do not have a problem with the status quo and feel at home, I think that it's important for cooperation to take place in teams that have greater diversity. The male-female aspect is part of this diversity. Christien added that 'Everyone must be able to be themselves, even if we are all different. This is about more than just the difference between male and female. It's also about people who are at a greater distance from the labour market or who have a different ethnic background, for instance. Social safety is an important factor in this regard. As a mentor, I supervised an academically talented individual who had a non-Western background. It was inspiring and enlightening for both sides.' Anke explained that a number of female NedTrain employees set up a network for women at the end of the 1990s. 'We've been organising an annual meeting for all NedTrain female employees for two years now. NedTrain's management board asked us as a women's network to actively contribute to diversity within NedTrain in 2014. We are currently working on identifying promising campaigns for the purpose and detailing a plan. Women can and wish to exercise influence. It's a slow process, but every small step is a step forward.'

Anke Peters
business consultancy
manager

Christien van Gastel
ICT servicedeliverymanager

in Business), are in progress to ensure that this proportional relationship is achieved in all management layers. In the context of the Boardroom Coaching programme, a talented NS woman is linked to an experienced mentor who works at the top level of another organisation and who knows the ins and outs. Within NS, an external talented female individual is coached by a management board member. In the Cross Mentoring programme of Opportunity in Bedrijf, a talented female individual from a company is linked to a management board member of another participating company.

Women at NS

FNV Bondgenoten Spoor, a trade union that serves those working in the rail

transport sector, also devoted attention to women working in the sector. These women constituted the subject of FNV Spoor, number 3, August 2013. In addition, although NS did not win an award, it was praised for its policy during the presentation of the Femme Tech Award 2013. There was a note of criticism, however, about the number of women at NS.

On 25 January NS hosted the annual meeting of Opportunity in Bedrijf. During this meeting, aspects of diversity and inclusion were considered in terms of the brain, specifically with respect to gender stereotypes and patterns. A lecture on the brain was given, for example, and there was a meet and greet with Way Fong Lee, business control manager and 2012 ethnic female manager.

In the Opzij list of the 100 most powerful women in the Netherlands in 2013, management board member Merel van Vroonhoven is in seventh place in the business and industry category.



Petra Fassaert
chainissuesprojectmanager

Natalien Breugom de Haas
personnel and
management adviser

The Cross Mentoring programme of Opportunity in Bedrijf is a real enrichment to Petra Fassaert. As an NS employee, she coaches Natalie den Breugom de Haas of the Dutch Ministry of Foreign Affairs. Natalie is of the same opinion: 'It's very instructive to look out the window and see how things are done elsewhere. It's also nice to have someone who comes from outside your own organisation as a sparring partner. Sometimes you're so accustomed to certain things that you forget that things can also be done differently! Reflecting and the review and assessment of the other are major plus points to both. The thematic sessions of Opportunity in Bedrijf are likewise interesting, as are the diversity

differences between both organisations. According to Natalie, the workforce of the Ministry of Foreign Affairs is reasonably multicultural. 'It's an important dimension given the international nature of the work that we do. Although the trend is positive with respect to women, a lot still needs to be done.' Petra added that 'while I find that things are going well in terms of women at the top levels of NS Reizigers and NS Holding, I see very little multicultural talent.' As far as Petra is concerned, NS will again participate in the Cross Mentoring programme next year: 'I heartily recommend the programme and hope that a far greater number of NS women will participate in it next year.'

4. Changing complexion

More than one in ten of all people living in the Netherlands are of non-Western origin. The group's average age is approximately 30. The group therefore has tremendous potential with respect to the Dutch labour market, certainly if the percentages in secondary education are taken into account. Statistics Netherlands figures show that of all students, 19% in senior secondary vocational education (MBO), 15% in higher professional education (HBO) and 13% in academic higher education are of non-Western origin.

NS is supporting the changing complexion of the workforce by undertaking efforts aimed at recruiting, retaining and advancing talented individuals with a non-Western background in higher job categories. In concrete terms, this means that all business units have a targeted best efforts obligation to hire members of non-Western ethnic minorities.

Journey

In 2013 NS carried out the Journey of the (Potential) Ethnic Employee pilot project. This journey is based on the customer journey methodology. The methodology was used to chart the initial steps in the career cycle of non-Western ethnic minority employees within NS. Problem areas

specific to this group were therefore identified. The results of the pilot project provided insight into relevant process improvements and crucial opportunities for interaction. The results will ultimately be used to increase the inclusive nature of NS so that members of non-Western ethnic minorities also feel at home at the company.

In a nutshell

Merel van Vroonhoven, NS management board member, became a member of the UAF Ambassador Network in 2013. UAF is a foundation for refugee students and helps more highly qualified refugees to find a place in education or work. The Ambassador Network focuses specifically on improving the labour market position of highly qualified refugees. Minister of State Ruud Lubbers, Accenture director Anja Montijn-Groenewoud and chairperson of InHolland University of Applied Sciences Doekle Terpstra are also members of this network, for example. On 18 January Ndo Ntoane, manager of diversity and inclusion, gave a lecture together with Hafid Ballafkih, researcher at the University of Amsterdam (UvA), on experiences at NS regarding the recruitment of ethnic minority trainees. The lecture was part of a working visit of ActiZ, of which the theme was talent development. On 14 March 2013 Serdar Ucar, mana-



Mieke Verweij
Director of NS Education
and Training

Adel Askarian
Young Talent
Programme trainee

Adel Askarian opted for NS partly on the basis of feeling. 'The feeling was good right from the start. You realise how diverse NS is already during the first interviews. You encounter people with different ethnic backgrounds. NS is also open to modernisation, and that appeals to me. This is reflected in the policy concerning diversity and inclusion. I've never personally experienced discrimination within NS. My Iranian background taught me not to have prejudices. I get positive comments about how I deal with certain aspects in a different and often new way, and I have pleasant experiences. To me this is not discrimination. Personally, I also think that the discussion about diversity and inclusion should not be about my origin, it should be about me as an individual. I've lived in the Netherlands since I was seven and happen to

have Iranian roots, but I'm a lot more than that.' Mieke Verweij supervised Adel as a mentor for about a year and also considers it important to have a policy on diversity and inclusion: 'It shows how seriously the subject is being taken, but policy alone is not enough. People have to do things in practice so that diversity and inclusion become an expanding reality. NS is a faithful mirror of society: it has people who are open to diversity and inclusion and people who are not open to diversity and inclusion at all. The first group must show the second that diversity and inclusion are an enrichment, not aspects to be feared. It's for this reason that I am a mentor. I want to share my knowledge and network and, in addition, learn from the new generation and see things through their eyes. It's very refreshing.'

ger of diversity and inclusion, was one of the speakers during a social sciences faculty lecture of VU University Amsterdam. The theme was 'The End of Diversity?' and the central question was what was required of an organisation to make diversity really productive. NS was involved in the formation of Agora in 2013. Agora is a partnership between internal personnel networks and other professionals of ABN AMRO, Delta Lloyd, EY, ING, NS, PwC and the Employee Insurance Agency (UWV). The platform works to achieve the optimal deployment of talented individuals with various cultural back-

grounds within organisations. It does this by offering talented individuals a podium and making them more aware of their own qualities and, in addition, by functioning as a sounding board for organisations in the context of processes and interventions aimed at fostering the advancement of various cultural talent.

Trusted

NS was again a partner of the ECHO Foundation in 2013. The ECHO Foundation is a project of the ECHO centre of expertise for diversity policy that operates to promote the successful

participation of members of ethnic minorities in society, particularly in education and higher education. One of the parts of the project is the annual ECHO Award for excellent ethnic minority talent in higher education. In 2013 Eric Steenbakkers, HR director at NedTrain, was an ECHO Award jury member on behalf of NS. Jermaine Kluivert of NS won the ECHO Rail Engineering Award. The award is an initiative of NedTrain, RET, HTM, Railcollege, ECHO and Werk en Vakmanschap (Work and Workmanship) for successful members of

non-Western ethnic minorities working in the field of rail engineering. NS also participated in the ECHO Mentor Programme for Dutch students with a non-Western background. The Mentor Programme is a coaching programme for students who have just graduated and students who are in the last phase of their studies (university of applied sciences and research university) and intend to look for a job in the business sector immediately after graduating. A total of 13 students were linked to 13 high-potential NS employees in 2013.

Tresor Nonga feels 'very much at home at NedTrain in Hengelo. I arrived in the Netherlands from Kinshasa in the Democratic Republic of the Congo in 2007. Although I didn't know the language and culture, I was determined to seize the opportunities that would come my way in the Netherlands with both hands. I succeeded in doing so.' Tresor came into contact with NedTrain's technicians through his job on the side as a train cleaner and became enthusiastic about the profession of technician. He started the training course in 2011 and won the ECHO Senior Secondary Vocational Education Engineering Award in 2012. 'This award was important to me because it meant recognition for my commitment and created positive attention for members of ethnic minorities.

I've noticed that many people who do not come into contact with members of ethnic minorities unfortunately have a very negative image of us.' Tresor immediately stands out at NedTrain's site in Hengelo because of the colour of his skin. That he is the only employee with a non-Western background has never been an issue, however. In the words of Piet Donker, 'Tresor works for us because, like his colleagues, he's good at his job. He is driven, progressive and curious. He's also just a nice person. Although NS's policy was not a factor for me personally in terms of the decision to engage Tresor as an employee, I think that it is indeed important to give attention to diversity and inclusion. A person should be judged on the basis of his or her qualities, not background.'



Piet Donker
team manager

Tresor Nonga
technician

5. Unique cooperation

The additional attention being given to Special Talents, women and non-Western employees does not mean that NS is losing sight of the other groups. In particular, continuous attention is given to the cohesion of these groups and to the cooperation between them. This is because even if an organisation reflects society in terms of numbers, if large groups do not feel at home at NS, there will be no cohesion and the potential available will remain unused

Networks

Various networks are active within NS: women's network Iron Ladies, Grey Power for 'older' employees, Trainbow for gay, lesbian, bisexual or transgender employees and Wisselwerking for highly qualified young people. The multicultural network VariatioNS was established in 2013. VariatioNS aims to show that differences in background and opinions can be enriching. The network hopes that, as a result of its activities, NS employees will understand each other, and therefore also passengers, better and aims in this way to contribute to improved services. In addition to organising meetings for their own members, these networks work to establish connections by organising activities together and initiating activities that everyone is welcome to participate in. An example in this regard is the Trainbow Award. This award,

which is given to an NS colleague, team or department that has worked in a distinctive way to shed light on the 'pink' diversity within NS, was presented for the first time in 2013. The award was won by account manager Evelien ten Elsen for her RozeMaandagExpress (Pink Monday Express) customer experience concept formulated for the fair in Tilburg in the Netherlands. The concept is a fine example of how commerce and inclusive enterprise can go hand in hand. Another fine example of seeking connection was the autism working group's walk-in session. Employees who know or suspect that they are autistic were invited to talk about the subject on 2 October 2013. This session was based on the starting point that people with autism have a special talent that in most cases requires an adjustment of the work, on the part of colleagues and on the part of the individual concerned to actually achieve its full potential.

Agreements

Diversity and inclusion were also an agenda item with respect to the new collective agreement. It was agreed that non-Western employees, Special Talents and women in technical professions deserve additional attention and that NS will undertake additional efforts to secure the commitment of 'representatives' of these groups. This does not mean, however, that attention



Marijke Daamen
project manager
at NedTrain

'For me, diversity is about complementing each other. Making choices based only on content and knowledge is not enough. A gut feeling, an awareness of the larger whole, is part of diversity. Different points of view make it possible to complement each other. I think that's great. But I also think that we can be doing better in terms of diversity. I do not see many women in my environment. I also do not see many members of ethnic minorities. NedTrain's office environment is far from being an accurate reflection of society. We should also be doing better with respect to inclusion. We have outsourced many duties. Look for example at the cleaners in a train. This results in a distance, even though we are working on the same

product and should therefore feel a shared sense of responsibility. Looking at myself, far more can be gained from the differences between the different generations as far as I am concerned. It starts with becoming aware. Each generation has its own pattern of values and standards. It's possible to learn from each other if one is sensitive to these patterns. I am convinced that it then becomes possible to serve the company in a much more significant way. Although I am at the end of my career, I would like to continue working and to keep on meaning something to the company. It's not that I still feel a need to "score". I'd rather support the next generation with all of my experience so that it can excel.'

will not be given to other groups. A fine example of this broad view is NS's participation in the 'All Work Counts' (Elk werk telt) campaign. The campaign ran from 20 November to 20 December 2013 and its purpose was to enable young people to acquire work experience at companies during this peak period. It was an excellent opportunity for NS to introduce young people to station retail services. The campaign was part of the central government's programme

to tackle youth unemployment.

Visible

NS also likes to show its customers that everyone is welcome. Through conductors in trains and service employees and shop assistants at stations who come from all sections of society, NS wishes to be recognisable to everyone. Fellow human beings who are blind, partially sighted or less mobile are also taken into account through the provision of special

facilities. In addition, NS participates in special events to show that diversity and inclusion should be a matter of course. Under the slogan 'Gay mee!' (a play on 'ga mee', or 'come along'), NS attended various events for the lesbian, gay, bisexual and transgender (LGBT) community in the country. During Roze Zaterdag 2013 (Pink Saturday, the Dutch version of the Gay Pride Parade) in Utrecht, many NS employees were

present to greet passengers at the station. The 2013 International Four Days Marches Nijmegen event included a Pink Wednesday on which NS was visibly present in both Wijchen and Nijmegen. On 22 July 2013, NS again deployed a Pink Monday Express at the Tilburg fair on Pink Monday, an emancipation and integration event for the LGBT community. A Thalys boat took part in the 2013 Gay Pride Canal Parade.

How customer-focused are shop employees at stations and how can we make improvements in this regard? Rutger Brouwer wished to raise this commercial question based on a radical new perspective. 'At NS, we do a lot to ensure that partially sighted individuals can find their way at stations, and we also have the facilities that we have put in place tested by the partially sighted. This gave me the idea of having our shops tested by partially sighted individuals, though more in terms of customer focus rather than guidance features.' Through his network, Rutger eventually found Joost Rigter. When he was 26, Joost contracted a very progressive eye disease which caused the rapid deterioration of his eyesight. He now gives workshops to share his experiences and inspire others, and is the founder and owner of The Chairmen at Work, a platform for partially sighted and blind masseurs. Although Joost does not give massages himself, he maintains contacts with companies that hire masseurs. 'I want to participate in society in

spite of my eye disease. Doing so requires perseverance, stepping out of your comfort zone and daring to do things. That I can make a valuable contribution to addressing the issue that Rutger has raised is an unqualified gain for both of us and proves again that I do not have to sit on the sidelines.' Joost visited HEMA shops at various stations and shared his experiences in a workshop with the managers concerned. Rutger knows that it 'makes an impression. Joost perceives things that we perceive unconsciously in a much more conscious way; the intonation in someone's voice, someone's willingness to actually assist another person, the odours in a shop, the sounds. Information perceived in that way really stays with you when shared in a workshop. As far as I'm concerned Joost does not have a limitation, he has a great talent. He shows where the possibilities are in a positive and respectful way.' The cooperation between Rutger and Joost led to the new 'Rigter Scale' concept, which is based on this project.



Rutger Brouwer
NS Stations business manager

Joost Rigter
entrepreneur

6. Abellio

In addition to its activities in the Netherlands, NS is active in other countries. Subsidiary Abellio operates trains and buses in the United Kingdom and Germany. Although work relating to diversity and inclusion has only just started in those countries, it is nevertheless an important theme to the various companies.

That the theme is considered a matter of priority is shown by the fact that Abellio specified it as one of its four core values. In addition, Abellio held an international meeting about diversity and inclusion in September 2013. Colleagues and experts from the United Kingdom, Germany, Scandinavia and the Netherlands took part in this Best Practice Workshop.

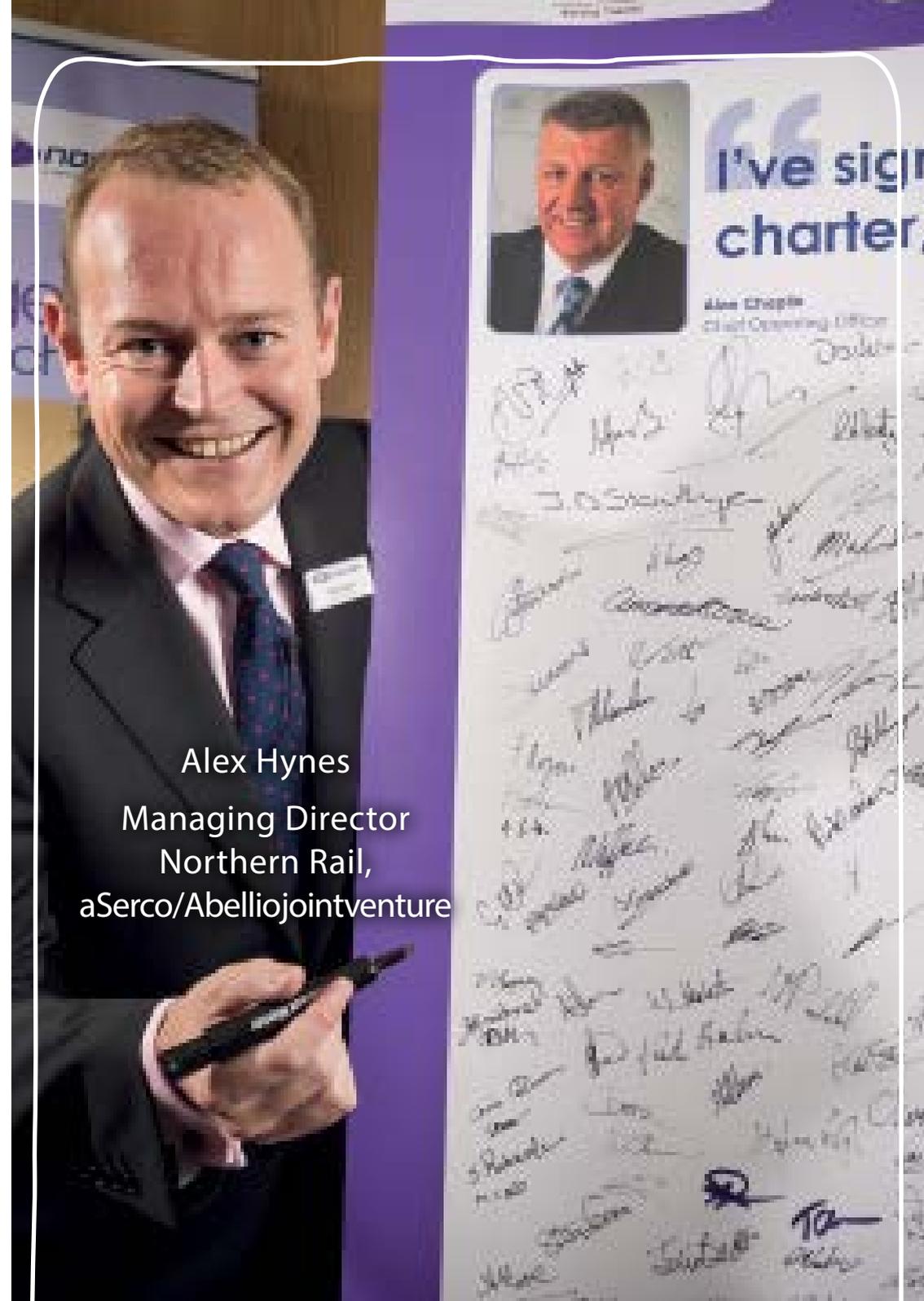
Cooperating

As part of the start of the 'Working Together' charter, a lot of work is being done at Northern Rail to embed an inclusive environment. This commitment is manifesting itself both within and outside the organisation. The office in Leeds in the United Kingdom, for example, now has a quiet room that can be used by all employees regardless of their respective faiths. Northern Rail also involved the trade

unions in the company's diversity and inclusion strategy. Female train drivers were placed in the spotlight to show that Northern Rail is a women-friendly company. In addition, the company implemented a new recruitment strategy to secure the commitment of underrepresented groups. Northern Rail was also active in the community by, among other things, being present with a stand during the Liverpool Pride event celebrating LGBT culture and the Manchester Mega Mela event, the largest celebration of South Asian culture in the north of England. A work experience programme was set up at schools with large minority groups and, together with the social enterprise Girls Out Loud, teenage girls were encouraged to opt for a career in the rail sector.

Flexible

Abellio Greater Anglia took the first steps in the field of diversity and inclusion. A new recruitment website was launched to achieve a more diverse workforce. In addition, the company is experimenting with the 'New World of Work' to meet demand with respect to working more flexibly and on a part-time basis. A diversity adviser is supporting the HR team to roll out diversity and inclusion within the company. Because of the low rate of outflow



Alex Hynes
Managing Director
Northern Rail,
a Serco/Abellio joint venture

within the company, however, it will take some time before the results of these initial initiatives become visible.

Women

Abellio London and Abellio Surrey is working on a recruitment procedure to achieve a more diverse workforce. In addition, the company is studying the experiences and results in the field of diversity of other companies that have traditionally been characterised by a masculine culture. Focus groups consisting of women are working to identify the actual and perceived barriers that prevent women from opting for a job at a bus company. In addition, a lot of work is being done to include all employees in the policy, and to make clear what diversity and inclusion mean and that discriminatory conduct is not tolerated.

Corporate culture

MerseyRail carried out an initial survey of diversity and inclusion in 2012. In

the past year, a number of colleagues further shaped the diversity strategy in a diversity forum. The strategy was and is based on 'acknowledging and embracing the differences in each other'. The most important outcome was that diversity and inclusion must be embedded in the corporate culture so that every employee knows what diversity and inclusion mean.



7. Limited measurability

Figures help to make the current state of affairs clear and indicate whether progress has been made relative to previous measuring moments. Figures cannot always be generated or interpreted, however.

Diversity and inclusion are about people; about the differences between people and about how each individual experiences those differences. Some of those differences, such as numbers of men and women, can be recorded in statistical terms. Other characteristics are far more difficult to put into figures or may not be recorded by law, however. Recording ethnicity has not been allowed since the repeal of the Employment of Minorities (Promotion) Act (Wet Samen) in 2004, for example.

Our employees

- In 2013 the worldwide NS population consisted of 31,500 employees (28,000 FTEs)
- 22,000 of our employees work in the Netherlands

- The share of women in the NS organisation as a whole is 28.9%
- The average age of NS employees taken as a whole is 42.9

Gender distribution

In terms of origin, NS is an engineering company and until the end of the twentieth century its workforce therefore consisted mainly of men. During this period, NS underwent a culture change that resulted in customer focus. The nature of the company therefore changed and more attention was given to the position of women. As a result, efforts were undertaken to achieve better gender distribution in the workforce. NS has as a consequence been conducting, since 2005, a consistent policy aimed at having more women advance to more senior and management positions. NS signed the Talent to the Top Charter in 2008. By signing this charter, NS committed itself to the objective of promoting the inflow, advancement and retention of women.

| | 2012 objective | 2012 realisation | 2013 objective | 2013 realisation |
|---|----------------|------------------|----------------|------------------|
| Women in the group council and direct reports | 22% | 23% | 23% | 22% |
| Women in senior management | 22% | 29% | 24% | 30% |
| Participation of women in management development programmes | >30% | 45% | >30% | 50% |
| Inflow of female trainees (Young Talent Programme) | 50% | 31% | 50% | 60% |



Abellio Group
Laan van Puntenburg 100
3511 ER UTRECHT
The Netherlands

For more information contact
George Barron
george.barron@abellio.com

Editing, design and production

Date: June 2014
Design: Tovision
Text: Tekstbureau Myrthe