



SUSTAINABILITY REPORT

2024



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STATEMENT FROM THE MANAGEMENT

2024 can be described as a year of teamwork and collaboration. The challenges and ambitions of the previous years have yielded great results. We have implemented major investment projects and launched new initiatives. We're not only proud of what we've achieved, it's especially rewarding to see our efforts recognized by our customers and the wider community.

To give our brand a fresh boost, we unveiled a new design at the start of the year – a change we've been rolling out gradually and will continue to refine in the year ahead.

While the new brand initially sparked mixed reactions from industry experts, earning 4th place in the 'Most Human Brand' category at the Baltic Brand Forum 2024 confirms that we're on the right track with our brand transformation.

This experience shows that differing opinions aren't a reason to pause or retreat – they're a catalyst for growth and progress.

To make things easier for our customers, the Rīgas satiksme app and website now feature real-time public transport data helping users plan their journeys more conveniently and efficiently.



Rīgas satiksme is proud to share that in 2024, the company achieved a major milestone – ranking among the top three industry leaders in transport and logistics. We are particularly proud to be ranked in the CVMarket.lv's 'Best Employer' survey.

This recognition is a testament to our ongoing efforts to foster a positive and supportive working environment for our employees. We hope this recognition will inspire us to keep building on the work we've already done further enhancing employee well-being in 2025!

As part of our strategy of being closer to our customers, we're reassessing the locations of our customer service centres. In 2024, a new customer service centre was opened at Origo, moving it from Spīķeri to be closer to the customer. The new customer centre location was chosen for its high foot traffic and the Riga Central Railway Station is also nearby, where a large number of passengers use public transport routes operated by Rīgas satiksme every day.

At the start of 2025, a new payment accounting and control system was launched in the municipal car parks managed by Rīgas satiksme.

In 2024, we were able to fully assess the performance of the 35 electric buses across all four seasons allowing us to compare their energy consumption and operational efficiency. In 2025, we expect to receive 17 more electric buses and are planning purchasing new vehicles.

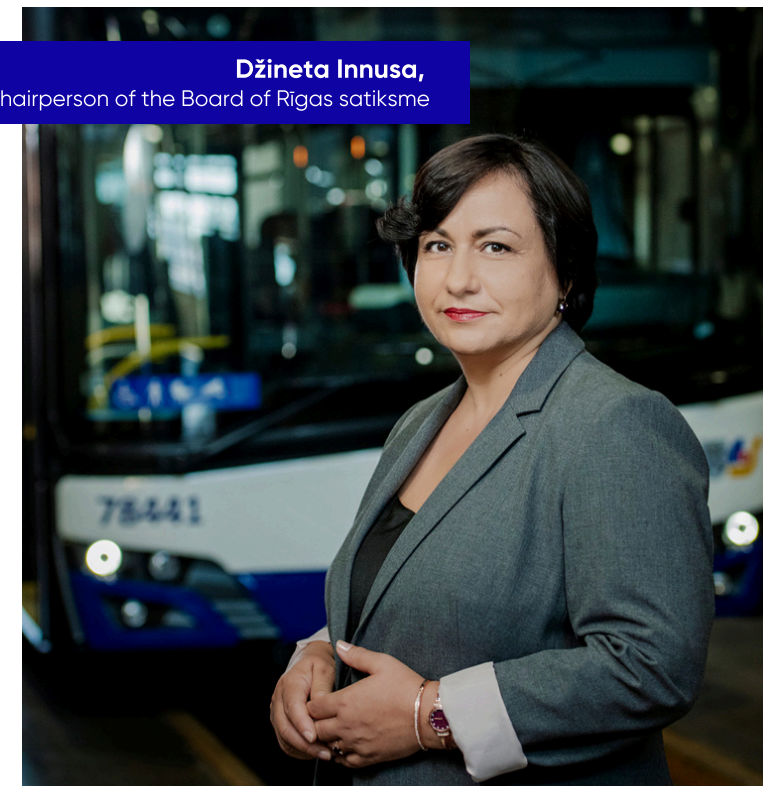
Since 2021, Rīgas satiksme has invested EUR 60.4 million in renewing tram infrastructure – supported by European Union funding, carrying out extensive work and significantly enhancing the quality of public transport in the city. The primary goal of the construction work was to adapt the existing infrastructure for low-floor trams, making the public transport experience more comfortable and accessible for passengers. These upgrades have also significantly improved the energy efficiency and safety of the tram lines.

In 2024, the Supervisory Board approved Rīgas satiksme's medium-term operational strategy for 2023–2027, a roadmap that guides both the company's continued growth and the future of public transport services and broader development in Riga. The strategy is built on the synergy between public transport development goals set by the European Union, the Republic of Latvia, and the State city of Riga – aligning climate neutrality objectives with the need to ensure accessible services for both residents and visitors.

At the same time, the strategy development and approval process brought to light several systemic challenges affecting the long-term development of public transport including insufficient investment in infrastructure renewal and the establishment of a new fleet, unresolved funding models, legal barriers to creating a unified service across the Riga metropolitan area, and gaps in the legal and financial framework needed to maintain a unified public transport ticket system, which involves multiple stakeholders and contractors.

Just as we took the initiative to propose legislative changes to ease bus driver qualification during a critical driver shortage, Rīgas satiksme will continue to lead efforts to improve, simplify, and modernise the public transport system.

Džineta Innusa,
Chairperson of the Board of Rīgas satiksme



ACHIEVEMENTS IN 2024

Major Investment and Development Projects

The provision of public transport services includes not only the purchase of rolling stock, but also the maintenance and development of the necessary infrastructure. The Public Service Contract outlines quality standards for both public transport vehicles and infrastructure. In the period up to 2020, as well as during the period of significant changes in the management of the Company, investments essential for the development of the Company were not made to a sufficient extent, therefore the Company continues to plan medium- and long-term investments in a targeted and well-considered manner to ensure the achievement of the objectives set out in the strategy of Rīgas satiksme.

In planning and attracting investments, Rīgas satiksme maintains close interaction and communication with the Riga City Council (hereinafter – the RCC). In view of the significant investment needs (including the purchase of vehicles, maintenance and development of infrastructure, etc.), Rīgas satiksme regularly carries out assessment of the possibilities of fundraising.

“Phase 2 of the Low-Floor Tram Implementation Project in Riga”, which involves the improvement of the infrastructure of tram routes No. 1 and 11 (reconstruction of tracks, stops and overhead line system, replacement of overhead line system poles, reconstruction of substations and replacement of equipment) and the reconstruction of the production buildings of tram route No. 5 depot (Brīvības iela 191, Riga) in the period 2017–2026. In total, EUR 100 million is being invested in the project, which is financed by A/S SEB banka, Nordic Investment Bank, European Investment Bank, as well as by the budget of Rīgas satiksme.

In total, **investments of EUR 70 million** have been made in the project from its commencement until the end of 2024, with **investments of EUR 18.6 million made in the reporting year**.

Construction has begun on six new sites, including the reconstruction of the tram line from the Ausekļa iela loop (inclusive) to the intersection of Aspazijas bulvāris / K. Barona iela along A. Kronvalda bulvāris, Z.A. Meierovica bulvāris and Aspazijas bulvāris.



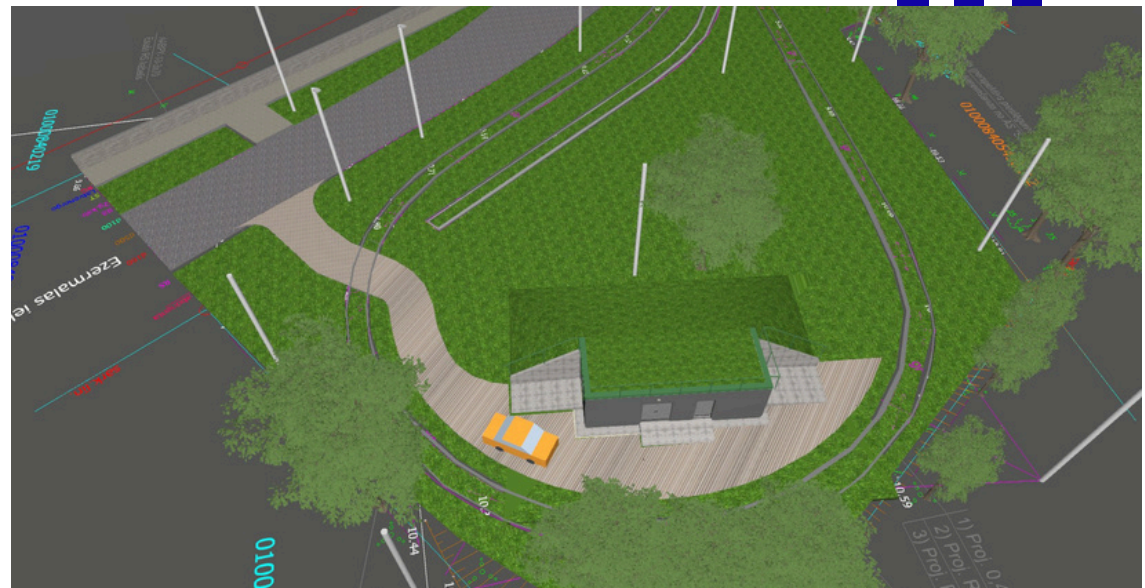
ACHIEVEMENTS IN 2024

In 2024, major construction work was carried out on the industrial buildings and site development of the 5th tram depot at Brīvības iela 191. The project includes a major redevelopment of the depot, featuring the construction of a new wing and the renovation of the existing historic building. This involves preserving and restoring the facade, walls, and key structural elements – including the decorative features of the original roof structure. At the same time, construction work is underway in the depot area, including the reconstruction of the overhead contact line, tracks, and other related infrastructure. The construction work presents a particular challenge, as the tram depot must remain fully operational throughout the extensive construction process.

One of the major achievements in 2024 was the construction of a temporary tram washing facility, ensuring the continued functionality of the depot. The construction of the depot's industrial buildings involved the phased dismantling of Soviet-era annexes, the erection of new buildings, and the careful restoration of historic architectural elements designated for preservation. Utility systems in the depot area have been rebuilt, and track rehabilitation work is now underway. In 2025, construction will continue across the depot site, with the completion of the new production buildings and ongoing restoration of the historic elements of the depot.

Construction work on the site is scheduled for completion in early 2026. The total project implementation costs are estimated at EUR 34.3 million.

Another major development is the construction of a new state-of-the-art substation building at Meža prospekts 2, which was started at the end of 2024. It is designed to blend into the urban landscape. The substation will be equipped with new and modern technology that will allow dispatchers to work more quickly by monitoring the substation online and will be safer to operate. Construction work has already started and is expected to be completed in about 10 months.



ACHIEVEMENTS IN 2024

The project "Adaptation of Riga's Tram Infrastructure to Low-Floor Tram Parameters" is one of the most ambitious initiatives undertaken by Rīgas satiksme. Launched in 2021, construction was successfully completed by the end of 2024. Of the eligible project costs incurred up to 31 December 2023, 85% were co-financed by the European Union's Cohesion Fund. The overall objective of the project was to increase the length of Riga tram lines that meet the requirements of improved low-floor trams and environmental accessibility, thus increasing the number of passengers transported by environmentally friendly public transport. The project has delivered several environmental and accessibility improvements, including the construction of raised boarding platforms and enhanced access to tram lines 5 and 7 for seniors, people with disabilities, and parents with pushchairs. The project also enhanced traffic efficiency by increasing tram speeds and reducing congestion, while contributing to environmental sustainability by lowering CO₂ emissions from private cars and improving air quality.

The original scope of the project included several key components – the reconstruction of the track crossing at 11. novembra krastmala and 13. janvāra iela; the upgrade of tram route 5 from the Jūrmalas gatve and Slokas iela intersection to the 'Iļģuciems' terminus; the adaptation of tram route 7 from Centrāltirgus iela to the 'Ķengarags' terminus to accommodate low-floor trams; as well as the renovation of four substations and the construction of a new substation. In December 2023, the scope of the project was extended to include the following objects: (1) reconstruction of tram tracks in Slokas iela from the intersection with Jūrmalas gatve to the intersection with Kalnciema iela (including the intersection), (2) reconstruction of tram stops and tracks in Imanta (stops 'Anņīmuižas bulvāris', 'Dammes iela' and 'Kleistu iela'), (3) reconstruction of overhead power supply on tram route 1 in the section from Brīvības iela 191 to the intersection of Radio iela and Aspazijas iela, and (4) rebuilding of the overhead contact network on tram route 11 in Miera iela in the section from Brīvības iela to Ēveles iela. By the end of 2024, all the objects included in the project have been completed and commissioned.

In calendar year 2024 investments made amounted to EUR 13.35 million (excluding VAT).

The total cost of the project is EUR 60.7 million (excluding VAT), including EUR 40.2 million from the Cohesion Fund of the European Union.



ACHIEVEMENTS IN 2024

The project 'Purchase of Electric Buses for Riga State City', under which 35 new electric buses have been purchased. In 2024, the remaining 12 electric buses were put into service – the final ones in April – marking the completion of the project and bringing all 35 electric buses into daily operation.

The final amount of eligible costs for the project is **EUR 17.3 million**, including EUR 14.7 million from European Union funds and EUR 2.6 million from private funding.



ACHIEVEMENTS IN 2024

The project 'Construction of Electric Charging Infrastructure at Vestienas iela 35 – Phase 1'. Within the project slow (overnight) charging installations needed for the daily operation of electric buses has been built. A total of 21 charging installations have been built in the territory of the bus park No. 7, providing 42 charging points. Construction work on the site was completed in early 2024 and the site was put into operation on 15 February 2024. On 23 July 2024, the final report for the project was submitted to the European Union's co-financing supervisory authority – The European Climate, Infrastructure and Environment Executive Agency (CINEA). The report was approved by CINEA on 19 November 2024, and the final payment of EUR 0.8 million was received on 22 November. Thus, the project implementation has been completed. The final amount of eligible costs for the project is EUR 3.4 million, including EUR 1.7 million from European Union funds.

The project "Construction of Electric Charging Infrastructure at Vestienas iela 35 – Phase 2". The project includes the installation of overnight slow chargers essential for the daily operation of electric buses – a total of 14 chargers capable of simultaneously charging up to 28 buses. Construction work on the site started on 30 July 2024 and is expected to be completed within nine months.



ACHIEVEMENTS IN 2024

The project 'Emission Reduction in Riga – Purchase of Electric Buses and Development of Electric Charging Network' is being implemented by Rigas satiksme with the goal of reducing emissions in Riga's public transport system by purchasing 17 new electric buses and installing 7 fast-charging stations across six locations in the city, supporting a gradual transition from fossil fuel buses to electric ones.

The total cost of the project is planned to reach **EUR 16.7 million**, of which EUR 14.3 million is co-financed by the European Union's Recovery Fund. The delivery of 17 electric buses is scheduled for June 2025, after which they will undergo testing before being put into operation. The charging stations will be constructed in phases, starting in May 2025 and scheduled for completion by April 2026. The final deadline of the implementation of the project is 30 June 2026.

The project will enhance the placement of EV charging infrastructure across the city, enabling a strategic charging approach that maximises the daily operational potential of electric buses in passenger transport.



ACHIEVEMENTS IN 2024

The project 'Construction of the Extension of Tram Line Route No. 7', which will extend tram line No. 7 to the intersection of Latgales iela and Višķu iela (~2.2 km) and create a transport hub. Trolleybus route No. 15 (~300 m) will also be extended to the transport hub along Višķu iela to ensure easy transfers between public transport types. The transport hub will provide with inter-integrated public transport – bus/electric bus, trolleybus, tram – in one place.

The project is expected to be completed by mid-2026 and it is planned to use EUR 28 million (excluding VAT) of RRM funding. The project implementation and financing agreement was signed on 27 May 2024. In 2024, progress continued on the construction project 'Construction of Tram Line Extension, Transport Hub, and Related Buildings and Engineering Structures at Latgales iela and Višķu iela, Riga,' with 12 construction files developed as part of the project. In 2024, construction documentation for 10 of the files was approved by the Construction Board. Of these, construction works have been completed for three (3), are ongoing for another three (3), and technical preparations are underway for the remaining four (4), with construction scheduled to begin in the first quarter of 2025. The total indicative cost of the design, author's supervision, construction and supervision of the construction works according to the concluded contracts is **EUR 28.4 million (excluding VAT).**



ACHIEVEMENTS IN 2024



In 2022, prospective areas where it would be rational to build an overhead line system have also been identified to reduce the sections where trolleybuses have to run on an alternative energy source and to open up further opportunities to convert other bus routes to trolleybus routes as well. Design work has now started on the overhead contact line in Brīvības gatve from Šmerļa iela to Silciema iela, which will shorten the running distance for trolleybuses with diesel generators. The next phase, for which a construction plan will be developed, includes extending the overhead contact line between Silciema iela and Murjāņu iela to the terminus of trolleybus route No. 4, as well as electrifying the section from the current terminus of trolleybus No. 19 in Ziepniekkalns (Valdeķu iela) to the terminus of trolleybus No. 4 at Līvciema iela.

To ensure sustainable development of passenger transport services and to facilitate their accessibility, in the period until 2030, Rīgas satiksme intends to invest in the renewal of public transport rolling stock and infrastructure development, both by acquiring zero-emission and more environmentally friendly vehicles and by reconstructing the necessary public transport infrastructure, budgeting annually the necessary funding for the renewal of tracks, energy supply infrastructure, buildings and structures.

In addition to the above, the most important future investment projects in infrastructure development include the redevelopment of the trolleybus park No. 2, partly by changing its functionality and, where possible, by incorporating innovative and energy-efficient solutions in its construction.

In 2024, the necessary information and documentation for the design phase were collected and processed. Following a review of this material, it was decided to launch an open design competition for the project 'Depot Building in Rīga, Jelgavas iela 37'. The contract for organising this design contest has been signed, with a deadline of mid-2025. After the contest, the design phase is expected to start.

ACHIEVEMENTS IN 2024

Building Information Modelling (BIM))

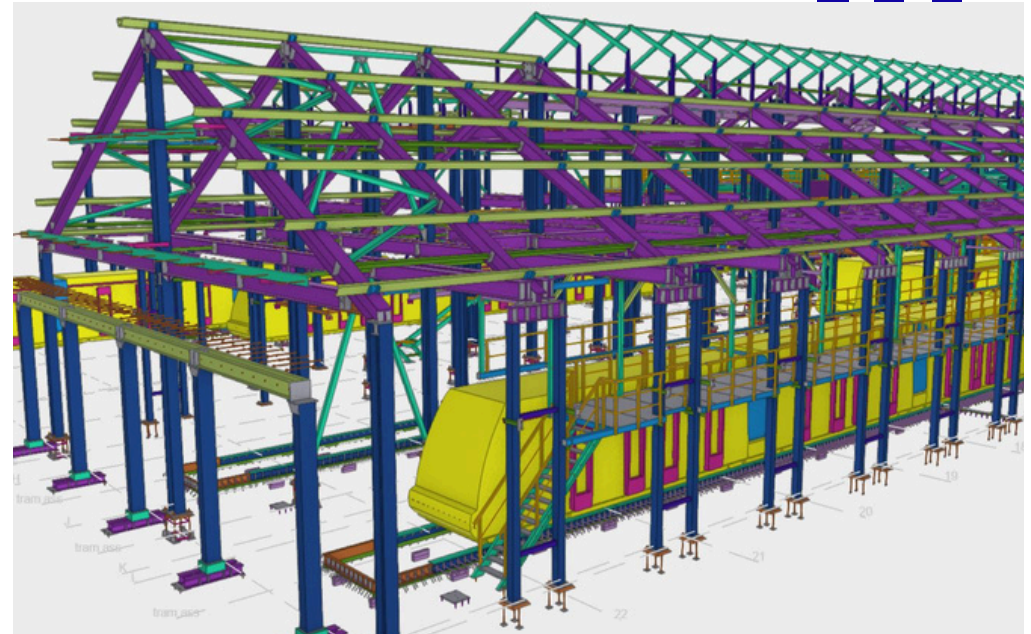
In 2023, Rīgas satiksme started work to implement future infrastructure development projects using the BIM technology and a unified data environment for centralised data management in the design, construction and management processes of buildings and infrastructure facilities. In 2024, 28 Rīgas satiksme employees completed training across various levels of BIM expertise. The development of standardised BIM requirements is currently underway to ensure that common methodological and data standards are met at all stages of BIM project development. BIM is planned to be introduced as a mandatory practice in the Company in order to keep up with innovations in the construction industry, to ensure transparency and exclude redundant or inaccurate items from construction costs, to allow for the timely correction of inaccuracies in projects, as well as to control deadlines and costs in the long term – the ability to model and calculate future maintenance costs.

Requirements for the use of the BIM are already included in six projects currently underway:

- Reconstruction of the tram depot No. 5 manufacturing buildings at Brīvības iela 191;
- Construction of the tram route No. 7 extension, transport interchange point and related buildings and engineering structures in Latgales iela and Višķu iela;
- Construction of charging infrastructure for electric buses (seven charging installations at six locations);
- Conversion of a body repair shop at Vestienas iela 35;
- Development of a multifunctional trolleybus park with high energy efficiency at 37 Jelgavas iela;
- Reconstruction of the offices and guard building of a petrol station.

The single data environment for centralized data management is currently being used across 23 construction-related projects.

BIM has already proven its effectiveness, so we will continue to develop it and make new technologies an integral part of our daily work.



PUBLIC ACTIVITIES

In 2024, Rīgas satiksme actively continued its commitment to public engagement and transparency by implementing a range of initiatives that foster open dialogue with citizens, promote public education, and support professional exchange among industry experts.

Recognition for Providing Public Transport Services

- In early 2024, Rīgas satiksme employees were honoured with the Riga City Council's 'Annual Award 2023' and the commendation 'Song and Dance Festival Organising Team' in recognition of their contribution to the XXVII Latvian Song and XVII Dance Festival in 2023.

Public Awareness and Participation

- Thematic meetings with neighbourhood residents in Strazdumuiža, Voleri, Šķīrotava and Ķīpsala to discuss possible route changes and gather feedback.
- The tram line No. 7 extension project included a live event on Facebook (22 April) and an in-person meeting with the residents (9 May).

Educational Initiatives and Public Participation

- Participation in the Riga Technical University Career Day, presenting the company and the new electric bus.
- Shadow Day – 20 students visited the company to explore the daily work and responsibilities of various professions.
- The Safety Bus initiative, in collaboration with the Riga Municipal Police, made regular visits to schools to educate students about safety on public transport.
- As part of the Museum Night, the tram depot No. 4 and its historical exhibition was opened to the public.



PUBLIC ACTIVITIES

Cooperation with the City Council and Industry Partners

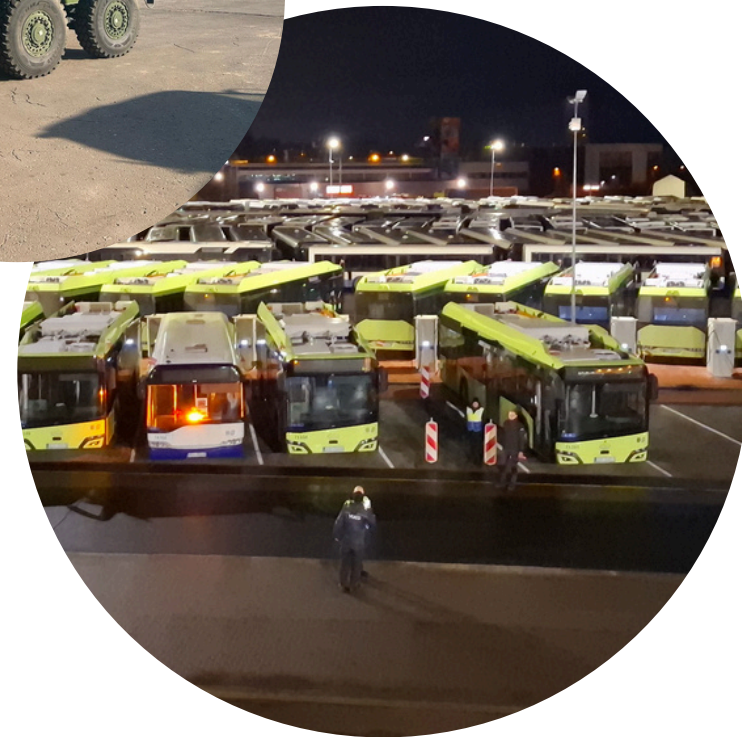
- The Riga City Council leadership was given an overview of the company's daily operations – including transport preparation, safety procedures, and the working environment at bus park No. 7, trolleybus park No. 2, and tram depot No. 5. On 11 June, a discussion took place with the leadership of the Riga City Council at the bus park No. 6.
- On 24–25 July, the Company's Board of Directors hosted Vilniaus viešasis transportas, the Vilnius public transport company, for a professional exchange. They visited the hydrogen station and electric buses, and engaged in discussions with company management and representatives on safety issues and operational strategy.
- The company's management met with the Moldovan municipality of Chisinau and Regia Electric Transport. The meeting covered cooperation on pre-owned trolleybuses and the exchange of operational experience.

Sustainability and Safety Activities

- Participation in the **Namejs 2024** military exercise included providing transport for evacuation simulations, as well as support for accommodation and anti-mobility solutions.
- Practical **fire safety training** for staff in cooperation with the National Fire and Rescue Service (November). A procedure was developed for managing incidents of electric bus overheating.
- Participation in the **Mobility Record 2024** event organised by the Riga City Council.

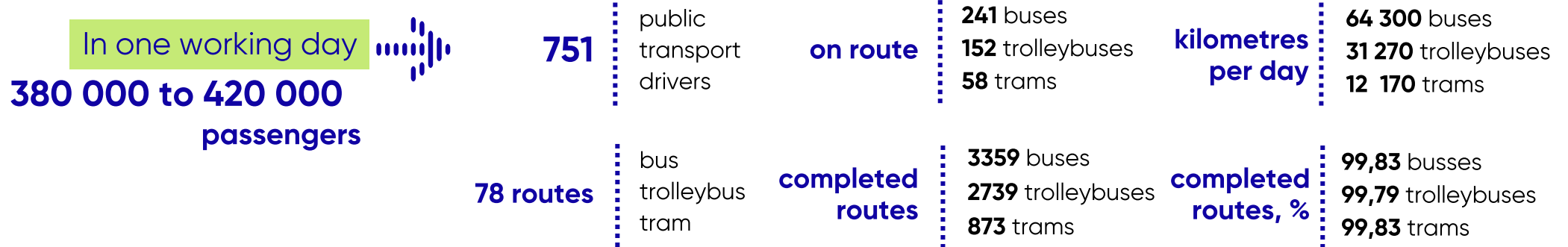
Promoting the Development of the Sector

- On 4 October, a discussion was held with public transport companies from various Latvian regions, focusing on the introduction of electric buses.
- On 29 November, the Chair of the Board participated in an expert discussion on motivating employees to achieve sustainability goals, organized by PwC, Nasdaq Riga, and the Corporate Governance Advisory Board.

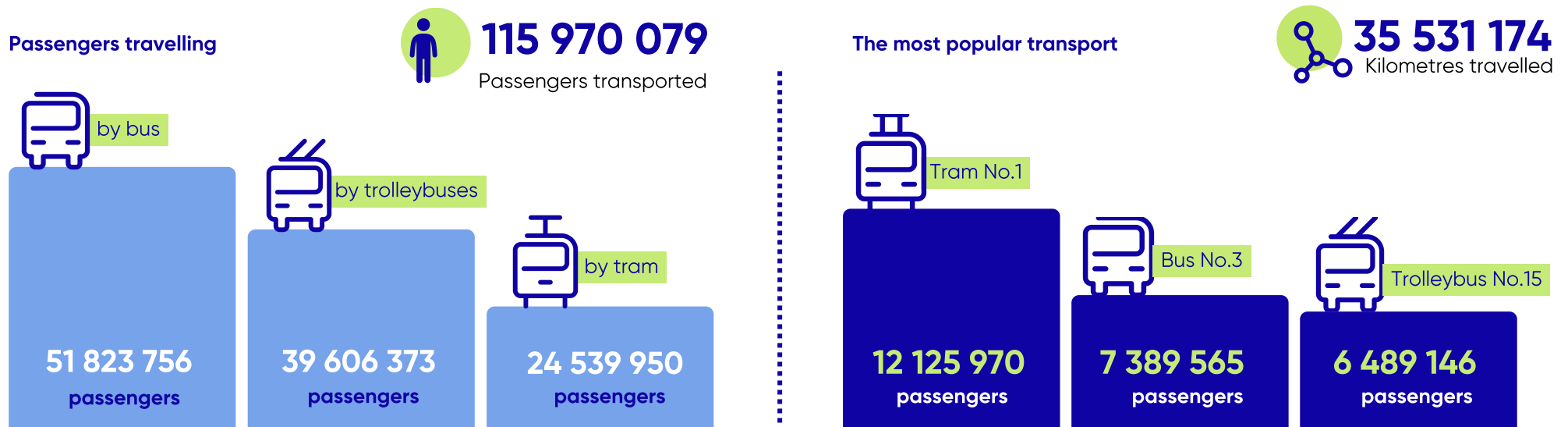


PUBLIC TRANSPORT SERVICE IN NUMBERS

Rīgas satiksme provides public transport services in Latvia's capital, Riga, and the surrounding region, while also managing municipal parking lots located within the street red lines. The public transport route network consists of 745 vehicles on 78 routes with a total length of 1146 km. Over 115.97 million passengers used public transport services in 2024.



Number of passengers in 2024



PUBLIC TRANSPORT SERVICE IN NUMBERS



Number of tram, trolleybus and bus routes

78

(2023 - 79)

Length of the route network

1149 km

(2023 - 1157,5 km)

Total number of vehicles involved in public transport services

720

(2023 - 823)

Completed routes per year

2 256 584

(2023 - 2 267 950)

Average driving speed of the city's public transport

19,53 km/h

(2023 - 19,3 km/h)



Ticket checks in vehicles

254 064

(2023 - 244 861)

Fare-evaders

39 889

(2023 - 37 047)



Number of passengers carried 115,97 million

(2023 - 114,74 million)

11,25 million (10%)

Passengers carried with partial fare concession

(2023 - 11,22 million (10%))

46,33 million (40%)

Passengers carried without fare concession (full fare)

(2023 - 44,73 million (39%))

58,39 million (50%)

Passengers carried with 100% fare concession

(2023 - 58,79 million (51%))

PUBLIC TRANSPORT SERVICE IN NUMBERS



Turnover

189,9 million EUR

(2023 - 184 million EUR)

**Capital investments
made**

49,7 million EUR

(2023 - 86,5 million EUR)

EBITDA

52 million EUR

(2023 - 52 million EUR)

Profit

1,7 million EUR

(2023 - 1,8 million EUR)



**Average annual
number of employees**

3374

(2023 - 3315)

**Female / male
employment, %**

33/67%

(2023 - 34/66%)

**Average age of
employees**

51,49

(2023 - 51,61)



**CO₂ emissions
per year**

(2023 - 67 268 tCO₂e)

65 661 tCO₂e¹

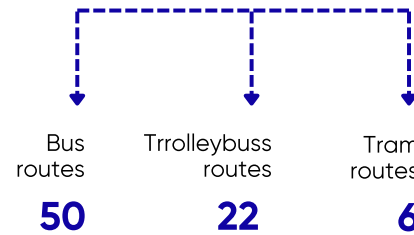
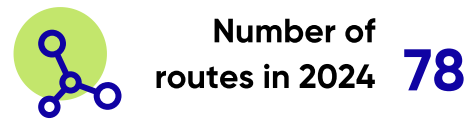
PUBLIC TRANSPORT SERVICE

Public Transport Service

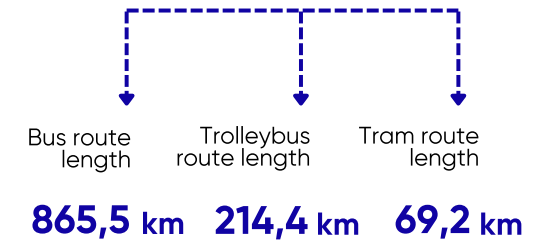
The service of Rīgas satiksme, including route planning, provision of public transport services and mobility development, is organised in accordance with the Riga City Council's order, balancing the transport volume with the funding possibilities provided in the Riga City Council's budget for the execution of the order. Rīgas satiksme also receives suggestions from citizens, passengers and institutions regarding changes to the route network (the need to introduce more departures, create additional stops, extend or change routes, create new routes, change departure times, provide higher capacity vehicles, etc.) – the suggestions received are considered and evaluated accordingly.

Resource-efficient route and capacity planning is based on data analysis. The public transport vehicles of Rīgas satiksme are equipped with devices that provide valuable transport insights on a daily basis, for example, the automatic passenger counting system provides data on passengers boarding and deboarding at a stop and on cabin occupancy, GPS data provides information on the actual trip times, and electronic payment system data provides information on passenger flow and travel behaviour. Based on this information, possible changes to the route network and timetables are assessed by evaluating passenger needs and the most economically efficient solutions.

In line with the available funding, in order to align timetables with changes in passenger flows, changes were made to timetables both in the summer season, with an increase in the number of services to bathing areas and allotments in Riga, and in September, when the school year starts, the holiday season ends and the number of public transport users increases significantly.



2023	51	22	6
2022	51	21	5



2023	871,4	214,4	71,7
2022	875	210,7	59

	2022	2023	2024
Proposals submitted to the Riga City Council's Department of Spatial Planning and Mobility	95	19	42
Proposals introduced	34	15	25
Cycle parking stands	44	64	84



PUBLIC TRANSPORT SERVICE

Key changes to public transport services in 2024:

- From 13 May, the route of bus No. 60 is extended to the intersection of Latgales iela and Prūšu iela;
- From 30 July, low-floor trams start running on tram route No. 7;
- From 1 August, the names of over 100 bus stops were changed to provide passengers with more accurate information about stop locations and nearby landmarks.
- From 1 October, the bus route No. 54 has been redesigned as a feeder route and runs from Voleri to the Botanical Garden, increasing the number of services, improving the service interval and reducing route duplication;
- From 19 October, "stop on request" has been implemented on bus routes. With these changes, timetables were updated, resulting in shorter journey times and improved service speed. By the end of 2024, these changes will be in place on 35 bus routes at 475 stops.

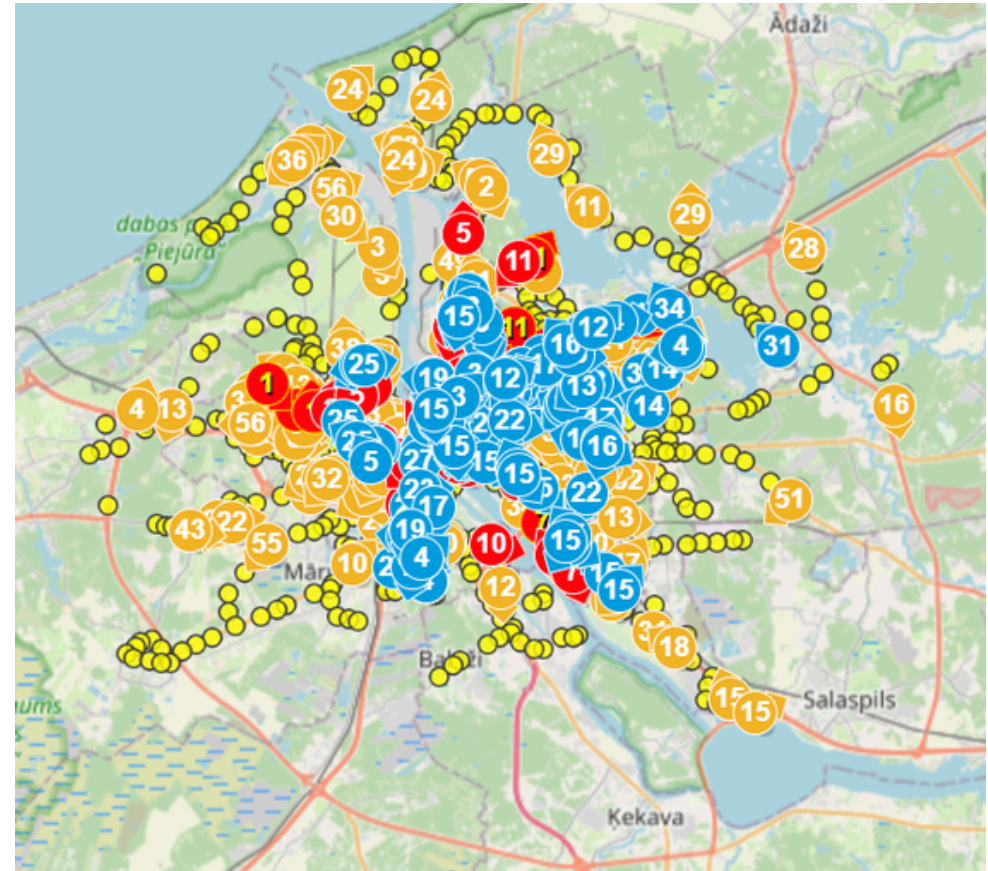
In 2024, the total length of the route network decreased from 1157.5 km to 1149.0 km (by around 0.7%).

In line with the changes in the route network described above, at the end of 2024, Rīgas satiksme serviced a total of 50 (-1) bus routes with a total length of 865.5 km, 22 (no change) trolleybus routes with a total length of 214.4 km and 6 (no change) tram routes with a total length of 69.2 km.

68% of the routes provide connections from Riga's neighbourhoods to the city centre, including inter-neighbourhood connections within the route. 19% of the routes connect different neighbourhoods outside the city centre (e.g. bus route No. 15 Jugla – Dārziņi), while 13% provide connections between more distant neighbourhoods via the city centre (e.g. bus route No. 3 Daugavgrīva – Pļavnieki).

To avoid route duplication, draft changes to routes and timetables have been developed in four areas – Voleri, Šķīrotava, Ķīpsala, and Strazdumuiža/Mazās Juglas iela area – proposing feeder routes to the nearest interchange points instead of direct routes to the city centre. The draft proposal is to increase the number of services and provide more flexible options for residents to plan their travel time. These changes have been discussed with the residents of the neighbourhood (see the section Public Activities).

Real-time public transport map of Riga



Following a public discussion, changes to bus route No. 54 have been supported and will take effect on 1 October 2024. Changes for the Šķīrotava area have also been approved and are scheduled for implementation in January 2025. In the Ķīpsala area, work is ongoing to develop a suitable solution, with continued consultations with stakeholders. Meanwhile, in the Strazdumuiža/Mazās Juglas iela area, no changes are being pursued, in line with the feedback received from residents.

PUBLIC TRANSPORT SERVICE

In 2025, additional route changes of similar scale are planned to be drafted and submitted for public consultation. However, implementing broader, large-scale changes would require municipal investment in mobility infrastructure, such as transfer and passenger exchange points. In order to ensure that the changes to the route network are based on international best practice, it is necessary to carry out a comprehensive study of both the current situation and examples and best practice in other parts of the world where changes of this scale have been made to the route network. In 2024, Rīgas satiksme, in cooperation with other mobility-related institutions under the RCC, continued its participation in the working group established by the Urban Development Department of the RCC, focusing on the reorganisation of the public transport route network.

Rīgas satiksme is also involved in discussions and participates in working groups established by the Riga State City on the development of mobility solutions in Riga and the wider area, including seeing both challenges and opportunities for public transport development in the context of the Riga Development Programme 2022–2027 and the measures envisaged in the Riga Metropolitan Area Development Action Plan (including closer integration of the Riga Metropolitan Area in terms of transport connections and inter-institutional solutions developing interaction between different types of passenger transport), as well as the possible establishment of a low emission zone in the Riga State City.

Rīgas satiksme has already prepared a detailed proposal, which has been presented to the stakeholders, to improve public transport provision in Mārupe, Ropaži and Ķekava Municipalities, both in the directions where bus routes of Rīgas satiksme already run, and to develop new connections. Rīgas satiksme has remained open to dialogue and collaboration with VSIA 'Autotransporta direkcija' and local municipalities on public transport development, including the drafting of potential new routes based on the latest information and ongoing communication with municipal partners.

In order to enhance the competitiveness of public transport and increase its speed, Rīgas satiksme is making proposals to the RCC Department for Spatial Planning and Mobility on the necessary improvements to public transport lanes, traffic organisation changes, as well as the wider use of smart technologies to ensure priority for public transport in traffic light signal timetables.

There are also plans to develop a unified transport ticketing, electronic payment and passenger tracking system at national level to ensure the most efficient planning and a more convenient service for the end customer, whatever their chosen type of mobility.

In 2024, 42 proposals were submitted by Rīgas satiksme, of which 8 have already been implemented, 4 have been supported and will be implemented in the near future. In total, including proposals supported but not implemented in previous years, 25 proposals have been implemented in 2024. The key improvements aimed at promoting public transport priority include:

- Priority for trams in traffic signal plans on K. Barona iela (the green wave);
- Priority for trams in traffic signal plans on Lastādijas iela and Latgales iela;
- Changes in traffic organisation in the vicinity of intersections of Mārupes iela / Liepājas iela and Liepājas iela / K. Ulmaņa gatve;
- Priority for public transport on Slokas iela, from Jūrmalas gatve to Kalnciema iela;
- Extension of the public transport lane on A. Čaka iela in the outbound direction at the Ērgļu iela intersection, ensuring a continuous lane up to Pērnavas iela.

In early summer 2025, a unified ticket is planned to be introduced, covering regional rail routes in Zone A and services operated by Rīgas satiksme. It will cost EUR 2 and will run for a limited time from the time of validation. This will require the development of technical solutions and the establishment of a four-party agreement between the contractors and operators. The regulatory framework also needs to be reviewed and possibly amended.

The development of both mobility points and ticketing and accounting systems is linked not only to improving the efficiency of intermodal transport of Rīgas satiksme, but also to the potential development of cooperation with other types of passenger transport, such as rail and regional bus services.

To support the transition to environmentally friendly transport outlined in the RRM plan and enhance the integration of electric rail with the city's public transport system, the RCC plans to establish six mobility points – Zemitāni, Sarkandaugava, Dauderi, Ziemeļblāzma, Šķīrotava, and Bolderāja. Meanwhile, Rīgas satiksme will receive 17 electric buses in 2025, and seven high-power charging stations will be installed at six locations across the city by June 2026.

Rīgas satiksme continues to work actively on the implementation of better data analysis and visualisation tools, which will enable the integration of ticket system data with GPS, automatic passenger counting system (APS) data in a single data stream, thus providing opportunities to perform comprehensive analysis of passenger movement data, including analysis of necessary changes in travel times, number of departures to ensure the desired passenger load on an automated level.

PUBLIC TRANSPORT SERVICE

The data analysis tool is expected to identify major discrepancies between the Automatic Passenger Counting System and ticketing system data, thus allowing more efficient planning of the work of transport ticket controllers.

In 2024, the PikasFleet / Mobis system was used to fully monitor and report on completed and missed journeys, route idle times, and other operational metrics generated by the software. The software is also used by central dispatcher to communicate with drivers.

In the reporting year, the remote monitoring of public transport traffic from the dispatcher control centre has been further extended by closing 4 dispatcher points (Iļģuciems trolleybus terminus, Mežciems, Purvciems and Pļavnieki), thus optimising resources.

In 2024, low-floor trams started operating in the direction of Ķengarags. In the direction of Iļģuciems, the low-floor trams are scheduled to start operating in the first half of 2025.

Rīgas satiksme is also continuing to support the shift in mobility habits by making additional improvements – for example, in 2024, 16 new bicycle parking spaces were added at the following locations, complementing those previously installed: Merkeļa iela 13 near the Riga Latvian Society House, Baltā iela 2a, Latgales iela 270, Vienības gatve 16.

With the involvement of Rīgas satiksme, bicycle parking facilities accommodating a total of 176 bicycles have been established across the city. In areas managed by Rīgas satiksme, there are bicycle parking facilities with a total of 133 spaces. In total, with the participation of Rīgas satiksme, 84 bicycle parking facilities with 309 bicycle spaces have been established in Riga.



PARKING LOT MANAGEMENT

To reduce the environmental impact of road traffic and limit easy vehicle access and convenient parking in the city centre, parking spaces have been designated within the red lines of city streets.

The use of parking spaces is regulated by the Binding Regulations of the State city of Riga, but the management is carried out by Rīgas satiksme, according to the Delegation Agreement of 4 August 2023.

	2023	2024
Parking prepayment transactions	5 921 909	5 961 242
Revenue from parking lot services, million EUR	13,3	13,7
Number of managed parking lots in Riga City on average per year	5 869	6 548

Vecāķi area
5696,5 m²

Number of managed parking
lots, avg/year

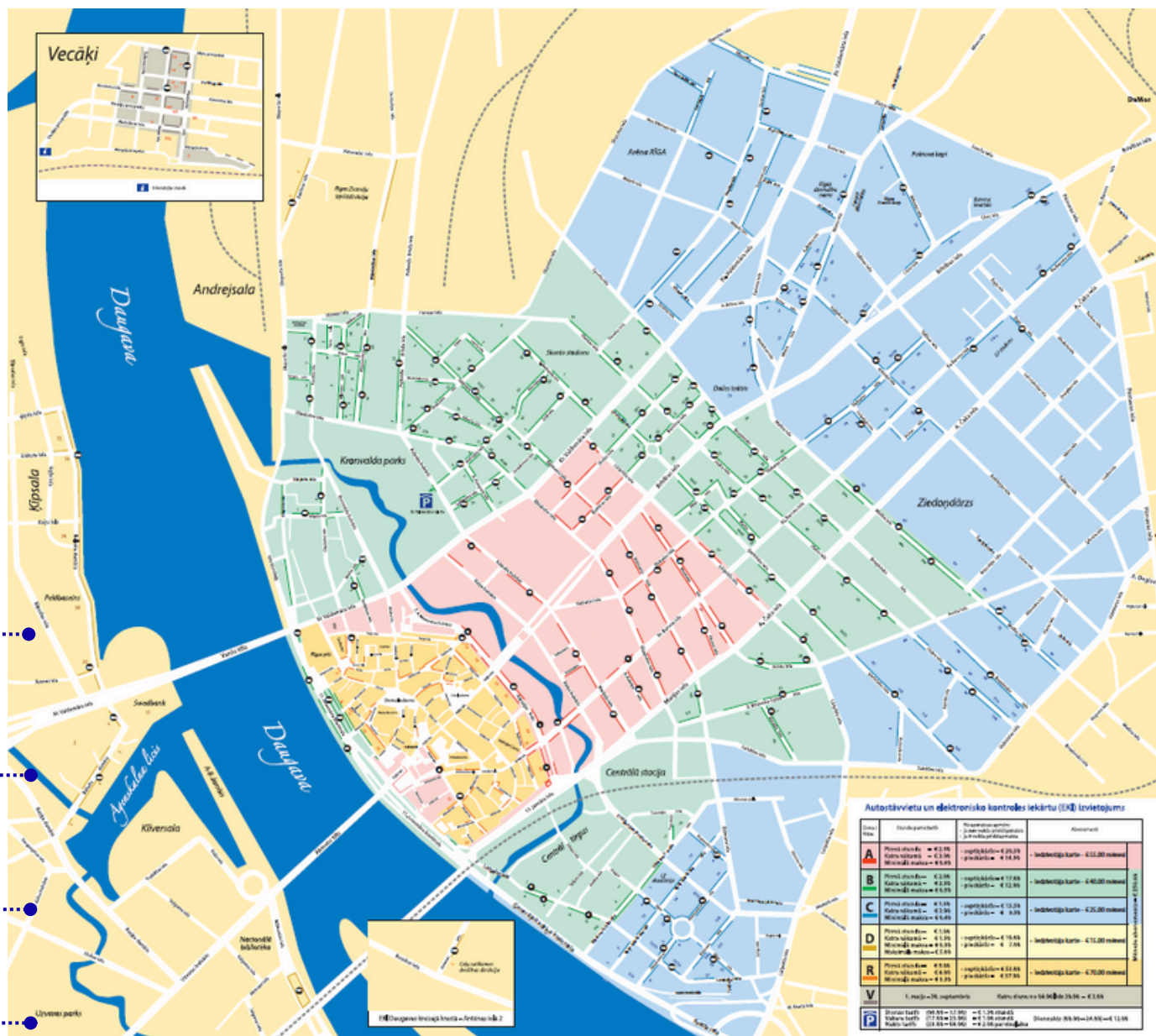
6548

Employees of the Parking Lot
Management Department

54

Daily maintenance

96 009,7 m²



PARKING LOT MANAGEMENT

A new payment accounting and control system, which was developed in 2024, will be in place in municipal parking lots managed by Rigas satiksme from the beginning of 2025.

It offers customers various payment options, making payment for parking services safe and simple. The new system also allows the company to flexibly manage paid parking lots in the city and enables data exchange with other state and local information systems.

As part of expanding parking coverage, **574 new paid municipal parking** spaces were added in Zones B, C, and D in 2024.

Agreements have been signed with SIA 'Mobilly' and SIA 'Europark Latvija' to provide municipal paid parking services starting from 1 January 2025.

An important development in 2024 was the work on Binding Regulation No. RD-25-322-sn, 'Amendments to Binding Regulation No. 206 of 5 February 2013 – Riga City Council Regulations on the Management and Use of Paid Parking Places.' The amendments, adopted by the Riga City Council on 29 January 2025, entered into force on 1 April 2025.

Key amendments to the regulations:

- New procedures for issuing and using resident permits;
- Clarified procedure for issuing monthly subscriptions;
- Clarified procedure for the SMS payment service;
- In 2024, work began on developing traffic organisation schemes, and the approval process for new municipal paid parking spaces scheduled for 2025 was set in motion.



GENERAL INFORMATION ABOUT THE COMPANY



OVERVIEW

Company name	Riga Municipality Limited Liability Company (SIA) "Rīgas satiksme" (hereinafter referred to as Rīgas satiksme)	
Legal status of the Company	Riga Municipality Limited Liability Company (SIA)/ 100 % capital company owned by the Local Government of Riga	
Unified registration number, place and date	40003619950, Riga, 20 February 2023	
Principal activity	NACE code 49.31, Urban and suburban passenger land transport;	
	NACE code 42.11, Construction of roads and motorways;	
	NACE code 43.21, Electrical installation;	
	NACE code 45.20, Maintenance and repair of motor vehicles;	
	NACE code 47.30, Retail sale of automotive fuel in gas stations;	
	NACE code 49.39, Other passenger land transport n.e.c.;	
	NACE code 68.20, Rental and operating of own or leased real estate;	
	NACE code 77.11, Renting and leasing of cars and light motor vehicles; other activities specified in Statutes (00.00)	
Address	Legal Address: Kleistu iela 28, Riga, LV-1067, Administration address: Vestienas iela 35, Riga, LV-1035	
Members of the Board	Džineta Innusa	Chairperson of the Board
	Inga Krūkle	Member of the Board
	Jānis Golubevs	Member of the Board
	Andris Lubāns	Member of the Board
	Gints Zeltniš	Member of the Board
Members of the Council	Ainārs Ozols	Chairperson of the Council
	Normunds Narvaišs	Deputy Chairperson of the Council
	Rolands Paņko	Member of the Council
Share in affiliated companies	SIA "Rīgas acs" (reg.no. 40103443088)	SIA "Rīgas karte" (reg.no 40003979933)
Reporting year	1 January 2024–31 December 2024	
Reporting frequency	Once a year published together with the Annual Report. The first report was prepared for the 2021 reporting year, and the latest report was published on June 4, 2024.	

OVERVIEW

The Sustainability Report 2024 has been prepared in compliance with the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council as regards corporate sustainability reporting (CSRD). The report has been prepared on step-by-step basis applying the European Sustainability Reporting Standards (ESRS): General disclosure and application requirements (ESRS1, ESRS2), Climate Change (ESRS E1), Pollution (ESRS E2), Circular Economy (ESRS E5), Own Workforce (ESRS S1), Consumers and End-users (ESRS S4) and Business Conduct (ESRS G1).

The Sustainability Report is prepared for the 2024 reporting year and covers the operations of Rīgas satiksme, no independent auditor's certification is required. In preparing the 2024 sustainability information, Rīgas satiksme is enhancing its reporting and alignment with the EU Sustainability Reporting Standards (ESRS) by introducing new target indicators that more comprehensively reflect the Company's sustainability performance. Starting with the 2025 report, Rīgas satiksme will be fully subject to EU corporate sustainability reporting requirements and will be required to prepare a consolidated sustainability report.

In preparing the report, Rīgas satiksme did not apply the exemption under ESRS 1 section 7.7 concerning the non-disclosure of information related to intellectual property, know-how, innovation, or near-term developments under negotiation at the time of reporting.

The responsibility for the preparation of the report lies with the Board of Rīgas satiksme. The report is approved by the shareholder together with the Company's Annual Report.
Report approved on 30 May 2025.

Correction of information provided in the previous Report – no significant changes.

Contact details for questions about the Sustainability Report:
sekretariats@rigassatiksme.lv.

The Report is published on: 03.06.2025



STRATEGIC GOAL, MISSION, VISION, VALUES

GOAL

Provide environmentally friendly, safe, integrated and efficient mobility services in Riga State City and its metropolitan area and to participate in the maintenance and development of the transport infrastructure of the Riga State City.

MISSION

Ensure an accessible, safe and sustainable public transport system, provision delegated services, while contributing to economic growth and improving the quality of life in Riga.

VISION – modern and socially responsible company



DEVELOPMENT



RESPONSIBILITY



SAFETY



COOPERATION

DEVELOPMENT

We are evolving and striving to be more efficient in our approach to the community and the environment.

I take initiative, put forward ideas, seek and implement effective solutions.

I am curious, open to new knowledge, change and innovation.

RESPONSIBILITY

We take accountability for our actions and decisions.

I am diligent and organized in my workplace and act in the best interests of the company, doing my job with purpose.

I think before I act, I keep my promises and take responsible decisions.

SAFETY

We recognise that safety is the foundation of our stability.

I feel good and safe in my workplace and working environment.

I act in a way that keeps my colleagues and our customers safe.

COOPERATION

We work together to achieve our common goals.

I am committed to results-oriented cooperation, fostering collaborative relationships.

I am transparent in my handling of work issues.

CORPORATE GOVERNANCE

Rīgas satiksme is a limited liability company of the Riga State City Municipality, established on 20 February 2003.

In accordance with the regulatory enactments, Riga City Council is a **Shareholder** – the owner of the capital company, who is competent to make decisions related to the most important issues of the Company's operation and existence pursuant to the Articles of Association. Riga City Municipality is a shareholder of Rīgas satiksme and is represented by the Executive Director of Riga City. In 2024, four Meetings of Shareholders were held, and all items on the agenda were considered within the time allocated for the meeting.

The most important resolutions of the Meeting of Shareholders of the reporting year relate to the approval of the 2023 Performance Review and Annual Report of Rīgas satiksme, as well as the increase of the share capital.

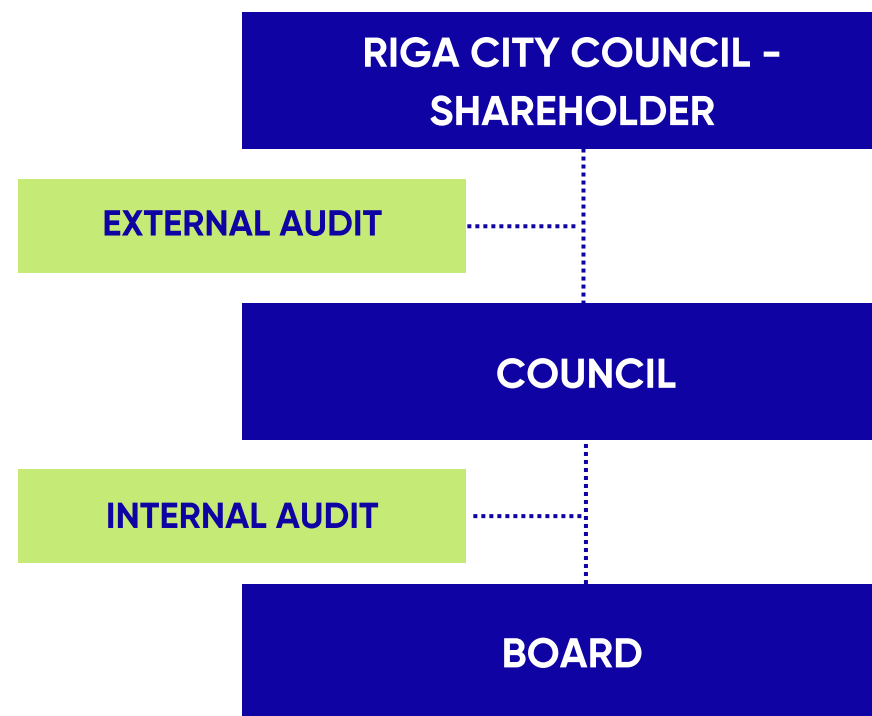
Currently, the main activity of Rīgas satiksme is to provide public transport services on the Riga City route network in accordance with the Public Service Contract² and to manage the Riga City Municipality parking lots located within the red lines of the streets in accordance with the Delegation Agreement³.

Rīgas satiksme conducts its operations in compliance with the laws and regulations of the European Union and the Republic of Latvia, as well as national and Riga city development planning documents, the Rīgas satiksme Strategy, and internal policies and regulations.

The Riga City Council set the **general strategic objective** of the Company – **to provide environmentally friendly, safe, integrated and efficient mobility services in Riga and its metropolitan area and to participate in the maintenance and development of the transport infrastructure of the Riga City.**

To achieve its objectives, the Company relies on a strong and capable team that operates in line with its core values – from smart, sustainable corporate governance to the daily delivery of services – as reflected in the public recognition it has received.

Governance of Rīgas satiksme is composed of three levels and decision-making is carried out in accordance with the responsibilities defined in regulatory enactments, statutes and regulations.



This governance structure ensures a clear, effective, and transparent separation of powers between the decision-making and executive branches, while defining distinct roles for each level of responsibility.

An open and transparent corporate governance structure ensures accountable oversight and management, which in turn builds trust among business partners, financial institutions, customers, employees, and the wider public.

For information on the company's compliance with the Corporate Governance Code, see the Corporate Governance Report included in the Annex.

Ainārs Ozols

**Chairman of the Council,
Independent Member of the Council**

In office since 1 February 2022
Term– 5 years

**Normunds Narvaišs**

**Deputy Chairman of the Council,
Independent Member of the Council**

In office since 18 December 2020
Term– 5 years

**Rolands Paņko**

Independent Council member

In office since 18 December 2020
Term– 5 years



- Corporate governance
- Business management
- Financial management
- Communication and dialogue
- Human Resource management
- Environmental management
- Governance and change management

Council Composition and Diversity

Council – the supervisory body of the capital company, which represents the interests of the shareholder's representative between the Meetings of the Shareholders and supervises the activities of the Board within the framework established by law and in accordance with the Regulation of the Council⁴. The current composition of the Council of Rīgas satiksme was approved in 2020 and consists of three independent members⁵. The 2024 work schedule (calendar) was approved by a resolution of the Council on 28 December 2023. The Council held 18 meetings in 2024.

In 2024, the Council of Rīgas satiksme had three members. No member of the Council is a member of the executive team.

In the context of the CSRD, the Council represents the administrative, management and supervisory function of the Company.

The members of the Council possess competencies relevant to the sector, services, and geographical scope of Rīgas satiksme.

Competences of the Members of the Council

The function of the Council requires the competency to oversee the steady progress of the Company towards long-term value. Council members are expected to demonstrate, both during the nomination process and in their ongoing performance, the skills and competencies required to guide the company's development.

Composition of Council and Diversity	2022	2023	2024
Number of Council members	3	3	3
Age division of Council members			
< 40 years	–	–	–
40 – 49 years	–	–	–
50 – 59 years	3	2	2
60 – 69 years	–	1	1
Years with the Company			
1–5 years	3	3	1
6–10 years	–	–	2
> 10 years	–	–	–
Gender distribution			
Man	3	3	3
%	100	100	100
Women	–	–	–
%	–	–	–
Independent members of the Council			
number	3	3	3
%	100	100	100

CORPORATE GOVERNANCE

BOARD

Džineta Innusa**Chairperson of the Board**

In office since 2 January 2020

Re-elected on 2 January 2025

Term – 5 years

Responsible for the management of public relations, legal affairs, and traffic operations at Rīgas satiksme.

**Inga Krūkle****Member of the Board**

In office since 2 January 2020

Re-elected on 2 January 2025

Term – 5 years

Within the Board structure, she is responsible for the internal process management sector, human resources management, customer service and the strategic planning of Rīgas satiksme.

**Jānis Golubevs****Member of the Board**

In office since 2 January 2020

Re-elected on 2 January 2025

Term – 5 years

Within the Board structure, he is responsible for environmental management, infrastructure, oversight of parking management and transport management.

**Andris Lubāns****Member of the Board**

In office since 16 April 2021

Term – 5 years

Within the Board structure, he is responsible for technical support sectors.

**Gints Zeltiņš****Member of the Board**

In office since 16 April 2021

Term – 5 years

Within the Board structure, he is responsible for financial and information and communication technology (ICT) management sectors.



The **Board** is the executive body of the capital company, responsible for managing and representing Rīgas satiksme. It oversees the company's day-to-day operations and makes all decisions not reserved for the exclusive competence of the Council or the Shareholder. The responsibilities and duties of the Board are laid down in its Regulations⁶.

Organisation and Competences of the Board

The Board of Rīgas satiksme consists of five members, three of whom were re-elected in 2025 and two – in 2021. The Board is responsible for the Company's sustainability performance and the implementation of sustainability processes. The Board oversees sustainability like any other business area and the day-to-day operations, exercising its powers in accordance with the law, the Articles of Association and the Regulations of the Board.

Structure of Rīgas satiksme

- Corporate governance
- Business management
- Financial management
- Communication and dialogue
- Human Resource management
- Environmental management
- Governance and change management

Composition of Board and Diversity**2022****2023****2024****Number of Board members**

5

5

5

Age division of Board members

< 40 years

–

–

–

40 – 49 years

2

2

1

50 – 59 years

3

3

3

60 – 69 years

–

–

1

Years with the Company

1–5 years

5

5

2

6–10 years

–

–

3

> 10 years

–

–

–

Gender distribution

Man

3

3

3

%

60

60

60

Women

2

2

2

%

40

40

40

CORPORATE GOVERNANCE

(GOV-2) Corporate Policy and Sustainability Management

As a public corporation, Rīgas satiksme defines its policies as a set of documents outlining principles, objectives, and the actions required to achieve them. These policies guide the company's efforts to meet its strategic priorities and support its ongoing development. The purpose of developing policies is to define the company's operating principles and processes, ensuring alignment with the corporate governance principles outlined in the Corporate Governance Code. The Company's policies have been developed on the basis of Chapter XVIII of the Riga City Council Internal Regulation No.4 of 21 August 2020 'Procedure for the Management of Capital Shares and Capital Companies Owned by the Riga City Government'. In compliance with Section 58 of the Law on Governance of Capital Shares of Public Entity and Management of Capital Companies Thereof, Rīgas satiksme has published on its website the developed policies, which define the principles of the capital company's activities with regard to corporate governance, risk management, prevention of conflict of interest, combating corruption and other issues.

In 2024, the policies were supplemented by the Corporate Social Responsibility and Sustainability Policy, which defines the essential commitments and principles to be followed in achieving strategic goals and objectives, respecting human and labour rights, engaging company stakeholders through sustainable and responsible actions, and respecting the three dimensions of sustainability – environmental, social and governance. This policy reflects Rīgas satiksme's commitment and guiding principles toward employees across the value chain, affected communities, and consumers and end users.

During the reporting year, the Company reviewed and updated a number of key policies and the Code of Ethics. The Code of Ethics has been reviewed and updated in the light of current legislation and sustainability values.

The update to the Corporate Governance Code focused on promoting sustainable practices in public transport service delivery within Riga's administrative territory, supporting the maintenance and development of transport infrastructure, and managing paid parking spaces located within the city's street red lines.

An internal regulatory act 'Business Continuity Management System' was developed in 2023 and reviewed on 2024. The purpose of this document is to prepare for, control and manage the operational work of Rīgas satiksme and to strengthen the overall ability to recover from disruptions.

The Regulations identify potential hazards and their impacts on the operation of Rīgas satiksme, ensuring effective measures to restore the critical processes of Rīgas satiksme. Based on this document, the Operational Business Continuity Plan was updated, and necessary actions were tested to better prepare for potential future scenarios.

Remuneration Policy, Human Resources Policy, Customer Privacy Policy, Communication Policy and others were also revised and updated.

All company policies are available here: [Regulatory Documents : About Us : Rīgas satiksme](#)

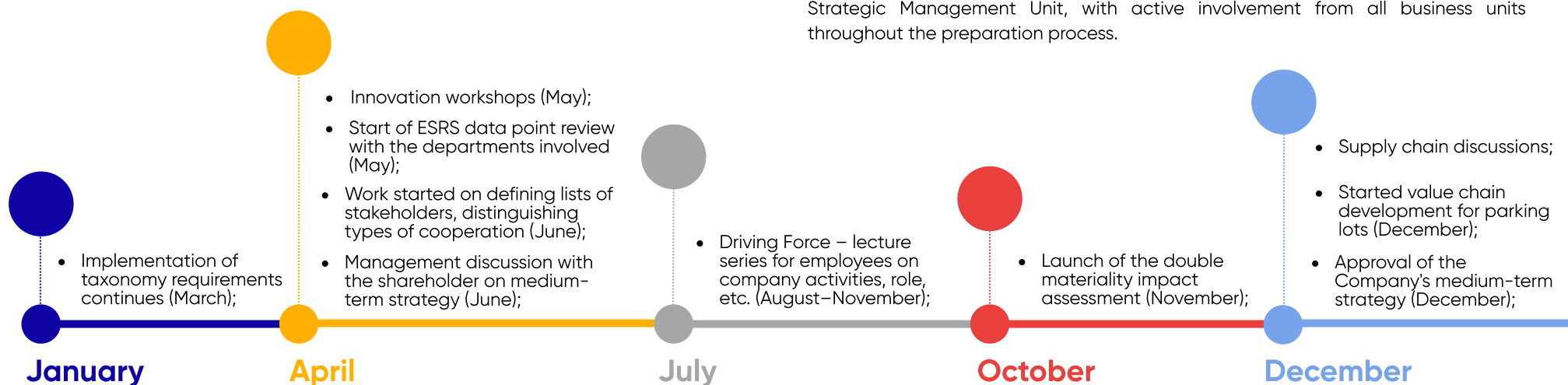


CORPORATE GOVERNANCE

Corporate **sustainability management** is a strategic approach that integrates environmental, social, and economic considerations across all levels of management and operations, aiming to ensure long-term value creation and the responsible use of resources. The management of sustainability areas is governed by the approved policies, see section Business Policy and Corporate Culture.

The Council and the Board are responsible for the oversight, governance, and daily management of sustainability initiatives. The Council's role is to coordinate the sustainable development goals and monitor their implementation. The Board, in turn, implements both the company's sustainable development strategy and its medium-term operational strategy, which includes sustainability activities.

Sustainability Activities



- Throughout the year – discussions on the development of a performance indicator system by the responsible employees (from January);
- Discussions on the implementation of a data warehouse encompassing more and more areas of the company's operations (from January);
- Work started on defining lists of stakeholders, distinguishing types of cooperation (June);

The Council, the Board, and unit heads regularly convene in joint working groups to discuss and agree on sustainability initiatives relevant to the company. In the reporting year, these discussions included topics such as the implementation of the EU Taxonomy Regulation, value chain mapping and analysis, and double materiality (see figure below).

In developing proposals to implement the medium-term operational strategy, the **Company's business units** put forward activities focused on reducing environmental impact, enhancing service quality, promoting efficient resource management, and fostering respectful relationships.

The implementation of the **CSRD** within the Company's operations is led by the finance, quality and risk management, and strategic management units, which also offer guidance and support to other departments.

The ESRB-compliant Sustainability Report Executive Summary is prepared by the Strategic Management Unit, with active involvement from all business units throughout the preparation process.

CORPORATE GOVERNANCE

Internal Control System

The Internal Control System (hereinafter – ICS) is a set of risk management, control and governance measures of Rīgas satiksme, the entire system of financial and other controls, including the organisational structure, methods and procedures, in order to ensure efficient operation of Rīgas satiksme, the achievement of the Company's objectives, reliability of accounts, compliance of operations with the legislation, the Public Service Contract and Delegation Agreement and principles of good governance.

During the reporting year, the policy document 'Internal Control Environment and Compliance Policy' was updated. Its aim is to ensure the efficiency of the operations of Rīgas satiksme, transparency and control of decisions, as well as to promote long-term value growth. The policy defines the core principles of the ICS, the control environment and compliance responsibilities, and the roles and duties of management system staff within the internal control framework.

The Board of Rīgas satiksme is responsible for establishing, monitoring and improving the ICS.

The Council monitors the functioning of the ICS and reviews the adequacy and effectiveness of the ICS in accordance with the Council's Regulations⁷.

On 7 March 2024, the functioning of the internal control and risk management system was reported to the Council, which reviewed and noted the information.

Internal Audit

The objective of the internal audit activity of Rīgas satiksme is to assess and help improve the effectiveness of the Company's risk management, internal control and governance processes, contributing to the achievement of Rīgas satiksme objectives and increasing its value.

Based on the risk assessment, a five-year medium-term internal audit strategic plan and an annual internal audit plan are prepared, reviewed by the Board of Rīgas satiksme and approved by the Council of the Company. The internal audit reports prepared will be submitted to the Board and the Council of Rīgas satiksme. The internal audit complies with the General Internal Audit Standards and the Code of Ethics.

In its Annual Report, internal audit has confirmed the independence and objectivity of its activities and has issued an overall opinion on the effectiveness of the internal control and risk management systems of Rīgas satiksme.

According to the annual internal audit plan, 16 audits were carried out in the reporting year, resulting in 69 recommendations.

External Audit

Rīgas satiksme has implemented systems in its operations that are certified in accordance with their requirements:

- ISO 9001:2015 Quality Management System;
- ISO 45001:2018 Occupational Health and Safety Management System;
- ISO 50001:2018 Energy Management System.

During the 2024 recertification and monitoring audit of the Integrated Management System (IMS), auditors commended senior management's dedication to improving the IMS and optimizing processes, the effective organization of processes at tram depot No. 5 despite major construction works, and the overall effectiveness of internal audits. Auditors cited several areas of good practice, including enhancements in managing emergency and safety situations within the Company, improvements at the trolleybus park No. 2 and in trolleybus repair workshops and processes, and the updated safety instructions. The audit found no non-conformances, but 10 (in 2023 – 16) recommendations were received and are being implemented.

The following aspects were assessed during the audit:

- compliance of company processes and procedures with the relevant ISO standards;
- completeness, accuracy and updating procedure of documentation;
- regularity of internal audits and management reviews;
- risk assessment processes;
- customer satisfaction assessment and complaint handling process;
- providing training for staff on occupational safety requirements and fire safety;
- Company's energy resources management process.

CORPORATE GOVERNANCE

Rīgas satiksme Risk Management

Rīgas satiksme's risk management aims to address the environmental, social, and governance risks across all strategic, operational, and financial areas and levels of the company's activities, thereby ensuring business continuity and the achievement of strategic objectives.

The Risk Management Policy, approved in 2023 and revised in 2024, outlines strategically important risks, while the accompanying Risk Management Regulations detail the risk management process, including the tools and methods for identifying, assessing, and monitoring risks.

Rīgas satiksme units continuously manage primary risks within their areas of responsibility, identifying, assessing, and implementing risk management measures in accordance with the Company's Risk Management Policy and related documents. The Quality and Risk Management Division ensures compliance and oversight of the risk management process, supported by risk management policies, regulations, methodologies and tools.

Annually, the Quality and Risk Management Division compiles assessments of all material risks that may impact Rīgas satiksme's operations, submitting them to the Board for approval.⁸ Subsequently, the Rīgas satiksme Board provides an annual report to the Council detailing risk management activities and the implementation of the risk management policy.⁹

In 2024, the Board reviewed the ICS and risk management system report, presented and approved the material risks for Rīgas satiksme, setting risk appetite and tolerance levels, and prepared a mitigation action plan for high and very high risks. The Company's Board ensures the implementation of the Risk Management Policy and implements risk management measures. The Council monitors the effectiveness and adequacy of the risk management system.

Strategic decision-making for major procurements includes analysing associated risks and developing corresponding mitigation plans. During the procurement process, business partners are assessed and, where necessary, due diligence is carried out to identify risks.

To enhance the efficiency and data-driven nature of risk assessment, Rīgas satiksme launched the development of an incident monitoring tool in 2024. This tool centralizes Rīgas satiksme events and incidents, complementing the existing method of determining risk values based on probability and impact.

Since 2024, when the Company began assessing double materiality, risks relevant to its sustainability have been evaluated in terms of their financial impact. The methodology for determining double materiality is based on the rating scales used in the GRI and ISO guidelines, as well as the Company's approved risk assessment methodology. Methodology for determining the financial materiality of corporate sustainability risks:

Is there an impact on

- financial performance (EBITDA)
- cash flow
- access to funding
- equity

Financial effect

- 1 Insignificant:** 0–3% deviation from the financial parameter.
- 2 Negligible:** 3–7%.
- 3 Moderate:** 7–15%.
- 4 Significant:** 15–25%
- 5 Material:** 25% or more deviation from the financial parameter.

Probability of risk

- 1 Very low:** it is unlikely that the event will occur in the specific circumstances.
- 2 Low:** it is possible that the event will occur in the specific circumstances.
- 3 Medium:** the event sometimes occurs in the specific circumstances.
- 4 High:** the event often occurs in the specific circumstances.
- 5 Very high:** the event is expected to occur in the specific circumstances.

Risk variability

- Medium term** – up to 5 years;
- Long term** – until 2033.

CORPORATE GOVERNANCE

In the reporting year, Rīgas satiksme offered employees training on internal control system design, including risk management, to enhance their understanding of risks and their impact on the Company, and to equip them with skills to utilize risk management as a management tool.

Business Continuity Management System

An internal regulatory act 'Business Continuity Management System' was developed in 2023 and revised in 2024. The purpose of this document is to prepare for, control and efficiently manage the operational work of Rīgas satiksme and to strengthen the overall ability to recover from disruptions. The Regulations identify potential hazards and their impacts on the operation of Rīgas satiksme, ensuring effective measures to restore the critical processes of Rīgas satiksme. Based on this internal regulatory act, the Operational Business Continuity Plan was updated, and necessary actions were tested to better prepare for potential future scenarios.

External Auditor

The external auditor of Rīgas satiksme has been selected in 2023 in the open procurement procedure 'Audit of the Financial Statements 2023–2025'.

As a result of the procurement, a contract was concluded with the Limited Partnership SIA ERNST & YOUNG BALTIC.¹⁰

(GOV-3) Senior Management Remuneration System

In accordance with the Board's Regulations, the remuneration of the Board is determined by a resolution of the Council, subject to the maximum remuneration provided for in Cabinet Regulation No. 63 adopted on 4 February 2020 "Regulations on the Number of Members of the Board and Council of Publicly Owned Capital Companies and Publicly Owned Private Capital Companies and the Maximum Monthly Remuneration of Members of the Board and Council".

The remuneration of the Board of Rīgas satiksme applicable in 2024 was determined by a decision of the Council adopted 25 May 2023.

The Corporate Governance Code of Rīgas satiksme¹¹ stipulates that the Council shall evaluate the performance of the Board once a year.

In accordance with Riga City Council Internal Regulation No 4 of 21 August 2020 and the Rīgas satiksme Corporate Governance Code, and taking into account the medium-term operational strategy, the Council sets the objectives to be achieved for the year and informs the Board.

The 2024 targets set by the Council have been implemented by the Board, and the targets and their implementation for all previous years can be viewed on the Rīgas satiksme [website](#).

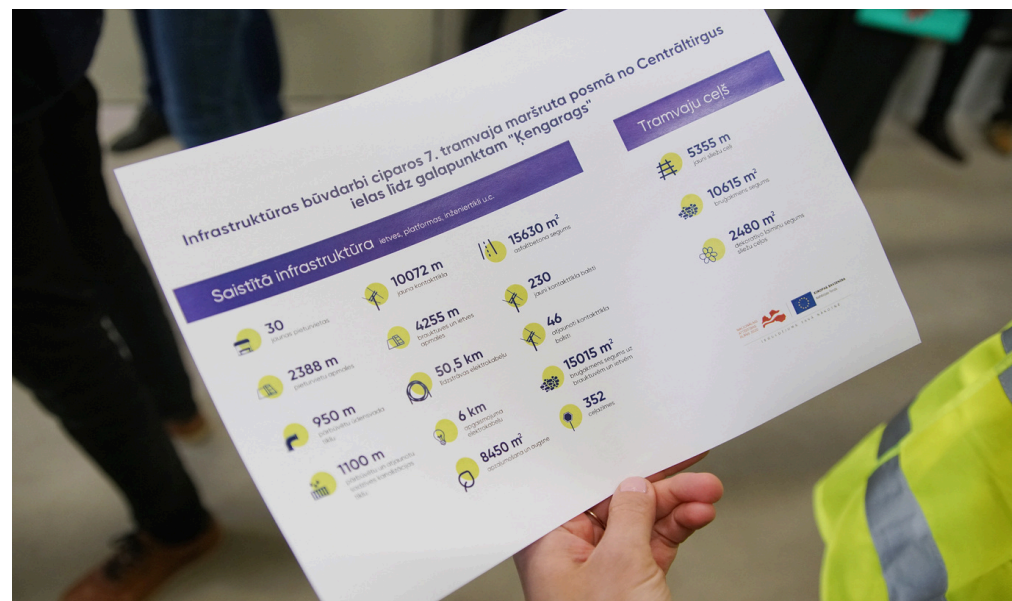
(GOV-4) Due Diligence

Due diligence is essential for any company to inform decision-making, manage risks, ensure legal compliance, and protect its reputation.

Due diligence is the process through which companies identify, prevent, and mitigate actual and potential negative environmental and social impacts associated with their operations.

Core elements of due diligence are:

- integration of due diligence into governance, strategy and business models;
- involvement of the relevant stakeholders at all key stages of the due diligence process;
- identification and assessment of negative impacts;
- measures to assess negative impacts on people and the environment;
- monitoring and communicating the results of these efforts.



COMPANY STRATEGY

(SBM-1) Strategy

Rīgas satiksme's development planning documents are crafted in alignment with the development planning documents of the Riga State City Municipality, as well as national and EU regulatory and policy planning frameworks.

According to the Riga City Council decision of 24 August 2022 (No. RD-22-1818-lē), the overall strategic objective of Rīgas satiksme is to provide environmentally friendly, safe, integrated and efficient mobility services in Riga and its metropolitan area and to participate in the maintenance and development of the transport infrastructure of the Riga City. The overall strategic objective is derived from legislation, policy planning documents, the municipality's autonomous functions, and an assessment of the municipality's shareholding in the capital company.

The Sustainable Development Strategy of Riga 2030 envisages the continuous development of the city, which is reflected in four long-term development goals. Rīgas satiksme plays a key role in their implementation. To achieve the long-term objectives of Riga city, 19 development priorities have been identified, of which three are priorities, including a balanced infrastructure and organisation of transportation.

The Riga Development Programme 2022-2027 sets mobility targets, including those to be implemented directly or with the participation of Rīgas satiksme.

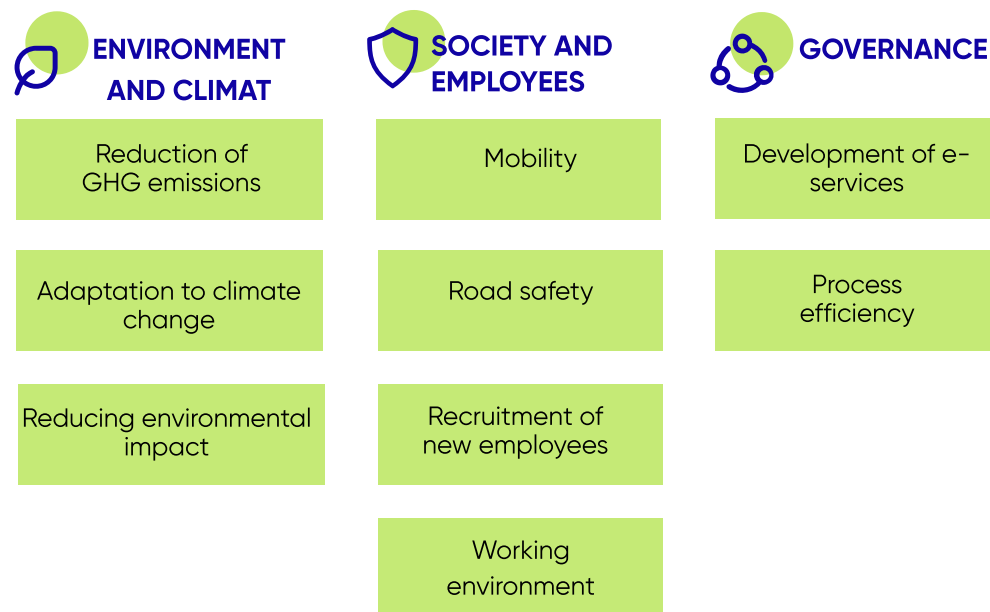
Sustainable Development Strategy

Rīgas satiksme operates under a Long-Term Development Strategy, approved in 2012 and valid until 2033, which defines four strategic objectives encompassing public transport provision, efficient process management, workforce development, and financial management.

The performance indicators set out in the strategy have been achieved. Considering the Company's scope of activities, the results of the 2022 impact assessment, and the 2024 double materiality assessment, the most crucial directions for the Company's sustainable development have been identified.

Sustainable development goals and targets will be set in 2025. The objectives of the Medium-Term Operational Strategy 2027 reflect the sustainability priorities.

STRATEGIC DIRECTIONS FOR SUSTAINABILITY



Rīgas satiksme develops three-level integrated development planning documents



COMPANY STRATEGY

Medium-term Operational Strategy

On 19 December 2024, the Council of the Company approved the Medium-term Strategy 2023-2027 (hereinafter – the MTS).

The MTS sets out non-financial and financial objectives, targets and performance indicators.

Each year, an annual action plan and budget is developed and the Board reports to the Council on the implementation of the annual action plan and the budget and the company's financial performance. The activities and development of Rīgas satiksme are aimed at achieving the objectives set by the Riga State City, the specific non-financial objectives set for Rīgas satiksme for the implementation of the mobility policy in the field of public transport¹², as well as the non-financial and financial objectives set by the shareholder¹³.

The Council's agenda addresses various sustainability issues, including the Company's financial performance, passenger transport statistics, route network changes, the availability of vehicles for transport and repairs, management of EU-funded projects, energy efficiency measures reflected in the targets set for the Board, risk assessment, and internal audit reports. The Council reviews this information at least quarterly. In the reporting year, the issues related to the MTS were considered twice by the Council.



KEY ACTIVITIES FOR STRATEGY IMPLEMENTATION



The scenario underpinning the Rīgas satiksme Strategy anticipates investments aimed at maintaining the current level and quality of public transport services. These are investments for the planned renewal of existing rolling stock and for the planned maintenance and improvement of existing infrastructure.



Gradual shift of public transport from fossil fuel to electric.



Maintenance and development of public transport infrastructure.



Development of buildings and structures required to support public transport.



Development of information technology infrastructure and systems.



Improvement of operational efficiency and productivity.

The information contained in the Sustainability Report shows how the Company is working towards achieving its strategic objectives.

The implementation of the MTS is planned in accordance with the principles of sustainability and taking into account the UN Sustainable Development Goals (SDG). Rīgas satiksme's non-financial objectives contribute to the SDG.

COMPANY STRATEGY

(SBM-1) Company Financial Management

The Company's financial information is detailed in its annual report.

Given that Rīgas satiksme is a derivative capital company of a public person and fulfils the Riga City Council's order for public transport functions, it is essential to ensure financial stability in its operations in order to be able to efficiently fulfil the local government's order.

In the process of financial planning and monitoring, Rīgas satiksme takes into account the requirements set out in the Law on Governance of Capital Shares of a Public Person and Capital Companies and Riga City Council Internal Regulation No. 4 adopted on 21 August 2020 'Procedure for Management of Capital Shares and Capital Companies Owned by the Local Government of Riga State City', as well as the requirements of the Public Service Contract (No. RD-11-1490-li) of 14 November 2011 on Provision of Public Transport Services and the Delegation Agreement (No. RD-23-610-li) of 4 August 2023 on Management of Municipal Parking Lots concluded between Riga City Council and Rīgas satiksme.

Financial Support Received from the State, Local government

Rīgas satiksme receives both state and local government compensations in accordance with the Cabinet Regulation No. 435 adopted 28 July 2015 'Procedures for the Determination and Compensation of the Losses and Expenditures Related to the Provision of Public Transport Services and for the Determination of the Tariff for a Public Transport Service'¹⁴.

The actual amount of Rīgas satiksme's dividends is determined by the Meeting of Shareholders after approval of the Annual Report, taking into account the results of the previous Annual Report and the overall strategic objectives, as well as the financial and non-financial objectives set out in the medium-term operational strategy, the financial situation, capital structure and business sector, market structure and investment plans.

Dividends are paid only out of funds available to Rīgas satiksme. Decision on the distribution of 2024 profits and dividends was taken in April 2023¹⁵.

Financial indicators	2022	2023	2024
Turnover, EUR million, including:	168,5	184,0	189,9
• - tickets purchased by passengers	32,0	35,4	35,3
• - revenue from parking lot charges	12,7	13,3	13,7
• - local government funding*	116,6	124,9	131,4
• - state funding*	7,2	10,5	9,5
Capital investments, EUR million	58,3	87,2	49,7
EBITAD, EUR million	41,8	52	52
Profit, EUR million	1,6	1,8	1,7

**Related to compensation for losses incurred by Rīgas satiksme in the carriage of passengers who, in accordance with state or local government regulatory enactments, have been granted partial or full ticket discounts and state compensation for losses incurred on a part of a route that is outside the administrative territory of the city, if that part of the route is more than 30% of the total length of the route.*

Taxonomy

In 2024, an internal team researched the Taxonomy Regulation and its delegated regulations, initiating the process to assess Rīgas satiksme's performance in alignment with EU Taxonomy Regulation requirements.

The Company represents the transport sector and provides public transport services in Riga with trams, trolleybuses and buses. Accordingly, the initially considered activities belonging to the taxonomy are:

- urban and suburban passenger transport and road passenger transport;
- low-carbon infrastructure for road and public transport.

COMPANY STRATEGY

(SBM-1) Business Model

Rīgas satiksme is a state-owned municipal capital company in Riga that provides public transport services across the city's route network and manages municipal parking lots located within street red lines. The Company's business model is based on long-term service and delegation agreements with Riga City Council, which define its responsibilities and strategy.

The Company's primary task is to ensure efficient, safe, and sustainable transport access within Riga (including some routes in the Pierīga region) by operating bus, trolleybus, and tram routes, and by organizing the city's parking infrastructure. The activities carried out in 2024 are presented under Major Investment and Development Projects, Public Transport Service, Development of the e-Service and in the report as a whole.

KEY STAKEHOLDERS

- Riga City Council
- Riga City State Municipality departments
- Employees
- Customers
- Suppliers and service providers
- Institutions and organisations
- Environment



KEY ACTIVITIES

- Provision of public service
- Provision of parking lot management services
- Planning and development of the service
- Upgrade and maintenance of vehicles and infrastructure

KEY RESOURCES

- Workforce
- Public transport vehicles
- Public transport infrastructure
- Communication and IT infrastructure
- Energy resources

VALUE OFFERS

- Reliability of public transport
- Safety
- Accessibility
- Quality



IMPACT

- Environmental impact
- Social Impact

CUSTOMER RELATIONS

- Website
- App
- In person
- Call centre
- Social networks



CHANNELS

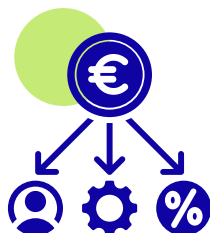
- www.rigassatiksme.lv
- Rīgas satiksme electronic ticket (app)
- 5 customer service centres
- 20361862 call centre
- @Rigassatiksme
- @Rigassatiksme

CUSTOMER SEGMENTS

- Residents of Riga
- Residents of Pierīga
- Residents and visitors from the regions
- Full fare
- Partial fare concessions
- 100% fare concessions
- Pensioners
- Students
- People with functional limitations
- Parents with young children
- Others
- Organisations

COST BREAKDOWN

- Workforce
- Energy resources
- Vehicles
- Infrastructure



REVENUE BREAKDOWN

- Tickets purchased by passengers
- Revenue from parking lot charges
- Local government funding*
- State funding*

Find more detailed financial information in our annual report ([link](#))

* Related to compensation for damages

COMPANY STRATEGY

(SBM-1) Value chain

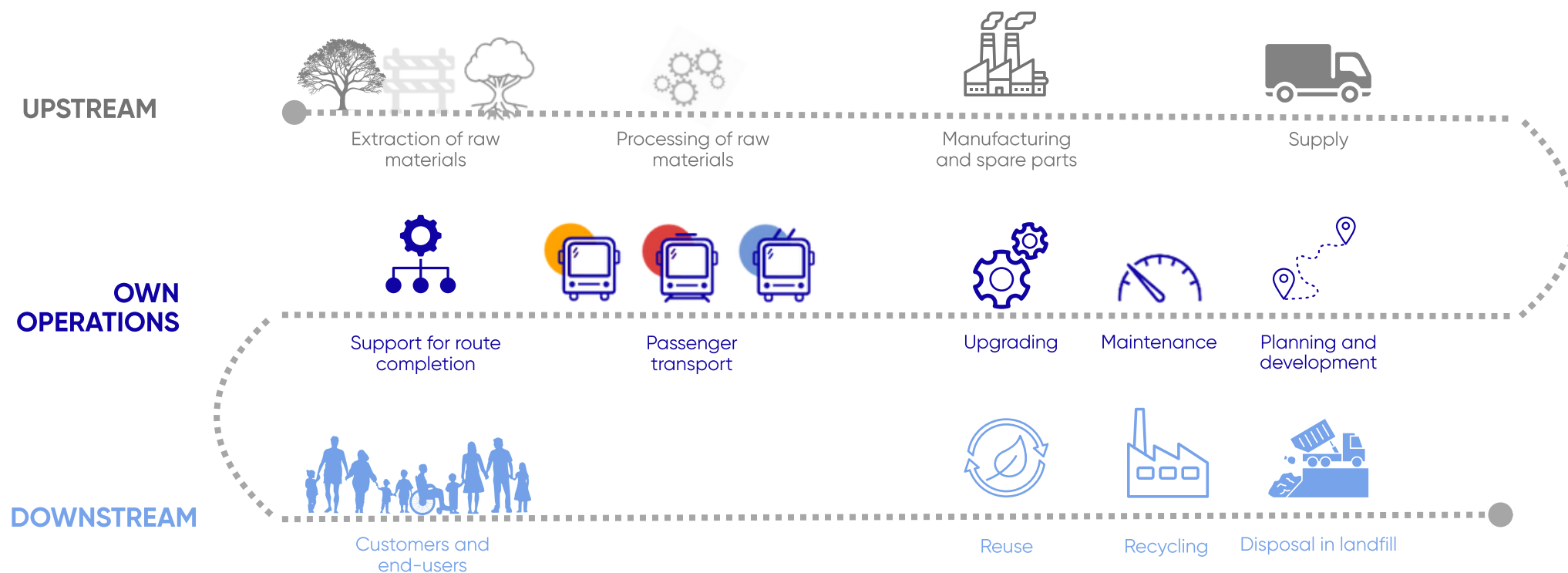
As defined in the ESRS Standard, a *value chain* encompasses the activities, resources, and relationships the undertaking uses and relies on to create its products or services from conception to delivery, consumption and end-of-life.

In 2024, a Value Chain Mapping exercise was initiated to support the implementation of the public transport service and municipal parking management service.

The work on the value chain analysis continues in 2025. The purpose of a value chain analysis is to comprehensively map and optimize each operational stage, aiming to enhance service delivery, reduce costs, and improve efficiency. Furthermore, it identifies potential negative impacts and ESG risks arising at every point in the value chain, assessing the overall resilience of our value chain to external conditions.

The most important players in the upstream part of the value chain are suppliers of public transport vehicles and spare parts, as well as energy and communication providers.

The most important participants in the downstream part are the users of public transport services and the users of the Riga City Council parking lots.



COMPANY STRATEGY

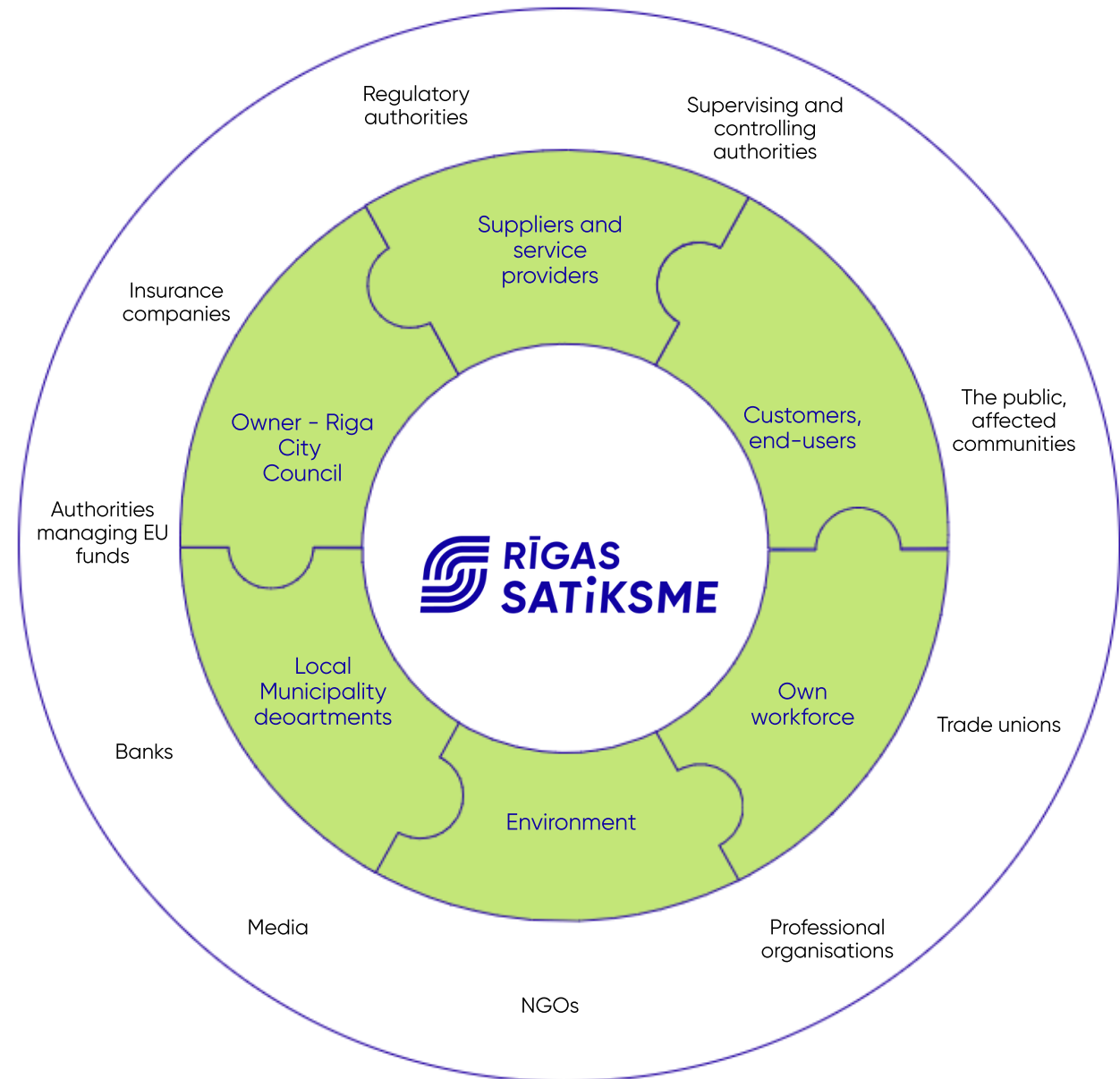
(SBM-2) Stakeholder Engagement

The operation of Rīgas satiksme is linked to the mobility of society and the development of the urban environment. A wide range of stakeholders, with different perspectives and often different opinions on the processes involved in the organisation and development of public transport, play an important role in the planning and organisation of its operation. In order to find the best possible solutions for the development of Rīgas satiksme and to contribute to the achievement of the objectives of the Riga City Council, Rīgas satiksme intends to further improve cooperation and communication with the stakeholders.

Cooperation with stakeholders is an essential part of responsible operations at Rīgas satiksme. Significant stakeholders are those groups of society whose opinions, actions or decisions may have a tangible impact on the operation of Rīgas satiksme or whose welfare, opportunities, rights or actions may be affected by decisions (both positive and negative) taken by Rīgas satiksme. The development and analysis of the value chain have facilitated the identification of key stakeholders and the most effective approaches for engaging with them and gathering their perspectives. Accordingly, customer feedback is gathered through surveys, employee perspectives through engagement surveys, and insights from suppliers and service providers via questionnaires.

In the summer of 2024, the stakeholders with whom the departments of Rīgas satiksme cooperate were identified and grouped. Some stakeholders, such as suppliers for deliveries, construction, and other services, have fixed-term contracts with the company. With others, including clients, media, seminar organizers, Riga State City educational institutions, and supervising bodies, Rīgas satiksme cooperates on a day-to-day basis to address important issues and exchange feedback.

The table below shows the key stakeholders, the U (upstream), O (own operations) and D (downstream) stages in the value chain, the type of collaboration and engagement, and the themes of interest reflected in the strategies and day-to-day activities.



COMPANY STRATEGY

Key stakeholders	Value chain stage	Cooperation and type of involvement	Main topics of interest under ESRS	How is this reflected in our strategies and day-to-day operations
Owner – Riga City Council	U	Public Service Contract Delegation Agreement Day-to-day operations, negotiations and correspondence	Corporate culture Climate change mitigation Pollution reduction	All MTS objectives
Local Municipality departments	O	Day-to-day operations, negotiations and correspondence Focus group discussion	Climate change mitigation Pollution reduction Affected communities Consumers and end-users Business activity	All MTS objectives
Suppliers and service providers	U	Supplier survey	Supplier relationship management, including payment practices	MTS objective – improvement of corporate governance system, includes specific activities
Institutions and organisations	O	Day-to-day operations, negotiations and correspondence Focus group discussion	Climate change mitigation Pollution reduction	MTS objective – gradual decarbonisation of public transport, thereby significantly reducing the environmental and climate impact of public transport, includes specific activities
Employees	O	Day-to-day activities, applications and proposals Employee engagement survey every 2 years	Working conditions	MTS objective – development of a productive, employee-satisfying working environment for human resources management, includes specific activities
Customers	D	Day-to-day activities, applications and proposals Customer survey once every 2 years Once a year, we use the results of a population survey organised by Riga City Council	Quality and comfort of public transport vehicles Customer safety, including environmental accessibility	MTS objective – provision of sustainable, safe and efficient public transport and mobility services accessible to all, contributing to the increase in the share of public transport users, includes specific activities
Environment	All	Responsible action along the value chain	Climate change mitigation Pollution reduction	All MTS objectives

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

(IRO-1) Double Materiality Assessment

Process for identifying significant impacts, risks and opportunities

In 2022, Rigas satiksme, for the first time, identified significant impacts in accordance with GRI guidelines (see [Sustainability Report 2021, page 22](#)), achieved by identifying stakeholders and surveying their views.

In 2024, a Double Materiality Assessment in line with ESRB guidelines was launched with the involvement of an external expert. Based on the themes and sub-themes identified in the standard, colleagues from relevant business units participated in describing and weighing the significant positive and negative impacts of the Company's activities, using a pre-established evaluation methodology.

To determine the impact, EU and national studies, information from competent authorities, and the Company's own performance data were utilized.

Impact description

- **Positive** or **negative** impact
- **Existing** or **potential** impact
- Is there an impact on **human rights** violations

Time dimension of impact

- **Short-term** – corresponds to the reporting period of the financial year;
- **Medium term** – 1 – 5 years;
- **Long-term** – > 5 years.

Scale

- 1 Minimal:** very low impact with minimal consequences for affected people and the environment.
- 2 Low:** mild impact with minor consequences for the affected people or the environment.
- 3 Medium:** impact with moderate consequences for the affected people or the environment.
- 4 Severe:** strong impact with severe consequences for the affected people or the environment.
- 5 Absolute:** a large-scale impact with extensive damage and complete destruction.

Irremediable character

- 1 Minimal:** very low impact with minimal consequences for affected people and the environment.
- 2 Low:** mild impact with minor consequences for the affected people or the environment.
- 3 Medium:** impact with moderate consequences for the affected people or the environment.
- 4 Severe:** strong impact with severe consequences for the affected people or the environment.
- 5 Absolute:** a large-scale impact with extensive damage and complete destruction.

Scope

Environmental scope

- 1 Limited:** only the immediate surroundings are affected.
- 2 Concentrated:** affects multiple sites; at a local community level.
- 3 Medium:** affects many sites; at a city level.
- 4 Widespread:** affects large number of sites; at a national level.
- 5 Global / Total:** affects most sites; at a global level.

Social scope

- 1 Limited:** very small number of people affected.
- 2 Concentrated:** small number of people affected.
- 3 Medium:** medium number of people affected.
- 4 Widespread:** large number of people affected.
- 5 Global / Total:** very large number of people affected.

Likelihood

- 1 Rare:** expected only in extreme circumstances (0–20%).
- 2 Unlikely:** not expected under normal circumstances (20–40%).
- 3 Possible:** equally likely as unlikely (40–60%).
- 4 Probable:** expected (60–80%).
- 5 Almost certain / Definite:** almost certain / certain to happen (80–100%).

Impact materiality scale

- ≤ 1 Minimal
- 1–2 Informative
- 2–3 Important
- 3–4 Significant
- >4 Critical

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Taking into account that Rīgas satiksme is a public transport service provider and carries out its daily operations in Riga, the capital of Latvia, constantly navigating heavy traffic and using a significant number of transport units powered by both electricity and diesel, and that a significant number of employees are involved in ensuring continuity of service and work is organised in shifts, we recognize the negative aspects of our impact:

- **energy** – electricity and diesel consumption;
- **reducing GHG emissions** – both in the preparation and implementation of the service and across the value chain;
- **air pollution** – from a variety of emission sources, including vehicle emissions, noise, dust and particulate matter;
- **passenger safety** – the provision of the service directly involves participation in urban traffic;
- **working hours** – the provision of the service requires shift work and working late evenings and nights.

Comparing the 2022 impact assessment with the current assessment (reference), we conclude that the materiality of the upstream activities in the areas of environment and society has not changed significantly, the downstream activities are still high impact, but the quality and effectiveness of our own activities has changed significantly, as we have improved our performance.

The negative impacts are described in more detail and the relevant data points are included in the relevant ESG breakdowns.

Before assessing financial materiality, the Company's own risk assessment methodology was reviewed, see the section [Rīgas satiksme Risk Management](#). The prospective double materiality assessment approach is applicable to the organisation of risk management at the Company.



IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Scope of the Analysis

Impact materiality

- **35** ESG areas were identified where Rīgas satiksme has an impact.
- **22** areas have been identified as having a **positive** impact.
- **13** areas have been identified as having a **negative** impact.
- **9** ESG areas were identified as having a significant impact.

Financial materiality

- The Company's currently identified ESG risks were used as a basis.
- Additional risks identified during the materiality analysis were added to the list.
- A total of **49 ESG risks** were assessed.
- **21 risks** were assessed as having an impact on financial performance.
- For **19 risks**, the impact was identified as negligible or minor.

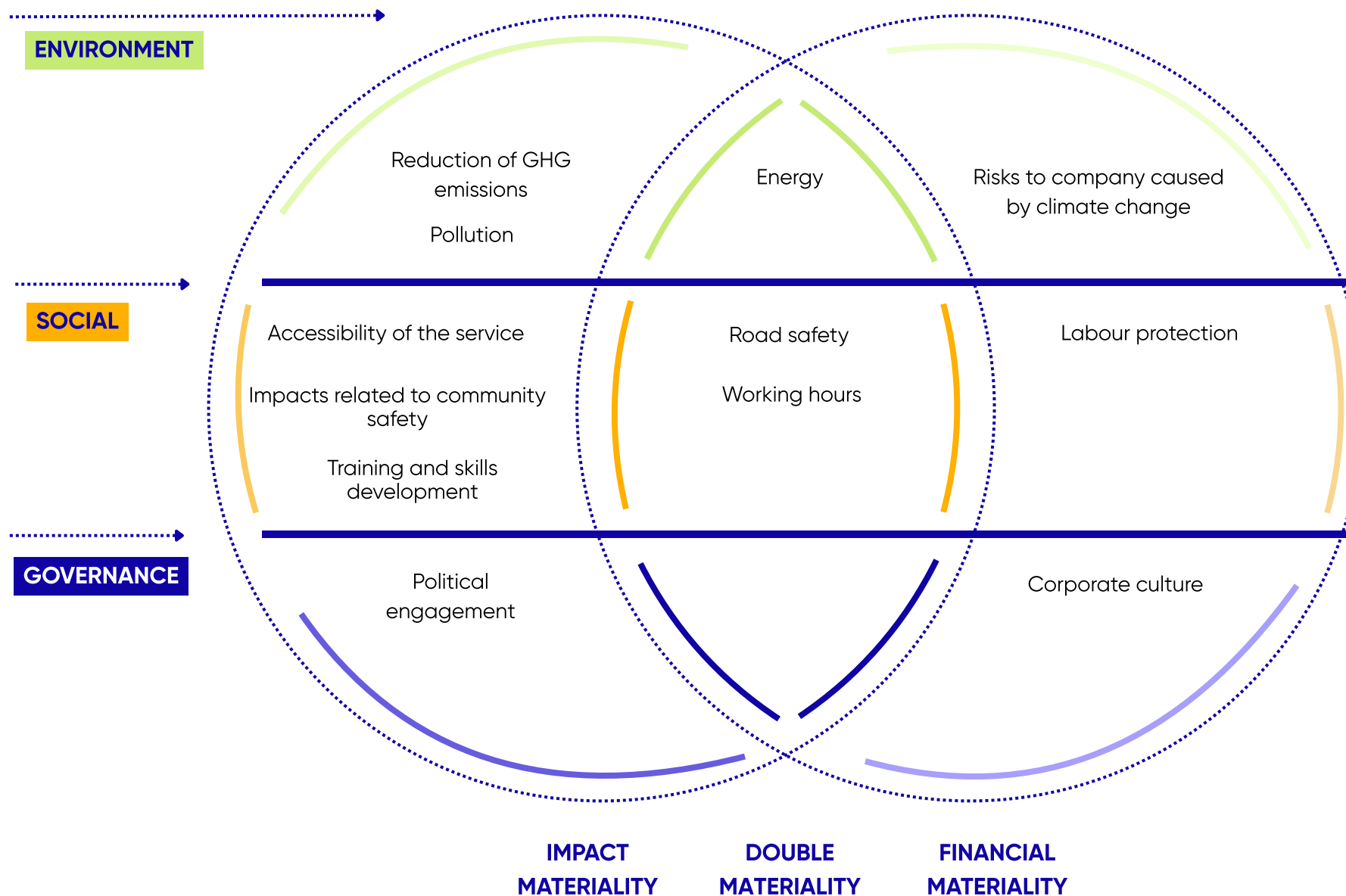
		TOTAL score
S	Accessibility of the service for the general public	4.25
G	Political engagement	4.25
E	Energy	4.17
E	Reduction of GHG emissions	4.17
S	Working hours	4.17
S	Passenger safety	4.17
E	Air pollution	4.17
S	Staff training and skill development	4
S	Impacts related to community safety	4



» A rating scale of 1 (low) to 5 (high) was used to determine the materiality of the impact. Consequently, the material impacts equal to or greater than 4 (critical severity) were considered.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Summary of the Double Materiality Assessment



ENVIRONMENTAL IMPACT



ENVIRONMENTAL IMPACT

E1 - Climate change

Double materiality

Impact materiality

Financial materiality

E2 - Pollution

Impact materiality

Area of impact



Energy

Rīgas satiksme's fleet of trolleybuses and trams is a major consumer of energy resources in the city, using electricity to keep the vehicles running..



Use of fossil energy



Use of renewable energy



Improvement of energy efficiency



Reduction of GHG emissions



Environmentally friendly and modern vehicles

Risks of financial impact

Energy

PTVs may stop running in any neighbourhood of the city as a result of a power outage.

Increase in energy costs – fuel, electricity, natural gas and heat.

No significant financial risks identified.

Risks to company caused by climate change

New regulations and national legislation may necessitate investments in vehicles, infrastructure, and technology, potentially placing a financial burden on the company.

Inability to provide public transportation services due to climatic conditions (e.g. traffic jam due to flooded and damaged infrastructure).

Risk of natural disasters (e.g. fire, flood, storms, extreme temperatures, etc.) that can damage infrastructure.

PTV-related technical risks – damage due to extreme weather.

No significant financial risks identified.

No significant financial risks identified.



Pollution of air

RRīgas satiksme contributes to air pollution through several emission sources, including nitrogen oxides (NOx) from diesel engines, fine dust and particulate matter (PM10) from tire wear, as well as noise, chemical, and dust emissions.



Pollution of soil

Rīgas satiksme manages two historically contaminated sites – the former gas station site at Kleistu iela 29 and the petrol station site at Vestienas iela 35. The Kleistu iela area has been given the status of a potentially contaminated area.

ENVIRONMENTAL IMPACT

Aware of the need to reduce the environmental impact of its business activities, Rīgas satiksme continues to develop its environmental management.

The main environmental activities are:

- **reducing CO2 emissions** – a gradual shift towards zero-emission transport through the purchase of new vehicles and the development of charging infrastructure for electric buses;
- **energy efficiency** – improving energy efficiency in our core business, for example by using energy-efficient technologies and renewable energy sources;
- **pollution and waste reduction** – the Company develops its engineering infrastructure and implements waste reduction and reuse to reduce its environmental impact.

(E1) Reduction of CO₂ Emissions

On 31 December 2024, Rīgas satiksme provided the public transportation service by using 720 public transport vehicles, including 400 buses (average age 12.03 years), 95 trams (including 46 low-floor trams (average tram age 32.2 years) and 225 trolleybuses, of which ten are hydrogen-powered (average age 13.01 years).

54% environmentally friendly PTVs



Environmental Friendly, Modern Vehicles

	2022	2023	2024
Buses	473	463	365
Electric buses	0	23	35
Trolleybuses	235	235	225
Low-floor trams	46	46	46
TATRA trams¹⁶	56	56	49
TOTAL PTVs	810	823	720

Average PTV age, buses	12	12.23	12.03
Average historical PTV age, trams¹⁷	30.8	31.2	32.2
Average PTV age, trolleybuses	10.3	11.27	13.01

New PTVs taken into service

Buses	88	0	0
Electric buses	0	23	12
Trolleybuses	0	0	0
Trams	2	0	0

ENVIRONMENTAL IMPACT

Between 2022 and the end of 2024, 123 new buses – including 35 electric buses – were introduced into service, partially replacing the aging Euro 2 and Euro 3 fleet, along with two low-floor trams. According to Rīgas satiksme's investment plan, the procurement of buses, including electric models, and the development of corresponding charging infrastructure will continue in 2025.

By the end of 2025, with co-financing from the RRM¹⁸, Rīgas satiksme is expected to purchase 17 new electric buses. The replacement of other vehicles, including trams and trolleybuses, will be carried out gradually, according to the available funding.

Rīgas satiksme has started work on replacing the utility vehicles necessary for Company's own operations, including with zero-emission vehicles, as the further operation and repair costs of the old utility vehicles have become unfeasible. This will reduce fossil energy consumption and environmental pollution. In 2024, the first 3 zero-emission vehicles (vans) and 20 light zero-emission vehicles were received.

Information on the utility vehicles available for Rīgas satiksme:

Purchased	2022	2023	2024	TOTAL in possession	%
Electrical vehicles (zero-emission vehicle)	0	0	23	32	13.62
Petrol	0	0	16	41	17.45
Diesel (Euro 5 : and Euro 6)	0	9	20	140	59.57
Diesel (others)	0	3	1	22	9.36
Total	0	12	60	235	

The Energy and Climate Action Plan for 2030 of Riga State City reflects the distribution of energy consumption in the main sectors in 2020, with public transport accounting for 2%. Reducing energy consumption, improving energy efficiency and increasing the use of renewable energy sources are key ways in which Riga can sustainably move towards climate neutrality. Although public transport produces CO₂ emissions, specific energy consumption and CO₂ emissions per passenger-kilometer are much lower than for private cars, which is why the development and accessibility of public transport in the city is also a priority¹⁹.



ENVIRONMENTAL IMPACT

Emissions

The Energy Management System provides that Rīgas satiksme aims to optimise energy consumption and to reduce the greenhouse gas (GHG) emissions resulting from this consumption. Rīgas satiksme has made a calculation of the GHG emissions from its operations in 2024. The calculation has been carried out in accordance with the guidelines of the GHG Protocol, an internationally recognised methodology²⁰.

The GHG Protocol assesses the following GHG emissions that can be attributed to the operation of Rīgas satiksme: carbon dioxide (CO₂) from fossil fuels, methane (CH₄), nitrous oxide (N₂O) and refrigerants (HFCs). To calculate the total emissions at the end of the assessment, all GHGs are converted to CO₂ equivalent, taking into account the global warming potential (GWP) of each GHG²¹.



The report also covers GHG emissions from transport and related infrastructure of Rīgas satiksme:

- tram;
- trolleybuses;
- buses;
- vehicles in the fleet that are necessary for economic activities (e.g. light-duty vehicles);
- hydrogen production (Vienības gatve 6, Rīga).

GHG emissions, tCO ₂ e	Scope 1	Scope 2	Scope 3	Total
2022	37 272	22 105	7	59 384
2023*	38 662	28 590	167	67 268
2024	35 561	30 095	5	65 661
2024**	36 065	30 527	5	66 597

In order to provide the public transportation services, Rīgas satiksme owns and manages 336 immovable property objects, including 228 buildings (administration, production buildings, dispatching centres, substations, garages, etc.) and 108 land plots with a total area of approximately 69 hectares. The most important immovable property objects are located at Vestienas iela 35 (including the Company administration), Ganību dambis 32, Jelgavas iela 37, Fridriķa iela 2, Brīvības iela 191 and Kleistu iela 28. Rīgas satiksme also owns the infrastructure necessary for the movement of electric vehicles – tracks, power supply infrastructure, overhead line system, etc.

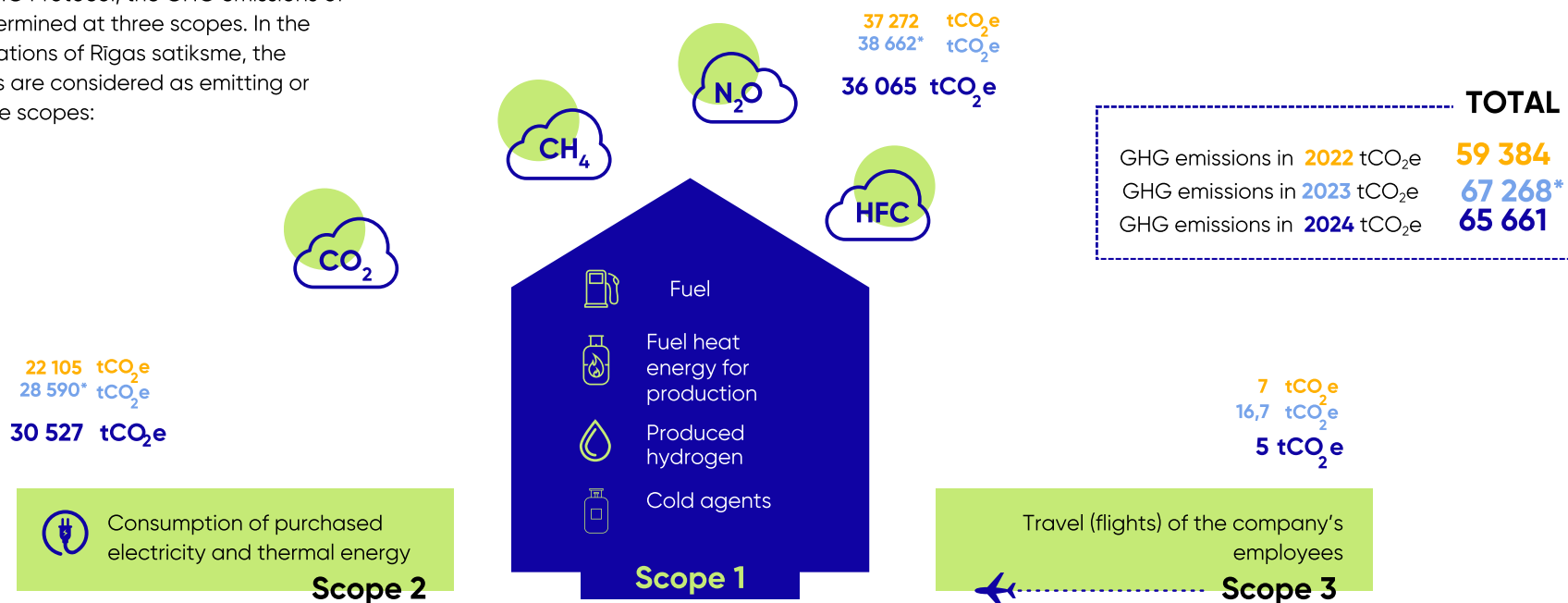
At the end of 2024, the total area of the buildings on the balance sheet of Rīgas satiksme is 114175 m².

Rīgas satiksme directly impacts and controls the operations at the following objects included in the GHG emission calculation:

- trolleybus park No. 1 (Ganību dambis 32, Rīga);
- trolleybus park No. 2 (Jelgavas iela 37, Rīga);
- tram depot No. 3 (Fridriķa iela 2, Rīga);
- tram depot No. 5 (Brīvības iela 191, Rīga);
- bus park No. 6 (Kleistu iela 28, Rīga);
- bus park No. 7 (Vestienas iela 35, Rīga);
- 35 traction substations;
- parking lots (Atgāzenes iela 20 and 24A, Krišjāņa Valdemāra 5A, Rīga);
- terminals;
- depot No. 4 (Augusta Spariņa iela 1, Rīga).

ENVIRONMENTAL IMPACT

According to the GHG Protocol, the GHG emissions of a company are determined at three scopes. In the context of the operations of Rīgas satiksme, the following operations are considered as emitting or contributing to these scopes:



The asterisk * represents the 2023 CO₂ conversion using the 2023 emission factor. Two asterisks ** represents the CO₂ calculation algorithm that has been updated with an item "other" energy consumers, which includes the difference between the energy volumes shown in the energy table and those originally included in the CO₂ calculation algorithm. This CO₂ calculation includes all energy inputs, including utility appliances, ECE (electronic control equipment), etc. For future year-on-year CO₂ comparisons, 2024 will serve as the base year, using a consistent methodology that includes all energy consumption.

Calculating the CO₂ and applying the same emission factors and using the same emission calculation method for 2023 and 2024 shows **a total CO₂ reduction of 1 607 tonnes, or 2.39%, in 2024.**

Given the specific nature of economic activity of Rīgas satiksme, a significant part of the GHG emissions in tCO₂ equivalent are Scope 1 emissions. In 2024, diesel use accounted for 87.7% of total Scope 1 emissions of Rīgas satiksme and 47.5% of all GHG emissions of the Company.

There is a significant decrease in Scope 1 mainly due to the electrification of the bus fleet. CO₂ emissions from diesel decreased by 3 101 tonnes, while Scope 2 emissions increased by 1 505 tonnes, primarily due to higher electricity consumption. Taking into account the reduction in Scope 1 CO₂ emissions and the increase in Scope 2 emissions, there is a net decrease of 1 596 tonnes of CO₂.

For flights in 2024, Scope 3 GHG emissions were calculated using a more accurate method – aggregating CO₂ data directly from airline ticket records rather than relying on theoretical estimates.

In the coming years, after the purchase of 17 new electric busses, the emissions of Rīgas satiksme are expected to be reduced by the gradual replacement of vehicles by more environmentally friendly ones, including zero-emission vehicles, as well as by planned investments in the reconstruction and construction of infrastructure, which include energy efficiency improvement measures (thus reducing the consumption of energy resources and hence their emissions) and other measures.

ENVIRONMENTAL IMPACT

Energy-Efficient and Reduced Energy Consumption

Energy is an essential resource for the operation of Rīgas satiksme. Public transport is the largest consumer of energy – trams are powered by electricity, trolleybuses are powered by electricity, hydrogen and, on some routes, they work off-grid by using diesel, while buses are powered by both electricity and diesel.

Breakdown of Energy Resources

According to the analysis of the 2024 results:

- The reduction in diesel consumption is attributed to the deployment of 35 electric buses and the replacement of diesel cars with electric and petrol vehicles.
- The increase in petrol consumption is due to an increase in the number of petrol vehicles. The number of petrol vehicles has increased by 8 units. Five small vehicles were acquired for the needs of the controllers and another three compact vehicles replaced the diesel vehicles.
- The reduction in natural gas and heat is due to the improvement in energy efficiency of buildings, explained below, and the relatively warm 2023/2024 heating season;
- The sharp decline in hydrogen consumption is due to the hydrogen plant being out of operation from February to August;
- The increase in electricity consumption compared to 2023 is due to a mismatch of accounting periods (actual consumption period and accounting period; there were credit invoices attributable to 2023). 1 998.4 MWh were used to charge electric buses in 2024. In 2024, trolleybus route No. 1 will be restored and tram route No. 11 will be restored after the repair of the Brasla overpass.

Energy consumption by Rīgas satiksme in 2024

	Diesel, l	Petrol, l	Natural gas, m ³	Hydrogen, kg	Electricity, MWh	Thermal energy, MWh
2022	11 735 699	43 987	1 167 370	8 535	50 489	8 194
2023	12 110 171	48 954	966 578	10 282	51 492	7 784
2024	11 239 540	56 547	895 079	2 645	54 919	7 413

Energy Efficiency of Buildings

Annual financial investments are made to maintain and develop the infrastructure (immovable property) that supports the public transport service. Design and construction activities comply with applicable laws and regulations, including energy efficiency requirements that promote resource efficiency, life cycle cost optimisation, and the reduction of negative environmental impacts.

Objects Completed in 2024	
Development of construction design:	6
Construction work:	10
Continued in 2025	
Development of construction design:	5
Examination of construction design:	1
Construction work:	9

ENVIRONMENTAL IMPACT

Building energy efficiency projects implemented in 2024:

- Renovation, insulation and replacement of roof structures of several buildings at Brīvības iela 191 and Kleistu iela 28.
- Simplified renovation of premises in Zunda krastmala 1a and Vestienas iela 35.

In 2024, the following projects were implemented in the field of heat supply to replace technically obsolete energy sources:

- Two new condensing gas boilers with a capacity of 585 kW each have been installed in the trolleybus park at Jelgavas iela 37;
- Two new air-to-water heat pumps of 14.95kW each have been installed in the administration building of the tram depot at Fridriķa iela 2;
- Two new condensing gas boilers with a capacity of 35 kW and 24 kW have been installed at Atgāzenes iela 24a.

A conceptual decision has been taken to install an energy monitoring system in the buildings. A market study has been launched to start moving towards gradual equipping of buildings with remote energy data reading system in 2025.

In 2025, construction projects aimed at improving building energy efficiency will continue. Planned activities include developing construction designs for roof insulation and replacement at the administrative building at Kleistu iela 28, the new construction of a production building (paint shop), and the reconstruction of the dispatcher building at Brīvības iela 191. Additionally, construction works will begin for the reconstruction of the petrol station office and the conversion of the carpentry workshop into changing rooms at Vestienas iela 35.

Use of Solar Energy

In order to reduce the amount of purchased electricity in buildings and infrastructure, the installation of solar panels at the bus park No. 6 at Kleistu iela 28 will be completed in 2024. 388 solar panels (combined installed capacity 150 kWh) were installed on the roofs of the administration and indoor parking buildings and started generating electricity on 25 July.

In 2024, the solar panels produced 48 448 kWh, of which 42 892 kWh was used for the Company's own consumption. The remaining 5557 kWh were fed into the distribution grid.

	Electricity generated (kWh)	Electricity for own consumption (kWh)	Electricity fed into the grid (kWh)
TOTAL	48 448	42 892	5 557

In 2025, similar projects are planned to be implemented at Vestienas iela 35 and Brīvības iela 191. Solar panels with a capacity of 75 kW will be installed at each location. Accordingly, there are also to replace purchased electricity with on-site renewable energy for self-consumption at these sites.



ENVIRONMENTAL IMPACT

(E2) Pollution and (E5) Waste Reduction

Public transport and its supporting infrastructure are key components of the urban environment, significantly influencing pollution and waste levels in cities. Effective pollution control and waste management not only enhance air quality and reduce environmental impact, but also support sustainable development and promote effective use of resources.

In addition to GHG emissions, Rīgas satiksme has identified the following types of pollution from its operations:

- air pollution from vehicles (discussed in previous chapters);
- noise emissions;
- soil pollution;
- emissions to water;
- waste generation and management.

Pollution of air

Rīgas satiksme contributes to air pollution through multiple sources, including vehicle emissions (PM and NOx), emissions from boiler houses and the hydrogen plant (CO and NOx), and technological processes in repair shops (VOC, PM, and other pollutants).

Air pollution from stationary sources is monitored and remains in compliance with the conditions and regulatory requirements specified in the issued air pollution permits for such activities.

Noise Emissions

Environmental noise is a form of pollution. Noise from public transport is one of the influencing factors²². Public transport traffic is a source of increased noise intensity, especially in the early morning and in the evening when vehicles leave and return to the park area. Most of parks of Rīgas satiksme are located in industrial areas and do not have residential buildings in their immediate vicinity, but the tram depot at Brīvības iela191 is located in an area of the city that has also developed over time as a residential area. Noise impacts during night hours are potentially low as Rīgas satiksme operates on a standby basis at night and vehicle movements are restricted during this time.

In implementing the projects to (re)build the rail infrastructure of Rīgas satiksme, the technical solution includes noise abatement elements:

- wooden sleepers, which are relatively good at reducing sound and vibration;
- the rails are constructed using a two-component polyurethane sub-rail decking, which is one of the best sound and vibration damping materials;
- the rails are welded together along their entire length to form a seamless track section, which does not cause additional noise when the rail joints are crossed.

Between 2022 and 2024, track infrastructure rehabilitation projects have restored **11.7 km of rail tracks**, including 6.5 km built on a concrete base with a two-component polyurethane sub-rail decking. **Noise- and vibration-damping materials were used in the reconstruction work.**

Lower noise levels reduce stress for both the passenger and others, making a ride more comfortable. "Quiet" tyres provide a more comfortable ride. When procuring tyres for public transport, their noise level is one of the criteria to be assessed, and as a result, starting with 2024, Rīgas satiksme purchases tyres with an external rolling noise level of Class A. In the coming years, Rīgas satiksme plans to increase the use of "quiet" tyres for public transport, thus contributing to the reduction of noise pollution in the Riga conurbation.

Tyres purchased for public transport vehicles in 2024 meet the following criteria:

- fuel efficiency rating – D;
- wet grip rating – C;
- external rolling noise rating – A.

The Regulation²³ states that **tyre selection accounts for 20% of a vehicle's energy consumption**, which offers opportunities to reduce greenhouse gas emissions in the transport sector. A review of the cost-benefit analysis of tyre procurement is planned for 2025.

The Department of Housing and Environment of the Riga State City Municipality is carrying out a review of the 'Action Plan for the Reduction of Environmental Noise of the Riga Agglomeration and Development of a New Action Plan for the Period from 2024 to 2028', within the framework of which Rīgas satiksme participated in the working group for the development of the plan and represented the Company's areas of expertise.

ENVIRONMENTAL IMPACT

Soil pollution

Rīgas satiksme manages two historically contaminated sites – the former gas station site at Kleistu iela 29 (potentially contaminated area) and the petrol station site at Vestienas iela 35 (contaminated area), which are both monitored in accordance with the regulatory requirements.

Address	Status
Kleistu iela 29	Potentially contaminated area
Vestienas iela 35	Contaminated area

Emissions to water are caused by domestic, industrial and storm water discharges from the operation of Rīgas satiksme. Rīgas satiksme has a contract with SIA Rīgas ūdens for the discharge of domestic and industrial wastewater into the wastewater system.

The management of industrial wastewater varies depending on the system installed at each specific operational location of Rīgas satiksme, for example:

- at Vestienas iela 35, industrial wastewater from the washing of vehicles and parts is treated in a local treatment plant before being discharged into the sewerage system. Once the sludge has accumulated in a special tank, it is transferred to the waste management company;
- at Brīvības iela 191, reconstruction of the production building at the tram depot No. 5 has begun. The project includes the installation of local wastewater treatment facilities and the regeneration of wastewater from the washing facility.
- at Kleistu iela 28, a local wastewater treatment plant was installed for industrial wastewater and the wastewater is discharged to two treatment plants. After the initial treatment the wastewater is transferred to a bioreactor, where the produced oils and coolants are discharged into a special storage tank, which is periodically removed for disposal. Wastewater from the Company's cafeteria is treated in a grease trap before being discharged into the centralised sewerage network.

In total, Rīgas satiksme discharges an average of 90 thousand m³ of water per year:

Rīgas satiksme Water Consumption 2022–2024			
	Water / sewage (m ³)	Rainwater (m ³)	TOTAL (m ³)
2022	80 161,10	20 288,73	100 449,83
2023	80 081,09	20 384,20	100 465,29
2024	71 023,91	19 221, 70	90 245,61

The decrease in water and sewerage consumption in 2024 compared to previous years is primarily due to the dismantling of the outdated and inefficient tram washing facility during reconstruction works at Brīvības iela 191. As a result, all tram washing activities have been consolidated at the tram depot located at Fridriķa iela 2.

New state-of-the-art bus washing facilities have been installed at Vestienas iela 35 at the end of 2023, allowing to reduce overall water consumption.

In order to improve wastewater disposal and water management, Rīgas satiksme will launch in 2024 development of construction projects to upgrade the external storm, industrial and sewerage networks at two of its sites – Kleistu iela 28 and Vestienas iela 35.

Waste Management

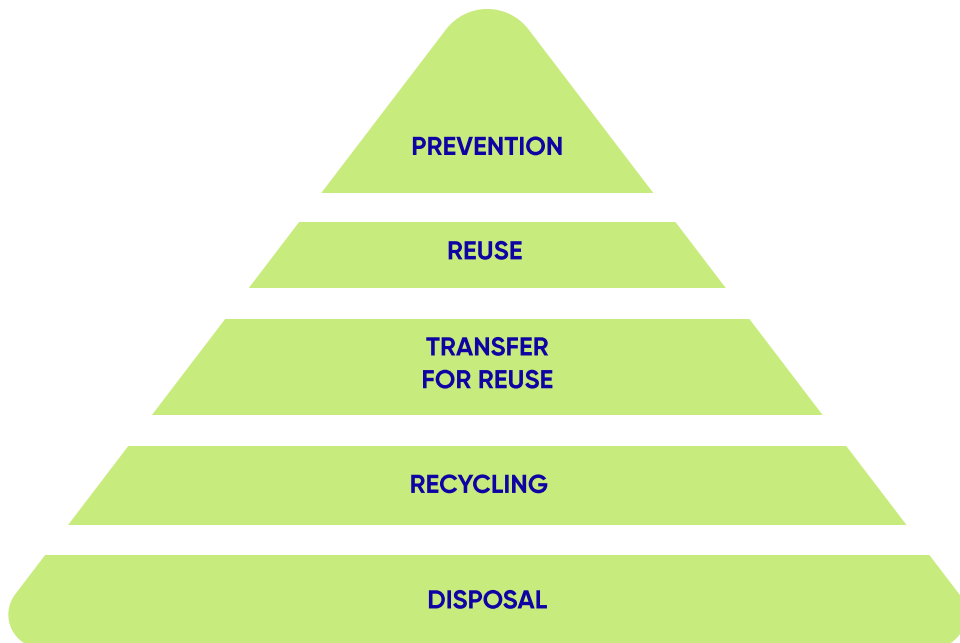
Responsible planning and implementation of waste management within a company help reduce environmental pollution and support sustainable development.

In line with EU waste policy, Rīgas satiksme also aims to minimise the negative impacts of waste generation and management and improve resource efficiency by implementing the principles of the waste management hierarchy.

ENVIRONMENTAL IMPACT

According to the waste management hierarchy, Rīgas satiksme implements the following solutions:

- Waste prevention – reducing generation of waste, including by reusing materials or extending the product life. Rīgas satiksme promotes resource reuse in its operations by repurposing end-of-life vehicle parts as spare components for repairing other vehicles, wherever feasible;
- Preparation for re-use – tangible assets are prepared for further re-use. In 2024, some vehicles and equipment owned by Rīgas satiksme were removed from fixed assets and put up for auction, including:
 - public transport vehicles for further re-use – 18;
 - utility vehicles for further re-use – 41;
 - end-of-life vehicles – 25;
 - technological equipment – 1;
- Recycling – a recovery activity in which waste materials are transformed into other materials. Waste management contracts are in place for management of industrial waste, including hazardous waste, municipal waste and packaging.



Rīgas satiksme employees sort waste on a daily basis.

A review of the frequency, container sizes, and locations for municipal waste collection has led to a reduction in the volume of municipal waste generated by Rīgas satiksme.

Total municipal waste, m ³	2022	2023	2024
	8876,05	7092,01	6905,96

The amount of hazardous waste transferred in 2024 was 140.697 tonnes (in 2023 – 104.3895 tonnes).

The increase is due to the discovery of a petroleum tank during construction work in the summer of 2024 during the reconstruction of the tram depot No. 5 at Brīvības iela 191. The total amount of hazardous waste containing petroleum products from the construction site is 42.72 tonnes.

To prevent the spread of pollution, Rīgas satiksme stores waste in hermetically sealed, clearly labelled containers placed on surfaces that are impermeable to water and pollutants.

In 2024, a total of 97 977 tonnes of hazardous waste from economic activities, excluding hazardous waste identified during construction, were transferred, representing a decrease of 6 413 tonnes compared to 2023.

To provide the public transport services, Rīgas satiksme uses personalised and non-personalised plastic e-tickets, smart tickets and thermal paper tickets, which cause pollution after the end of their use. Rīgas satiksme is continuously developing its services and, recognizing the impact of this type of waste, is expanding self-service channels and encouraging customers to adopt electronic payment methods. By 2024, already more than 40% of passengers bought their tickets electronically. Further information on the use of various ticket types is available in the section [Customer Service and Communication](#).

SOCIAL IMPACT



IMPACT ON SOCIETY

S1 – Own workforce

Double materiality

Impact materiality

Financial materiality

Area of impact

- ⊖ **Working hours**
% of employees working aggregated working time as of 31.12.2024 – 75.7%.
Overtime as % of hours worked in 2024 – 5.9%.

- ⊕ **Training and skills development**
Employees are provided with all necessary training to improve their competences and also to promote lifelong education. The Company has developed a map of future competences and promotes the development of employees' skills accordingly.

Risks of financial impact

Working hours
Staff recruitment and retention risk.

No significant financial risks identified.

Labour protection
Risk of incapacity for work
Workplace safety risks

S4 – Consumers and end-users

Double materiality

Impact materiality

- ⊖ **Road safety**

Risk of road accidents involving PTVs
Insurance can play a critical financial role in the event of accidents involving serious injuries or fatalities.

- ⊕ **Accessibility of the service**
Rīgas satiksme provides affordable and high-quality public transport for all residents and visitors of Riga and Pierīga.

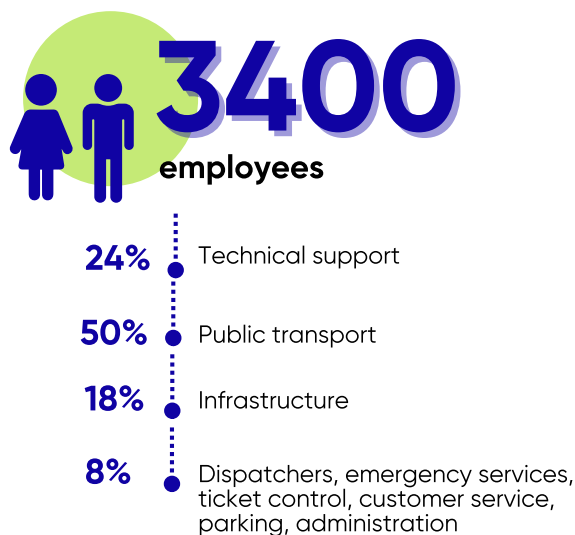
S3 – Affected communities

Impact materiality

- ⊕ **Impacts related to community safety**
Rīgas satiksme plays a key role in civil defence measures and evacuation of the population if necessary.
This has a potential positive impact.

No significant financial risks identified.

IMPACT ON SOCIETY



(S1) Own workforce

The main asset of Rīgas satiksme is its employees, who support the Company's day-to-day business processes, and therefore the Company is implementing activities for the safety, health and well-being of its employees, promoting employee satisfaction and loyalty, while also contributing to the growth and sustainability of Rīgas satiksme.

Employees of Rīgas satiksme are of different ages, genders and nationalities. The average age of employees is 51.49 years, the average length of service in the Company is 14.01 years, the longest length of service – 57 years, therefore the issue of generational change and attracting new specialists is becoming more and more important. The development of the Company requires modern solutions and digital skills to implement and use these technologies, so Rīgas satiksme cooperates with the Rīga Technical University Development Fund, attracting trainees for vacancies.

Rīgas satiksme has a collective agreement with three trade unions (one collective agreement with all trade unions, which applies to all employees of Rīgas satiksme, regardless of whether they are members of a trade union).

Employee engagement is a vital component of the Company's daily operations and long-term development. For this reason, employee satisfaction and engagement levels are regularly evaluated. **The Company's employee engagement score is 71.1** (employee engagement and satisfaction survey conducted in 2023). In 2024, the issues raised by staff in the employee survey were actively addressed, including improvements to the working environment, team dynamics, cohesion, and communication – all contributing to a stronger internal culture and enhanced employee well-being. The next survey is planned for spring 2025.

Ethics, Integrity, and Values in Practice

The values and principles according to which work in Rīgas satiksme is organised are described in the Code of Ethics. In 2022, the Company confirmed its values and positive actions specific to each.

Operations of Rīgas satiksme are based on **four values – responsibility, development, safety and cooperation – as well as eight basic ethical principles**, which are binding on all Rīgas satiksme employees and apply to their interpersonal relations, behaviour, relations with customers, business partners and other related parties:

- loyalty;
- honesty;
- justice;
- responsibility;
- objectivity and independence;
- economy and efficiency;
- respect;
- confidentiality and safeguarding of information.

The values of Rīgas satiksme describe the principles by which the Company aims to achieve its objectives and the behaviour, attitudes and actions expected of each employee.

In 2024, a Values Ambassadors team was established, made up of volunteers from specialist to management level, to promote the understanding and integration of Company values. The development and piloting of the Value Game in 15 teams involving 164 colleagues and the positive feedback received gives confidence to offer it to all teams in the future. The game is based on approaching everyday situations from a values perspective, with the Values Ambassador promoting discussion. To further embed Company values, in 2024 the 'School of Values 2024' project was launched, inviting staff to nominate colleagues and share real-life examples of how values are practically demonstrated in everyday work. Overall, staff feedback was positive, with employees gaining deeper insight into the practical application of values and recognizing the importance of viewing situations from multiple perspectives.

In 2025, we will continue our activities to ensure that more and more employees are aware of our values and are involved in their implementation.

In order to resolve possible internal conflicts or situations of unequal treatment, if necessary, Rīgas satiksme provides the possibility for employees to address the Ethics Committee or the Labour Disputes Committee. In 2024, the Ethics Committee reviewed two applications, providing an assessment of the potential conflict of interest as well as the communication.

	2023	2024
Submissions received by the Ethics Committee	3	2
Reports received by the Labour Dispute Commission	0	1

IMPACT ON SOCIETY



	2023	2024
Total number of employees	3392	3374
women, %	33,67	33,31
men, %	66,33	66,69
Employees with open-ended contract (permanent staff), %		86
women, %	32	33
men, %	68	67
Employees with fixed-term contract (temporary staff), %	16	14
women, %	49	39
men, %	51	61
Number of full-time employees (total employees/FTE)	2872	2873
women, %	33,67	33,34
men, %	66,33	66,66

Employee age breakdown

	2023	2024
up to 30 years, (%)		189 (5,60%)
30-50 years old, (%)		1123 (33,29%)
50-65 years old, (%)		1734 (51,39%)
above 65 years old, (%)		328 (9,72%)

Number of part-time employees (total employees/FTE)	520	501
Total number of employees who have left the undertaking (number)	396	404
at the employee's initiative, %	7,93	7,86
at the employer's initiative, %	3,27	3,63
other, %	0,47	0,54
Employee turnover during the reporting period, %	11,68	12,03
Percentage of its total employees covered by collective bargaining agreements	100 %	100 %



Collective agreement was revised in 2024

IMPACT ON SOCIETY

Recruitment of New Employees and Traineeship

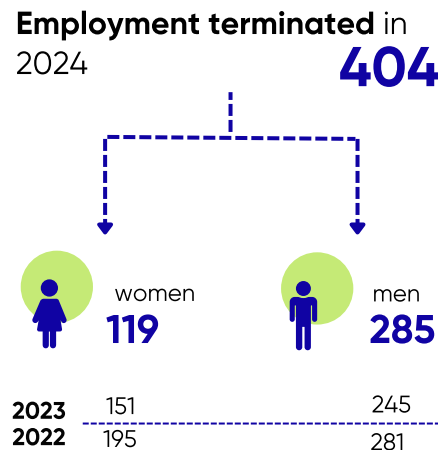
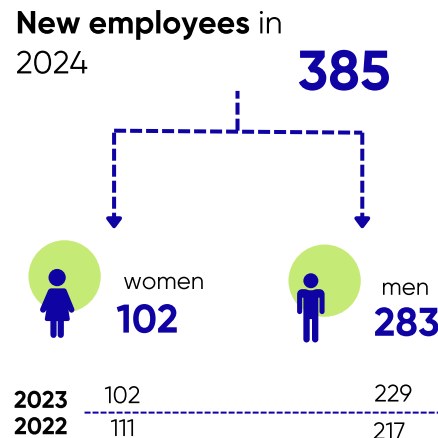
Rīgas satiksme is one of the largest employers in Latvia. To support service development and quality, we continuously invite new employees to join our team, offering positions aligned with their skills and competencies.

To attract new employees, Rīgas satiksme regularly organizes open days, giving interested and potential candidates the opportunity to experience the daily work of public transport drivers firsthand. Rīgas satiksme participates in job festivals and career days, including annual participation in RTU Career Days and the job opportunities festival 'Visiem!'. "Rīgas satiksme actively promotes the Company's values, daily work life, and available positions through engaging content, including videos and publications about job vacancies. Information is shared not only via social media but also through advertising on our vehicles. Rīgas satiksme has a productive cooperation with the State Employment Agency through cooperation visits to its branches. We are working closely with educational institutions, both in terms of providing traineeships and access to educational seminars and lectures. Rīgas satiksme is proud to share its best practices in addressing key employee-related topics, including benefits, diversity promotion, and the integration of Company values. Rīgas satiksme is a TOP 3 employer in the transport and logistics sector.

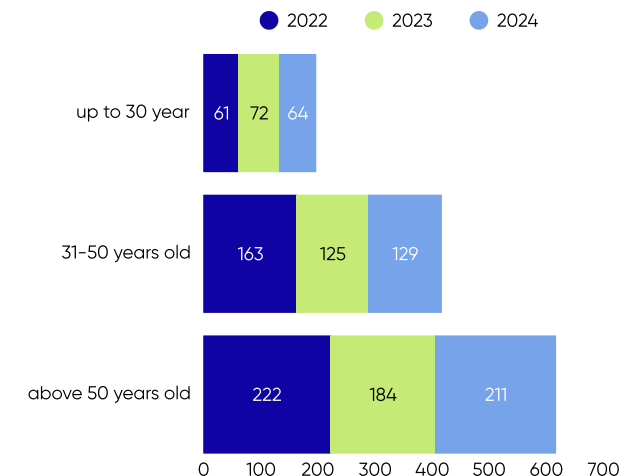
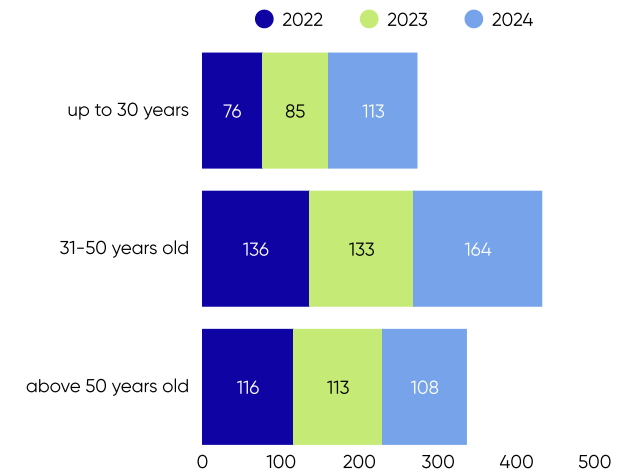
For those interested in a job with Rīgas satiksme, we have created an [info graphic](#) with 25 different additional benefits and we add this material to job adverts we publish.

Employee Satisfaction

Employment



Age breakdown



IMPACT ON SOCIETY

Public transport drivers play a vital role at Rīgas satiksme. To attract new talent and support their integration, the Company offers comprehensive training opportunities, including the acquisition of a specialised driver's licence. Such training is a regular part of tram and trolleybus driver training. During the past year, we organised three trolleybus driver training groups and two tram driver training groups. When needed, we also offer similar training for prospective colleagues aiming to become bus drivers, including Category D licence training and Code 95 certification.

Another important area is the revision of the information system for new employees and the development of manuals for different areas of activities of Rīgas satiksme in order to ensure easy, clear and consistent information transfer and to promote employee job satisfaction.

In cooperation with educational institutions, we have provided traineeships for students from Riga Technical University, University of Latvia, Riga Stradiņš University, Latvian University of Biosciences and Technologies, BA School of Business and Finance, College of Law, Valmiera Technical College, Riga Vocational School of Metalworking, Riga State Technical College, Riga Technical College, Riga Vocational School of Commerce, State Agency for Social Integration, SIA Biznesa augstskola Turība and training centres Liepa and BUTS. **A total of 49 trainees were accepted in 2024.** Traineeships were offered across a wide range of fields, including welding and metalworking, rolling stock maintenance, electronics, locksmithing, warehousing, law, project management, public relations, customer service, real estate management, and human resources.

In 2024, Rīgas satiksme continued its cooperation with the establishment 'Riga Technical University Development Fund', providing traineeship opportunities with the Company.

385 employees
started work in 2024

Onboarding of New Employees

Monthly onboarding seminars are held for new employees, featuring presentations from members of the management board and business units on Company updates and developments. To simplify the onboarding process of a new employee, we have used the artificial intelligence tool 'Heygen' to create a video in Latvian and Ukrainian that provides a structured summary of the most important aspects of starting an employment relationship with the Company.

There is also a 'My Guide to the Company', which provides a comprehensive overview of the Company, its key HR processes and useful information for everyday life.

Employee Benefits

As a socially responsible employer, the company provides additional guarantees to its employees going beyond those required by law – such as benefits, compensation, insurance, and reimbursement of various expenses – in accordance with the collective agreement. In addition, a benefits package has been established under the 'DaMoS' incentive scheme, which allocates annual points to employees based on productivity and tenure. Additional points are awarded for engagement and performance in various activities, including training and the promotion of a healthy lifestyle.

The human resources of Rīgas satiksme are regulated by the Human Resources Policy and the Remuneration Policy, which lay down the basic principles of human resources management and the Collective Agreement.

An important area of HR management that received increased attention since 2022 at Rīgas satiksme is personnel development and the establishment of a reward system that improves employee motivation and commitment to contribute to the overall development of the Company.

One of the key factors contributing to employee motivation is the remuneration system, which includes a base salary and a variable bonus. Performance indicators are defined, and employee performance, such as work attitude and quality, is assessed by the manager.

In addition, contributions to private pension funds are a motivating factor, as is the old-age pension allowance paid to workers who retire within three years of reaching the retirement age.

Proportion of employees paid according to minimum wage criteria – 100%.

The minimum wage in Latvia in 2024 was EUR 700 per month, while the minimum wage for full-time work in Rīgas satiksme as at 1 January 2024 was EUR 810 per month, or 15.7% more than the official minimum wage in the country.

Percentage of employees covered by social protection against income loss, %	2023	2024
sickness	100 %	100 %
unemployment	100 %	100 %
employment injury and acquired disability	100 %	100 %
parental leave	100 %	100 %
retirement	100 %	100 %

IMPACT ON SOCIETY

Rīgas satiksme pays all taxes in full compliance with Latvian laws and regulations, thereby actively contributing to the country's economic development and supporting societal well-being. In addition, the Company ensures that all employees are socially protected by offering a stable and legal working environment. This includes employment contracts in accordance with the Labour Law, regular social contributions and access to social protection. This approach not only builds employee trust, but also contributes to the sustainable development of the Company, enhancing its reputation as a responsible and fair employer.

Both male and female employees of Rīgas satiksme take the opportunity to go on parental leave. A total of 50 employees of Rīgas satiksme – 35 women and 15 men – used parental leave in 2024.

Employees with children receive camping expenses and gifts at Christmas and when they start first grade.

Since 2022, when new nomination categories were introduced to recognize colleagues, dozens of employees have been celebrated each year, including in 2024, for reaching milestone anniversaries of 5, 10, 15, 20, 30, 40, and even 50 years of service. In addition, the 'Achievement of the Year' award was presented for significant achievements in reaching the Company's objectives, 'Team of the Year' – for realising the Company's best achievement within a team, 'Idea of the Year' – for the author of the best idea after realising the best idea, 'Talent of the Year' – for purposefully realising the achievement as an innovative work for the Company with high added value, going beyond the requirements set out in the job description, '**Golden Steering Wheel**' – for employees in the vehicle driver group who work in the transport sector with exemplary integrity in passenger or freight transport and 'Colleague of the Year' – for employees who have distinguished themselves with special passion and selflessness, who have been able to help and inspire.

The 'VIS-banka' employee well-being programme has been on-going since 2022 and includes an assessment of the Company's values and the submission of employee ideas and achievements. This programme of well-being means that every employee can contribute their ideas and work achievements.

In 2024, the Company's Collective Agreement and Rules of Procedure were revised, with the amendments coming into force on 1 January 2025. The Collective Agreement has been extended until 31 December 2028. The Rules of Procedure reinforce provisions encouraging the timely use of leave and introduce secure electronic signatures into the daily workflows of managers and specialists.

Working hours

Given the scope of the Company's activities, providing public transport services from early morning at 5.00 until midnight, with vehicle preparation also taking place during the night hours, approximately 75% of the total staff are working aggregated working time.

% of employees working aggregated working time as of 31.12.2024

75,7 %



IMPACT ON SOCIETY

According to the Spring 2023 employee satisfaction survey, one of the worst-rated aspects was the statement: 'Work in my unit is organized in a way that is free of physical and mental stress.' This aspect has a negative impact.

Given the overall availability of workforce in the country, Rīgas satiksme is facing a permanent shortage of suitably qualified staff, with 410 vacancies at the end of 2024, mostly bus and trolleybus drivers. Meanwhile, the ageing workforce and the resulting loss of working time due to incapacity for work are increasing the workload of other employees.

Faced with these challenges, service continuity, workload and workforce capacity and recruitment need to be planned simultaneously. At the same time, active work is underway with various associations and state institutions to amend legislation, especially on social security for persons suffering from occupational diseases and the payment of sick leave.

Training and Skill Development Indicators

Percentage of staff who have participated in regular career assessment activities (Bonus DAMD)

100 %

Employees participating in performance management meeting

5,5 %

All employees of Rīgas satiksme are evaluated at least quarterly on their performance against certain performance indicators, after which the DAMD bonus percentage is determined. Performance management meetings are held annually and are conducted at management level according to the organisational structure. In 2024, it was 5.5% of the total workforce.

	2022	2023	2024
Training		380	574
Staff who attended training. %	43,62	39,51	44,49
Number of trainees who have received traineeship	16	22	49

Professional Development

Professional development is essential to ensure that employees remain informed and continuously update their knowledge and skills on topics relevant to their daily work. 1 519 employees participated in training in 2024, the highest number in the last three years. There were 973 male and 546 female participants. In total, employees received 574 training sessions on 209 different subjects. On average, 5.34 hours are spent on training.

In 2024, for the third time, Rīgas satiksme provided the opportunity to listen to Open.lv online training courses (around 400 employees took advantage of this opportunity), offering every employee four training courses to gain new knowledge and strengthen self-directed learning practices:

- Edmunds Apsalons – Constructive Communication: How to Speak, Listen, and Collaborate Effectively
- Edmunds Vanags – How to Learn: Tips for Endless Self-Growth
- Madara Umleja – Physical Activity for Health and Well-being
- Ansis Jurgis Stabingis – Simple Mind Management Techniques

To improve the internal learning environment and culture of Rīgas satiksme and to strengthen employees' understanding of inter-company communication and collaboration, we created an internal lecture series 'Driving Force'. The project provided colleagues with the opportunity to gain deeper insight into the Company's management, the daily operations of various departments, and their roles in supporting the company's overall objectives. Approximately 500 colleagues attended the lectures and expressed appreciation for both the concept and execution of the project, which expanded their understanding of the Company's processes and functions.



IMPACT ON SOCIETY

In the autumn, an internal staff shadowing initiative titled 'Walk in a Colleague's Shoes' was held to give employees insight into the daily work, responsibilities, and departmental functions of their peers. The initiative aimed to broaden perspectives and foster a more open and collaborative working environment. Around 100 colleagues took part in the shadowing event, both as 'shadowers' and 'the shadowed'.



To promote knowledge sharing, experience transfer, and personal development, the initial recruitment for vacant positions is conducted through an internal competitive selection process, supported by a development-focused interview questionnaire. 25 colleagues have taken up this opportunity in 2024.

At the end of the year, we received co-financing for digital skills training and development in the EU Recovery Fund project No AF/24/56 (project No 2.3.1.2.i.O/2/24/A/CFLA/007) 'Improving Digital Technology and Process Management Skills in Latvian Companies', which we will actively use in 2025.

Equal, Inclusive and Fair Working Environment

The basic principle of the Remuneration Policy is 'justice', which means that Rīgas satiksme employees who have the same or similar job duties and qualifications are paid equally for the same work or work of equal value; remuneration subsystems are established according to uniform principles for certain job groups that have the same or similar job characteristics. Remuneration of employees are determined according to the duties of the position to be performed and not according to the sex of the employee.

An equal working environment and fair treatment of employees in Rīgas satiksme are promoted by improving work efficiency, by setting precise work norms, workloads and working hours. This reduces the loss of working time, which creates a feeling of inequality for those employees who do not have such losses.

Rīgas satiksme's staff also includes people with disabilities. According to the information provided in the payroll tax books, the number of employees who chose to declare a disability to their employer was 425 – 45 employees have Group 1 and 2 disability and 38 employees have Group 3 disability. The employee has the right not to provide the tax book to the employer and/or not to present proof of entitlement to disability benefits.

The percentage of our employees with disabilities is 12.6%.



IMPACT ON SOCIETY

Occupational Health and Safety

A large proportion of workers at Rīgas satiksme are exposed to various occupational health and disability risks on a daily basis. These are mainly PTV drivers, who are exposed to the risks of road accidents in their daily work, and workers in repair shops, who handle mechanical devices and chemicals.

It should be acknowledged that some of the occupational diseases these workers have suffered in their previous jobs, prior to their employment with Rīgas satiksme. Therefore, it cannot be said that Rīgas satiksme has directly contributed to the disability of its employees. On the contrary, Rīgas satiksme has employed these workers, promoted their integration into the working environment and provided appropriate social support.

In order to prevent accidents and occupational diseases at work, a high level of responsibility for compliance with the principles of labour protection, as well as for ensuring an inclusive, equal and fair working environment, play an essential role in the planning and organisation of daily work.

The assessment of risks and measures to improve the working environment are carried out by the Occupational Health and Safety Department of Rīgas satiksme.

The occupational health and safety system of Rīgas satiksme is certified in accordance with ISO 45001:2018 and, in accordance with the Integrated Quality, Occupational Health and Safety, Energy Management and Environmental Policy of Rīgas satiksme and based on five basic principles:

- safe and healthy working environment;
- controlled working environment;
- raising awareness among staff;
- adequately trained and qualified staff;
- facilitation of employee health;
- cooperation between the parties.

In order to ensure compliance with these principles and to strengthen occupational safety in Rīgas satiksme, based on the results of laboratory measurements of the working environment and taking into account financial resources, an Occupational Safety and Health Plan is developed.

	2022	2023	2024
Workplace risk assessment protocols	248	228	185
Workplaces with completed risk assessment protocols	1148	495	808
Jobs with completed risk assessment protocols	366	495	496
Protocols for reassessment of the working environment after accidents at work	29	39	35
Reports on occupational diseases from the State Labour Inspectorate	24	29	30
Average of the last five years	30	33	32,8
Percentage of its own workers covered by a health and safety management system which has been audited by an external party, %	100	100	100
Total number of work-related incidents recorded	35	45	35
Frequency of work-related incidents recorded, index (TRIR = number of incidents * 200 000 h/total hours worked)		1,62	1,26
Number of cases of recordable work-related ill health		45	35
Number of fatalities as a result of work-related injuries and work-related ill health		0	0
Number of days lost to work-related injuries, work-related ill health		1 823	1 528
Number of workdays lost due to employee illness per year		98 258	91 642

IMPACT ON SOCIETY

During the reporting year, a lighting improvement plan for 2024–2026 was developed, and the microclimate improvement plan for 2022–2025 was implemented. In 2024, lighting was replaced in 141 workplaces, 23 workplaces had air-conditioned installed, and a new ventilation system was installed in the repair shop at Brīvības iela 191.

The potential risks in the working environment of Rīgas satiksme have been established. These are road traffic accidents, vibrations caused by vehicles, exhaust gases, chemical pollution of oil, paint, various types of dust, work involving prolonged sitting (e.g. at the wheel of a vehicle), as well as various risks related to tripping, using tools, lifting weights and other aspects. Given the specific nature of traffic operations in Riga, certain risks are associated with shift work, including at night, as well as with aggression by passengers in vehicles. To ensure that workplace risks are sufficiently identified and properly assessed, a methodology for assessing workplace risks was developed in 2024. The risk assessment takes into account the magnitude of the risk (severity of possible consequences) and the likelihood (frequency) of realisation, identifying those risk factors that need to be eliminated or reduced to ensure the safety and health protection of employees.

Ensuring safety for the customers and employees of Rīgas satiksme is one of the daily priorities.

Engagement of Workers in Labour Protection

To promote employee engagement in assessing and mitigating risks in the working environment, employees and trusted persons of Rīgas satiksme participate in internal monitoring of the working environment, including both workplace inspections and assessment of risk factors in the working environment. This enables occupational health and safety specialists to identify early the working environment risks that are best known to the employee working in the workplace.

In 2024, 185 working environment risk assessment reports were drawn up for 808 workplaces and 496 positions, as well as 35 working environment risk reassessment reports following accidents at work.

Occupational Health Promotion and Safety Training Measures

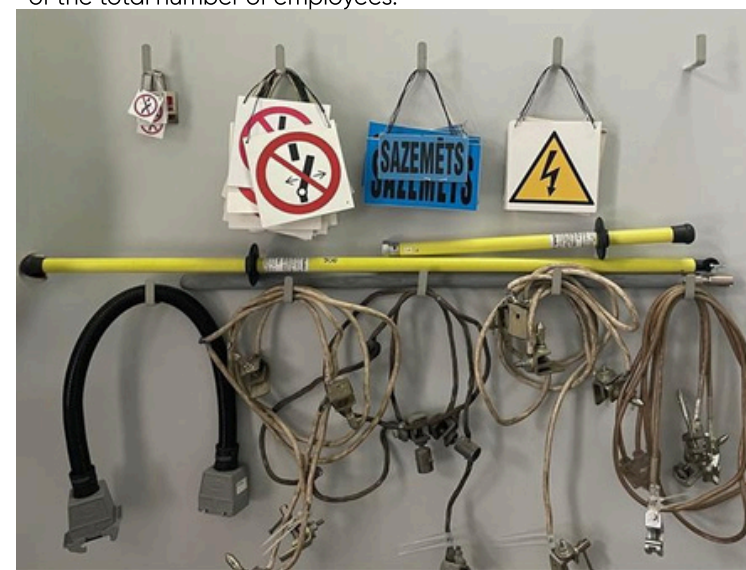
Employees are regularly instructed on the possible effects of risk factors in the working environment on their health, the correct choice and use of personal protective equipment and relaxation exercises. In accordance with the requirements of the laws and regulations, briefings take place once or twice a year or after accidents. In the reporting year, all the Company's employees have been briefed. In 2024, an external audit of the occupational health and safety system was also carried out, commending Rīgas satiksme's approach to work environment risk assessment procedures and employee briefing, including after accidents. Internal audits on occupational health and safety found that employees are responsible and comply with occupational health and safety requirements.

Rīgas satiksme also ensures that the workplaces of employees are ergonomically correct and within the required parameters, that employees can adopt the correct posture and change it periodically, and that employees have time for taking breaks and rest pauses. Based on expert measurements, Rīgas transports regularly improves lighting, ventilation, air-conditioning and other elements of the working environment. Ergonomic workplaces are provided for both drivers and other staff of Rīgas satiksme, for example, drivers' seating position adjustment depends on the type and age of the vehicles, so the technical specifications for new vehicles place high demands on drivers' workplace ergonomics.

Personal protective equipment is issued to employees in line with occupational safety requirements and the condition of equipment, installations and tools is monitored, with maintenance or replacement carried out in a timely manner. In 2024, an external audit of the occupational health and safety system was also carried out, which found no significant deficiencies and recertified the system. The auditors praised Rīgas satiksme for its approach to working environment risk assessment, employee briefing and clear and transparent organisation of mandatory health examinations. Internal audits on occupational health and safety found that employees are generally responsible and comply with occupational health and safety requirements.

In 2024, Rīgas satiksme received reports from the State Labour Inspectorate confirming 30 cases of occupational diseases in employees (data on confirmed occupational diseases as at 13 March 2024), which is fewer than in previous years (29 reports were received in 2023, 24 reports in 2022 and 39 reports in 2021). This is not a significant increase (0.89%) considering the total number of employees (average number of employees is 3374). The Company has a total of 484 persons suffering from an occupational disease or 14.34% of the total number of employees.

In 2024, an audit of the occupational health and safety system was carried out



IMPACT ON SOCIETY

The ageing workforce is a pressing problem in the sector Rīgas satiksme operates, as it is throughout the country. As the workforce ages, the number of occupational diseases and periods of incapacity for work also increase, affecting the overall organisation of work.

Age of employees	% of employees as at 31.12.2024	Number of sick days per employee in 2024
up to 29 years	5,6 %	21,38
30–39 years	12,3 %	25,89
40–49 years	20,8 %	30,15
50–59 years	31,0 %	36,61
60–69 years	26,5 %	39,23
over 70 years	3,8 %	41,37

It is important for Rīgas satiksme that employees take care of their well-being, health and safety at work. During the year, 98 employees attended various safety training courses to improve their competences. Fire safety training is organised annually, and 135 employees attended the training in the reporting year.

We offer a range of additional activities for an active lifestyle, with the ultimate goal of a healthy, active and happy employee.



In 2024, we held our first Spring and Autumn Walking Initiative, where we focused on employees' physical health and encouraged them to get moving. In total, more than 500 employees took part in the initiative.

As a standard benefit, every employee is covered by health insurance after 6 months of service.

Accidents at Workplace

And in 2024, 35 work accidents occurred in Rīgas satiksme and were duly registered with the State Labour Inspectorate. The average number of accidents at work over the last five years is 32.8. According to the investigations carried out after the accidents, bus and trolleybus drivers and ticket controllers are the most frequent victims, while the most common causes of accidents are aggressive behaviour by passengers towards ticket controllers, poor movement of employees (falling, tripping) and slippery terrain due to meteorological conditions. To prevent aggression, employees are provided with training in conflict resolution and prevention, as well as in stress resilience.

Civil Protection in the Workplace

Continued improvement of security systems improves the safety of employees and the traffic environment in Riga. An example is the installation of a new automatic fire detection and alarm system in tram depot No. 5 and trolleybus park No. 2.

Additional safety measures to reduce the risk of fire were taken at facilities of Rīgas satiksme in the reporting year.

Access, security and video surveillance systems have been built to operate in automatic mode, thus eliminating the human error factor when a security guard fails to notice unwanted persons or vehicles entering the facility.

Automated security and access systems have been installed at public transport terminals. The modernisation of security systems has led to a significant reduction in the number of guard posts and allowed for more efficient operation of the terminals. It is planned to automate all security systems in 2025. By the end of 2024, systems in 20 terminals and 3 traction substations have been rebuilt and automated.

During the reporting year, the procedures for responding to emergencies were updated. From a practical standpoint, the annual Fire Safety Briefing for staff also includes topics related to civil protection. It is also important to remain vigilant, which is why the Rīgas satiksme Workers' Newspaper publishes monthly articles on safety-related topics within the Company.

IMPACT ON SOCIETY

At the management level, two civil protection exercises were carried out during the year. The first exercise was a theoretical emergency (table-top exercise), while the second was a practical military exercise 'Namejs', involving a crisis situation at Rīgas satiksme.

In the digital age, cyber security issues are becoming increasingly important. In 2025, cybersecurity rules will be developed, with a focus on strengthening the Company's cybersecurity measures and ensuring the business continuity of information technology systems.

Occupational Health and Safety Requirements for Suppliers

Business partners working in the territory or at the objects of Rīgas satiksme are required to comply with the same occupational health and safety requirements as its employees and these provisions are also included in the cooperation agreements. In addition, the Company has established the 'Occupational Safety and Environmental Protection Rules for Service Providers, Suppliers, and Construction Contractors,' which set out both obligations and penalties for non-compliance.

(S2) Workers in the Value Chain

The Corporate Social Responsibility and Sustainability Policy urges all value chain members to uphold human rights and universally accepted ethical standards in their actions and decisions, in line with the UN Universal Declaration of Human Rights, the fundamental rights of the European Union, and the Constitution of the Republic of Latvia.

As part of the contracting process, Rīgas satiksme requires its partners to sign an agreement affirming their commitment to fair business practices²⁴.

"The document titled 'Procedures for the Assessment of Business Partners and Business Circumstances' outlines the core ethical principles for evaluating business partners, particularly in relation to tax matters, reputational risk, public scandals, corruption cases, and conflicts of interest.

It should be noted that Rīgas satiksme is subject to the Public Procurement Law, which means that Rīgas satiksme cannot arbitrarily impose any specific requirements on its suppliers. Consequently, the Company has limited influence on employees in the value chain due to the regulatory framework.

(S3) Affected Communities

Within the scope of this standard, a positive potential impact has been identified for Rīgas satiksme in the area of 'Security-related impact', given its key role in implementation of civil protection measures and evacuation of the population in case of necessity.

Given the impact of public transport and its capacity for rapid response and coordination, Rīgas satiksme plays a vital role in the implementation of civil protection measures at both the municipal and national levels.

(S4) Consumers and End-users

To address the significant impact of our services on consumers and end-users, we have developed a Corporate Social Responsibility and Sustainability Policy that defines the social dimension of our commitment to service quality, information accessibility, social inclusion, and safety.

A public transport service provider has a significant impact on customers in several aspects:

- Customer service and communication – ensuring a positive customer experience by providing accessible, high-quality communication through various channels, including face-to-face assistance at Customer Service Centres and remote support via the Information Centre, telephone, and written correspondence. We receive regular feedback on services and their quality, and analyse complaints and suggestions for improving our services.
- Accessibility – accessibility of public transport services for all members of society, including people with disabilities, is essential when considering both the vehicles and the route network.
- Safety and reliability – when providing public transport services, we prioritise customer safety and the reliability of our service.
- Pricing policy – affordable public transport means affordable service prices, which in turn affects service usability and customer satisfaction.

IMPACT ON SOCIETY

Customer Service and Communication

Rīgas satiksme operates a daily public transport service in Riga and the Pierīga, as well as parking management service in the city of Riga.

The majority of customers are residents of Riga, followed by residents of Pierīga, the regions and city guests.

In recognition of the diverse needs and preferences of our customers, we are committed to ensuring the regularity, quality, safety, and accessibility of public transport services.

115.97 million passengers used public transport services in 2024. Passenger numbers are increasing compared to previous years.

	2022	2023	2024
Number of passengers carried, million	93,27	114,74	115,97

In 2024, the parking service managed by Rīgas satiksme was used by customers 5.96 million times

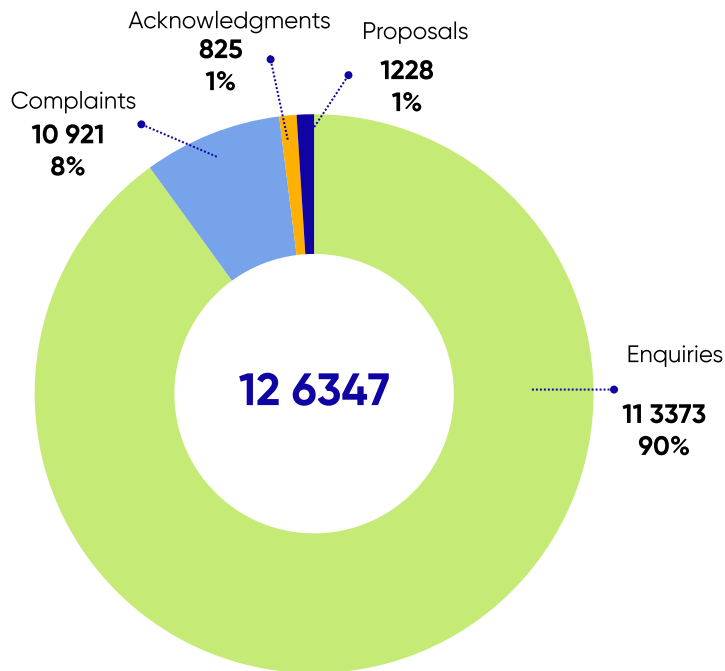
	2022	2023	2024
Number of parking customers (pre-paid transactions), million	5,90	5,92	5,96

To continuously improve its services and better understand customer needs, Rīgas satiksme leverages a variety of communication channels and engagement methods to interact with customers and gather feedback. Customer feedback is gathered through face-to-face interactions at service centres, call centres, written correspondence, customer surveys, and social media platforms.

	2022	2023	2024
Applications received	156 944	162 832	126 347
Type of applications received, by telephone, %	85,2	81,6	82,4
Type of applications received, electronically, %	13,4	15,5	16,2
Type of applications received, customer service center of Rīgas satiksme, %	-	2,3	1
Type of applications received, social networks, %	2,3	0,6	0,3
Type of application – question of an informative nature, %	90	91	90
Proposals and appreciations from residents, %	0,6	0,6	2
Complaints or claims about the service received, shortcomings, %	4	8	8
Registered claims	2232	2199	2239
Justified claims	1313	1193	1228
Justified claims, %	59	54	55
Acknowledgements	642	718	825
Issued cards (personalized, e-talons, Riga resident, student, companion cards)	87 543	101 159	81 305

IMPACT ON SOCIETY

In 2024, Rigas satiksme received 126 347 customer applications (in 2023 – 162 832), of which 82.4% were received by phone, 16.2% were received electronically, 1% were submitted in customer service centres of Rigas satiksme and 0.3% were sent via social networks (Facebook, X). Each customer application is recorded, evaluated and taken into account to improve the quality of the service provided.



90% of all requests are general enquiries, 8% are complaints or claims about the service received or information about shortcomings. The most common issues reported by customers are malfunctions of parking ticket machines and the driving culture of public transport drivers. All applications are forwarded to the responsible departments for evaluation and improvement of the service quality.

Compared to 2023, the number of customer inquiries in 2024 decreased by 22%, primarily due to improvements in timetable displays and the provision of real-time data, enabling customers to follow the transport movement and plan their journeys more effectively. The number of questions about current delays has decreased – in 2023, we received inquiries about transport movement in the city from 28 697, while in 2024 there were 39% fewer such enquiries, a total of 17 519 questions.

In 2024, the Company registered 2239 claims (2199 in 2023), of which 1228 (55%) were found to be justified after assessment.

We received 825 acknowledgements of the quality of our services. The vast majority of acknowledgements (77%) relate to customer service, with public transport drivers most frequently recognised for waiting at stops and assisting with lost property. Customer Service Centre staff have also been commended for their support, professionalism, and kindness.

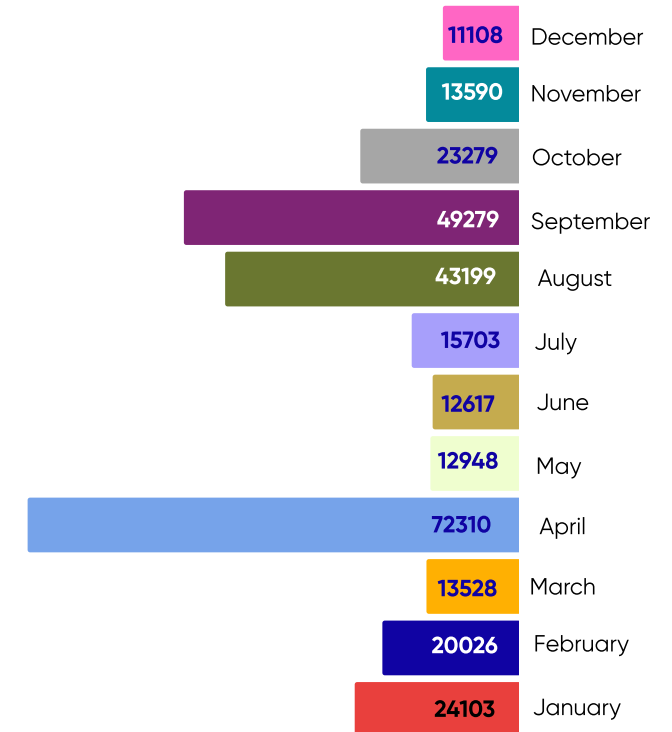
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For customer service

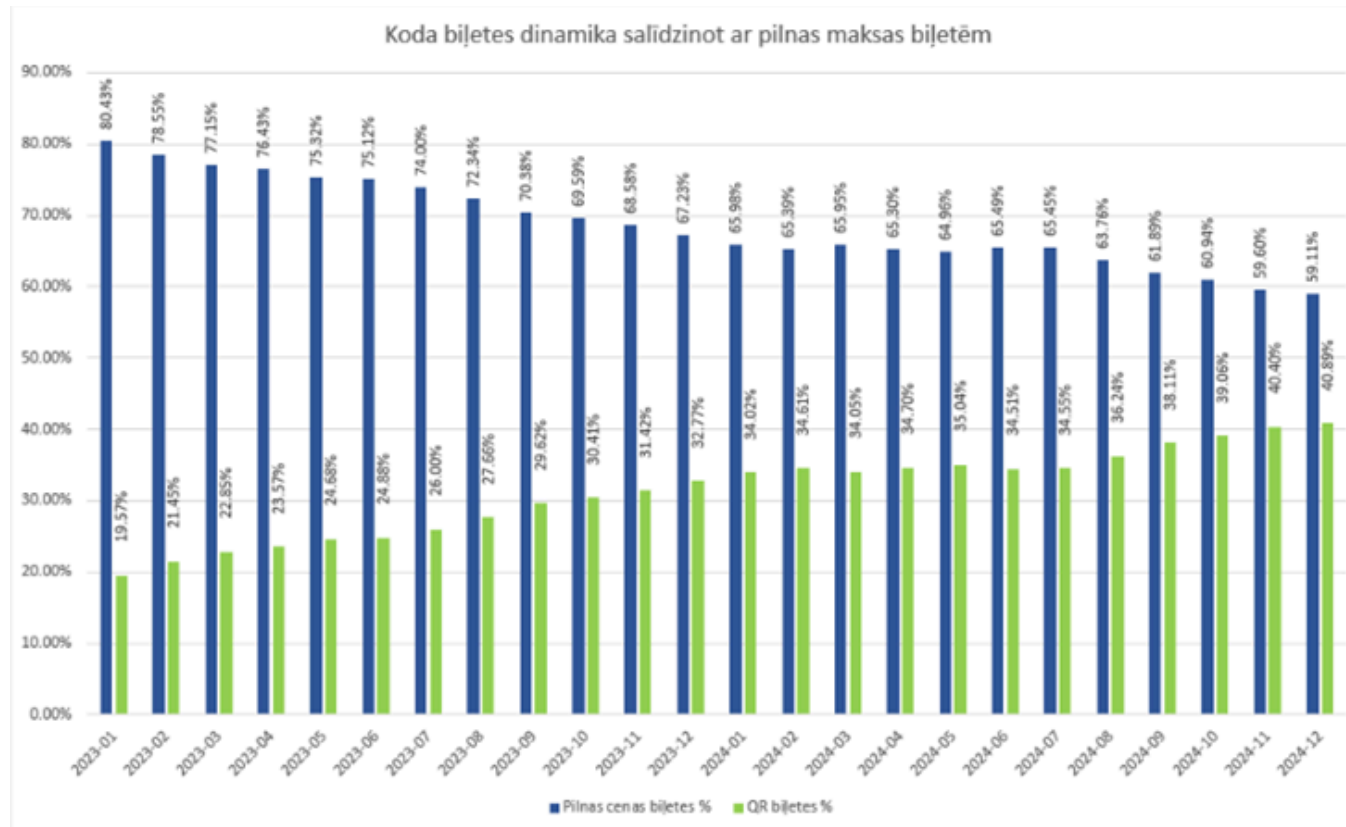
77%

In 2024, a total of 81 305 cards were issued (46 937 Riga resident card, 17 434 personalised cards and 15 398 student cards). January was busy with replacements of the issued cards, but the rest of the period was back to business as usual.



From June 2024, plastic cards will be offered as a more sustainable solution for customers purchasing monthly or multi-ride tickets. These non-personalised cards were activated for ticket loading in April (hence the increase in CSC activity in April in the chart below; August, September – most activity by students).

IMPACT ON SOCIETY



Due to increased demand for non-personalised cards and the rapid growth of mobile app-based ticketing, the use of smart cards (yellow e-tickets) has declined. According to the survey, the e-ticket convenience index in 2024 is +43 (+57 in 2022), the second lowest score in surveys since 2011, while the code ticket is rated as convenient by 56% overall.

On 7 May 2024, a customer service centre was opened in Origo shopping centre. The customer service centre is open throughout the week, making it more accessible to customers. The service centre is popular with customers, with Origo having the highest number of customers served compared to other customer centres. In 2025, a review of customer service centre locations is planned, with the aim of bringing services closer to customers.

Customer Survey Results

The RCC conducts an annual survey of the satisfaction of the residents of Riga with the work and processes of the Municipality, and the results of the 2024 survey show that 76% of Riga residents²⁵ who have used public transport at least once a week or more in the last year are satisfied with the quality of the service provided.

Respondents highlighted several positive aspects of public transport and Rīgas satiksme services, including the availability of real-time information on vehicle movements and timetables, the variety of ticket options, the extensive public transport network,

e-ticketing options, the level of comfort and cleanliness of the vehicles, the driving culture of the drivers, the level of heat/air conditioning according to the weather conditions, the work and attitude of the ticket controllers and the cleanliness of the public transport stops.

1/3

of Riga residents use public transportation on weekdays

50%

of Riga residents use public transportation once a week

76%

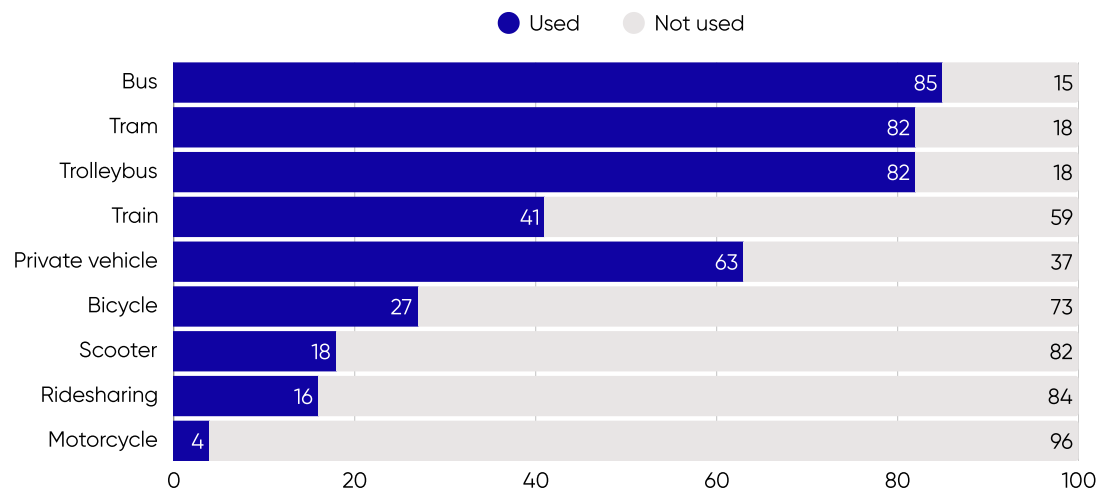
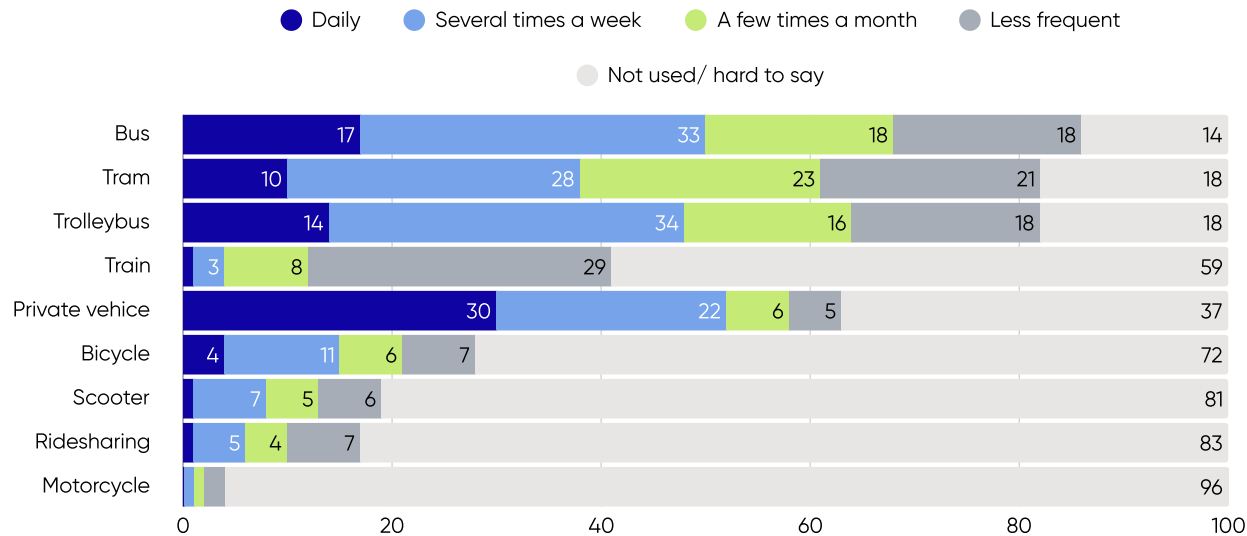
are satisfied with the quality of the service

At the same time, respondents point to the need to address situations where people are travelling in dirty or smelly clothes or are aggressive towards other passengers, vehicle overcrowding (crowded transport) and aggressive driving styles of drivers as potential areas for improvement.

In the period from September to October 2024, Rīgas satiksme carried out a resident satisfaction survey with 1307 respondents – permanent residents of Riga aged 18 to 79. According to the survey data, the majority of residents of Riga are satisfied with the accessibility and quality of public transport services. 85% of residents of Riga are satisfied with the accessibility of public transport and 76% are satisfied with the quality of public transport services.

IMPACT ON SOCIETY

What means of transport residents choose?



7,4 Public transportation rating

Overall, public transport in Riga is rated 7.4 (on a 10-point scale, where 1 means 'very poor' and 10 means 'excellent'). The rating is slightly higher than in 2022 (7.1).

The most frequently used means of transport for Riga residents are buses (85%), followed by trolleybuses (82%) and trams (82%).

Of the respondents who use public transport, almost half, or 48%, spend between 30 minutes and 1 hour on public transport on a weekday, counting all round trips.

Comparatively, the passengers of Riga's trams, trolleybuses and buses give their highest rating to the availability of information on public transport timetables and schedules. In 2024, the score was +55 and in 2022 it was +54 out of 100.

The main sources of information on public transport timetables are mainly the information at the bus stops and terminals (65%), information on the internet (including via mobile phone) (52%) and information in the Rīgas satiksme mobile app (41%).

Residents contact Rīgas satiksme by visiting one of the Rīgas satiksme's customer service centres (21% have done so in the last year), while 71% have not contacted Rīgas satiksme in any of the ways included in the survey.

IMPACT ON SOCIETY

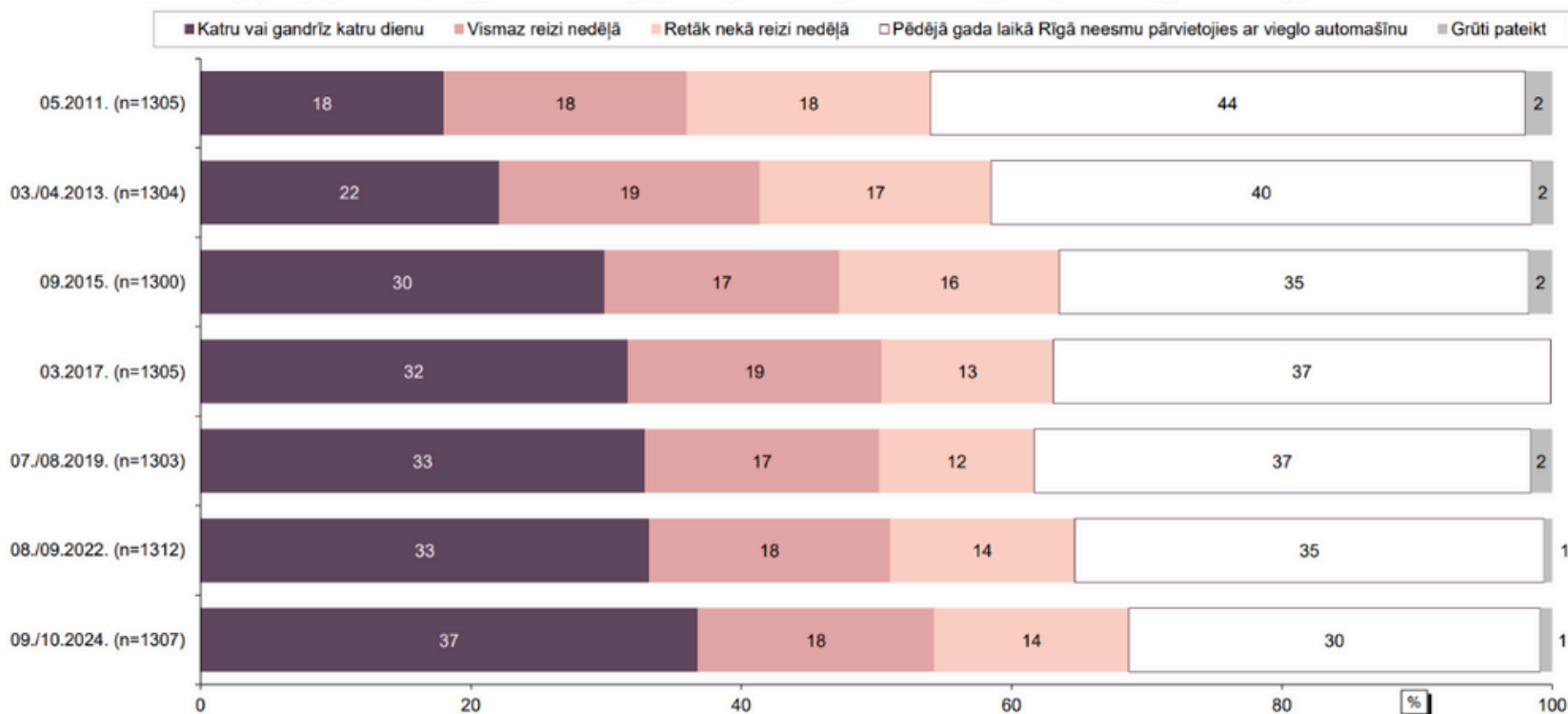
When considering the potential benefits of a new single ticket valid for public transport, trains, and intercity services, 57% of Riga residents indicated that such a ticket would be very or rather useful to them. It should be noted that it was most often indicated as useful by residents who have used the train within the limits of Riga city in the last year

According to a survey conducted by Rīgas satiksme, 37% of respondents choose to travel by car in 2024, compared to 18% in 2011. The survey identified the key factors that could encourage car users to switch to public transport. The most significant incentives include increased public transport speed, improved comfort levels, and a better cost-to-benefit ratio for reaching the destination.

Vieglo automašīnu izmantošanas paradumi

Pārvietošanās biežums ar vieglo automašīnu

R10. "Raksturojot situāciju pēdējā gada laikā, vidēji, cik bieži Jūs Rīgā pārvietojaties ar vieglo automašīnu (gan kā pasažieris, gan kā vadītājs)?"



Bāze: visi respondenti (skat. "n=" grafikā)

IMPACT ON SOCIETY

Development of e-services

In order to enhance customer experience, improve internal accounting and data analysis, as well as to enable the future development of new mobility services, Rīgas satiksme has identified the digitisation of processes and participation in the state-built Unified Public Transport Ticketing System (VBN IS) as two of the most important strategic challenges.

In 2024, Rīgas satiksme will participate in meetings organised by VSIA Autotransporta direkcija and AS Pasažieru vilciens on the implementation of the single ticket pilot project. After assessing the requirements of the single ticket pilot project, it has been decided to implement it within the framework of the Digital Ticket System (QR ticket system). A conceptual agreement has been reached with AS Pasažieru vilciens on the technical solution.

The installation of real-time information displays continues at public transport stops. Real-time data show the actual arrival time of the vehicle – this is a precisely calculated time based on the location of the vehicle. 22 e-Ink based displays have been deployed in public transport stops in 2024. A total of 65 displays have been installed in the reporting year, in 2025, it is planned to dismantle 22 displays (due to dismantling of specific stops), and around 60 new displays will be installed.

Open data is information that is freely available and can be used without restriction and with available applications. Rīgas satiksme publishes monthly public transport route and timetable lists (GTFS txt format) and e-ticket registration data. A data access interface has been set up with the possibility to transfer such data to contractual partners:

1. GTFS route list files;
2. full STL real-time traffic control data;
3. traffic data at stops along the route;
4. real-time vehicle location data;
5. full real-time data in JSON format;
6. data for displaying route lists in the Google maps interface.

Code tickets which enable the customers to pay for the ride using their smartphones in an online mode, using the mobile app, as a payment method work alongside and complement the existing e-ticket system, making everyday life easier for passengers who may not plan their travel in advance or who are more used to paying by smartphone. Code tickets can be purchased on the Rīgas satiksme, Mobilly and Narvesen mobile apps.

Since the introduction of the code ticket, usage has steadily increased, reaching an average of 600 000 code tickets purchased per month by the end of 2024. Additionally, there has been a growing trend in the use of monthly tickets, with purchases rising from 8 000 per month in 2023 to 13 000 per month in 2024. By switching to code tickets, we reduce waste.

Accessibility of Public Transport

A public transport service requires not only an optimal route network that meets the needs of the population, but also high-quality vehicles that are accessible to different groups of people.

94% of all public transport vehicles in operation are accessible to people with functional disabilities, pregnant women, and individuals with young children, including those with pushchairs. 100% of trolleybuses and buses are environmentally accessible. Only 48% of trams are environmentally accessible due to the fact that the old trams cannot be technically adapted to passengers with disabilities.

	2022 -2024
Environmentally accessible PTVs, %, incl:	94
buses, trolleybuses, %	100
trams, %	48

As part of investment projects aimed at adapting tram tracks and stops to accommodate low-floor trams, route No. 7 will begin operating low-floor trams in 2024, improving accessibility to additional areas of Riga.

IMPACT ON SOCIETY

Physical Safety of Customers in Vehicles



On a single weekday, around 450 public transport vehicles are involved in heavy urban traffic, covering 107 000 km and carrying 380 000 to 420 000 passengers.

To ensure safety on public transport, vehicles used for public transport services are equipped with alarm buttons. If the driver of the public transport vehicle identifies a security incident, they can immediately notify the security dispatcher. The dispatcher connects to the public transport video cameras and assesses the threat online. In addition, the State or Municipal Police are informed where required.

Physical safety, including the safety of passengers while in the vehicle, and road safety when interacting with Rīgas satiksme vehicles on the street is one of the highest priorities in the implementation of the public transport service. Rīgas satiksme has developed a public transport driver's handbook describing the basic principles of communication, problem solving, road traffic rules and driving culture, etc., and all drivers are familiarised with this handbook.

In order to improve the physical safety of customers on public transport vehicles, at the end of 2024, online video surveillance and analytics were introduced on all vehicles of Rīgas satiksme, ensuring prompt involvement of dispatchers.

In 2024, 992 road accidents (in 2023 – 1132) involving the vehicles of Rīgas satiksme were recorded. 14.62% or 145 incidents in the reporting year (19.52% or 221 incidents in 2023) were caused by the driver of the Rīgas satiksme vehicle. Inclement weather, non-compliance with manoeuvring rules and failure to keep the distance are the most common causes of road accidents.

Every year, Rīgas satiksme also analyses the proportion of accidents caused by public transport drivers per million kilometres travelled, which is 4.08 in 2024 (5.97 in 2023).

	2022	2023	2024
Number of accidents caused by PTV drivers (number)	162	221	145
Number of victims of accidents caused by PTV drivers	2	7	3

Rīgas satiksme assesses each accident and, if necessary, provides drivers with repeated or additional training and other measures to improve their ability to react in non-standard situations and to respect other road users, including drivers, cyclists, pedestrians, etc. In 2023, this training was completed by 112 employees and in 2024 – 146 employees.

At the same time, Rīgas satiksme has developed a Support Programme for victims of public transport accidents²⁶, which is available on the website of Rīgas satiksme. Under this programme, victims are provided with a psychologist free of charge. Customers can provide information about accidents or other circumstances related to the safety of customers through the communication channels established by Rīgas satiksme – the application form on its website or the information line 20361862.

Customer Data Security

Personal data safety is mainly related to the processing of customer applications and the processing of customer data in information systems (e.g. when accepting applications for personalised smart cards, ticket discounts, handling calls or e-mails with customer complaints or suggestions).

In the area of personal data protection, Rīgas satiksme has developed internal regulations and implemented processes that comply with the requirements of the General Data Protection Regulation, including a Customer Privacy Policy²⁷ that defines the possible objectives and purposes of processing personal data in Rīgas satiksme and the justification for such processing.

In 2024, Rīgas satiksme sent responses to data subjects' requests to the Data Protection and IT Security Centre of the Riga City Council (hereinafter – DAITDC), explaining the conditions of data processing for those processes where the Riga City Council acts as the data controller.

No requests from the Data State Inspectorate or DAITDC have been received in relation to the processing of customer data.

IMPACT ON SOCIETY

Rīgas satiksme has two Data Protection Officers who are registered on the State Data Inspectorate's list of Data Protection Officers and a Personal Data Processing and Protection Group which collects information on data protection incidents, potential data protection risks, assesses them and determines appropriate measures. The most significant risks identified in the operation of Rīgas satiksme are accidental disclosure of personal data, loss of personal data, as well as unauthorised access to personal data. Such risks apply to the processing of both customer and employee data.

Having assessed these risks, a number of improvements have been made to the data processing and protection processes in order to mitigate the likelihood of incidents.

For example:

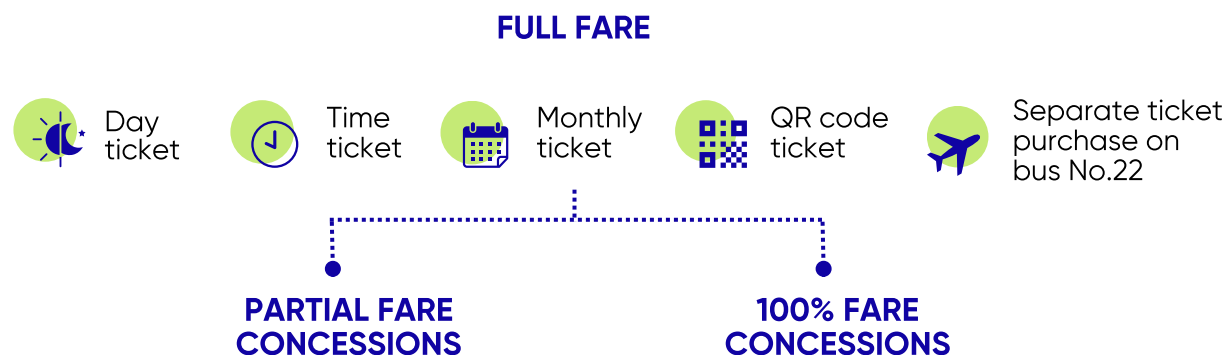
- All privacy policies have been updated, including Employee Privacy Policy, Employee and Officer Selection Procedures and Selection Policy, Video Surveillance Policy, Customer Privacy Policy;
- Improving data handling processes through updates to internal regulations, including provisions related to testing for alcohol and other intoxicating substances, conducting health checks, and the use of portable video surveillance cameras during paid parking enforcement and passenger transport monitoring;
- Educating the staff involved in data processing;
- Enhancing the management of staff absence information by developing solutions for sending individual documents in accordance with the data minimisation principle;
- Preparation of an assessment on the processing of personal data related to the granting of fare concessions for pupils, students, medical practitioners, and old-age benefit recipients, in cooperation with the Riga City Council's Department of Spatial Planning and Mobility;
- Improving the security of emails sent to external recipients by focusing attention on the fact that the recipient is not part of the Company.

In 2024, Rīgas satiksme received a notification from the Data State Inspectorate regarding a personal data breach, which occurred when an email was mistakenly sent to an incorrect external recipient. The Data State Inspectorate concluded that the measures taken by Rīgas satiksme following the breach were appropriate and proportionate to prevent significant harm or other infringements of the data subject's legally protected rights. Consequently, it decided not to pursue any further investigative action regarding the incident.

Pricing Policy

The price of the service offered by Rīgas satiksme, i.e. the price of one journey on public transport, was set on 20 December 2023 by Riga City Council Decision No RD-23-3197-lē.

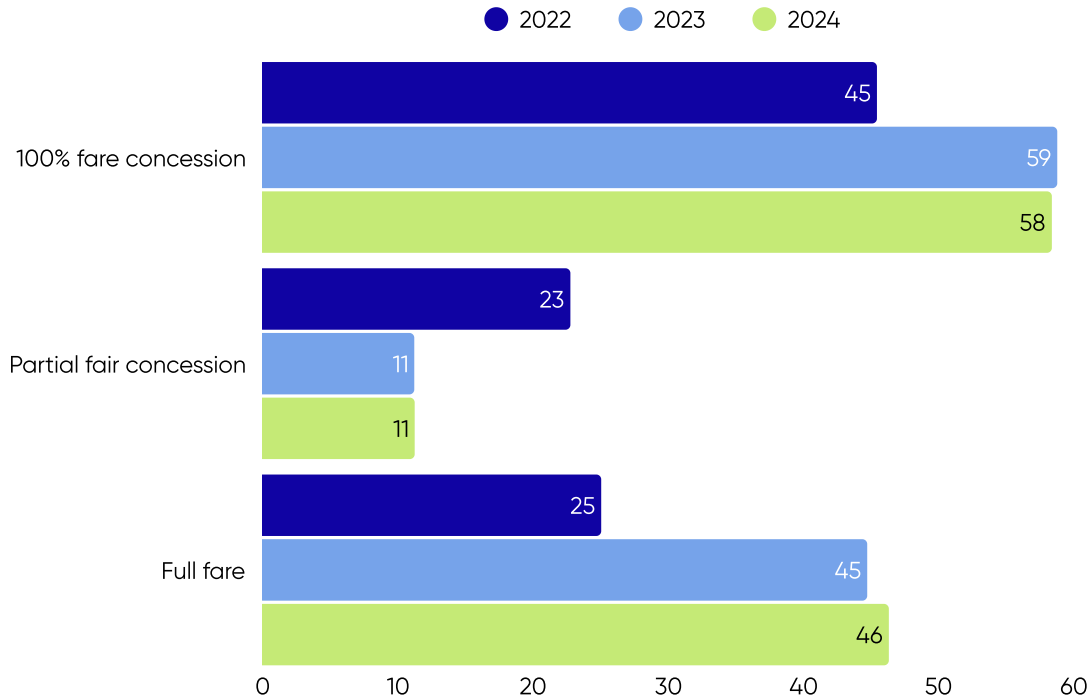
The ticketing system is regularly evaluated and optimised to meet passengers' needs and convenience. Public transport passengers can currently purchase full-price tickets, tickets with partial fare concession and tickets with 100% fare concession.



Tickets can be purchased at Rīgas satiksme customer service centres, ticket vending machines located in the city and in low-floor trams, and at more than 400 outlets, such as SIA Reitan Convenience Latvia, SIA Rimi Latvia, SIA Maxima Latvia chain stores, VAS Latvijas pasts, and other outlets.

IMPACT ON SOCIETY

Number of passengers carried, million



According to Rīgas satiksme, in 2024, public transport was used 58.39 million times with a 100% fare concession, 11.25 million times with a partial fare concession, and 46.33 million times with a full fare ticket. The data highlight the significance of public transport as an essential service within the community.

In a survey carried out by Rīgas satiksme in 2024, we asked residents about the usefulness of a single ticket for public transport. 57% of respondents think that the single ticket will be useful, while 29% do not yet see its potential benefits.

	2022	2023	2024
Passengers carried without fare concession (full fare)	25,05 million (27%)	44,73 million (39%)	46,33 million (40%)
Passengers carried with partial fare concession	22,77 million (24%)	11,22 million (10%)	11,25 million (10%)
Passengers carried with 100% fare concession	45,45 million (49%)	58,79 milj. (51%)	58,39 million (50%)

Ticket Control

On a daily basis, Rīgas satiksme employees carry out ticket control to identify dishonest users of the service.

In 2024, ticket inspections were conducted on 254 064 vehicle units, an increase of 9,203 compared to 2023, when 244 861 inspections were carried out.

In the reporting year, 39 889 fines were issued, which means 2842 fare-evaders more than in 2023, when 37 047 passengers were fined for travelling without a ticket on public transport.

	2022	2023	2024
Passengers were fined for travelling without a ticket on public transport	38 883	37 047	39 889
Ticket checks in vehicles	233 028	244 861	254 064

Over the years, the equipment used by the Control Unit's inspectors has been gradually upgraded to support ongoing technological development. Controllers use a phone with an application that allows them to check the QR code of the ticket, issue a receipt or invoice for the payment of the fine and allow cashless payment of fines without a POS terminal. The video cameras at the disposal of the employees help to create a sense of security for both the user of the public transport service and the controller.

GOVERNANCE



GOVERNANCE

G1 – Business conduct

Impact materiality

Financial
materiality

Area of impact



Political engagement

Rīgas satiksme regularly provides its comments and assessment in relation to the planning documents and regulatory enactments of the Riga City, as well as national legislation, including by active cooperation with social partners, such as the LDDK, the Latvian Association of Local and Regional Governments, the Latvian Association of Passenger Carriers, etc. The views of Rīgas satiksme are taken into account and incorporated into regulatory documents following its participation in meetings with State Secretaries, the Parliamentary Commission for National Economy, sessions organized by the Ministry of Justice, and various inter-institutional consultations.

Risks of financial impact

No significant financial risks identified.

Corporate culture

Reputational risk

Rīgas satiksme is one of the largest public transport service providers in the Baltic States, one of the largest employers in Latvia, and one of the leading municipal capital companies in the city of Riga.

The Company fulfils the tasks assigned by the municipality in line with its overarching strategic objectives, the principles of good corporate governance, and the regulatory framework of the European Union.

Through sustainable corporate governance, the Company minimizes its environmental impact, promotes social responsibility, and ensures efficient management of its resources.

To ensure fair and transparent relationships, the Company selects its partners and suppliers in accordance with the laws and regulations of the European Union and the Republic of Latvia.

Rīgas satiksme actively participates in the development of regulatory enactments and planning documents, cooperating with various organisations and state institutions. The Company makes proposals and comments on draft laws and participates in discussions to improve the public transport system.

Internal processes are being streamlined and digitised to improve the working environment and increase employee satisfaction.

GOVERNANCE

(G1-1) Business Policy and Corporate Culture

The set of policies of Rīgas satiksme govern the activities of the company, implementing the principles of corporate governance, ensuring transparency of processes, legal relations with employees, customers and suppliers and protection of the environment.

Rīgas satiksme has an internal control system, details of which can be found in the section [Corporate Policy and Sustainability Management](#).

In order to promote good governance and socially responsible corporate practices, Rīgas satiksme has developed the Basic Principles of Cooperation with Business Partners published on the Company website²⁸. The principles established by the Company are grounded in a unified framework and general guidelines for ensuring equal treatment in cooperation with counterparties, in accordance with the binding regulatory requirements. In its dealings with counterparties, the Company also places importance on preventing involvement in money laundering and terrorist financing, ensuring compliance with international and national sanctions, and mitigating the risk of being implicated in the circumvention or violation of such sanctions.

In 2024, the Code of Ethics, which sets out the core values of Rīgas satiksme, was updated. The Code of Ethics sets out the basic principles and values of professional ethics and conduct of Rīgas satiksme employees.

In 2024, the Corporate Governance Code was updated to align with current good governance practices and regulatory requirements. The revised version more clearly defines the policy's purpose, incorporates references to global and European Union policy planning documents, framework conventions, and international charters, and updates the principles of corporate governance.

In 2024, a Corporate Social Responsibility and Sustainability Policy was developed to promote the balanced engagement of stakeholders and foster responsible conduct by Rīgas satiksme throughout the value chain. The policy is based on the three interrelated pillars of sustainability – environmental, social, and governance – which form the foundation of the policy.

Whistleblowing

In 2024, Rīgas satiksme developed Whistleblowing Regulations outlining the organisation of its internal whistleblowing system. These regulations enable Company officials and employees to report suspected violations harmful to the public interest – particularly those covered by the Whistleblowing Law – that they

believe to be true and became aware of in the course of their official duties. The Regulations also ensure the protection of whistleblowers in accordance with the provisions of the Law.

The validity of each whistleblower's report is assessed in accordance with laws and regulations. No justified whistleblower reports were received in 2024.

» Number of whistleblower reports received in 2024 – 0

In order to raise awareness of the importance of reporting and the reporting procedure, the information available to employees on the submission of whistleblower reports has been updated and two responsible persons have been appointed at Rīgas satiksme.

During the reporting year, internal training on the design of the internal control system was available to employees, including information on the whistleblowing procedure in force at Rīgas satiksme. An internal procedure has also been developed which describes in detail the step-by-step procedure for dealing with whistleblowing reports and defines responsibilities within Rīgas satiksme.

(G1-2) Sustainable Procurement and Responsible Supply Chain

As part of its commitment to responsible business practices and concern for the environment and future generations, Rīgas satiksme incorporates procurement requirements that oblige contractors to demonstrate a responsible approach in their engagement with employees and society, as well as to actively and responsibly reduce their environmental impact. We also use green public procurement requirements to purchase the assets needed for our operations.

	2022	2023	2024
Contractual relations with certain cooperation partners were terminated because they were subject to sanctions of any kind	✓	✓	✓
Number of procurements with green public procurement requirements	5	6	14

GOVERNANCE

Choice of cooperation partners and suppliers

Operations of Rīgas satiksme in the selection of cooperation partners and suppliers are mainly governed by the Law on the Procurement of Public Service Providers (hereinafter referred to as – the Law) and in certain cases, mostly related to the provision of municipal parking lot management, by the Public Procurement Law (hereinafter referred to as the "PPL").

At the beginning of each calendar year, Rīgas satiksme publishes a public procurement plan on its website²⁹. Information on current procurement and market studies is also available on the website of Rīgas satiksme. The Rules on the Organisation of Procurement of Rīgas satiksme lay down a clear procedure for the use of each of the procurement procedures allowed under the Law and the PPL, depending on the object and amount of the procurement, as well as further actions depending on the results of the market study or procurement.

Rīgas satiksme implements an open and transparent process of attracting cooperation partners by organising open market studies, both by publishing them on the website and additionally by inviting market participants to participate in the market studies by sending an e-mail. This process has brought in new cooperation partners to provide more cost-effective services and expand the range of suppliers. There is also more scope for small companies to gain and develop experience by being offered smaller jobs, so as to increase competition in larger tenders. On average, 8 suppliers are invited to participate in a market study and 3 tenders are received, which is significantly better than in traditional public procurement. In addition, market studies serve as a mechanism to test technical specifications, qualification requirements and the interest of market participants before launching a procurement under the Law procedure. This market research mechanism has proven to be significantly more effective (in terms of market participants' interest to comment and provide useful suggestions for the preparation of the procurement) than the formal supplier consultation foreseen in the Law.

When identifying a potential contractor (winner) for a market study or subsequent procurement, Rīgas satiksme carries out an assessment of this business partner in accordance with the internal normative act. In 2024, the 'Procedure for Counterparty and Business Case Assessment' was updated to enhance the evaluation of supplier risks and internal risk assessments. The revised procedure introduced additional risk factors, including more rigorous screening of counterparties' connections to Russia and a broader assessment of their business risk characteristics. In addition to this assessment, the previous cooperation practice with the business partner shall be taken into account. At the conclusion of a contract or during the validity period of a long-term contract, aspects such as the quality of contract performance, compliance with interim deadlines and deadlines, handling of

problematic situations, quality of communication, requesting changes not covered by the contract, fulfilment of warranty obligations, etc. shall be assessed.

If cooperation has been negative in a number of or significant respects, the contract shall not be re-awarded. The difficulty for suppliers to fix prices for an extended period of time in a guaranteed manner is considered to be a relatively significant risk during contract performance, especially in the current world context of changing geopolitical and macroeconomic situations. For this reason, Rīgas satiksme concludes, as far as possible in areas where multiple or regular deliveries are required, general agreements or develops qualification systems providing for the possibility to submit a quotation for each specific delivery. Otherwise, there is a risk that competition between suppliers will be reduced or that Rīgas satiksme will be called upon to revise the prices set.



GOVERNANCE

Impact of Suppliers on Society

A verification form is completed for each cooperation partner in accordance with the above-mentioned internal normative act and, in cases where the completion of the form identifies a higher risk (e.g. where the country of residence of the owner or member of the board is outside the European Union, the beneficial owner is a politically exposed person or the company has been registered in the last 12 months), a due diligence of the business partner is carried out. In 2024, there have been cases where no contract has been concluded with a potential business partner because the due diligence has led to a recommendation by the risk management specialists not to enter into this business relationship. In such situations, the next tenderer is selected through an equivalent procedure and, if successful, a corresponding contract is concluded.

Rīgas satiksme employees enhanced their expertise through various professional development trainings, covering topics such as the EU Taxonomy, practical applications of artificial intelligence in drafting and evaluating technical specifications, current case law on procurement, conflict of interest prevention, professional ethics, and the principles guiding the Procurement Commission. Participation in a public procurement conference further contributed to strengthening their knowledge, supporting more sustainable procurement practices and improving process quality and efficiency. In addition, employees were involved in the value workshops organized by Rīgas satiksme to develop their skills in implementing the Company's values in everyday work.

For procurements with a contract value of less than EUR 10 000 and therefore not subject to formal procurement procedures (but in any case subject to an initial market study or a price inquiry), a minimum amount of information is checked on the selected business partner to mitigate risks – i.e. the supplier is checked on the State Revenue Service website for absence of tax arrears. If a debt is found, the contractor is invited to pay it, otherwise Rīgas satiksme selects the next most advantageous tender for the cooperation.

In addition, it checks whether the business partner or the type of transaction is subject to any type of sanctions (including those related to the Russian war in Ukraine, and whether the true beneficiaries are Russian nationals).

When entering into a contract, Rīgas satiksme includes a clause requiring the business partner to adhere to the Basic Principles of Cooperation with Business Partners, as published on the Rīgas satiksme website³⁰. These principles obligate the counterparty to comply with the relevant legislation, including labour protection, tax, and anti-corruption laws, and to uphold the standards outlined in the Rīgas satiksme Code of Ethics, particularly those relating to the acceptance of gifts.

These Basic Principles apply to the contractor as well as to its subcontractors, if any, and the cooperation partner assumes responsibility for informing them.

In the event of non-compliance with these Basic Principles, Rīgas satiksme is entitled to terminate the contract and this is taken into account when considering a new contract if the contract amount does not exceed its internally defined thresholds, from which more formal procedures apply. In 2024, the 'Occupational Safety and Environmental Protection Rules for Service Providers, Suppliers, and Construction Contractors' were developed as a contractual annex for agreements under which cooperation partners or their subcontractors perform activities at Rīgas satiksme facilities.



GOVERNANCE

New Suppliers that have been Assessed on their Environmental

In 2024, the most significant procurement requirements related to environmental impact applied to the supply and maintenance of M1 and N1 vehicles, public transport tyres, and to green public procurement criteria for employee catering services, computer equipment, cleaning services, and cleaning and household detergents. 14 procurements with such requirements were organised in 2024.

	2024
Total number of procurements with sustainability requirements, incl:	14
Environmental sustainability	4 service, 1 construction and 9 supply contracts
Social sustainability	0
Sustainability of governance	0

(G1-3) Prevention of Conflict of Interest and Corruption

Given that Rigas satiksme is a public derivative capital company and its activities involve significant investments, financial flows and procurements, it is essential to define and effectively manage the basic principles for managing prevention conflict of interest and corruption risks. Rigas satiksme has reviewed the existing internal regulations and identified necessary improvements; the Prevention of Corruption and Conflict of Interest Policy was approved in 2023 and reviewed on 2024³¹.

	2022	2023	2024
Anti-corruption action plan risk prevention or mitigation measures	79	4*	4
Reports of corruption risks or incidents received	1	0	0
Counterparty assessment process assesses not to enter into a business relationship	✓	✓	1

In 2023, the Corruption Risk Assessment Register was further enhanced to ensure that corruption risks are comprehensively assessed and managed across the entire Company, rather than within isolated functions. The tool was also improved to evaluate the level of corruption exposure associated with specific positions, helping to identify roles most at risk and determine their status as public officials*.



GOVERNANCE

Prevention of Corruption: High Risk Areas

In assessing corruption and conflict of interest risks, Rīgas satiksme focuses on areas highlighted as high risk by the Corruption Prevention and Combating Bureau, as well as areas related to ensuring continuity and transparency of its core business.

In 2024, additional measures were developed to mitigate corruption risks in Rīgas satiksme functions identified as having a medium level of risk. These functions include the planning, maintenance, and repair of the public transport route network; support functions and procurement process organisation; contract awarding and monitoring; oversight of public property; management and control of financial resources and contract execution; as well as parking and other commercial activities, such as advertising.

To prevent or mitigate risks, Rīgas satiksme develops an annual Anti-Corruption Action Plan. In 2023, Rīgas satiksme reassessed corruption risks and the division of functions, developing a risk mitigation plan that focuses on addressing risks across the organisation as a whole, rather than targeting specific units. This marked the second consecutive year of applying this comprehensive approach. In 2024, four specific measures were identified to prevent or mitigate these risks. Of these, 3 activities have already been completed, in 2025, one process is still being improved and one activity has been completed. In 2025, internal regulations are scheduled to be updated and revised to ensure that process activities are properly documented. Planned measures include, for example, the review and unification of the process for accounting the working hours of PTV drivers, mandatory corruption prevention training for all new employees, whistleblower training, and a review of the stock accounting process.

In 2024, the Corruption and Conflict of Interest Prevention Regulation was revised and updated. The amendments introduced a defined schedule for training, revised procedures for granting permission to hold more than one office and for supplementary employment, and updated the risk level criteria for corruption and conflict of interest.

Prevention of Corruption: Communication and Training

In order to promote responsible behaviour and prevent corruption risks, all employees are required to read the anti-corruption and conflict of interest training materials when starting their employment with Rīgas satiksme. In 2024, the onboarding process was enhanced to ensure that all new employees receive comprehensive materials on corruption risks, prevention measures, and reporting procedures, including the Company's Whistleblowing Procedure, upon commencement of employment.

For positions exposed to a higher risk of corruption and conflict of interest, training takes place once a year, and for all other employees once every three years. On the basis of the Cabinet of Ministers Regulation No. 630 of 17 October 2017 'Regulations Regarding the Basic Requirements for an Internal Control System for the Prevention of Corruption and Conflict of Interest in an Institution of a Public Person' and Rīgas satiksme's Corruption and Conflict of Interest Prevention Policy, training was provided for positions with high risk of corruption, with a total of 28 employees receiving such external training during 2024. In 2024, staff responsible for monitoring and developing these functions participated in a training seminar organised by the Corruption Prevention and Combating Bureau (KNAB), covering topics such as identifying cartels, designing anti-corruption training content, conducting controls and inspections, as well as insights into international anti-corruption training programmes and experience-sharing practices.

	Positions at high risk of corruption	Positions at medium risk of corruption	Positions at low, very low risk of corruption	Others
Number of participants, TOTAL	28	-	-	521
Total receiving training	28	-	-	521
Delivery method and duration				
Classroom training	-	-	-	-
Computer-based training	28	-	-	-
Individual review of training materials via the internal electronic platform	-	-	-	521
Frequency				
How often training is required	Annually	Every 3 years	Every 3 years	-
Topics covered				
Definition of corruption and conflict of interest	x	x	x	x
Whistleblowing	x	x	x	x
Suspicion/detection procedures and reporting	x	x	x	x

GOVERNANCE

(G1-4) Incidents of corruption or bribery.

	2023	2024
Reports of corruption, number	0	0

In 2024, no reports of corruption cases were received (in 2023 – 0). Rīgas satiksme maintains a zero-tolerance policy toward corruption and conflicts of interest. As part of this framework, a reporting procedure to the Board and the Council has been established, recognising corruption risk as a material risk. Key indicators are regularly reported to enable continuous monitoring of risks with the greatest potential impact on the Company's core operations. Depending on the risk assessment, these may include corruption and conflict of interest risks, thus ensuring a systematic monitoring of risks.

(G1-5) Political influence and lobbying activities

Rīgas satiksme conducts its daily operations in compliance with applicable regulatory enactments and actively participates in the drafting, review, and proposal of legislative amendments, providing sector-specific insights to support informed decision-making.

It regularly provides its comments and assessment in relation to the planning documents and regulatory enactments of the Riga City, as well as national legislation, including by active cooperation with social partners, such as the LDDK, the Latvian Association of Local and Regional Governments, the Latvian Association of Passenger Carriers, etc.

The views of Rīgas satiksme are taken into account and incorporated into regulatory documents following its participation in meetings with State Secretaries, the Parliamentary Commission for National Economy, sessions organized by the Ministry of Justice, and various inter-institutional consultations.

For example, in June 2023, Rīgas satiksme submitted a proposal to the Ministry of Transport advocating for amendments to regulatory enactments to allow holders of a category B driving licence to obtain a category D licence.

To improve public transport flow and reduce service disruptions, Rīgas satiksme initiated amendments to administrative liability regulations, increasing penalties for violations of stopping and parking rules that obstruct or disrupt public transport operations.

Explanation on the application of the Cabinet of Ministers Regulation of 15 February 2005 No 130 'Regulations regarding Use of Languages in Information'.

Rīgas satiksme was actively involved in the development of the Riga City Council Binding Regulation No RD-24-277 of 12 June 2024 'Binding Regulations on the Use of Public Transport in the City of Riga', initiating several proposals to enhance the convenience of public transport and encourage its use. In 2024, this included the introduction of 'stops on demand' and the display of public transport rules in a clear and easily understandable format for passengers.

Through the Employers' Confederation of Latvia, the representatives of Rīgas satiksme engaged in discussions on amendments to the Labour Law and submitted their proposals in August 2024. During 2024, proposals for amendments to the Public Transport Service Law have been submitted several times. With the support of the Latvian Association of Local and Regional Governments, comments on the Transport Energy Law were submitted in March 2024.

With the support of the Latvian Association of Local and Regional Governments, representatives of Rīgas satiksme have also been actively working on the Company's position in relation to Latvia's National Energy and Climate Plan 2021-2030.

In 2024, comments were made on:

- amendments to the Road Traffic Law;
- amendments to the Law on Public Transport Services;
- amendments to the Labour Law;
- draft law Transport Energy Law;
- draft law Climate Law;
- Cabinet of Ministers Regulation 'Procedures for the Acquisition and Renewal of the Right to Drive Vehicles and Procedures for the Issuance, Exchange, Renewal and Destruction of a Driving Licence';
- Cabinet of Ministers Regulation 'Regulations on Driver Training and Driver Training Programmes';
- Cabinet of Ministers Regulation 'Procedures for Using Electronic Devices and Equipment for the Registration of Taxes and Other Payments';
- Cabinet of Ministers Regulation 'Amendments to the Cabinet of Ministers Regulation of 13 July 2010 'Procedure for the Organisation of Public Transport Services in the Route Network'';
- Cabinet of Ministers Regulation 'Road Traffic Regulations';
- Cabinet of Ministers Regulation 'On Fare Concessions';
- Riga City Council Internal Regulation No. 4 'Procedure for Management of Capital Shares and Capital Companies Owned by the Local Government of Riga State City';
- updating the National Energy and Climate Plan 2021–2030;
- The project 'Sustainable Integrated Public Transport Plan for the Riga Metropolitan Area 2024–2030' developed by the Ministry of Transport;
- and other documents.

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In 2024, no fines or sanctions were imposed for non-compliance of Rīgas satiksme operations with the regulatory enactments. No sanctions or penalties were imposed in 2023 either.

Decisions regarding participation in non-governmental organisations are made by the Board, which also appoints a Company representative. Rīgas satiksme does not support projects of a political or religious nature and does not provide political contributions, either directly or indirectly.

Participation in Organizations

Rīgas satiksme represents the interests of the public transport sector in several organisations:

- International Association of Public Transport (UITP);
- Latvian Chamber of Commerce and Industry (LTKR);
- Employers' Confederation of Latvia (LDDK);
- Latvian Association of Passenger Carriers;
- Latvian Open Technologies Association (LATA);
- Latvian Association of Automobile Engineers;
- Latvian Association for People Management;
- Business Efficiency Association;
- Association of Security Professionals;
- Latvian Corporate Social Responsibility Platform "CSR Latvia";
- Association 'Institute of Internal Auditors'.

The Company's views are taken into account in the development of legislation, planning documents and in studies on public transport in Latvia and Europe.

Professional association membership fees
EUR 45 906,25
(total in 2024)

(G1-6) Payment practices

In 2024, Rīgas satiksme approved its Accounting Policy, developed in accordance with the requirements of International Financial Reporting Standards (IFRS) for the recognition, measurement, and presentation of transactions in the financial statements, as well as the regulatory enactments of the Republic of Latvia and the Company's internal regulations. Policies are the principles, methods and rules for accounting for economic transactions, facts and events, and for measuring and presenting items in the financial statements. The circulation of supporting documents for business transactions is governed by the instructions of the Chairperson on the 'Circulation of External Documents Supporting the Company's Business Transactions'.

Percentage of payments made within standard payment terms, %	99,8
Number of pending court cases related to late payment	0

A description of the standard payment term, expressed as a number of days, broken down by main categories of suppliers.

Additional Information. An undertaking should provide additional information necessary for sufficient context. If an undertaking has used a representative sample to calculate the average time to pay an invoice, it should indicate this fact and briefly describe the methodology used.



GOVERNANCE

Streamlining and Digitisation of Internal Processes

The efficiency and digitalisation of internal processes, which have been the focus of increased attention at Rīgas satiksme in recent years, are also considered to be factors for improving the working environment, promoting employee satisfaction and increasing overall efficiency at the capital company.

In 2024, the Information System for Registration and Management of External Applications and Incidents (Application Register) was introduced by Rīgas satiksme. A unified process for metering and invoicing has been reviewed and established within the Company.

In 2024, the review of core business processes will continue, facilitating their streamlining. During the reporting year, an analysis of the accounting processes of repair shops and an analysis of the production processes of specialised repair shops was launched.

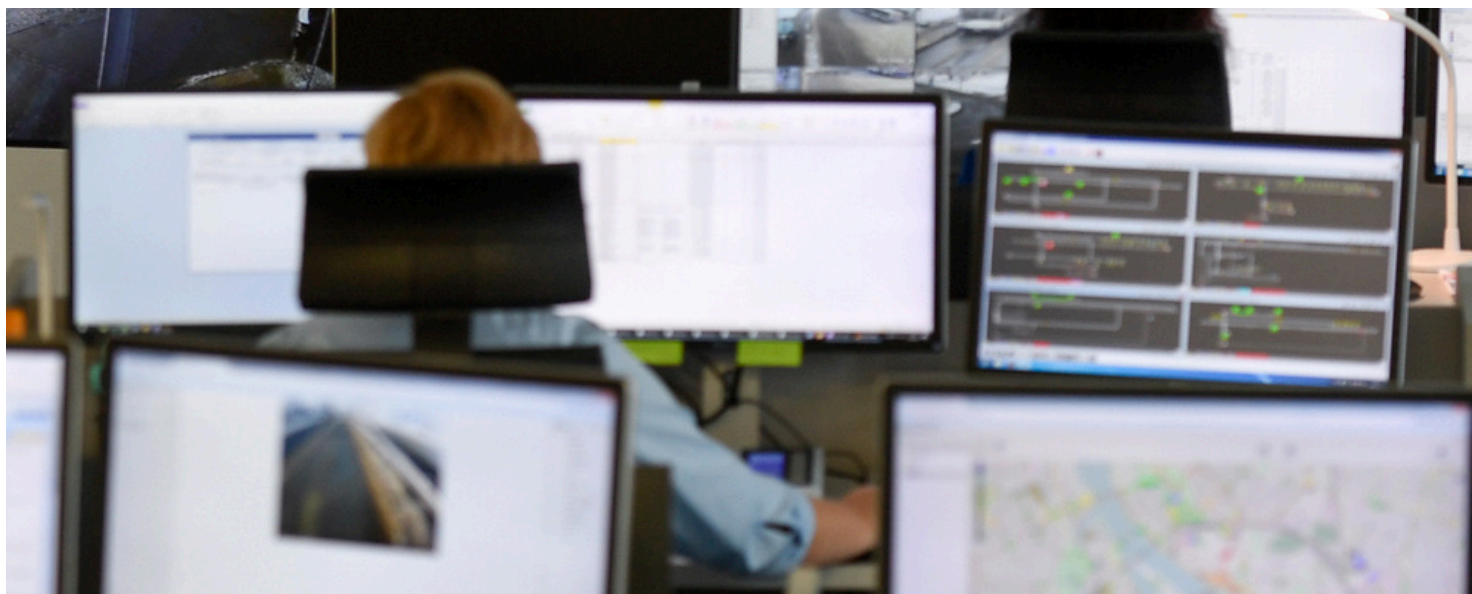
Efforts to reduce paper-based documentation continue, alongside the evaluation of opportunities to optimise overall document workflow by implementing and managing processes through the DocLogix document management system. In 2024, the DocLogix document management system will ensure a transparent and traceable process for the creation and storage of document folders within the system. In 2024, the first permanently stored electronic documents were submitted to the Latvian State Archives for storage. As part of the streamlining and digitisation of daily processes, the paper "Daily Work Report" will be discontinued and will be filled in via an app.

The Control Unit defined the requirements for the establishment of a daily work planning and performance management system for transport ticket controllers. This system would greatly facilitate and improve the daily work of ticket controllers and the planning process by digitising it.

New electronic forms were introduced for HR management and the endorsement of various documents was replaced by electronic approval where possible, thus improving the transparency and speed of processes. Processes are also electronically supported through the employee self-service portal UKV (e.g. reading documents, applying for leave, applying for change of residence, viewing pay slips, etc.).

In 2024, modern digital tools were applied in the area of personnel management. Microsoft Power Automate streamlines the preparation, signing, and distribution of salary orders to employees, reducing manual workload and increasing the speed and efficiency of the process. The company started using a Microsoft Data Warehouse solution to manage its employment data, organising the various departmental indicators and making them available online.

In the area of information systems development and data processing, work is in progress on more than 50 projects for optimisation, maintenance and development of the information systems of Rīgas satiksme and their software; changes are made in accordance with the requirements laid down in internal regulatory enactments and the IVS procedure. In order to improve the efficiency of the Company's operations, it is essential to continue work on the digitisation of processes and innovative solutions to improve their quality, e.g. to introduce a new comprehensive resource management system (Enterprise Resource Planning System (ERP)), optimise the existing QR tickets with enhanced app functionality (real-time data display), the implementation of an external application management system, and the continued development of a new website. Additionally, efforts have focused on developing a staff training module, providing basic functionalities for and continuing the development of the vehicle tracking system, and building staff capacity through the use of Microsoft Power Automate and other analytical solutions.



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Corporate Governance Report

The objective of corporate governance of Rīgas satiksme is to ensure sustainability of operations, modern and efficient management and rational and economically sound use of resources, as well as compliance with the principles of good corporate governance. The Board of Rīgas satiksme ensures that all functions of Rīgas satiksme are carried out in such a way that each area of operation is managed responsibly both towards the customer and the public.

The compliance of Rīgas satiksme with the requirements of the Corporate Governance Report (hereinafter – the Report) has been assessed on the basis of the following:

- The Law on Governance of Capital Shares of a Public Person and Capital Companies (hereinafter – the PPKDKPL) Chapter XII;
- Principles of the Corporate Governance Code for capital companies published by the Ministry of Justice;
- RCC Internal Regulation No. 4 adopted on 21 August 2020 "Procedure for Management of Capital Shares and Capital Companies Owned by the Local Government of Riga State City" (hereinafter – RCC Internal Regulation No. 4);
- Rīgas satiksme Articles of Association;
- Regulations of the Council;
- Regulations of the Board.

Corporate governance of Rīgas satiksme is an ongoing process that assesses current achievements and promotes the continued adherence to best practice within the Company. See functions of the Board and the Council in the section Corporate Governance.













The Board of Rīgas satiksme has assessed the progress made in the 2024 reporting year and concludes that it is in full or partial compliance with all of the principles. In line with the 'comply or explain principle', the Sustainability Report and this Annex provide information on the compliance with the criteria. The report provides explanations of the principles or the regulatory framework that justifies it, using the following colour indicators:

- the criteria is fully met
- the criteria is partly met
- the criteria is not applicable









The governance structure, overall strategic objective, mission and vision of Rīgas satiksme are available in the current Sustainability Report 2024 and published policy documents.



GOVERNANCE

Principles	Criteria under the Corporate Governance Code	Compliance	Page / Section of the Report
Principle 1 – the Company has an up-to-date strategy which sets out the company's objectives and focuses on long-term value growth.	Criteria 1.1–1.4		Pages 36–37 <u>Strategy – MTS</u>
Principle 2 – the Company develops a code of internal culture and ethical conduct that serves as a standard of behaviour for the Company's management and employees.	Criteria 2.1–2.3		Page 60 <u>Ethics, Integrity, and Values in Practice</u>
Principle 3 – the Company has a system of internal control, the effectiveness of which is monitored by the Council.	Criteria 3.1–3.3		Pages 33–35 <u>Internal Control System, Risk Management</u>
Principle 4 – the Company identifies, assesses and monitors the risks associated with its operations.	Criteria 4.1–4.3		Pages 34–35 <u>Risk Management</u>
Principle 5 – the Company has an internal audit function that independently and objectively assesses the Company's performance.	Criteria 5.1–5.3		Page 33 <u>Internal Audit</u>
Principle 6 – the Company has an independent external auditor.	Criteria 6.1–6.3		Page 35 <u>External Auditor</u>
Principle 7 – the Company provides a transparent procedure for the election and removal of members of the Council.	Criteria 7.1, 7.3, 7.4		Page 29 <u>The Council</u>
	Criterion 7.2.		
Principle 8 – the members of the Council together have appropriate experience and competence.	Criteria 8.1, 8.4		Page 29 <u>The Council</u>
	Criteria 8.2., 8.3		
Principle 9 – the Company's Council has independent members of the Council.	Criteria 9.1–9.3		Page 29 <u>The Council</u>
	Criterion 9.4.		

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Principles	Criteria under the Corporate Governance Code	Compliance	Page / Section of the Report
Principle 10 – the Company has a remuneration policy in place.	Criteria 10.1–10.4		Page 35 <u>Senior Management Remuneration System</u>
Principle 11 – the organisation of the work of the Council is defined and understandable within the Company.	Criteria 11.1–11.5		Page 29 <u>The Council</u>
Principle 12 – the Council takes informed and considered decisions.	Criteria 12.1–12.4		<u>Regulations of the Council</u>
Principle 13 – the members of the Board and of the Council are clearly aware of the manifestations of conflicts of interest and are informed of the necessary action to be taken in the event of a conflict of interest.	Criteria 13.1–13.3		Pages 85–87 <u>Prevention of Conflict of Interest and Corruption</u>
Principle 14 – the Company provides shareholders with timely information on the conduct of the meeting of shareholders, providing all the information necessary for decision-making.	Criteria 14.1–14.4		Page 28 <u>Corporate Governance</u>
Principle 15 – the Company promotes effective involvement of shareholders in decision-making and participation of shareholders in meetings of shareholders as much as possible.	Criteria 15.1–15.6		Page 28 <u>Corporate Governance</u>
Principle 16 – the Company develops and discusses with shareholders a dividend policy.	Criteria 16.1–16.2		Page 38 <u>Corporate Financial Management</u>
Principle 17 – the Company informs shareholders and other stakeholders regularly and in a timely manner about the Company's business activities, financial results, governance and other relevant issues.	Criteria 17.1–17.4		Page 28 <u>Corporate Governance</u>

REFERENCES USED

Page 17

1. Carbon dioxide equivalent in tonnes

Page 28

2. Public Service Contract

3. Delegation Agreement

Page 29

4. Regulations of the Council

5. in accordance with the requirements for independent members of the Council set out in the Law on Governance of Capital Shares of Public Entity and Management of Capital Companies Thereof

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6. Regulations of the Board

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7. Regulations of the Council

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8. Risk Management Policy Paragraph 14.5

9. Risk Management Policy Paragraph 14.2

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10. Procurement procedure 'Audit of the Financial Statements 2023–2025'

11. Corporate Governance Code

Page 37

12. Riga City Council electronic document search website Riga City Council Decision No. 1036 adopted 24 November 2021 'On Setting Specific Non-Financial Objectives of the Riga Municipality Limited Liability Company (SIA) Rīgas satiksme'

13. 21.12.2021 Letter RD-21-2235-nd of the Executive Director of the Riga City Council "On Financial and Non-Financial Objectives of the Riga Municipality Limited Liability Company (SIA) Rīgas satiksme" for the Development of a Medium-Term Operational Strategy". The objectives are published on the website of Rīgas satiksme: https://www.rigassatiksme.lv/files/rs_nefinansu_merki.pdf;

Page 38

14. Cabinet Regulation No. 435 of 28 July 2015 'Procedures for the Determination and Compensation of the Losses and Expenditures Related to the Provision of Public Transport Services and for the Determination of the Tariff for a Public Transport Service'

15. Riga City Council Decision No RD-23-2413-lē of 05.04.2023 'On a Different Share of the Profit of Riga Municipality Limited Liability Company Rīgas satiksme to be Paid in Dividends in the Reporting Year 2021–2027'

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16. From now on, Riga satiksme will account for TATRA trams by the number of rolling stock, not the number of cars. The adjustments have been made to the reflected period from 2022 to 2024.

17. The responsible officers of Rīgas satiksme have revised the calculations used to determine the average age of trams, which are now based on the historical age of trams. The adjustments have been made to the reflected period from 2022 to 2024.

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18. The Recovery Fund (RF) is a centrally managed budget programme of the European Commission, set up in addition to the multiannual budget of the European Union (EU) for the programming period 2021–2027. <https://www.esfondi.lv/atveselosanas-un-noturibas-mehanisms>

19. Energy and Climate Action Plan for 2022–2030 of Riga State City

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20. <https://ghgprotocol.org/>

21. For the emission calculations, information on emission factors from the Riga Energy Agency, the Latvian Environment, Geology and Meteorology Centre and foreign data sources was used

Page 55

22. Cabinet Regulation No. 16 adopted 07.01.2014 'Noise Assessment and Management Procedure'

23. The requirements of Regulation (EU) 2020/740 of the European Parliament and of the Council (6) regarding the external rolling noise in the highest occupancy class and the rolling resistance coefficient (which affects the energy efficiency of the vehicle) in the two highest occupancy classes, as verified by the European Product Energy Labelling Database (EPREL).

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24. Basic Principles of Cooperation with Business Partners

Page 73

25. Satisfaction of the residents of Riga with the work and processes of the Municipality 2024

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26. Support Programme

27. Customer Privacy Policy

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28. Basic Principles of Cooperation with Business Partners

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29. Procurement and Auctions

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30. Basic Principles of Cooperation with Business Partners

Page 85

31. Prevention of Corruption and Conflict of Interest Policy

