nora® by Interface®

INTERNATIONAL UNION OF RAILWAYS

Zero waste Railways

CIRCULARITY BEYOND ZERO: GOING FURTHER THAN SUSTAINABILITY

ZERO WASTE RAILWAYS

February 12 2026

Welcome and introduction

Samuel Jones

CE Sector Chair,
Environmental
Specialist

RSSB

Isabelle De Keyzer

Senior Advisor,
Sustainability

UIC

Workshop timeline – Morning session

08:45-09:00	Arrival
9:00-09:45	Welcome by nora® by Interface with a short presentation on their services to the transport sector
09:45-10:45	Factory tour + inlay center nora® production
10:45-11:00	Coffee Break
11:00-12:00	nora® sustainability presentation + open discussion
12:00-13:00	Lunch at the welcome center

Workshop timeline – Afternoon session

12:00-13:00	**Lunch at the welcome center**
13:00-13:20	**Presentation from ProRail on biobased materials** Boundary Values for Station Canopies and Biogenic Carbon Storage
13:20-13:40	**Presentation from NS**
13:40-14:00	**Bane NOR strategies and initiatives for Circular Economy**
14:00– 14:20	**Pallet control tower - A partnership to improve the global management of EUR pallets** Collaboration between ÖBB/RCG/EUR and PCT, status, perspective and potential benefit for other UIC companies and partners
14:20-14:45	**Coffee break and networking**
14:45-15:15	**Technical demonstration "How to install a floor in a train"**
15:15 – 15:30	**Circularity at scale**
15:30 -17:00	**Workshop on Circularity Beyond Zero: Advancing Positive Impact in Rail** Proposed format: break-out table discussions
17:00-17:30	**Wrap up and closing**
17:50-18.00	**Bus transfer to restaurant** For participants staying until 12 February

INTERNATIONAL UNION
OF RAILWAYS

Welcome and presentation by nora® by Interface

09:00 - 09:45 (45’)

Feb 11 2026

Introduction presentation nora® by Interface®

Michael Schmidt

Sales Manager
Transportation

nora® by Interface

Juergen Karger

Sales Manager
Transportation

nora® by Interface

NORA SYSTEMS AT A GLANCE

Made in Germany

Headquarters, R&D-Center and production are based in Weinheim

2007 founded from Freudenberg Bausysteme KG

2018 Interface®

2. biggest employer in Weinheim

71400 m² effective area in the Industrial Park Weinheim

1144 employees worldwide, 839 in Germany

nora® by Interface®

OUR MARKET SEGMENTS

Healthcare

Education

Transportation

Public Buildings

Shops & Stores

Industry & Life Science

nora® by Interface®

OUR CUSTOMERS

OUR CUSTOMERS

Deutsche Bahn (D)

Nedtrain (NL)

SNCF, RATP (F)

STIB / MIVB (B)

Wiener Linien (A)

RENFE (E)

New York City Transit (USA)

Metro Tokyo (JPN)

SMSC/SMRT (KOR)

THE FLOORING AS A SYSTEM SOLUTION

Subfloor + Adhesive + nora® rubber floor covering

As a system these components must fulfill the strictest requirements for functionality and safety (fire protection).

nora systems arranges for full system tests acc. customer requirements, f. ex. surface spread of flame, smoke density and toxicity according to EN 45545

nora® by Interface®

Fire safety requirements acc. EN 45545-2

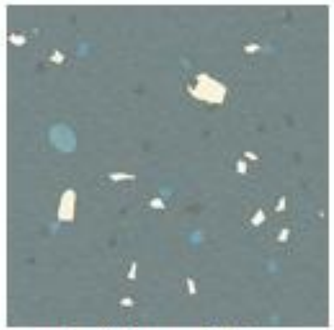
Critical heat flux [kW/m²]	HL1	HL2	HL3
R8, R10	≥ 4,5	≥ 6	≥ 8

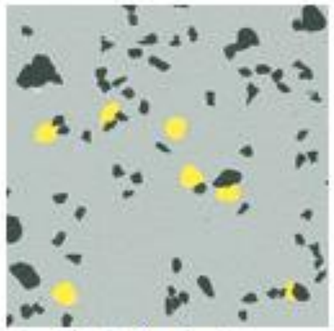
Set of requiremt.	Reference	kW/m²	Parameter	HL1	HL2	HL3
R10	T10.03	25 w.fl	D_s(max)	600	300	150
	T11.02		CIT_G *	1,2	0,9	0,75

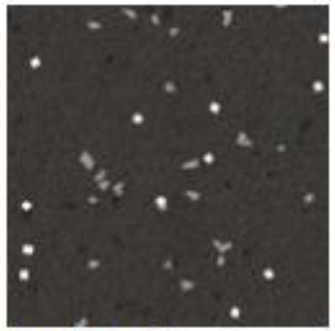
HL1	HL2	HL3
noraplan (913) norament 926	noraplan (931) noraplan (933) noraplan (934)	noraplan (931) noraplan (935) norament 920

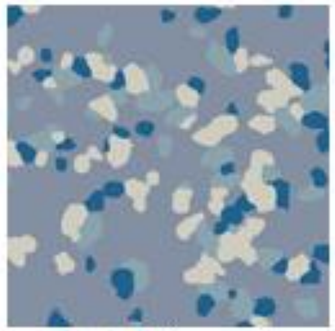
nora® by Interface®

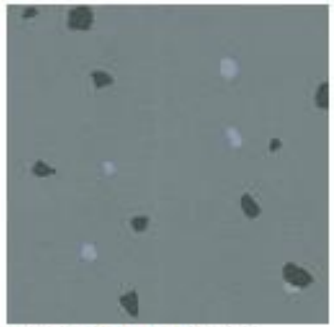
noraplan Designs Transportation


noraplan® stone plus*

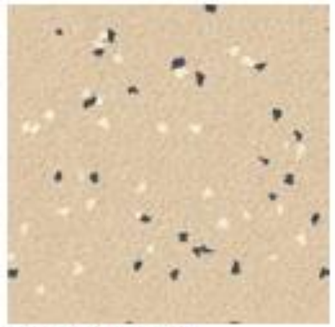

noraplan® grip plus*

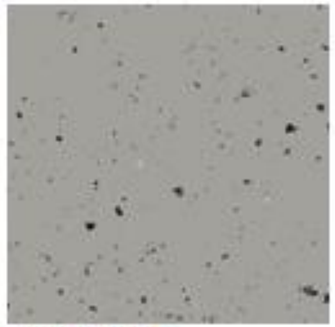

noraplan® grip*


noraplan® plus*

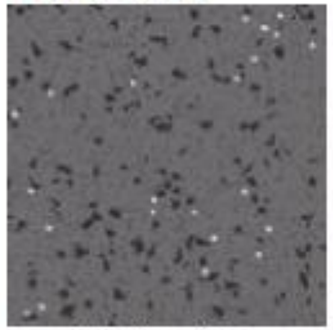

noraplan® effect spez.*


noraplan® sentica

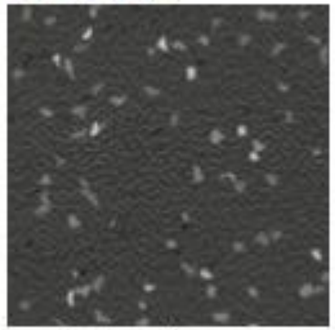

noraplan® stone*


noraplan® unita


noraplan® signa

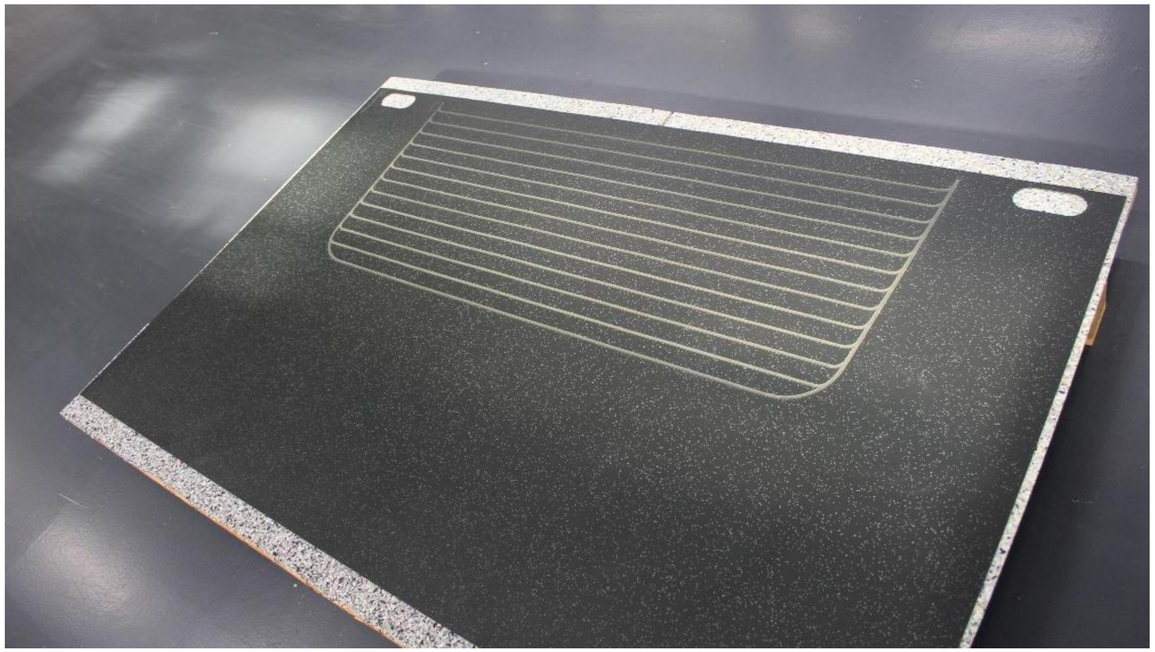

noraplan® ultra grip*


noraplan® valua


noraplan® voya*

nora®
by Interface®

Grooved Inlays



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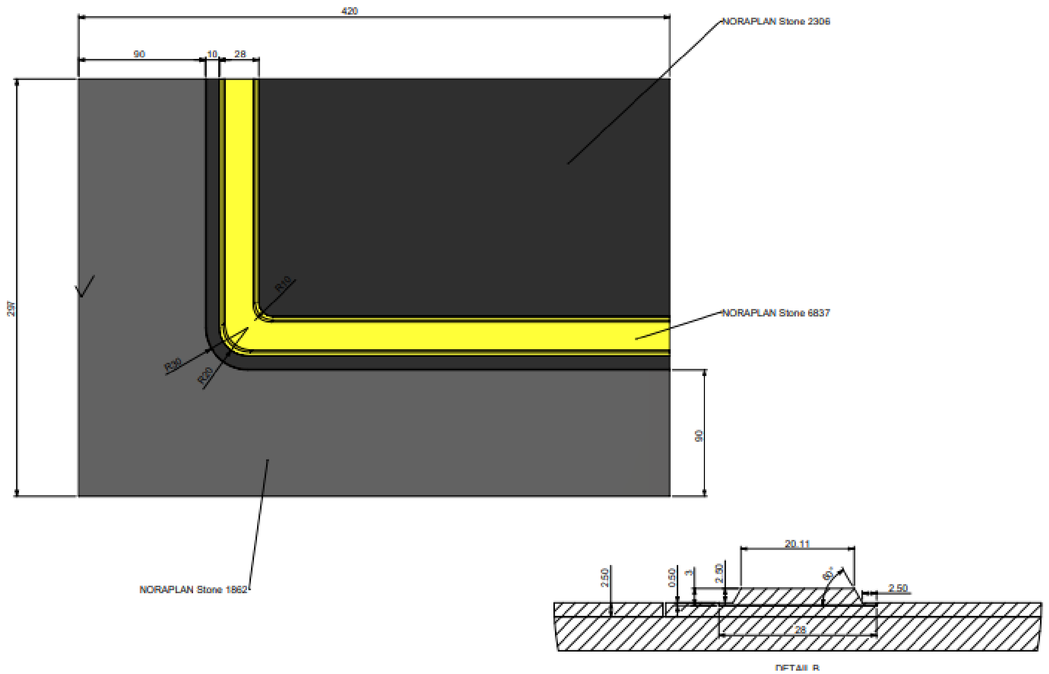
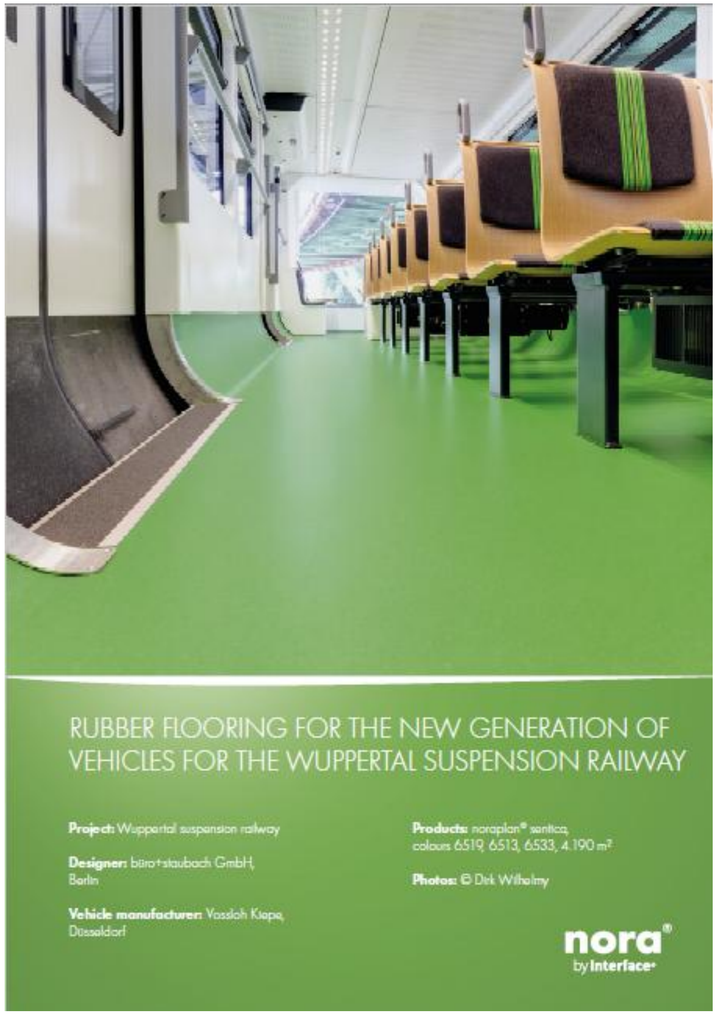
by Interface®

Tactile solution for RENFE Spain



nora® by Interface®

nora® Transportation References



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PROJECT METRO RIYADH (Siemens / Metawell)

nora® by Interface®

References noraplan nTx

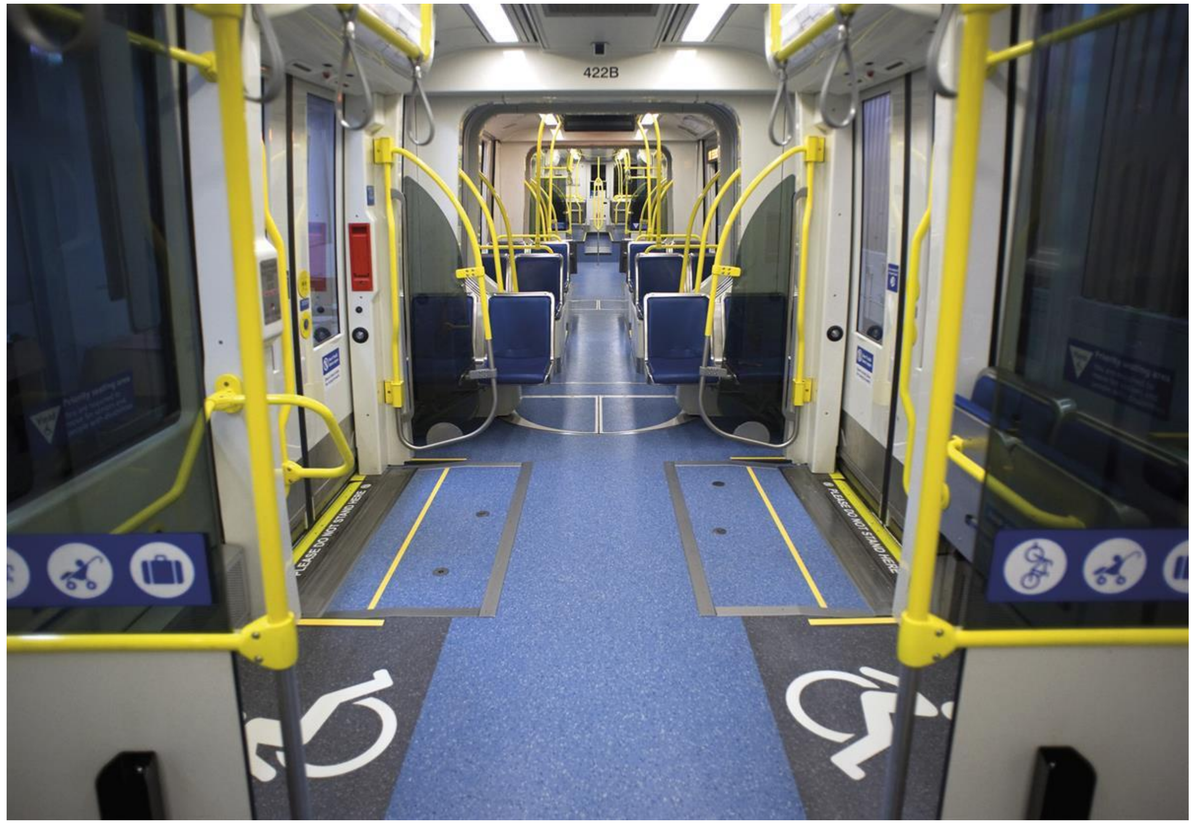
City Trains, Berlin

References noraplan® nTx – total order quantities

Project	Builder	Quantity in m²	Product	Delivery schedule
NS Holanda	CAF Spain	23.100	np grip 931 nTx	2016-2019
NS Holanda - ampliacion	CAF Spain	20.000	np grip 931 nTx	2019-2022
Metro Santiago	CAF Spain	11.000	np stone 931 nTx	2015-2017
X-Wägen Wien	Siemens	10.000	np stone 931 nTx	2018-2030
Metro Riyadh	Siemens	9.000	np stone 931 nTx	2016-2018
Metro Istanbul	CAF Spain	7.900	np stone 931 nTx	2015-2016
Metro Alger	CAF Spain	4.100	np stone 931 nTx	2017-2018
Metro Sofia	Siemens	3.900	np stone 931 nTx	2017-2020
Flytoget	CAF Spain	2.900	np plus 931 nTx	2016-2018
Tram Canberra	CAF Spain	1.300	np signa 913 nTx	2017-2018
Caledonian Sleeper	CAF Spain	700	np stone 931 nTx	2017
Northern Arriva	CAF Spain	800	np stone 931 nTx	2017
ICE3 Deutsche Bahn	DB AG	2.500	np ultra grip 931 nTx	2017-2020
S-Bahn Berlin Renovierung	DB AG	50.000	np effect 931 nTx	2018 - 2025
Transpennine	CAF Spain	1.400	np stone 931 nTx	2017
Metro Mexico	CAF Mexico	3.300	np stone 931 nTx	2017-2018
Metro Quito	CAF Spain	5.500	np stone 931 nTx	2017-2018
U-Bahn Berlin	Stadler	22.000	np ultra grip 931 nTx	2021 - 2025

nora®

TRIMET, USA



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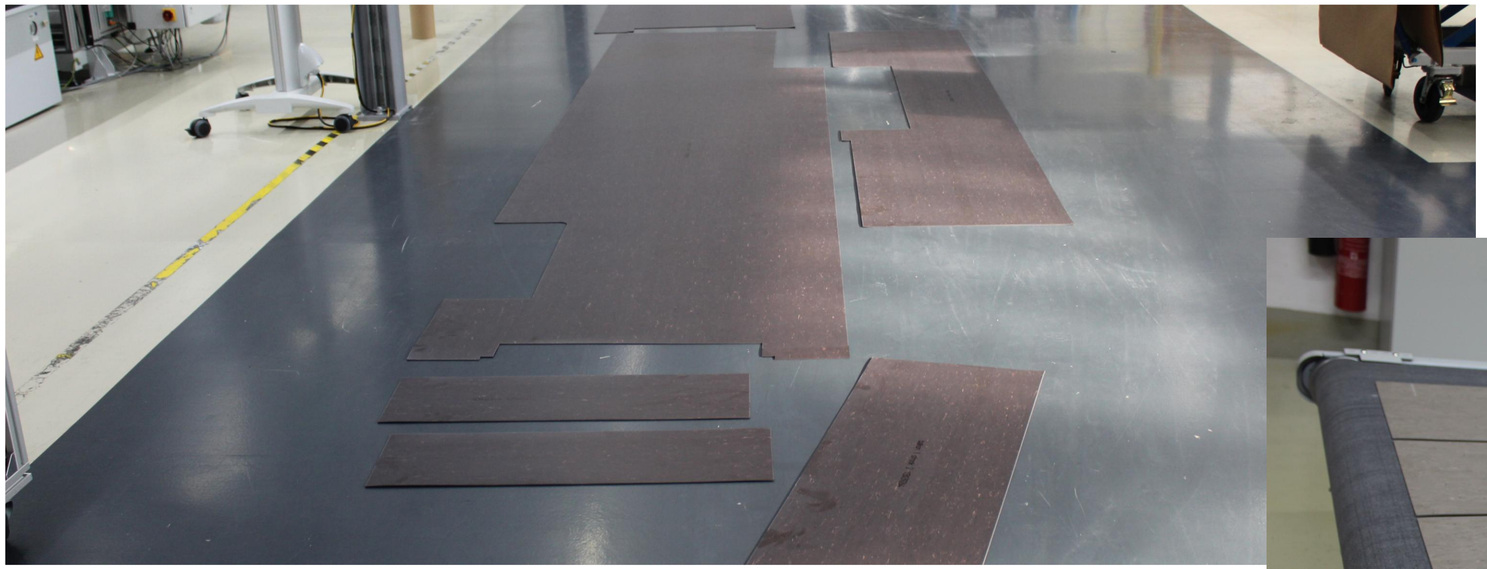
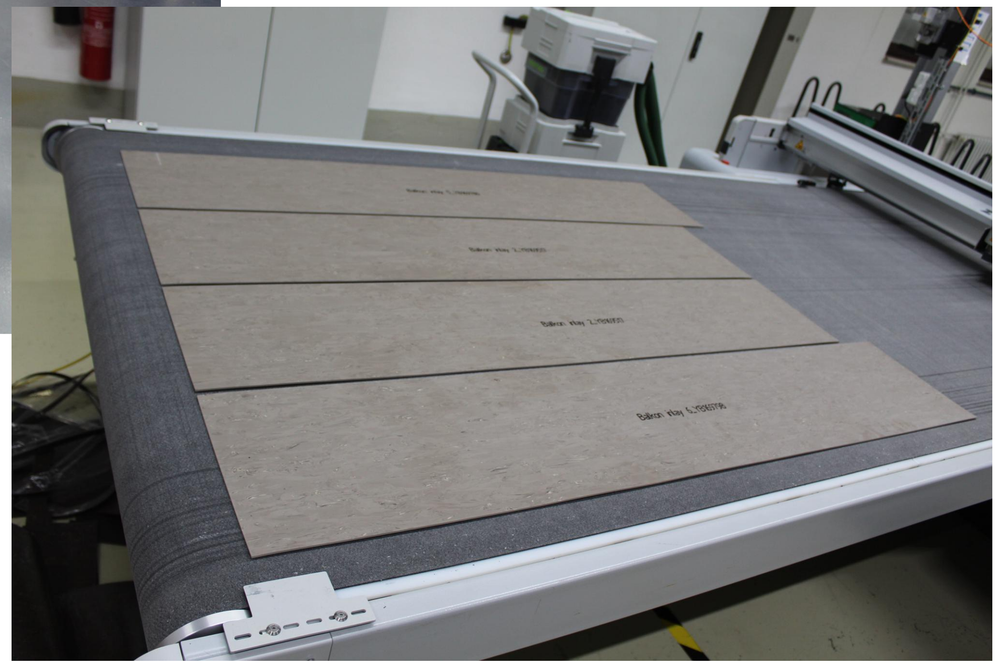
by Interface®

NEDTRAIN





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NEDTRAIN

nora®
by Interface®

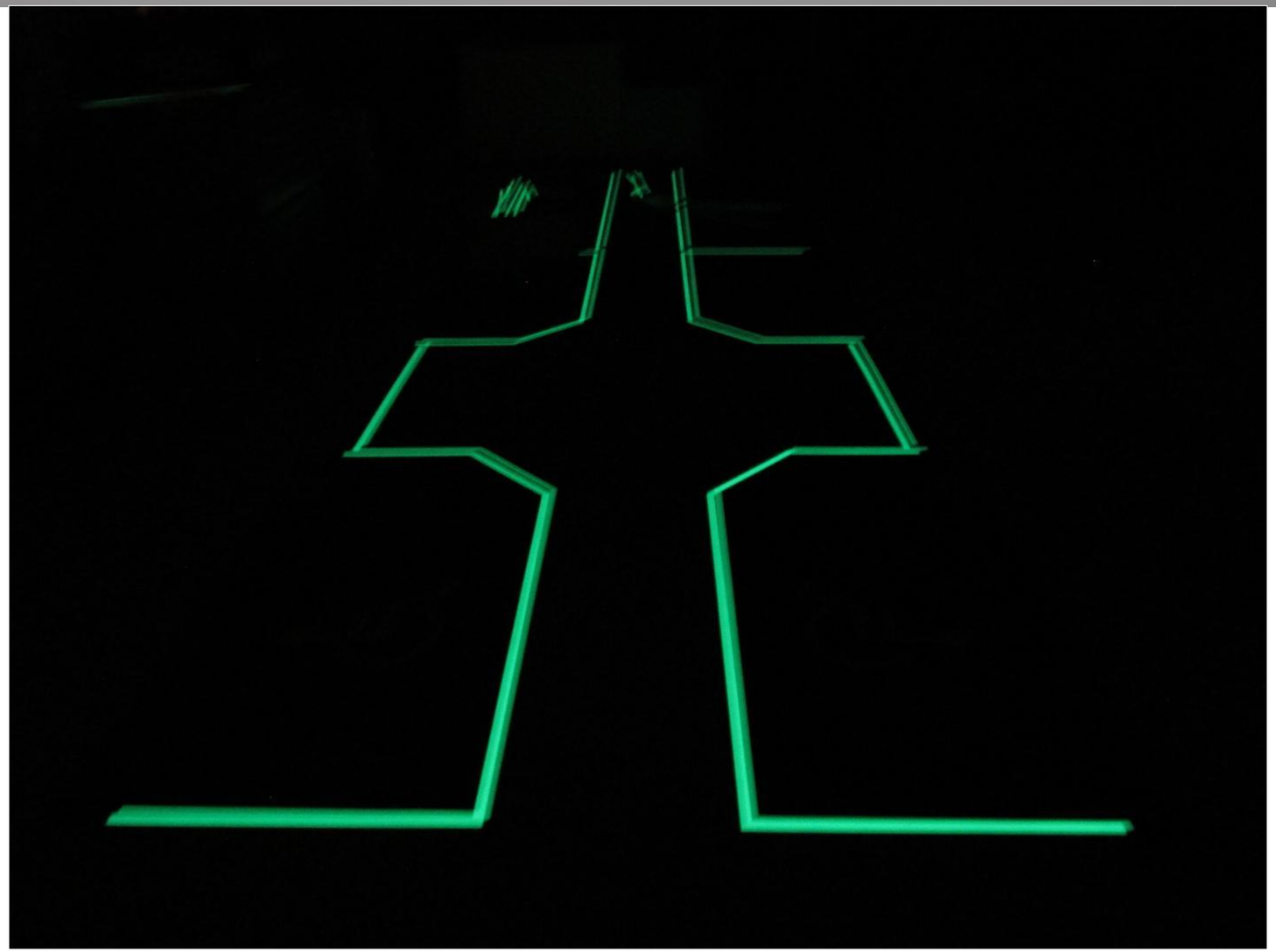
DART, USA

nora® by Interface®

QUEENSLAND AUSTRALIA

nora® by Interface®

In case of emergency..



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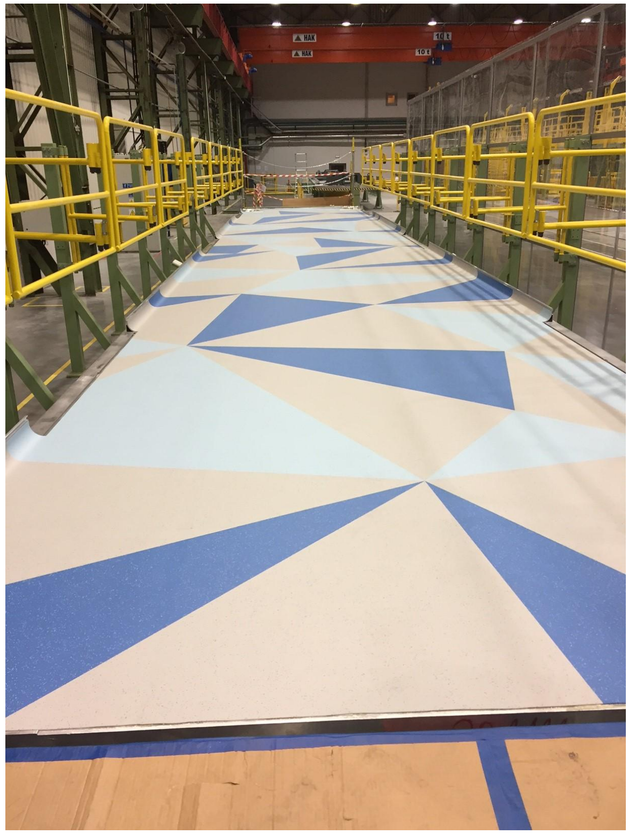
DOWNER Australia

nora® by Interface®

ALSTOM, REM Montreal

nora® by Interface®

ALSTOM, METRO DUBAI



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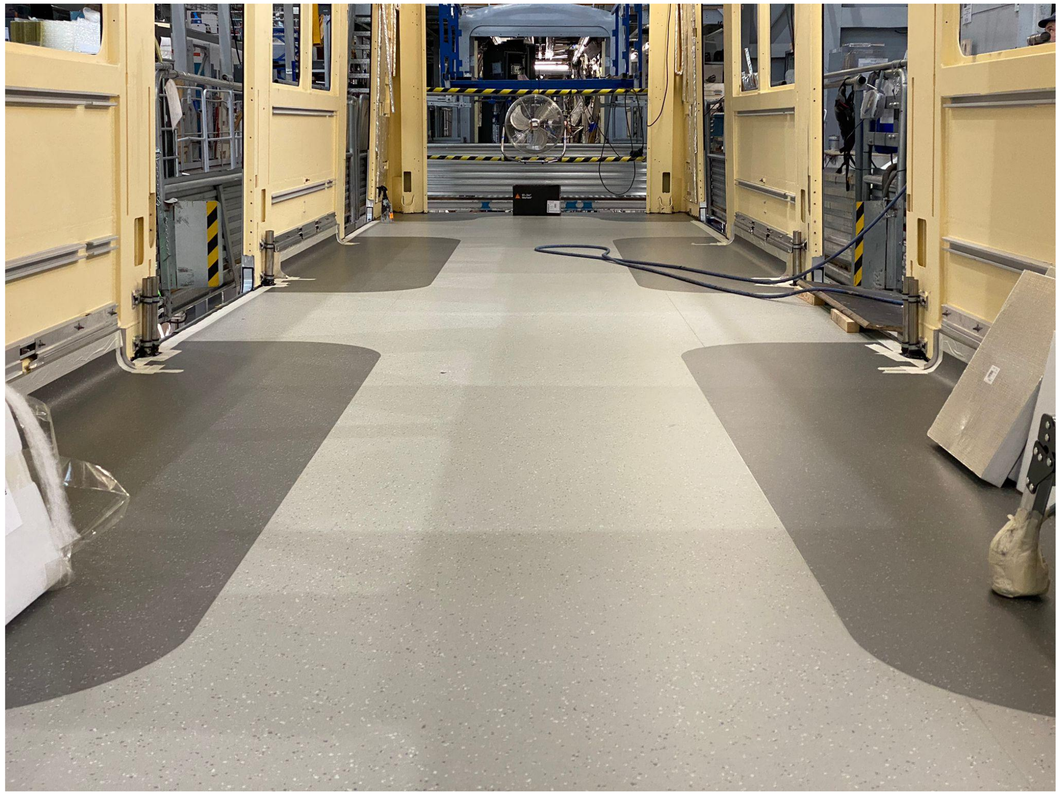
CAF, METRO BRUSSELS



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Deutsche Bahn, S-Bahn Munich

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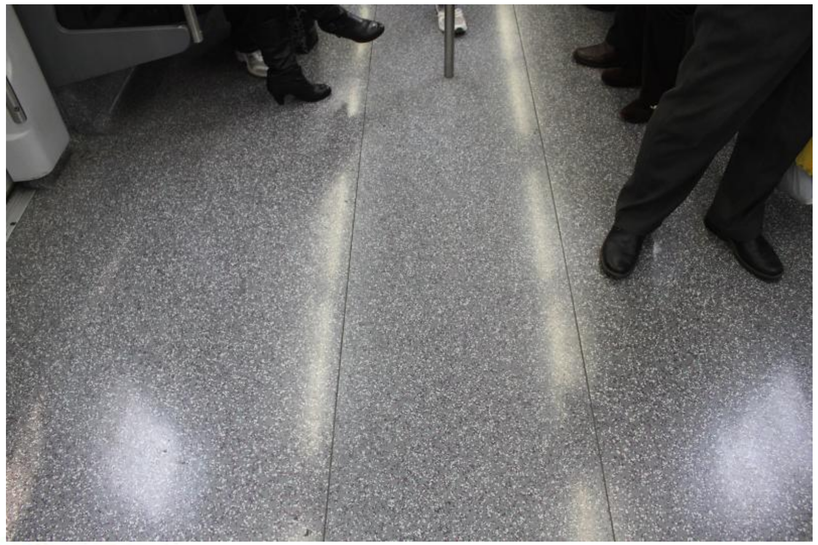
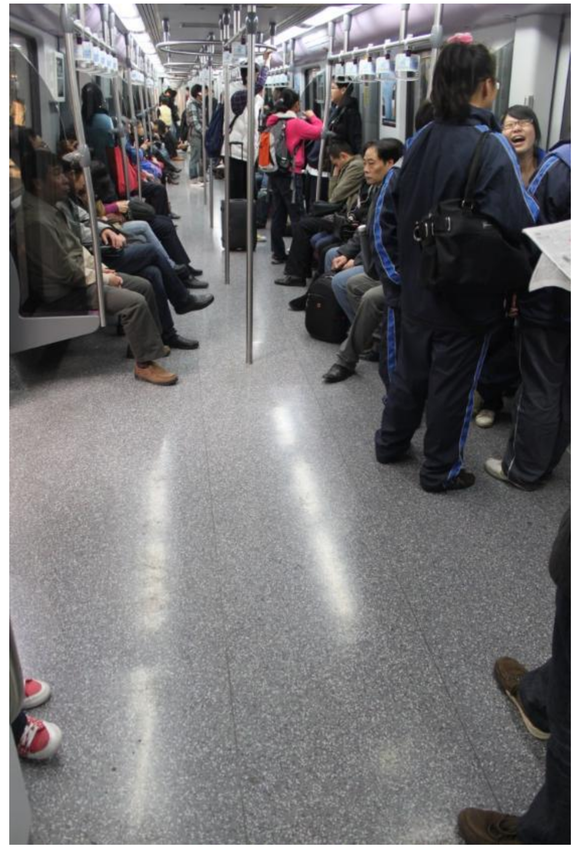
Shanghai Metro …after 20 years in service…



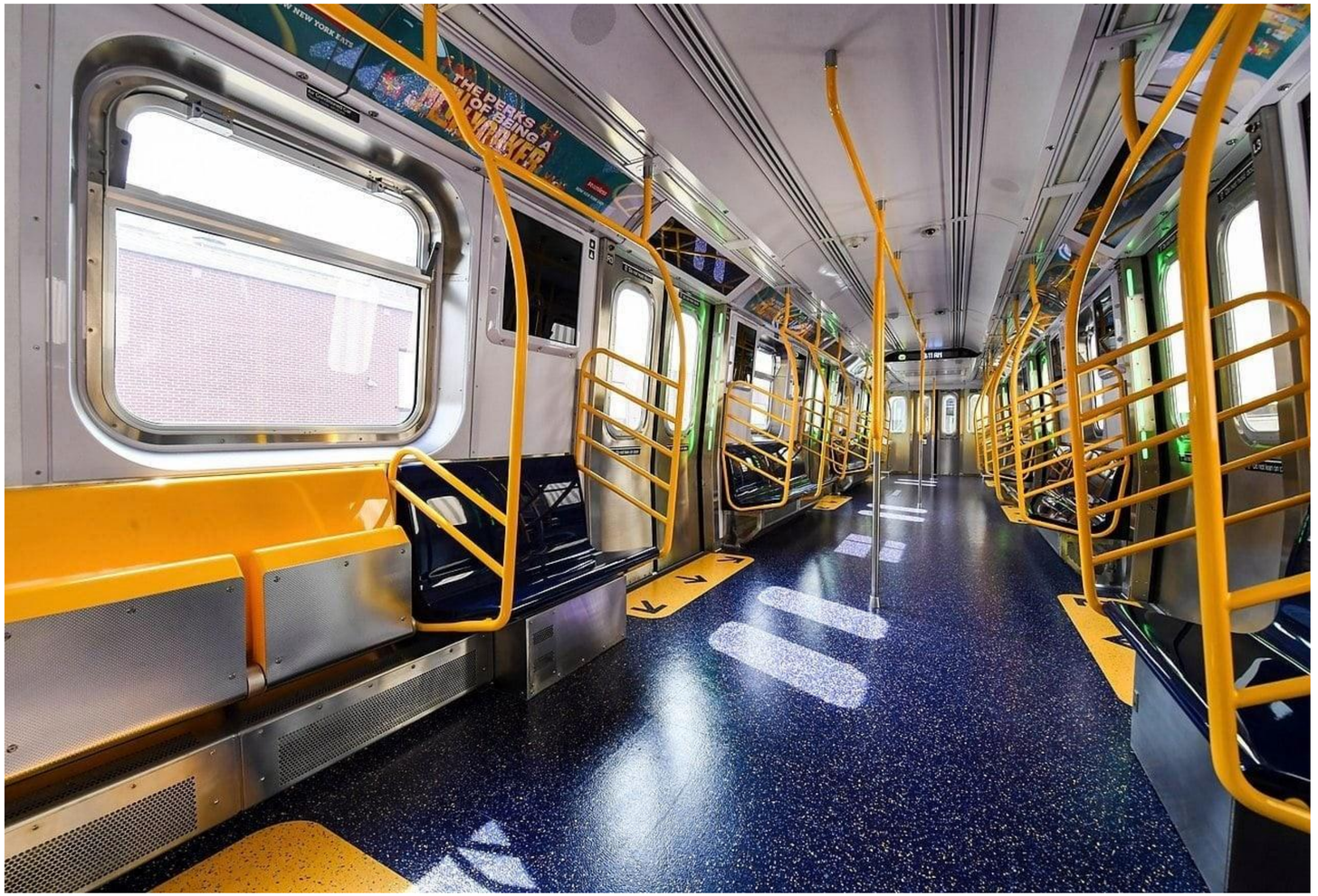


Shanghai Metro Line 4
Product: noraplan® plus, 10,000 m²
Installed: 2004
Photos: © nora

How many passengers can the Shanghai Metro carry per day?

nora® by Interface®

NYCTA, USA



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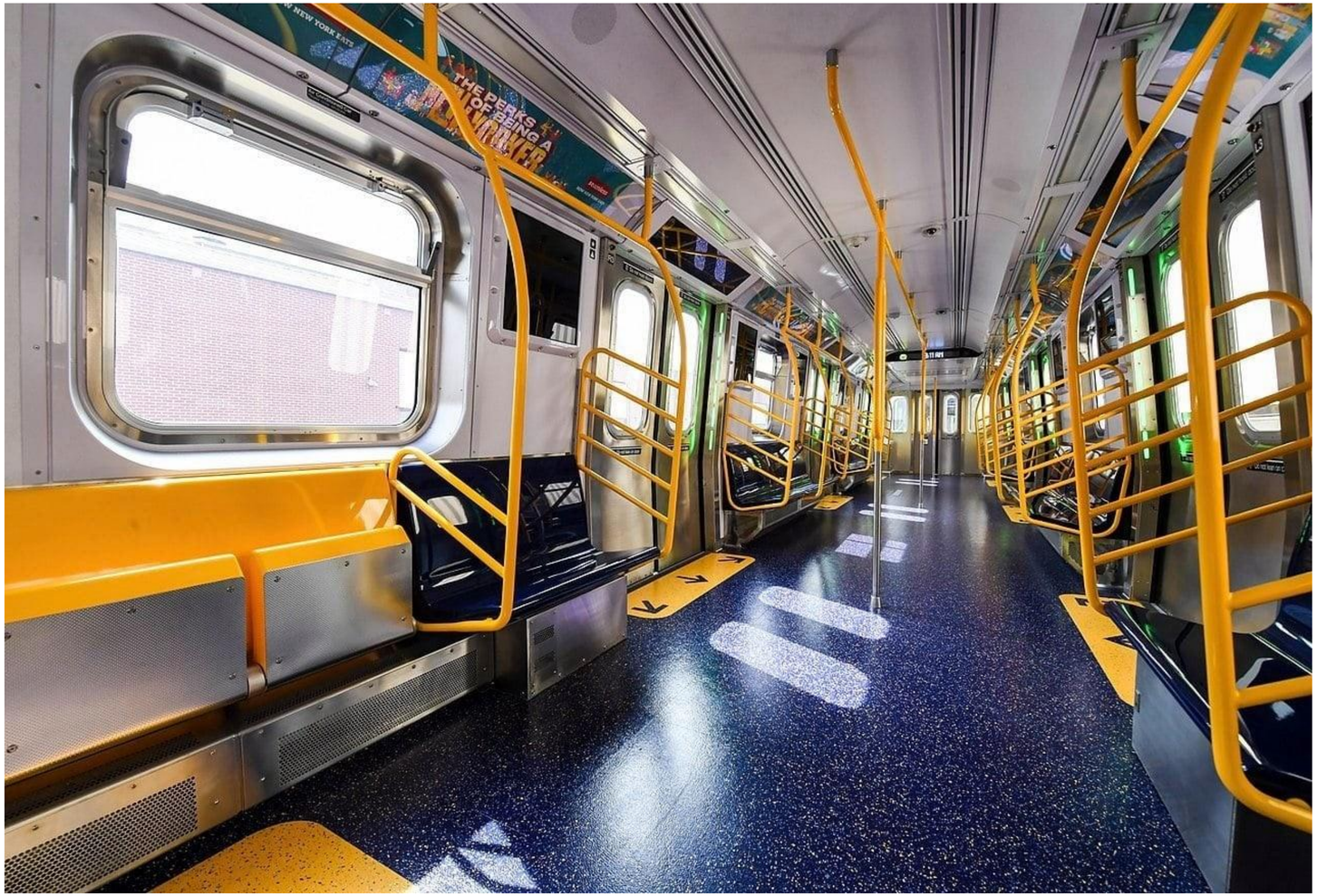
CLICK TO EDIT MASTER TITLE STYLE

NYCTA, USA



https://facilityexecutive.com/flooring-stands-up-to-nyc-foot-traffic-video/#:~:text=Safety.,3:59%20run%20time).&text=Your%20browser%20can%27t%20play%20this%20video.&text=An%20error%20occurred.,is%20disabled%20in%20your%20browser

nora® by Interface®

INTERNATIONAL UNION
OF RAILWAYS

Factory tour + inlay center nora® production

09:45 – 10:45 (60’)

Feb 11 2026

Break time

Until: 11:00

INTERNATIONAL UNION
OF RAILWAYS

nora®
sustainability presentation
+ open discussion

11:00-12:00 (60’)

Janneke Leenaars & Hannah Huesmann

Sustainability Journey

Feb 11 2026

nora® Sustainability Journey

Janneke Leenaars

Sustainability Manager
Northern Europe

Interface®

Hannah Huesmann

Expert chemical analysis
and environmental
protection

nora® by Interface®

Sustainability Journey

Janneke Leenaars & Hannah Huesmann

UIC event, nora Weinheim

February 11, 2026

Interface®

You can find us in offices, schools, hospitals, hospitality and transport

Interface by the Numbers. Listed at the Nasdaq.

Interface®

Note: Numbers are based on the 2024 Impact Report

We're *'all in'* on solving the climate crisis.

Interface®

Interface is *‘all in’* on carbon negative by 2040.

Interface®

Interface is ‘all in’ on carbon reductions,

not offsets.

Interface®

We're *'all in'* on storing more carbon than we emit.

Interface®

OUR PLAN IS SIMPLE

Avoid	Continue material efficiency and waste reduction in the manufacturing process
Reduce	Increase recycled materials in our products
Store	Use bio-based material to store carbon
Inspire	Lead and influence others to help accelerate their own journeys

SCIENCE-BASED TARGETS
emission reductions*

SCOPE 1 EMISSIONS

Direct Emissions From sources that are owned or controlled

30%

Target 50% Reduction

SCOPE 2 EMISSIONS

Indirect sources from purchased electricity, heat, or steam

28%

Target 50% Reduction

SCOPE 3 EMISSIONS

BUSINESS TRAVEL

Target 30% Reduction

76%

PURCHASED GOODS & SERVICES

Target 50% Reduction

42%

EMPLOYEE COMMUTING

Target 30% Reduction

17%

Interface®

**Reductions versus baseline year of 2019. Product carbon footprint in kg CO_2e/m^2 based on cradle-to-gate sales weighted average.*

2024 PRODUCT IMPACTS

CARPET TILE*

3.4kg CO_2e/m^2

↓ **35%**

Reduction of Carbon Footprint

67%

of Materials Used are **Recycled or Bio-based**

LVT*

6.7kg CO_2e/m^2

↓ **46%**

Reduction of Carbon Footprint

39%

of Materials Used are **Recycled or Bio-based**

RUBBER*

8.5kg CO_2e/m^2

↓ **21%**

Reduction of Carbon Footprint

10%

of Materials Used are **Recycled or Bio-based**

48% Recycled Materials + **4%** Bio-based Materials = **52%** Materials from Recycled or Bio-based Sources

**Reductions versus baseline year of 2019. Product carbon footprint in kg CO_2e/m^2 based on cradle-to-gate sales weighted average.*

Carpet Tile EMEA - Impact of FULL SWITCH to CQuest™Bio

Interface®

33% carbon footprint reduction

On average compared to Graphlex® backing

88% Recycled and bio-based materials

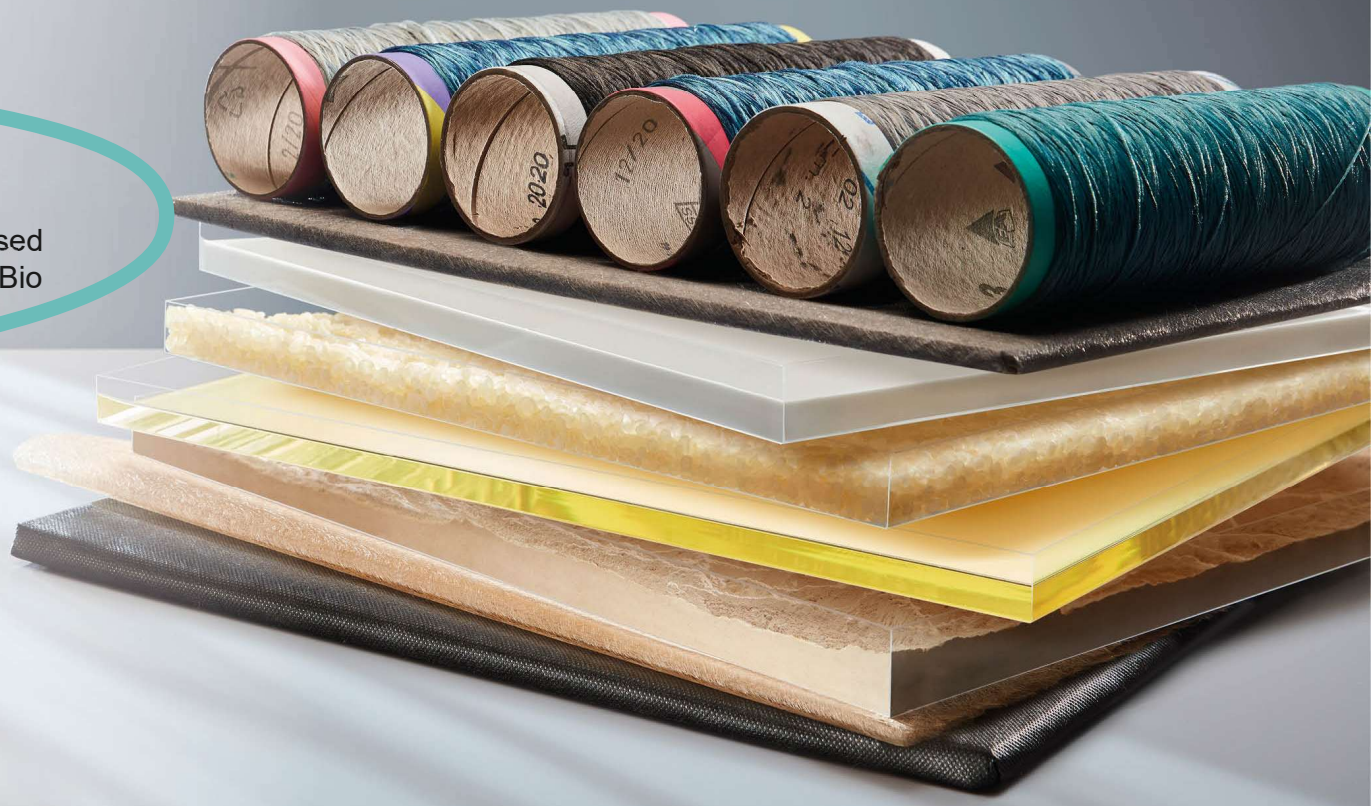
Average amount of total recycled and bio-based content for products with standard CQuest™Bio backing

Designed for reuse and recycling

A bio-composite with material choices suited to future reuse and recycling

Impact at scale

We are bringing these low carbon and circular benefits to all our European portfolio of carpet tiles.



Our journey towards carbon negative - the Effect of a Backing

Interface®

CARBON FOOTPRINT

1990'S
CARPET TILE

PAVER
GRAPHLEX® BACKING

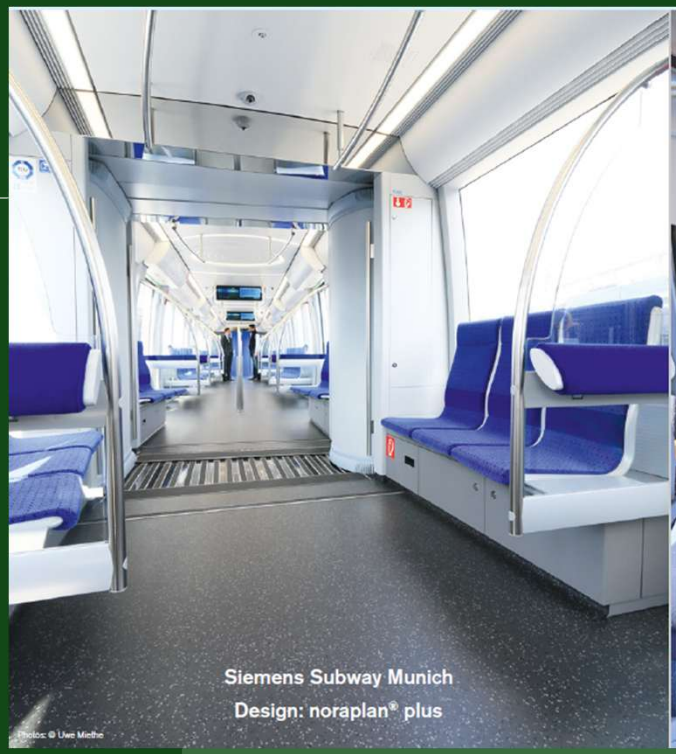
PAVER
CQUEST™BIO BACKING

PAVER
CQUEST™BIOX BACKING

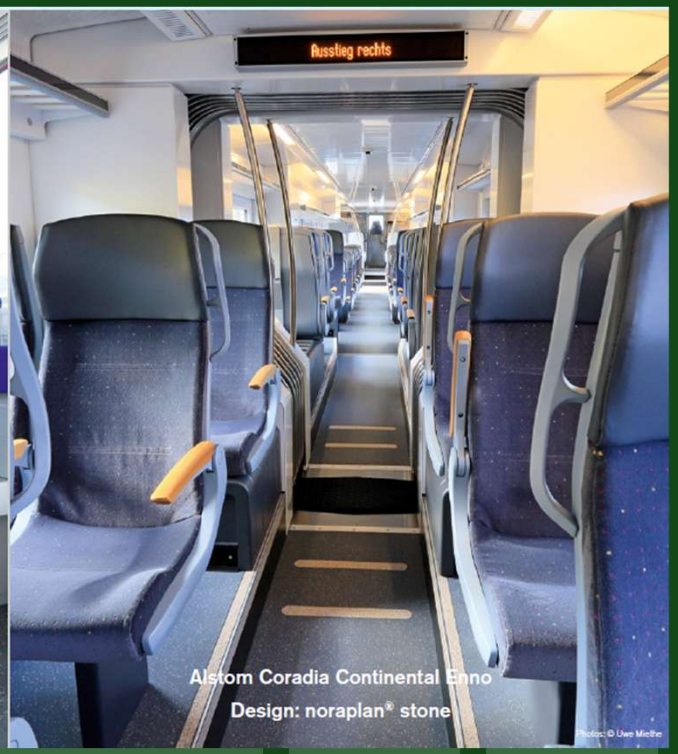
Train Sector Sustainability Awards

nora rubber

Interface®



Siemens Subway Munich
Design: noraplan® plus



Alstom Coradia Continental Enno
Design: noraplan® stone

nora® flooring portfolio

Interface®

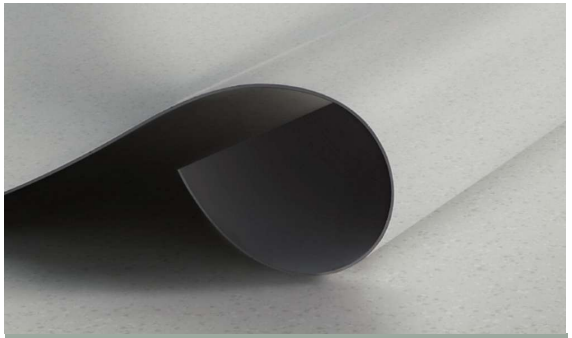
nora® by Interface®

norament®

Assuring highest performance

noraplan®

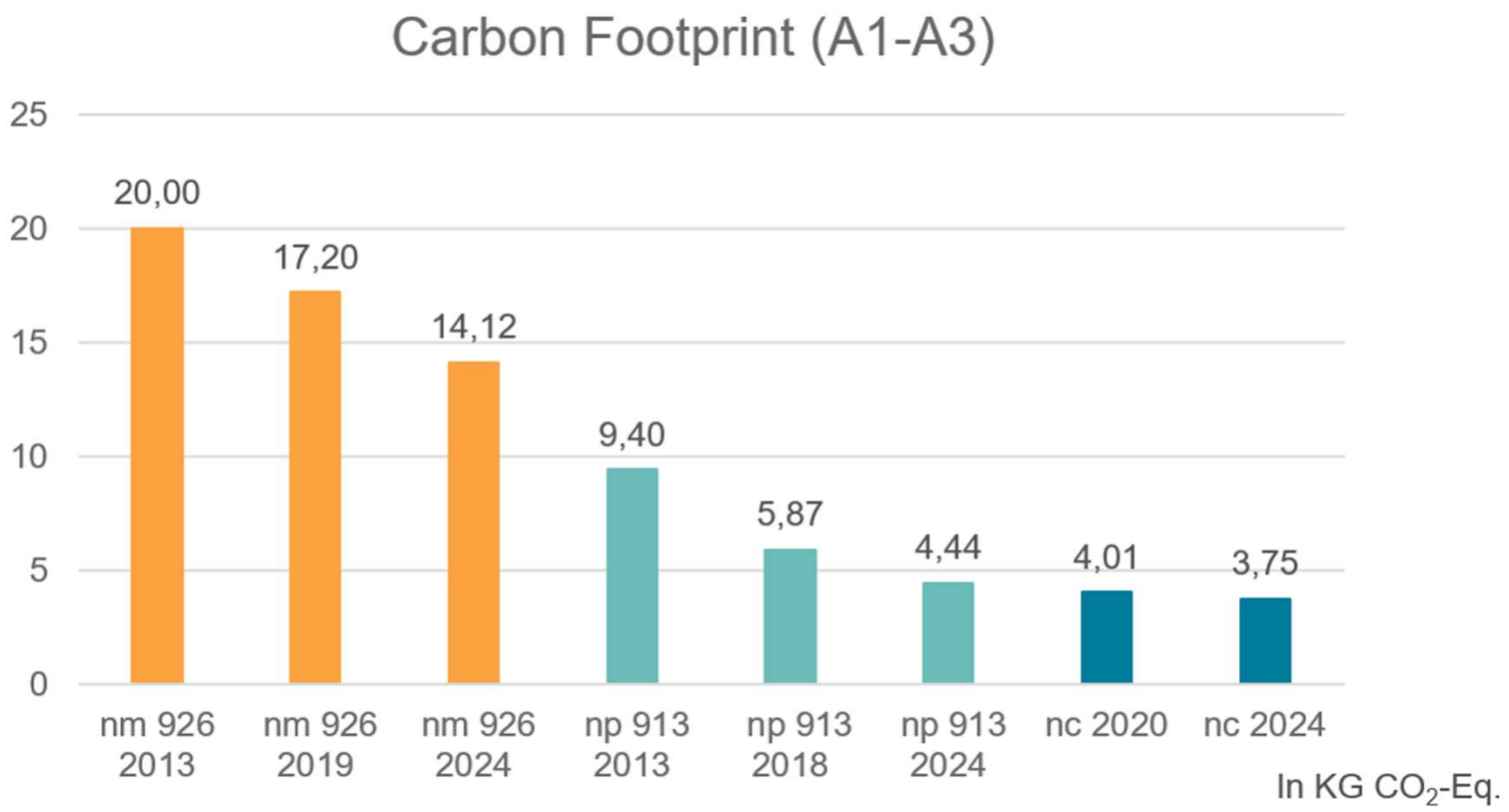
Well-rounded: complete system offer (also for transportation)



noravant

Extra performance, sustainability & design flexibility

Development of the Carbon Footprints of nora® Rubber



Interface®

Increase recycled and biobased content

Interface®

Recycled material

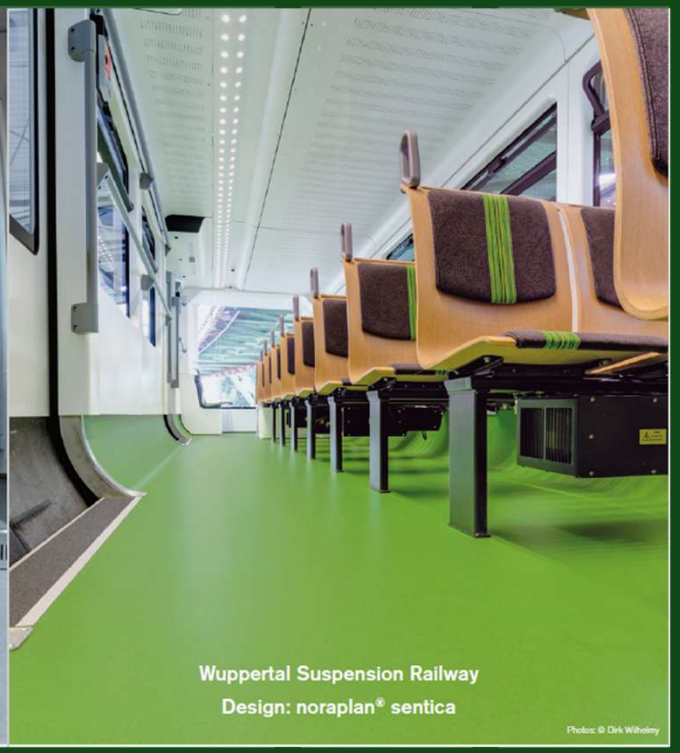
Biobased material

General recent sustainability highlights

Interface®

High Speed Train CRH380A, China
Design: noraplan® grip plus

Photos: © nora



Wuppertal Suspension Railway
Design: noraplan® sentica

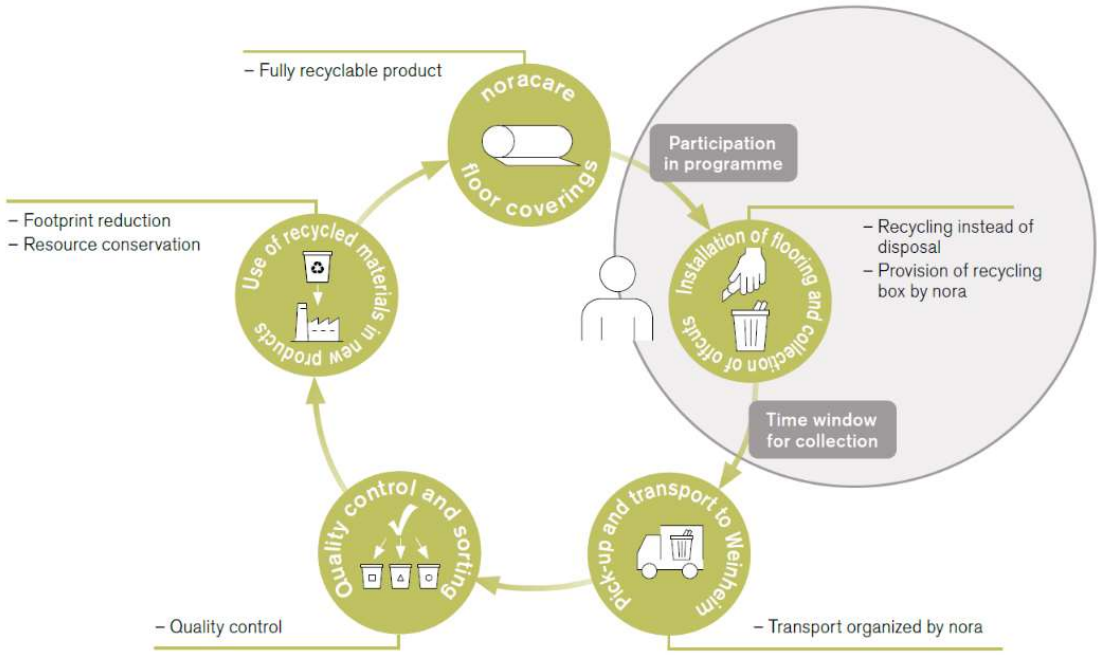
Photos: © Dirk Wilhelmy

Carbon Negative Rubber *prototype* presented at Bau 2025

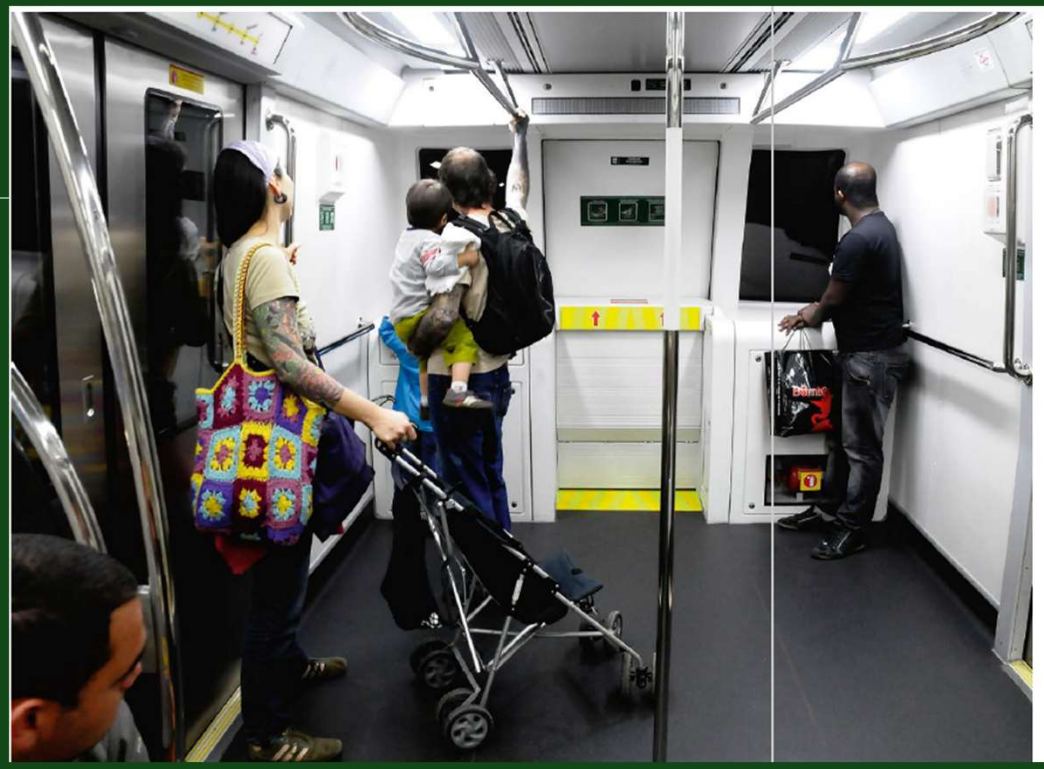
noravant ® platform innovation and recycling

Interface®

Taking back offcuts from noracare installations

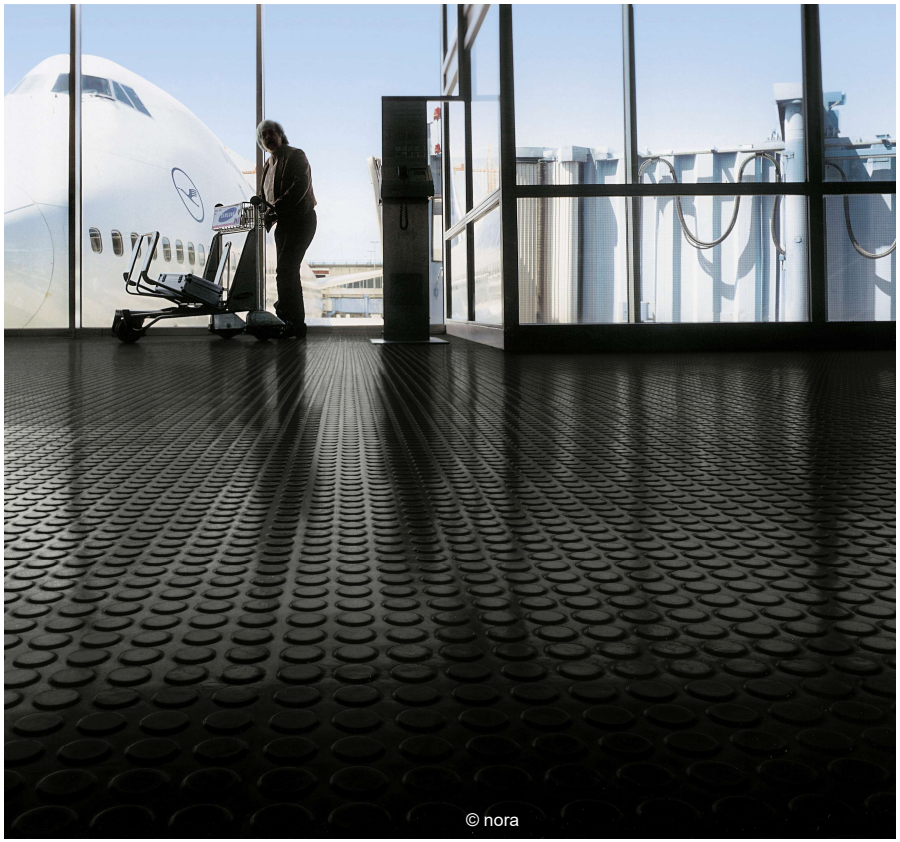


Longevity



Installation site: Metro São Paulo, Brazil
Client: ViaQuatro consortium
Product: noraplan® stone mobil, 5,356 m²
Installed: 2009
Photos: © Digna Imagem/Clóvis Ferreira

Longevity & High Performance



Frankfurt Airport

Interface®

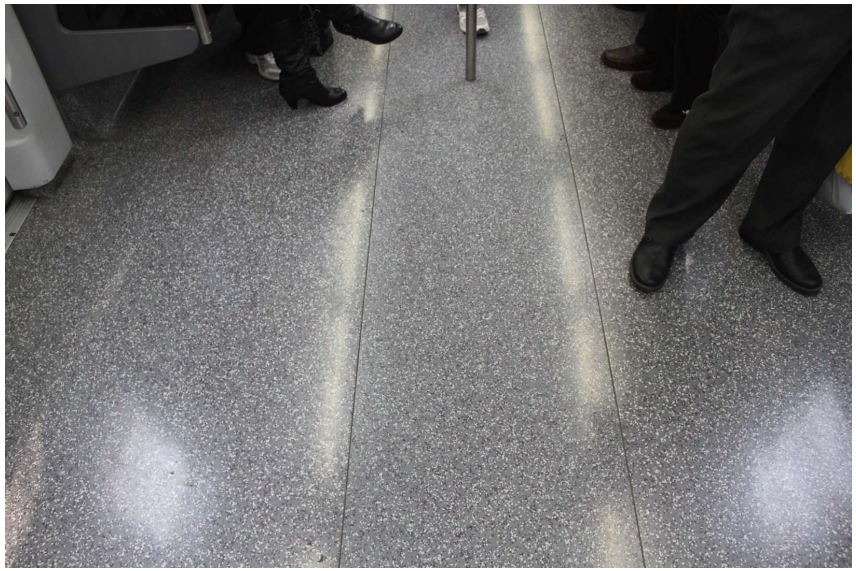
Longevity of nora products – Best Practices

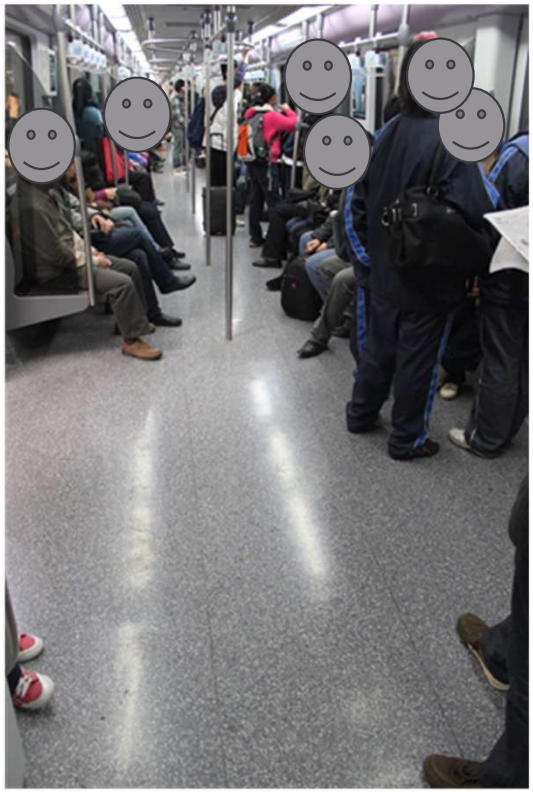
Interface®

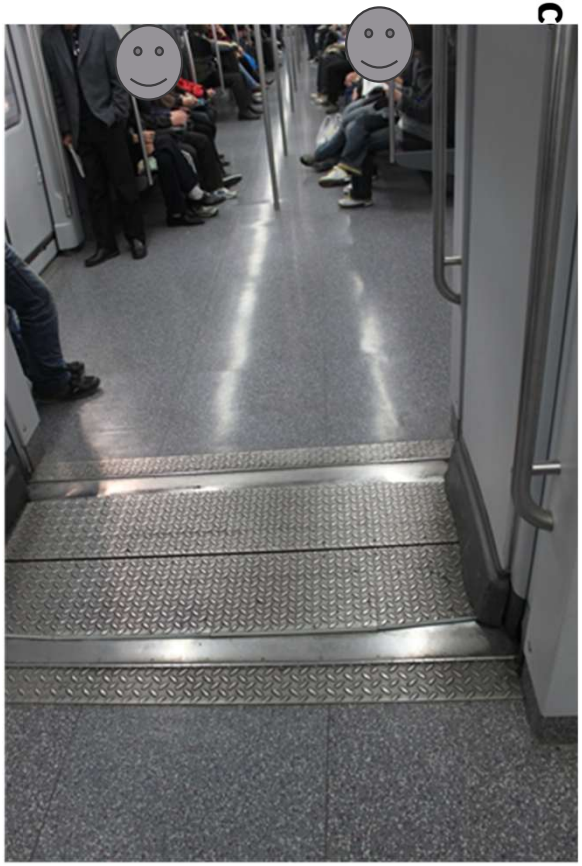
United Monolithic Semiconductors GmbH

Library at Ruhr University Bochum

Shanghai metro – 20 years in service







Global reference brochure transportation

Full speed ahead for China's trains

China's extensive railways are essential for the country's intercity and local mobility infrastructure, and it has some top-class rail networks. The excellent properties of nora rubber floors, which include fire protection, ergonomics, and durability, have led them to been installed in several trains in Chinese cities.


Shanghai Metro Line 4
Product: noraplan® plus, 10,000 m²
Installed: 2004
Photos: © nora


Shanghai Metro Line 5
Product: noraplan® plus, 3,000 m²
Installed: 2002
Photos: © nora

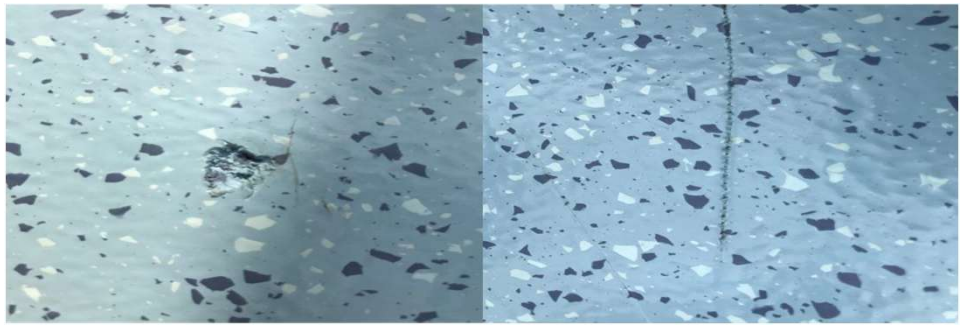

Shanghai Metro Line 12
Product: noraplan® signa mobil, noraplan® signa, 25,547 m²
Installed: 2018
Photos: © nora

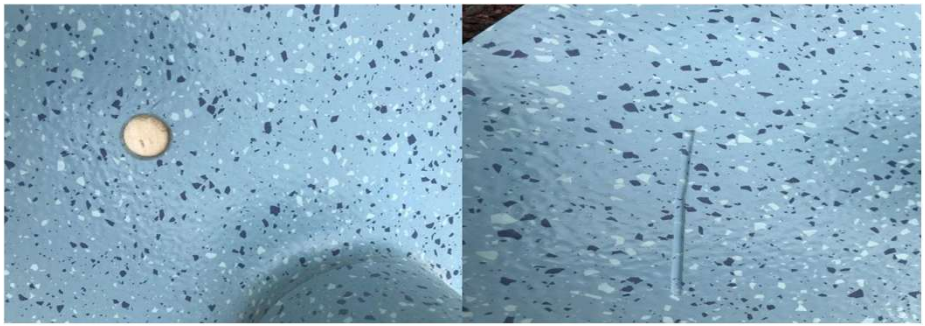

Wuhan Metro Line 4
Product: noraplan® signa, 1,723 m²
Installed: 2014
Photos: © nora

Interface®

Repair

Interface®





nTx® installation method

- Easy handling
- Fast installation, minimised downtime
- Can be used immediately after installation
- Less adhesives used for installation (factory fitted amount)
- Lower risk of installation mistakes
- Recyclable PE protective foil for Adhesive layer protection *vs. dispersion adhesive in bucket and installation tools.*

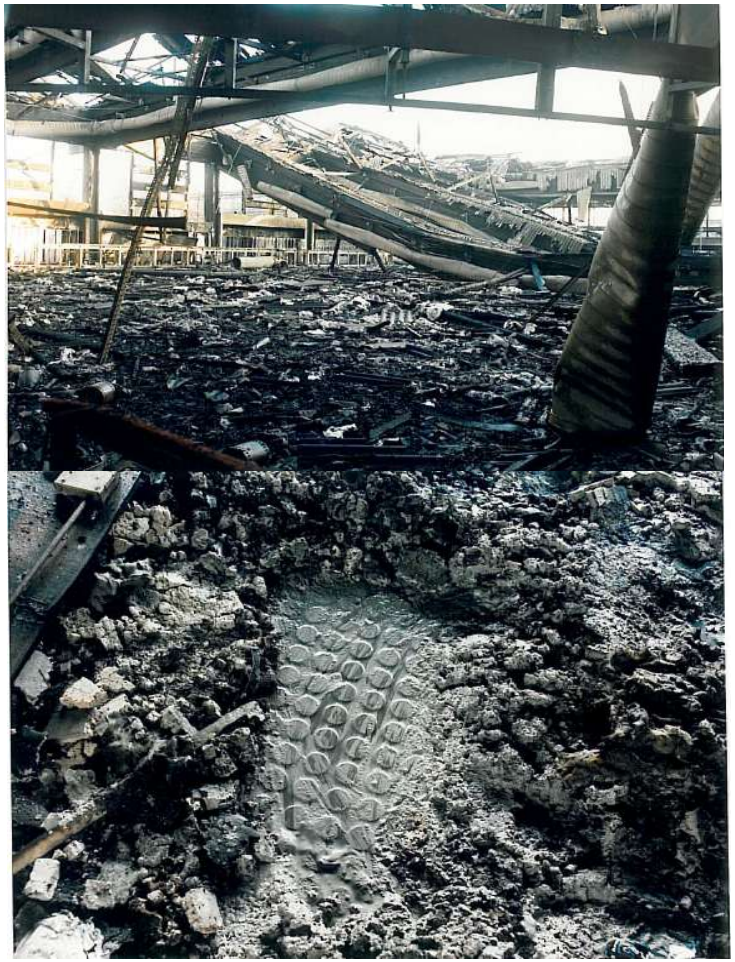
Interface®

Certification

Interface®

Fire Protection & non-PVC composition

Flame-retardant flooring:
depending on product HL1-HL3 (EN 45545)



Interface®

Sustainable packaging solution

Interface®

OUR ONGOING SUSTAINBILITY *journey*

Interface®

THANK YOU

Interface®

Lunch Break
until 13:00

INTERNATIONAL UNION
OF RAILWAYS

Presentation from ProRail on biobased materials

13:00 – 13:20 (20’)

Quinty Soede, Frank van Schadewijk,

Station Canopies & Circularity

Feb 11 2026

Introduction

Frank van Schadewijk
Strategic lead in Circularity

Quinty Soede
Sustainability and circularity advisor

Station Canopies & Circularity

Feb ’26

Quinty Soede and Frank van Schadewijk

ProRail

Verbindt. Verbetert. Verduurzaamt.

Agenda

- Recap: ECI @ProRail
- ECI and biobased materials
- Station Canopies and boundary values
- Results and case studies (Zwolle, Ede-Wageningen)
- Benefits & Challenges

Recap: ECI @ProRail

- The **Environmental Cost Indicator (ECI)** translates environmental impact into a single cost-based value.
- It combines effects like emissions, resource use, and pollution into one clear score.

ProRail uses ECI to measure en decrease the environmental impact of her projects in two ways:

ECI in Engineering
→ For each design, we calculate the **ECI**, and this score is included in the trade-off matrix when selecting the final design.

ECI in Tenders
→ We calculate an ECI-reference value and challenge contractors to reduce this value in their offer

ECI and Biobased Materials

- ECI (Environmental Cost Indicator) for different materials per phase:

MKI (= Dutch ECI)	A	B	C	D
Bridge of wood	56	81	2290	-258
Bridge of concrete	3264	595	592	-148
Bridge of steel	3114	509	678	-218

ECI and Biobased Materials

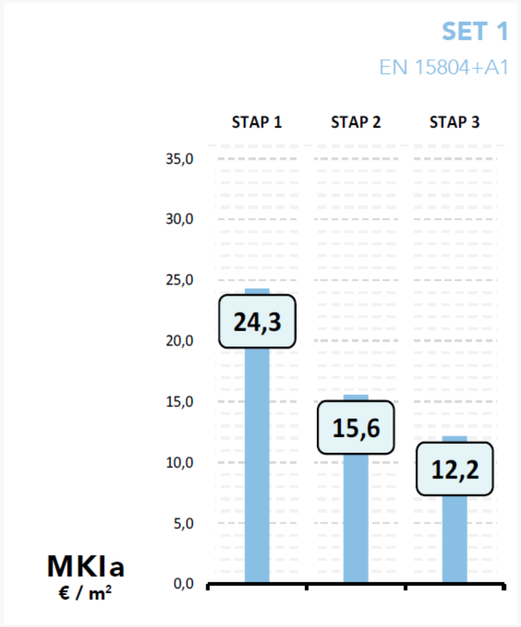
- CO2-eq emissions for different materials per phase:

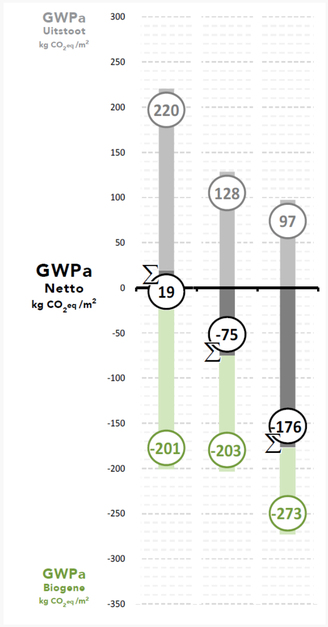
CO_2	A	B	C	D
Bridge of wood	-8311	460,9	18300	133,4
Bridge of concrete	16190	3035	3583	-927
Bridge of steel	17170	2782	3961	-1261

Station Canopies and Boundary Values

→*A way to make the **ECI** less non-committal in the design phase.*

Step 1: Conduct a study to determine a baseline for station canopies.

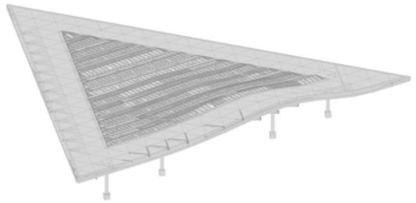




Station Canopies and Boundary Values

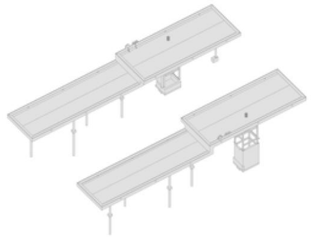
III.1.2 ASSEN
SPORENKAP

levenduur: 100 jaar
Oppervlakte: 7.787 m²



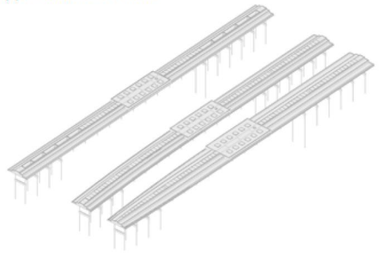
III.1.3 ALKMAAR NOORD
PERRONKAP

levenduur: 100 jaar
Oppervlakte: 662 m²



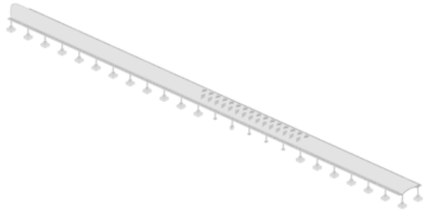
III.1.4 GRONINGEN
PERRONKAP

levenduur: 100 jaar
Oppervlakte: 5.864 m²



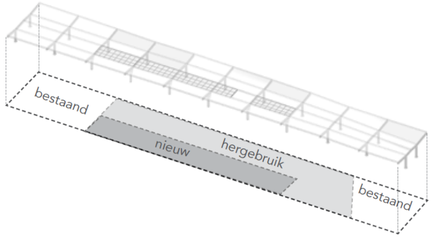
III.1.5 NIJMEGEN
PERRONKAP

levenduur: 100 jaar
Oppervlakte: 3.047 m²



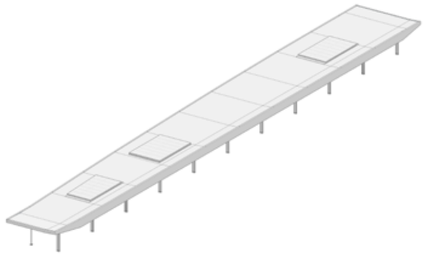
III.2.1 HARDERWIJK
PERRONKAP

levenduur: 100 jaar
Oppervlakte: 904 m² (totaal: 1.385 m²)



III.2.2 HEILOO
PERRONKAP

levenduur: 100 jaar
Oppervlakte: 764 m² (totaal: 764 m²)



Station Canopies and Boundary Values

			NIEUWBOUW								BESTAANDE BOUW (Renovatie)		
			SPORENKAP			PERRONKAP					PERRONKAP		
			Ede-wageningen	Assen	GEMIDDELD	Alkmaar-Noord	Groningen	Nijmegen	GEMIDDELD	GEMIDDELD	Harderwijk	Heiloo	GEMIDDELD
2024 > 31-6-2025	Set 1 (EN 15804+A1)	MKIa € / m²	stap 1	24,3	25,7	25,0	22,9	35,2	18,6	25,6	25,3	5,5	6,1	5,8
			stap 2	15,6	14,2	14,9	11,2	20,0	10,7	14,0	14,4	4,6	4,9	4,7
			stap 3	12,2	10,7	11,5	9,6	11,8	8,8	10,1	10,8	4,1	4,4	4,3
		MPG € / m² / j	stap 1	0,300	0,397	0,349	0,342	0,508	0,236	0,362	0,355	0,100	0,097	0,099
			stap 2	0,193	0,247	0,220	0,121	0,359	0,154	0,212	0,216	0,093	0,063	0,078
			stap 3	0,175	0,209	0,192	0,135	0,211	0,127	0,158	0,175	0,087	0,048	0,068
		GWPa kg CO_2 eq / m²	stap 1	215	202	208	197	287	167	217	213	50	51	51
			stap 2	126	105	115	89	139	88	105	110	42	38	40
			stap 3	95	86	90	77	95	76	83	87	38	32	35
1-7-2025 > 2030	Set 2 (EN 15804+A2)	GWPa-netto kg CO_2 eq / m²	stap 1	19	78	49	145	209	-149	69	59	49	10	29
			stap 2	-75	-22	-48	28	57	-232	-49	-49	40	-3	18
			stap 3	-176	-73	-125	-142	-213	-264	-206	-165	35	-22	6
		GWPa-fossil kg CO_2 eq / m²	stap 1	219	205	212	202	293	172	222	217	52	52	52
			stap 2	128	106	117	86	142	91	106	112	43	39	41
			stap 3	96	87	91	73	96	78	82	87	39	32	35
		GWPa-luluc kg CO_2 eq / m²	stap 1	1	1	1	1	1	1	1	1	0	1	0
			stap 2	0	1	0	0	0	0	0	0	0	0	0
			stap 3	1	1	1	0	3	0	1	1	0	0	0
		GWPa-biogene kg CO_2 eq / m²	stap 1	-201	-128	-164	-57	-84	-322	-155	-159	-3	-43	-23
			stap 2	-203	-129	-166	-59	-86	-323	-156	-161	-3	-43	-23
			stap 3	-273	-160	-217	-215	-312	-342	-290	-253	-4	-55	-29

Station Canopies and Boundary Values

→*A way to make the **ECI** less non-committal in the design phase.*

Step 2: Translate this baseline in boundary values and include these values in design requirements.

Dutch version of ECI

Year of submission	New Canopies		Alternations / renovations	
	MKIa/m2	GWPa/m2	MKIa/m2	GWPa/m2
2024	18 (A1)	190 (A1) of 30 (A2)	7(A1)	140 (A1) of 50 (A2)
2025	17 (A1)	180 (A1) of 20 (A2)	6 (A1)	130 (A1) of 50 (A2)
2026	16 (A1)	0 (A2)	5,5 (A1)	50 (A2)
2027	15 (A1)	-25 (A2)	5,5 (A1)	50 (A2)
2028	14 (A1)	-50 (A2)	5 (A1)	50 (A2)
2029	13 (A1)	-100 (A2)	5 (A1)	50 (A2)
Vanaf 2030	12 (A1)	-150 (A2)	4,5 (A1)	50 (A2)

Station Canopies and Boundary Values

→*A way to make the **ECI** less non-committal in the design phase.*

Step 3: Put this in practice!

Results and Case Studies: Zwolle

→ Boundary values were used as requirements for the station canopies and entrance hall.

This motivated engineers:

- to reuse materials (foundations, existing canopies, steel beams);
- to use bio-based materials for the structure of one of the platform canopies.

Result? We lowered the environmental impact of the station canopies with 46%

Reference = 59.938

Design = 32.393

Benefits and Challenges

What did we gain?

- Engineering firms are highly motivated and become more inventive to comply with our boundary values.
- Reduce ECI and CO_2 values of our projects with at least 40%
- Using ECI in the engineering phase **is not** optional anymore

Where did/do we struggle

- Boundary values are not always possible to meet
- The ECI / CO2 values highly fluctuate between different locations.
- Biobased scores better than reused.

How should we deal with this?

- Boundary **percentage** instead of **values**.
- A uniform method to calculate the baseline.

INTERNATIONAL UNION
OF RAILWAYS

Presentation from NS

13:20 – 13:40 (20’)

Ilse Van Eekeren

Feb 11 2026

Presentation from NS

Ilse Van Eekeren

Circular Business Manager

NS

Circularity drives Beyond-Zero

& creates social, environmental and economic value

Dutch Railways (NS)
Ilse de Vos van Eekeren

Circular & Social


UPCYCLE
SHOP

A NEW JOURNEY BEGINS.

WHAT ONCE CARRIED THOUSANDS OF TRAVELERS ACROSS THE NETHERLANDS NOW CARRIES SOMETHING NEW — YOUR STORY.

SNEAKERS FIRST CLASS

"THESE SNEAKERS ONCE TRAVELED FIRST CLASS ACROSS THE NETHERLANDS. NOW THEY WALK WITH YOU."

(OML FASHION — FROM TRAIN TO STEP)

"FROM THE DUTCH INTERCITY TO YOUR JOURNEY — SNEAKERS REBORN WITH


DÜRKOPP ADLER

60%

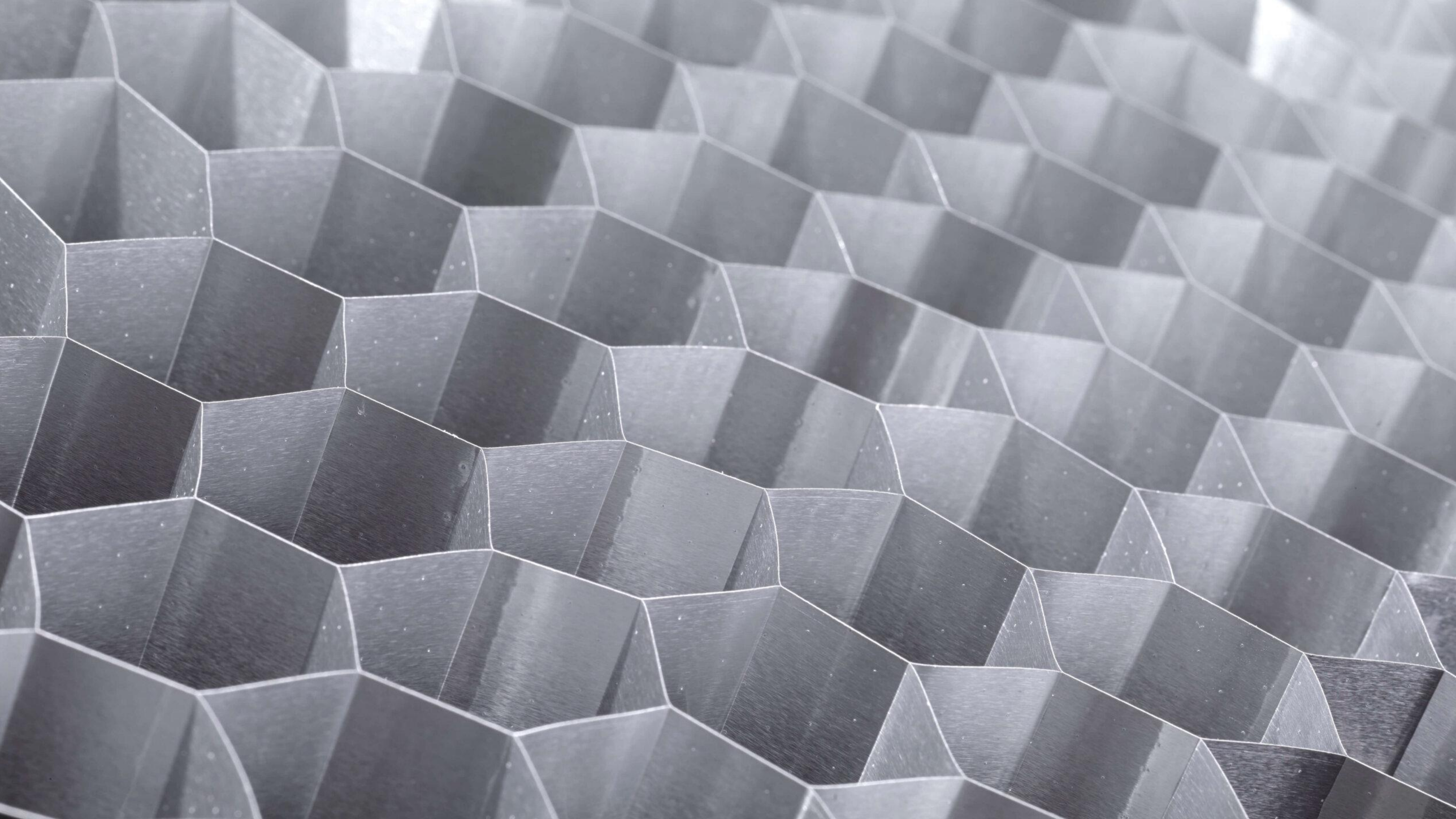

UTRECHT CS
3201


3201


CAF

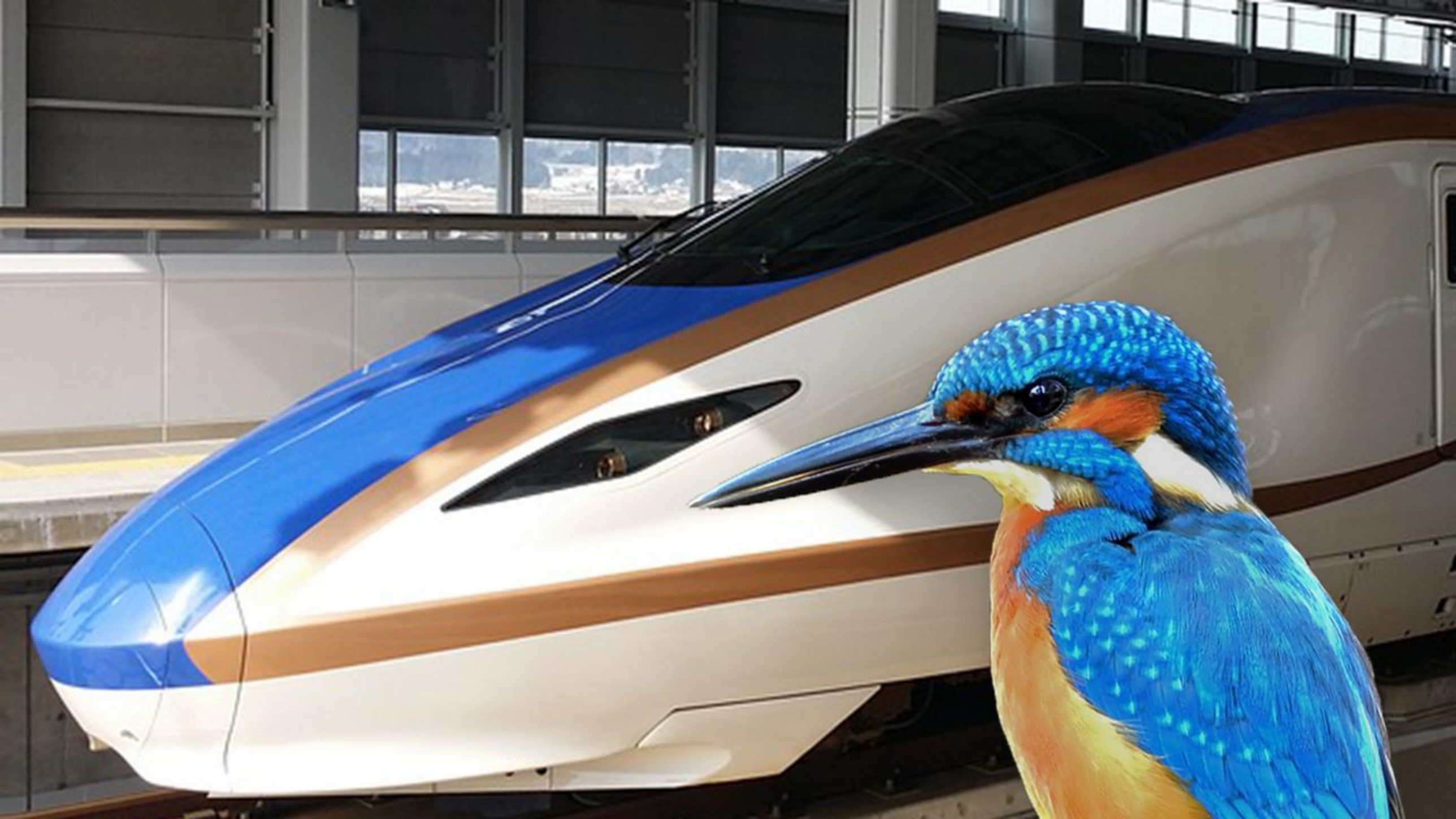

100%


100%



Circular & Biomimicry


biomimicry NL



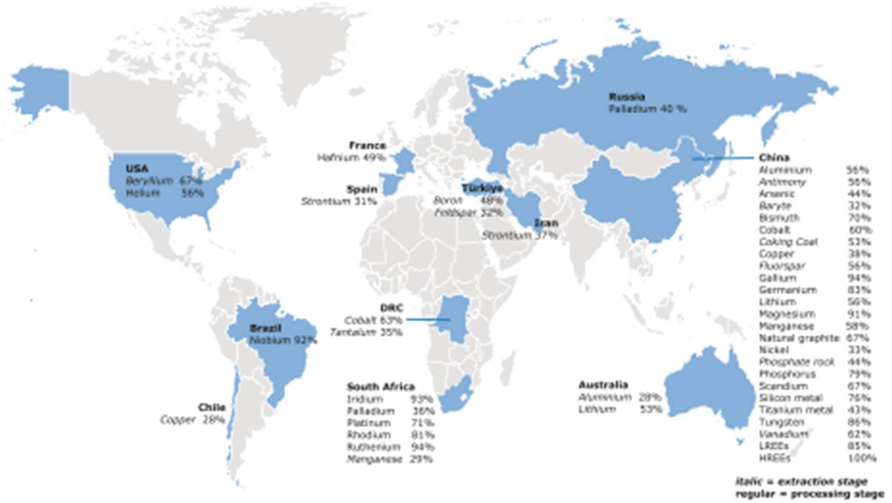

22
Ie
Klasse


<1%

European Commission

Study on the Critical Raw Materials for the EU

2023



Final Report

RAW MATERIALS


biomimicry NL
Talgo
Europe's Rail

youtube.com/watch?v=casNqN2um24


50%
weight reduction


1e KLAS
1e KLAS

Circular Use

Unlocking The Real Potential

Higher occupancy leads to greater circular impact

& Social and Ecological Impact

High social inclusion and enhanced livability via public transport
Economic uplift in neighborhoods within 2 km of train stations
Traveling time on trains as productive or valuable time (e.g., working, relaxing)
Contribution to social participation and connectivity in society
Reduced traffic congestion
Lower CO_2 emissions and reduced greenhouse gas emissions
Fewer accidents on roads
Decreased air pollution and less noise pollution
Energy and resource efficiency
Reduced dependency on cars and fossil fuels
Improved public health
Reduced road maintenance costs
Enhanced urban mobility
Improved land use
Better use of existing infrastructure
Etc….

Futureproof Index

The financial, social and ecological value a company creates

NYENRODE BUSINESS UNIVERSITEIT

RSM Erasmus University

ftrprf

Figure 1: The AEX Futureproof Index

Company	Futureproofing Ratio (IV/FV)	Rank
Philips	4.68	1
Ahold Delhaize	2.61	2
Randstad	2.34	3
KPN	1.82	4
Universal Music Group	1.73	5
IMCD	1.58	6
RELX	1.51	7
Wolters Kluwer	1.38	8
Adyen	1.20	9
NN Group	1.11	10
ASR Nederland	1.08	11
Aegon	1.04	12
ING Groep	1.02	13
ABN AMRO Bank	1.01	14
ASML Holding	1.00	15
AkzoNobel	0.98	16
BE Semiconductor	0.95	17
ASM International	0.92	18
DSM Firmenich	0.88	19
Unilever	0.34	20
Heineken	-0.94	21
Shell	-2.07	22
ArcelorMittal	-12.01	23

Leader >2 | Upper Middle 1–2 | Lower Middle 0–1 | Laggard <0

NS Futureproof Index Report

- Social inclusion (access to work, school and travel for people with disabilities);
- Increase in property values near stations;
- Welfare of employees and consumers;
- Productive use of travel time.

Key Findings

1. NS has an **integrated value (financial + social + ecological) of €72.8 bn, much larger than its financial value of €6.4 bn. This means that NS has a futureproofing ratio of 11.3.** Comparing it to the AEX Futureproof Index[2], for which the same methodology was used, NS scores considerably higher than Philips (Futureproofing Ratio: 4.7), meaning it significantly exceeds all of the 23 AEX companies analysed[3].

rsm.nl/fileadmin/About_RSM/Discovery/Documents/NS_FutureproofIndexReport_2025_English.pdf

Circularity drives Beyond-Zero

& creates social, environmental, and economic value

Thank you!
Ilse de Vos van Eekeren

INTERNATIONAL UNION
OF RAILWAYS

Bane NOR strategies and initiatives for Circular Economy

13:40 – 14:00 (20’)

Dereje Asefa

Circular Economy in Bane NOR

Feb 11 2026

Circular Economy in Bane NOR

Dereje T. Asefa

Project Leader for climate, nature and circular economy initiatives

Bane NOR

Circular Economy in Bane NOR

For the 7th Zero Waste railways workshop, 10-11 Fbbruary 2026

Dereje T. Asefa, Project Manager
Department of sustainability

BANE NOR Corporate strategy - 2025

Mission

→ Delivering a reliable and sustainable railway service to Norway

Sector and Bane Nors goals	Must win battels	By focusing on
Effective mobility and promote competitiveness	**Punctuality Reliability**	• Planned and effective maintenance and upgrading activities that promotes safe and predictive railway operation
Contribute to Norway's **Climate and environmental targets**	**Green transition**	• Reduction of climate gas emission (CO_2-eqiv.) and ecosystem disturbance • Optimized use of affected land areas
Zero death and critical incidences related with our activities	**Safety**	• Safe work environment and safe railway operation
Effective use of **new technologies**	**Digitalization**	• Factual and effective decision making and implementation processes
More value for the money	**Optimization**	• Productivity via standardized and professionalized procurement processes

Together towards the Goals

Open, Responsible, Cooperative

Bane NORs Double Materiality Analysis

Green Transition

Environment

Climate

Reduce emission by 50 % by 2030

E2
Forurensing

E3
Vann og marine ressurser

Biodiversity and ecosystems

Reduce biodiversity and ecosystem disturbance

Resource use and circular economy

Social

Egne ansatte
Øke kvinneandel til 30 % innen 2026.

Employees in the supply chain

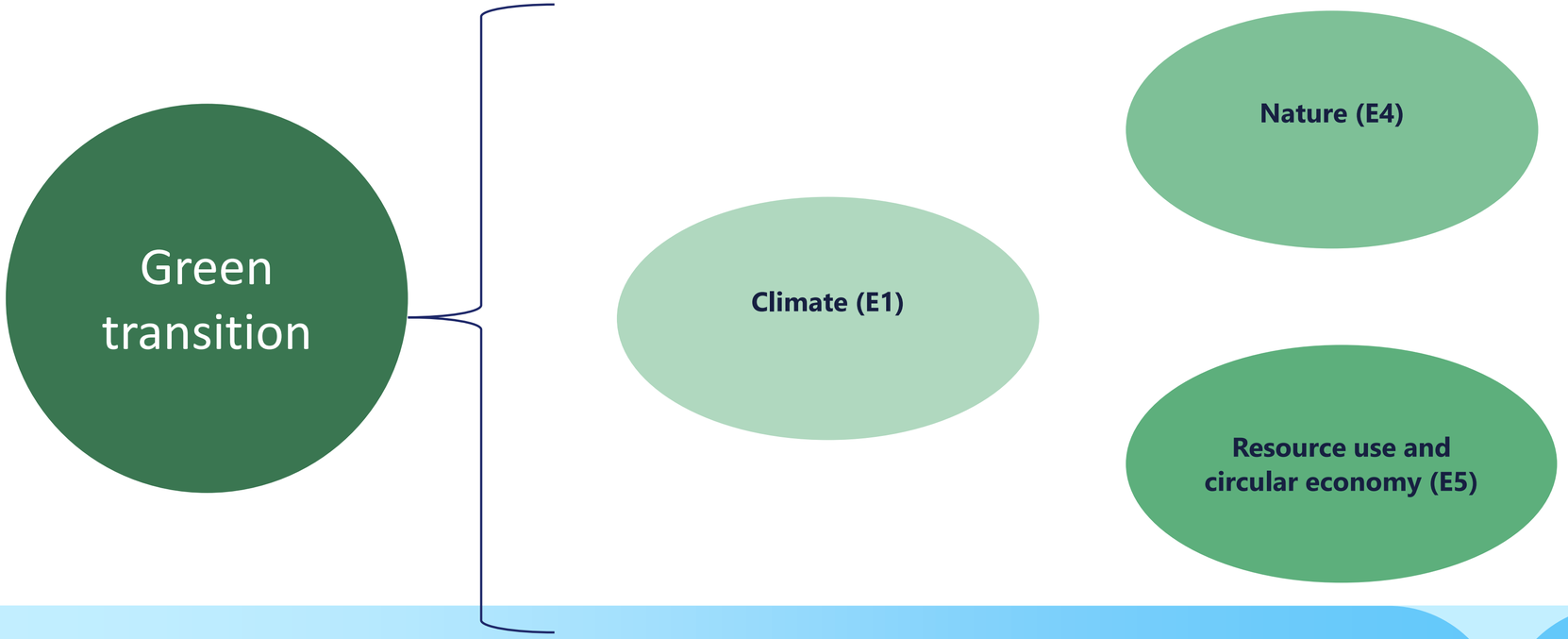
S3
Berørte lokalsamfunn

S4
Kunder og sluttbrukere

Governance

Business ethics
Andel ansatte som er kjent med våre prinsipper for etikk, samfunnsansvar og habilitet skal være 100 %.

Bane NORs fokus areas -2025



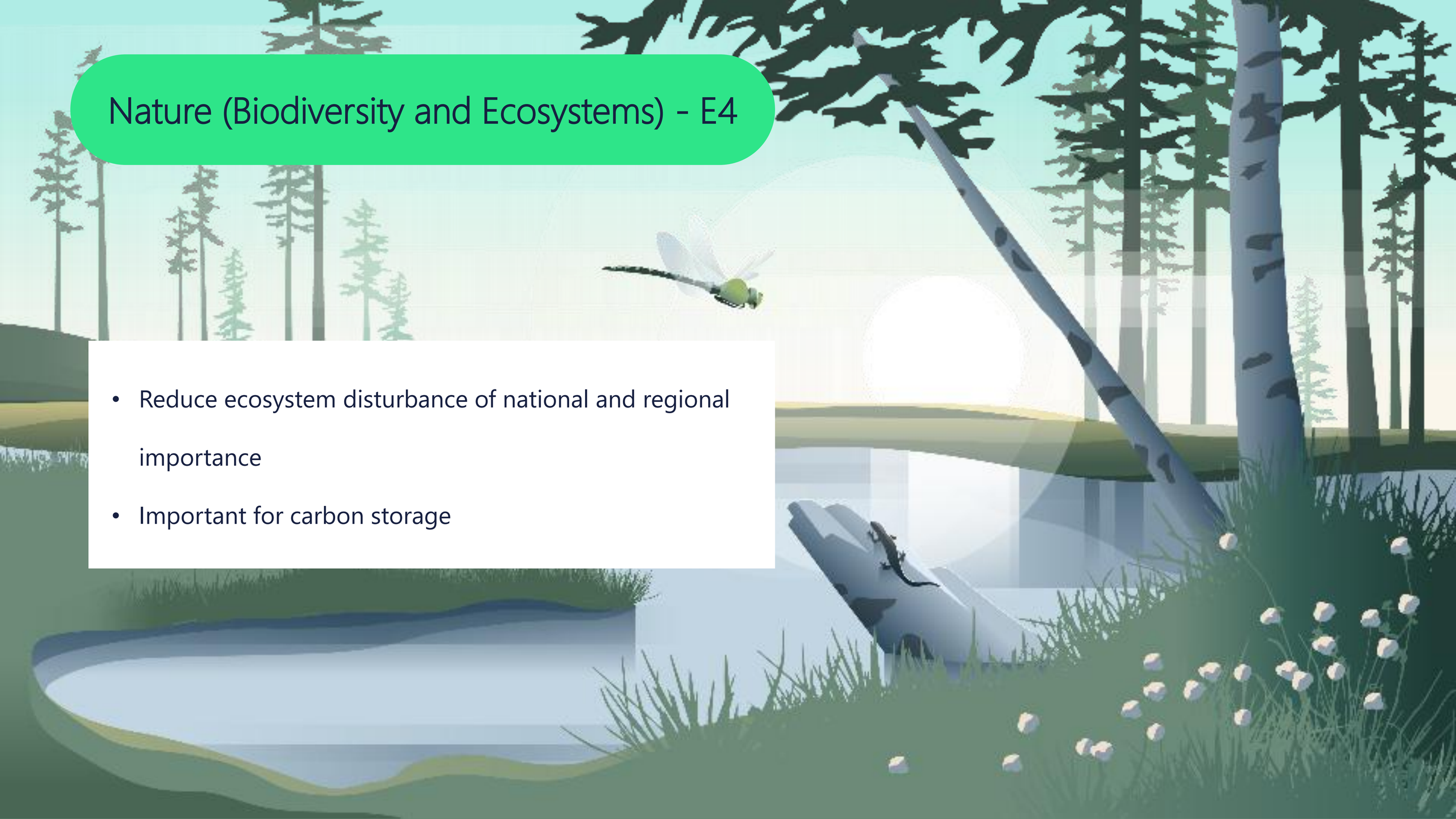
Climate (E1)

50 % reduction of climate gas emissions by 2030

Related with

- Construction activities
- Changes in land use
- Changes in traffic activities /mobilities
- Operation and maintenance activities of railway infrastructure
- Transport and Logistic activities

Nature (Biodiversity and Ecosystems) - E4



- Reduce ecosystem disturbance of national and regional importance
- Important for carbon storage

Resource use and Circular economy - E5

Optimized resource use via

- Procurement that secures green materials with longer life cycle
- Reuse of disassembled and excess construction materials
- Standardization that stimulate the use of excess materials and reduce waste generation
- Optimized design
- Good sorting that promotes recycling (90%)
- Reuse of soil mass

- **Contributes for reduction of emission and to protects nature**
-

Why Circular Economy matters for Bane NOR?

- Procures massive railway materials (Rail, Sleepers…)
- Generates waste that could have been used /reused
- Has impact both on climate , nature as well as expenditure
- Identified as the 5 focus areas of sustainability based on DMA
- Some sporadic initiatives - Not well integrated in the whole organization-
- A need for strategy and operational measures
- A note for decision developed and approved by the leadership

Notat

Til: Strategi og bærekraft

Fra: Bærekraft

Dato: 25.08.25

Saksref.:

Kopi til:

Beslutningsnotat for mål og tiltak tilknyttet effektiv ressursbruk og sirkulærøkonomi

Hensikt

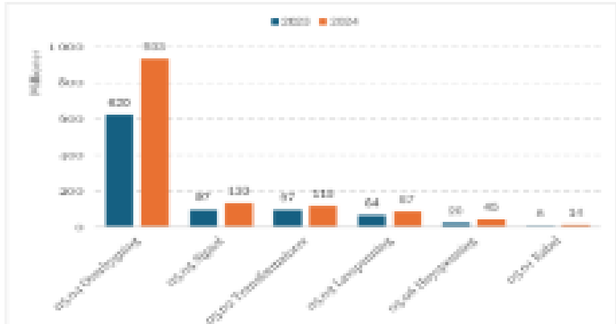
Formålet med dette notatet er å legge frem forslag til mål og tiltak for det vesentlige bærekraftstemaet E5 ressursbruk og sirkulærøkonomi. For Bane NOR dreier dette seg om effektiv ressursbruk, implementering av prinsipper for sirkulær økonomi i anskaffelser samt stimulere til økt ombruk. Samlet vil dette også redusere klima- og miljøfotavtrykket i Bane NOR.

Bakgrunn og behov - Bane NORs ressursbruk

Gjennom drift, vedlikehold og bygging av jernbane har Bane NOR en stor påvirkning på markedet for jernbaneteknisk materiell som leveres i hele landet. Temaet ressursbruk og sirkulær økonomi (E5) havnet over terskelverdi for vesentlighet i den doble vesentlighetsanalysen som ble vedtatt november 2024, noe som krever at Bane NOR setter mål og identifiserer tiltak for å adressere denne miljøpåvirkningen.

Inngående ressurser er vesentlige på grunn av Bane NORs omfattende innkjøp av jernbaneteknisk materiell fra nasjonale og internasjonale leverandører, med tilsvarende høyt ressursfotavtrykk i verdikjeden både oppstrøms og nedstrøms.

Nasjonal transportplan 2025-2036 legges det opp til økt satsning på drift og vedlikehold av jernbanen, noe som vil kreve store mengder av jernbanemateriell. I 2024 brukte Bane NOR ca. 1,36 milliarder kroner på anskaffelse av jernbanetekniske materiell, en økning på 48,2% sammenlignet med 2023 **(Figur 1)**.



1- Procurement – Minimum Requirements

- Operate according to the environmental laws, rules and regulations in Norway
- Have a functioning internal control and management systems
  - Such as ISO- 9001, 14001
- Use systematic Risk management
  - For emergency preparedness, monitoring and control mechanisms for risk reduction
  - Capitalizing on opportunities that promote sustainability
- Engage actively stakeholders
  - Bane NOR, Authorities, Communities, Neighbours and other interest groups
- Demonstrate commitment to sustainability with evidences
  - BREEAM Infrastructure in all large and complex infrastructure projects

Circular Procurement

- Norwegian rule- Climate and environmental considerations shall be weighed with a **minimum of 30%** in the award criteria for procurements since **januar 2024**.

Sustainability and environment

The supplier must document the measures that the manufacturer(s) have implemented in both the production process and the supply chain to reduce the carbon footprint and promote circular economy practices related to the product(s) offered in this tender.

In addition, the Supplier shall work towards reducing the environmental impact of the production and delivery of the delivered product throughout the Contract period.

Acceptable documentation may include:
Certifications, awards, independent audit reports, climate, environmental, or sustainability reports, and other relevant supporting materials from the supplier and/or manufacturer(s).

Environmental Product Declaration (EPD)

The Supplier shall submit a third-party verified EPD in accordance with ISO 14025 and EN 15804:2012+A2:2019+AC:2021. The EPD shall be issued by an authorised programme operator, preferably one recognized by eco-platform.org, or an equivalent organisation that meets the same verification and independence standards.

A separate third-party verified EPD (A1–A3) must also be submitted for the fastening system, meeting the same standards and verification requirements.

The Contracting Authority reserves the right to verify the submitted EPDs and request access to the underlying data and documentation used in their preparation.

EPDs for both the sleepers and the fastening system must be submitted no later than one (1) year after the contract start date, unless otherwise agreed.

2- Optimized use of materials and reuse/refurbishment







Collabrative Circular projects

- Isolation materials – Beform
- Sleepers- Sateba

3- Digital system for optimized material use and reuse

Disenå st. - før

Galterud st. - før

Eidanger - før

Disenå st. - etter

Galterud st. - etter

Eidanger - etter

4- Pilot and improvement projects for Circular solutions

- Standardization project






Artikkel	Antall	Enhetspris	Vekt (kg)	Verdi totalt	Vekt totalt (kg)
Kanal 240x200x6000mm, armert	400	kr 3 250	795	kr 1 300 000	318 000
Lokk til 6m kanal, 370x1000x50, armert	2400	kr 130	42	kr 312 000	100 800
				kr 1 612 000	418 800

Utslipp per kg	Totalt CO2 utslipp
0,113348946	36 045
0,12159126	12 256
Totalt utslipp	48 301
"Turer til CPH"	345

Example - 2.4 km cable canal

- Reuse of mass

Gains

For Bane NOR

- Optimization of resources use
- Minimization of waste generation
- Economic benefit/cost reduction
- Reduce dependency on c\volatile material market
- Compliance to regulation
- Contributes to reduce Bane NORs impact on nature
- Supports Bane NORs commitment for emission reduction

Beyond Bane NOR

- Contributes to national and regional target for climate neutrality
- Biodiversity and ecosystem conservation
- Cost effectiveness- reduction of expenditure
- Stimulates innovation for climate neutrality in the supply chain
- Sharable knowledge and experience on innovative use of resources

BANE NOR

Vi forbedrer og moderniserer
for at flere kan ta mer tog

INTERNATIONAL UNION
OF RAILWAYS

Presentation Pallet Control Tower

14:00 – 14:20 (20’)

Bart Menen

A partnership to improve the global management of EUR pallets

Feb 11 2026

PCT

the easy way

Martin Leibrandt RCG/EUR

Bart Meijnen Pallet Control Tower

PCT
the easy way

THE HISTORY OF THE EUR BRAND

The European pallet standard in logistics for 65 years

EUR

For 65 years, the EUR brand stands for European cooperation, quality and reliability. The European pallet pool forms the backbone of a smart, sustainable and cross-border logistics network.

1961
Start of the EUR pallet
Railway (UIC) companies introduce a single standard pallet and launch the open European pallet pool (EPP).

1980-1990
European growth
Cross-border transport increases and creates demand for uniform, quality-controlled EUR pallets.

2000s
Pool for all of Europe
The EUR pallet becomes the key load carrier for industry, retail and logistics across Europe.

2012/2013
New governance model
Collaboration changes, but the open EUR pallet pool remains the neutral exchange platform.

2011
50 years of the EUR pallet
More than 650 million pallets in circulation, the largest open exchange pool in the world.

TODAY
EUR in the digital age
Open, traceable and sustainable pallet logistics with digital processes and tracking.

Free of charge

Scan and setup your account

CONCLUSION
One brand, one global standard
EUR stands for collaboration, quality and reliable pallet logistics across Europe and the world

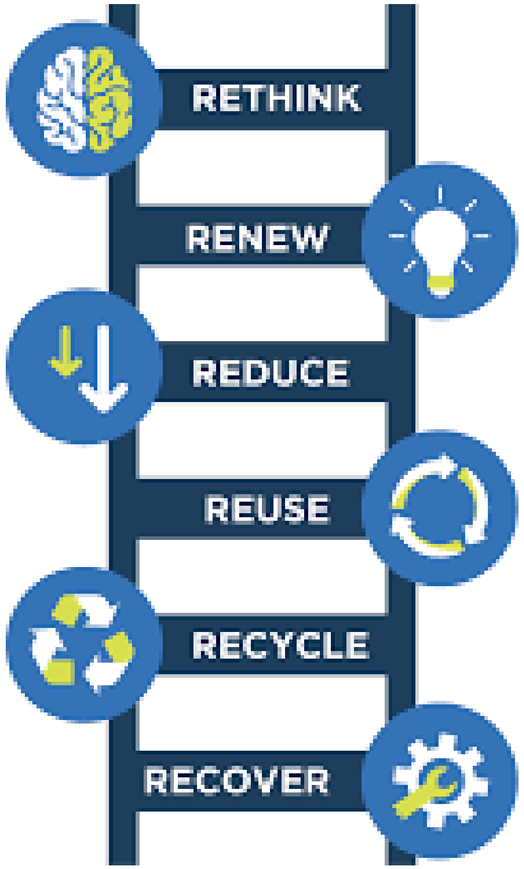
PCT

FUTURE STEP
EUR & PCT: ready for PPWR
Together with PCT, EUR develops a digital, PPWR-compliant pallet system that is ready for the future.

FUTURE STEP

EUR & PCT: ready for PPWR

Together with PCT, EUR develops a digital, PPWR-compliant pallet system that is ready for the future.



Mandatory Recyclability

*By **2030**, virtually all packaging on the market must be fully recyclable or reusable.*

Recycled Content

*Minimum requirements will be introduced for the use of recycled plastic (post-consumer recyclate), ranging from **30% to 35%** by 2030.*

Reduction Targets

*The EU aims for a reduction in packaging waste per capita of **5% by 2030**, increasing to **15% by 2040**.*

New Standards

Packaging must feature standardized labels with sorting instructions and QR codes for reuse information.

STRATEGIC CONTRACT RAIL CARGO GROUP

Kick-off for global pallet partnership

ÖBB Rail Cargo Group (RCG) and Pallet Control Tower (PCT) have signed a cooperation agreement aimed at optimising the management of pallets on a global scale. The exchange and trade of EUR pallets and other reusable transport items (RTIs) are becoming increasingly important and efficient.

virtual exchange of pallets as new PMC

The ÖBB / RCG is taking the initiative here to develop a standard that the UIC can adopt.

PPWR compliant and ready for future developments in administrative automation.

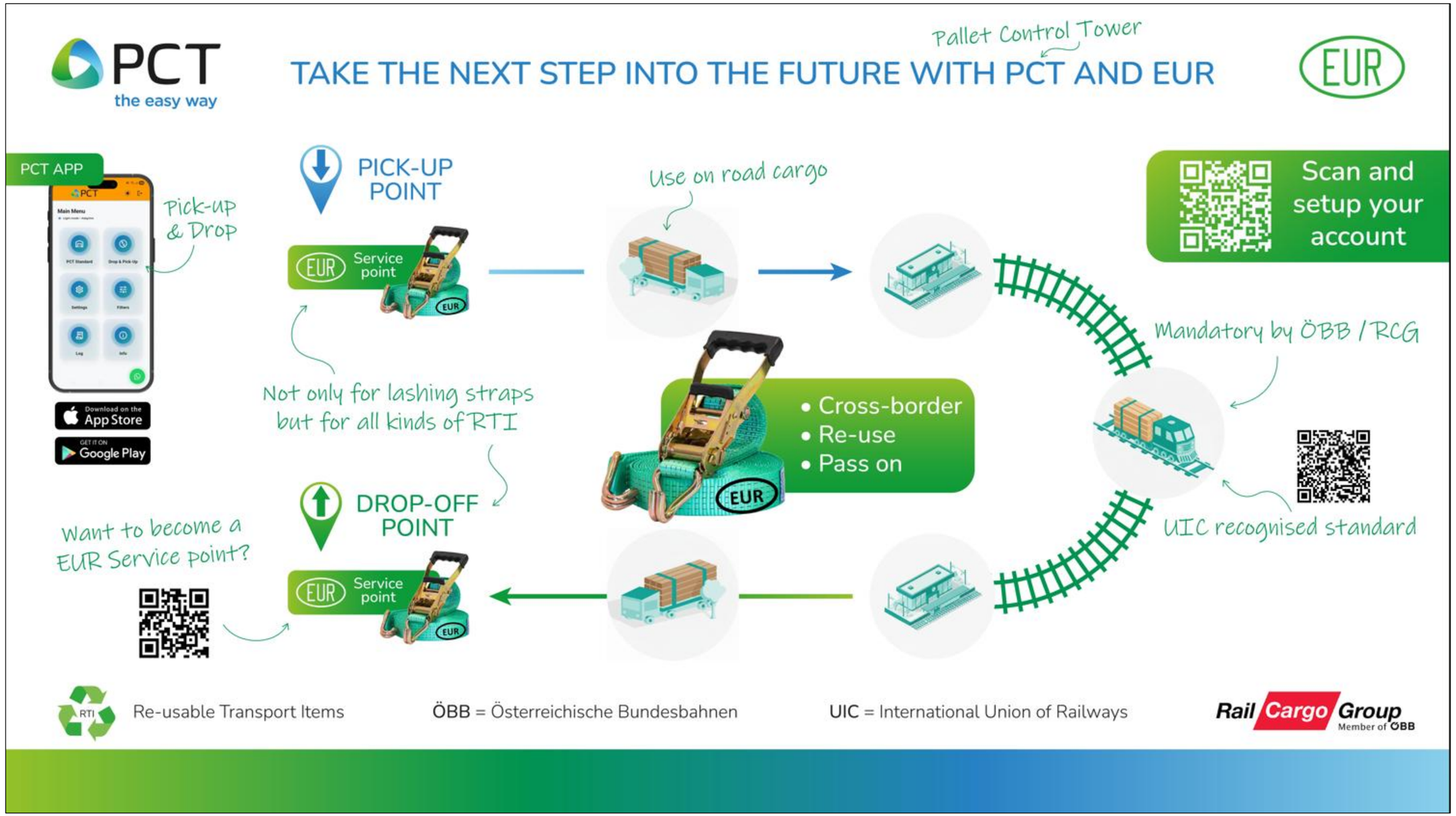
Introduction of the Lashing Straps Pool in 2026

From CAPEX to OPEX (pay per use)

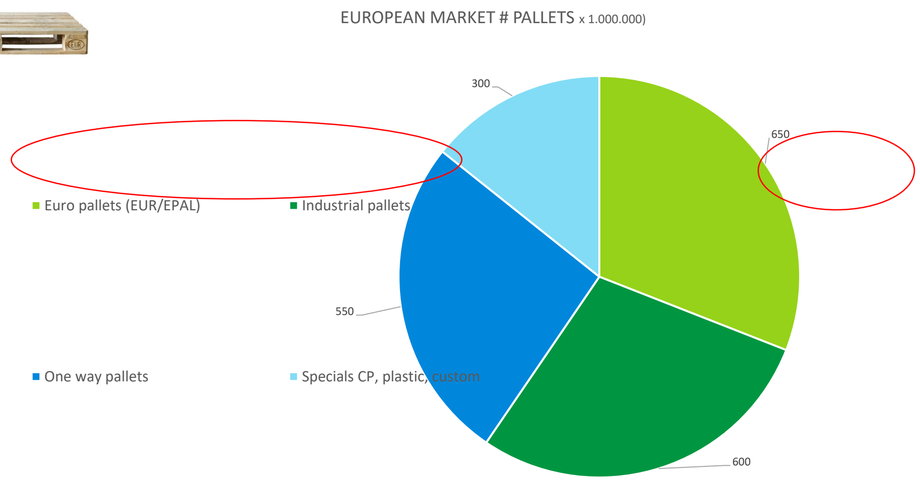
Network wide at all major hubs (Europe coverage)

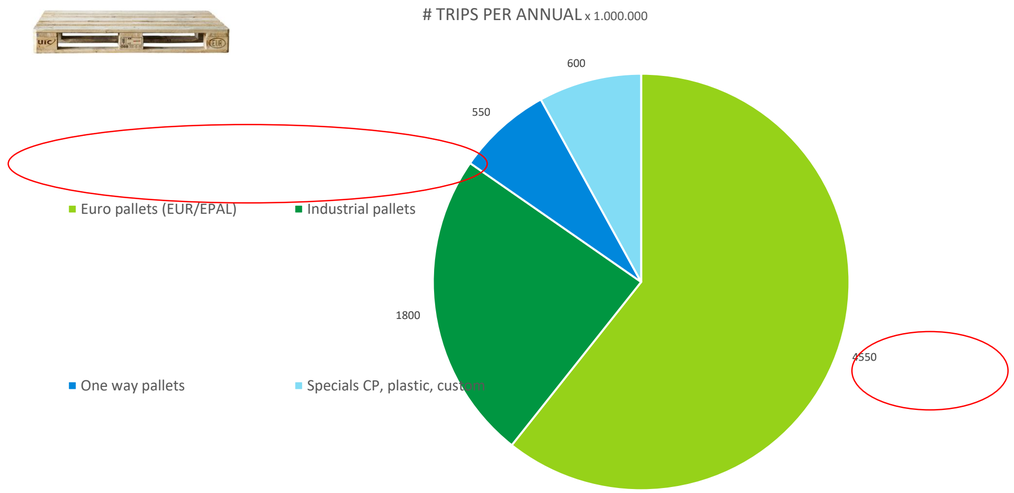
Minimal administration (api) and PCT-Online Drop & Pick Up app

Outsource, maximise flexibility, less risk



Market in # UIC/EUR *435-2 the euro pallet*





Actual situation > minimum of pallet exchange

PCT
the easy way

<u>What is the impact for the total pallet market……..</u>

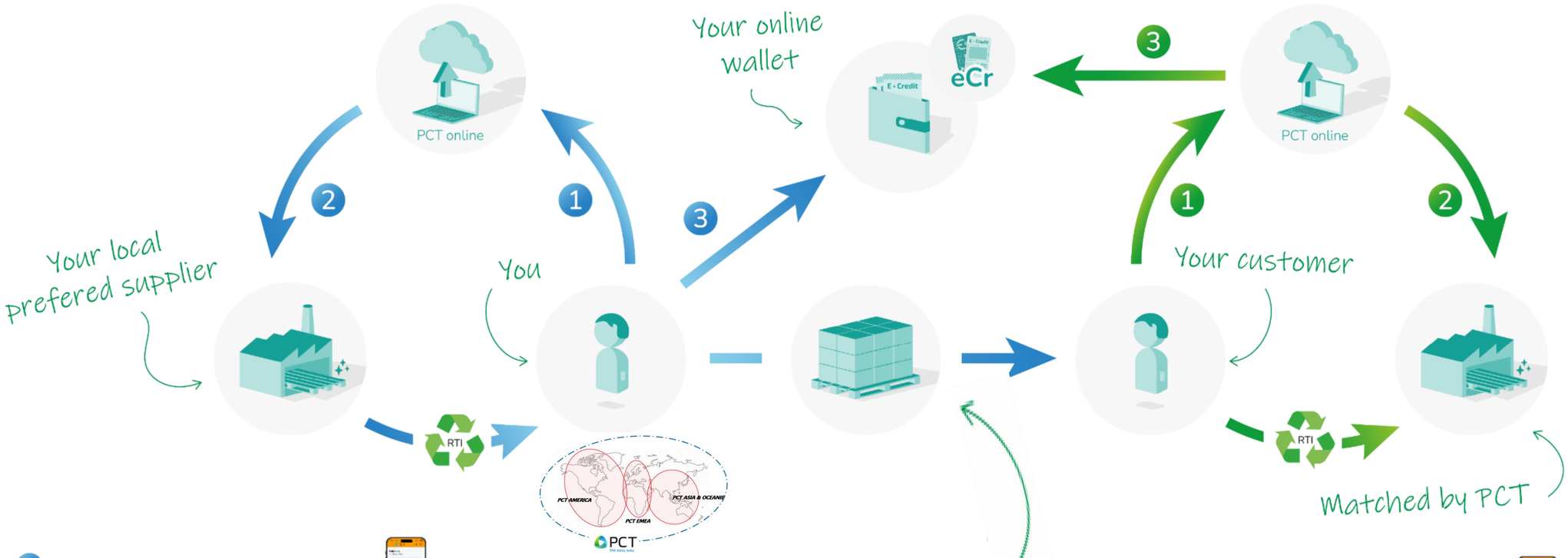
- *Market potential if pallets are virtual exchanged?*
- *What does it mean when balances no longer need to be tracked?*
- *What if a current account position on PCT-Online is sufficient?*
- *What does this mean for international customers who export to Europe?*

PCT
the easy way

TAKE THE NEXT STEP INTO THE FUTURE WITH PCT AND EUR

Pallet Control Tower

EUR



1. Place **RFQ*** for delivery on pc or app
2. Match and receive your delivery
3. Pay conveniently with eCredits from your PCT wallet

1. Place **RFQ*** for collection on pc or app
2. Match and prepare for collection
3. Receive eCredits in your PCT wallet

Scan and setup your account

RTI Re-usable Transport Items

EUR Preferred partner of PCT

*RFQ = Request For Quotation

YES!
PPWR compliant

EUWID
MAKING MARKETS TRANSPARENT.
Based on EUWID INDEX

Download on the App Store

GET IT ON Google Play

eCredits are not crypto or vouchers. One eCr equals the value of an average B-grade EUR pallet in Europe.
eCredit = VAT free and currency friendly. PCT-online = free of charge!

Join us !

Industry Leadership

*Join forces with **Rail Cargo Group** and **ÖBB** to establish the new global standard within the **UIC**.*

The Future of RTI

*As the exchange of **Returnable Transport Items (RTI)** accelerates, seamless collaboration and a unified standard are essential.*

Seamless Cross-Border Trade

*The **PCT Online platform** and the use of **eCredits** make international business simple and efficient.*

Effortless Integratio

*Customer systems can be fully integrated via a high-performance **API**.*

Hybrid Flexibility

*Easily implement **hybrid systems** that bridge the gap between closed and open pooling networks.*

PCT
the easy way

TXS for your attention

Further information needed!

info@palletcontroltower.eu

Break time

Until: 14:45

INTERNATIONAL UNION
OF RAILWAYS

Technical demonstration “How to install a floor in a train”

14:45 – 15:15 (30’)

nora® by Interface®

Feb 11 2026

INTERNATIONAL UNION
OF RAILWAYS

Circularity at Scale - Gen Phoenix Ltd.

15:15 – 15:30 (15’)

Katie Pallatt-Taylor, Niels Kleusberg

Feb 11 2026

Circularity at Scale - Gen Phoenix Ltd.

Katie Pallatt-Taylor

Sales Manager

Gen Phoenix Ltd.

Niels Kleusberg

Sales Director

Gen Phoenix Ltd.

Gen Phoenix

Circularity at Scale

Supporting the rail sector transition to net-zero.

FEBRUARY 2026

GEN PHOENIX FACTORY • PETERBOROUGH, UK

OUR MISSION

Making material circularity possible at an *epic scale*.

We apply technology to the traditional practice of leathermaking ***the result is a true marriage of science and innovation, inspired by nature***. Our leather-based material offers an enhanced, verified sustainability profile that considers total impact, from water and carbon requirements and roll-to-roll utilisation, to end-of-life possibilities.

Gen Phoenix

Where others see waste, we see an authentic and valuable resource.

1
Waste rescued

Large bundles of leather waste is rescued and waits to be transformed into high-performance materials.

2
Sorted

Leather waste is transported to bail breakers for processing into smaller pieces.

3
Granulation

Leather trimmings are granulated into even smaller pieces.

4
Fibre milling

Granulated leather is separated into soft fibres through a precision milling process.

5
Airlaid

Heat and pressure gently compress the soft fibres into sheets of uniform leather fibre web.

6
Hydro-entanglement

Two layers of fibre web and a textile core are woven together using only high-pressure water—**95% of which is recycled**.

7
Softening

The substrate is then bathed in natural oils to replenish properties lost during tanning, and a gentle buffing process smooths the surface.

8
Finishing

Coatings are applied to the leather fibre material based on desired color, finish, and feel.

9
Quality lab

Finally, leather is checked for quality in the lab.

Our Holistic Approach:

Taking nature’s rule:

Every fibre has a function:

Like mammalian skin or wool, strength comes from entangled fibres – no resin, no glue, no chemicals.

SOFT LEATHER FIBRES

Gen Phoenix

Innovative from every angle.

ENERGY

WASTE

WATER

Gen
Phoenix

Waste - to - Value

STAGE 1

Wet Blue Leather Waste

- Saved over 10,000 tonnes of leather waste from landfill
- Mechanically entangled using recycled water & 100% renewable electricity
- Achieved carbon footprint 80%+ lower
  than traditional leather
- 100% Traceability from Gold & Silver LWG tanneries

STAGE 2

Cutting Waste

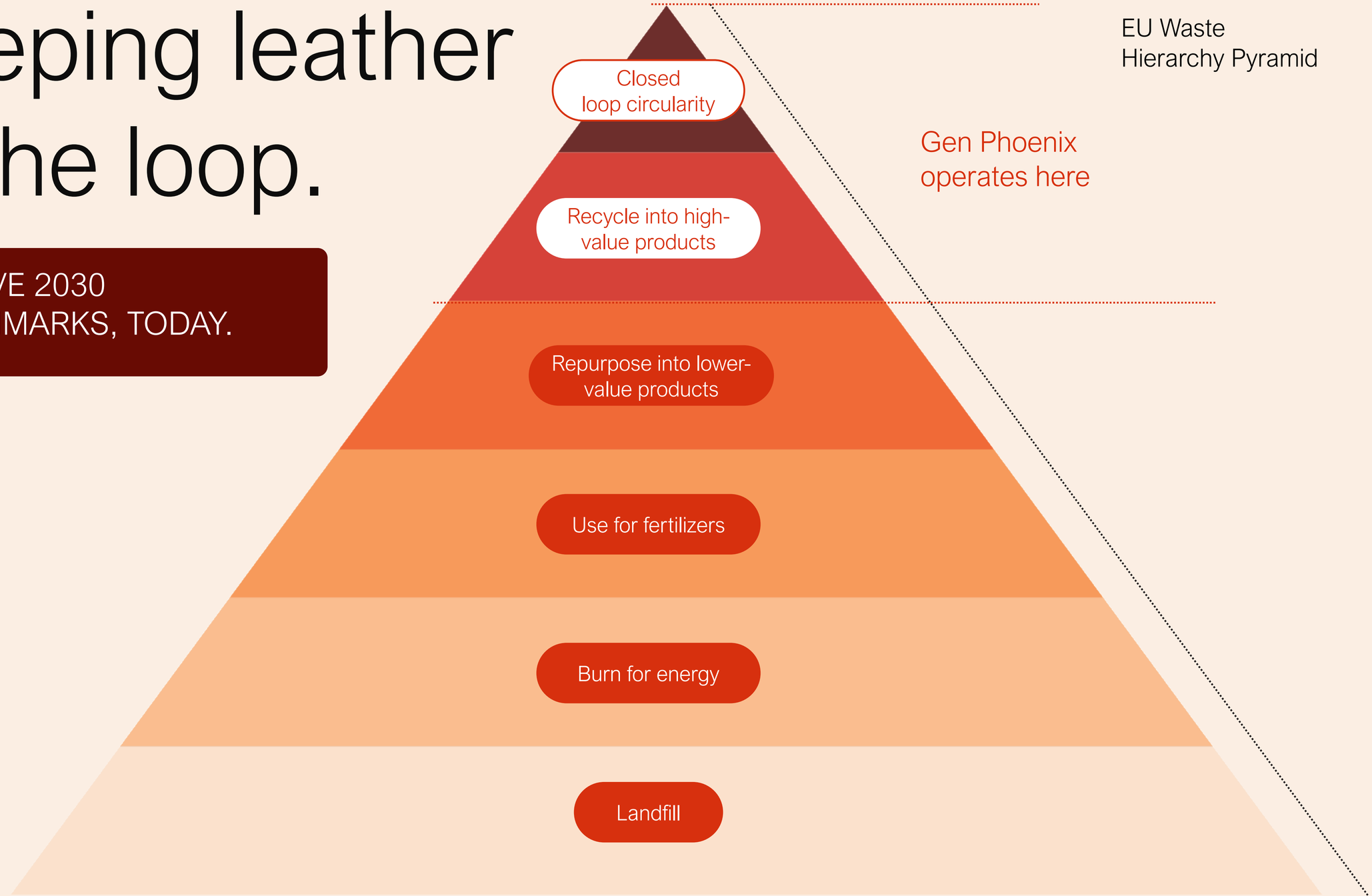
STAGE 3

End-of-life Waste

Gen Phoenix

Keeping leather In the loop.

ACHIEVE 2030 BENCHMARKS, TODAY.



Gen Phoenix

+44 (0) 1733 843939
info@genphoenix.com

INTERNATIONAL UNION
OF RAILWAYS

Workshop on Circularity Beyond Zero: Advancing Positive Impact in Rail

15:30 – 17:00 (90’)

Samuel Jones, RSSB

Feb 11 2026

UIC Zero Waste Workshop

Advancing Positive Impact in Rail

Samuel Jones, RSSB, UIC CE Sector Chair

Agenda

1. Intro and context to the RSSB Sustainability Maturity Tool (10 mins)
2. Overview of the Circular Economy Content (5 mins)
3. Overview of the CE Maturity questions (10 mins)
4. Workshop activity (50 mins)

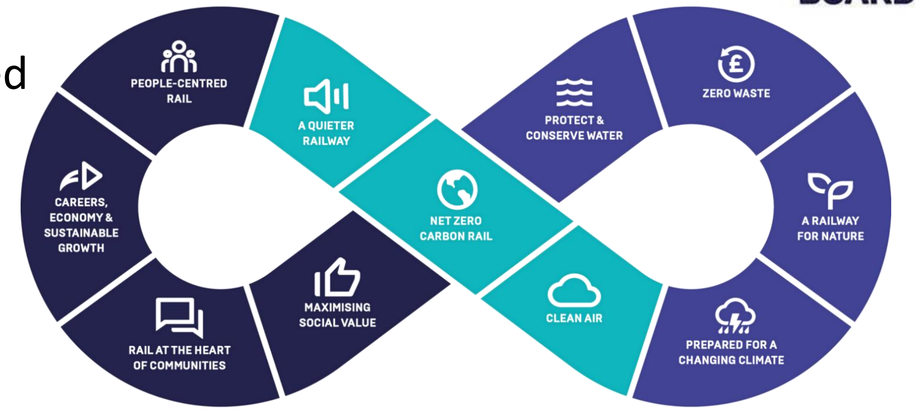
What does RSSB do?

The Rail Safety and Standards Board is the independent safety, standards and research body for Great Britain's rail network. We work across an evolving railway to improve safety, efficiency, customer satisfaction and sustainability.

The Sustainable Rail Blueprint

RAIL SAFETY AND STANDARDS BOARD

- Rail's first comprehensive sustainability framework, developed collaboratively with industry, for industry
- Sets out industry-wide ambitions and action plans across Emissions, Natural Environment and Social Sustainability



WHAT

11 sustainability topics, across emissions, natural environment and social sustainability, underpinned by a flagship goal, strategic aims and a route map, to fully define what the industry needs to achieve

HOW

6 common solutions, identified as the primary enablers of sustainable rail:

- Zero Emissions Traction
- Seamless Journeys
- Nature-based Solutions
- Social Value
- Data Framework
- Culture for Sustainability

WHO

Roles and responsibilities to deliver the sustainability goals for everyone across industry:

- Infrastructure Managers
- ROSCOs
- Passenger Train Operators
- Supply Chain
- Freight Train Operators
- Governments & Rail Regulator

Sustainability Maturity Tool

A self-assessment tool to help rail Organisation's assess their progress against the Sustainable Rail Blueprint.

Used by over 50 organisations since its launch in April 2024!

At A Glance

- Free to use for all RSSB member companies and affiliates
- Launched in April 2024, still in beta version
- For: railway operators, infrastructure managers, freight and passenger train operators, rolling stock leasing companies, and supply chain partners

How It Works

Answer a series of multiple-choice questions that explore your commitment to emissions reduction, environmental conservation, and social responsibility—key pillars of the Sustainable Rail Blueprint.

Rate your initiatives from 1 (just starting) to 5 (leading the way), and let the tool do the rest! It'll reveal your organisation's average maturity score across each topic.

Use Cases

- Track your progress across emissions, natural environment, and social sustainability.
- Identify strengths and areas for improvement.
- Align your organisation’s sustainability programme to the Blueprint.

What it looks like in practice...

Sustainability Maturity Tool

1/30/2025 3:23:34 PM

Emissions

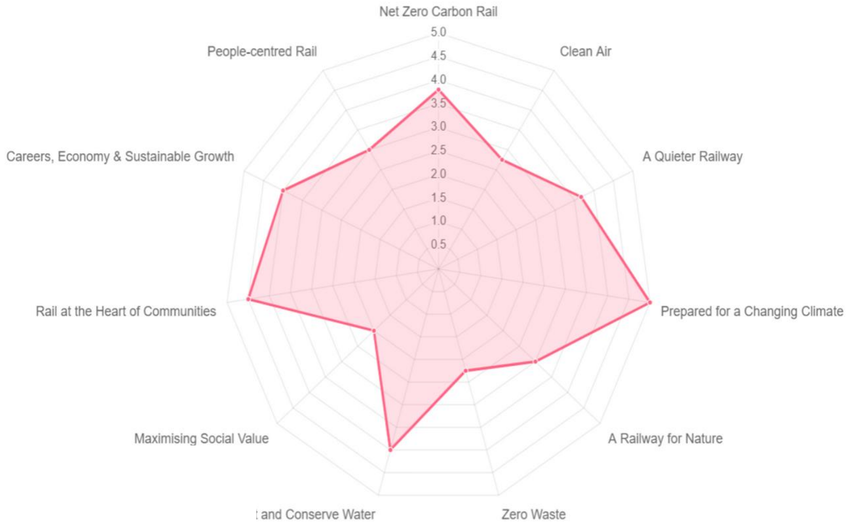
- NET ZERO CARBON RAIL — N/A — Not Completed
- CLEAN AIR — 5 — Completed on 4/25/2025 12:51:34 PM
- A QUIETER RAILWAY — N/A — Not Completed

Natural Environment

- PREPARED FOR A CHANGING CLIMATE — N/A — Not Completed
- A RAILWAY FOR NATURE — N/A — In Progress
- ZERO WASTE — N/A — In Progress
- PROTECT AND CONSERVE WATER — 1 — Completed on 4/25/2025 12:52:30 PM

Social Sustainability

- MAXIMISING SOCIAL VALUE — N/A — In Progress
- RAIL AT THE HEART OF COMMUNITIES — N/A — Not Completed
- CAREERS, ECONOMY & SUSTAINABLE GROWTH — 3 — Completed on 4/25/2025 12:51:56 PM
- PEOPLE-CENTRED RAIL — N/A — Not Completed



Sustainability Maturity Tool

Net Zero Carbon Rail

Net Zero Transport System

To what extent is your organisation contributing to shifting transport from air or road to an optimised rail network?
This question relates to modal shift and the role of rail in delivering a net zero transport system and economy.

Rate this question:

○ Rate as 1	Our organisation has not implemented any measures to support modal shift.
◉ Rate as 2	Our organisation has implemented some limited measures to support modal shift.
○ Rate as 3	Our organisation has a plan to deliver modal shift. Evidence may include establishing growth targets and a programme to deliver them.
○ Rate as 4	Our organisation is delivering modal shift. Evidence may include achieving or being on track to achieve growth targets.
○ Rate as 5	Our organisation is leading the industry in delivering modal shift. Evidence may include achievement of industry-leading growth targets and/or coordinating an industry-wide approach to modal shift.
○ N/A	Not Applicable

Sustainability Maturity Tool Version 2

We are currently working on version 2 of the SMT.

Version 2 will include:

Action plans and recommendations

Tracking of previous scores

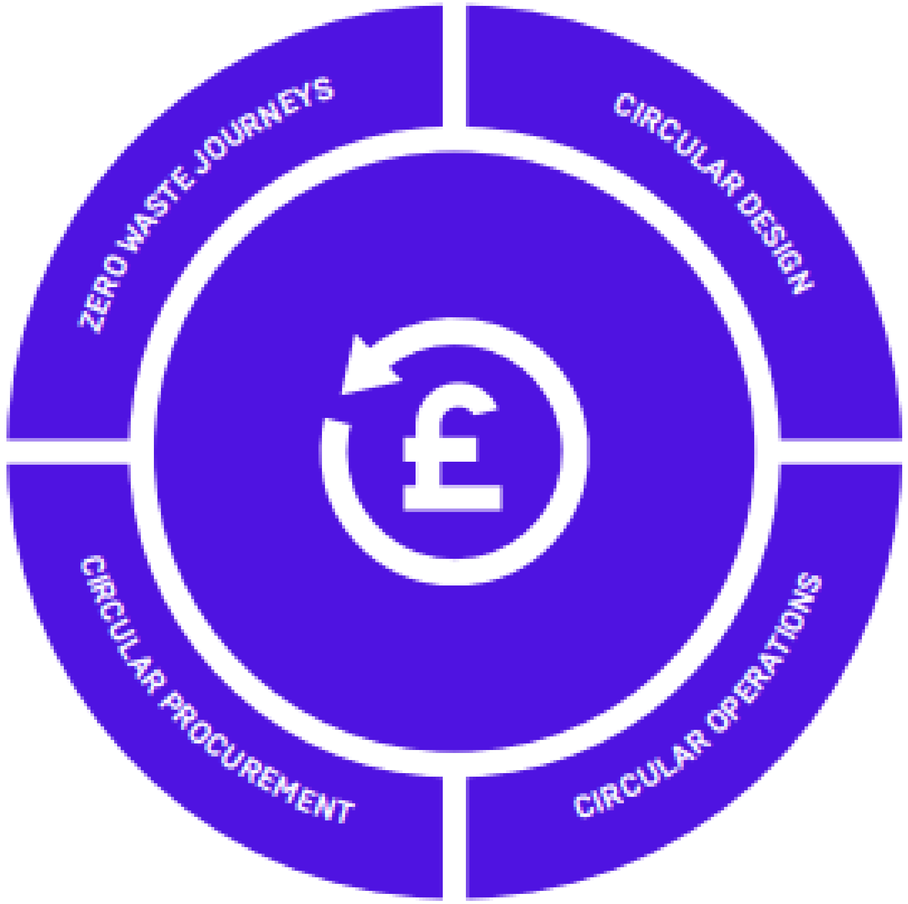
Better visualisation and usability

Structure and Scoring

The value is in the discussion and learning, not the score!

5 – Leading the industry
4 – Delivering the plan
3 – Has a plan
2 – Some limited activity
1 – Not doing
NA – Not applicable

SRB- Circular Economy: A railway that uses resources efficiently and supports a collaborative economy



Zero Waste Journeys

To what extent does your organisation engage customers and communities in creating zero waste journeys?

This question relates to the customer-facing aspects of rail, including eliminating single-use items from catering, providing recycling facilities and station initiatives such as zero-waste shops.

Rate this question:

◯ Rate as 1	Our organisation has not undertaken any activities to create zero waste journeys.
◯ Rate as 2	Our organisation has undertaken some limited activities to create zero waste journeys. Evidence may include provision of recycling facilities and water refill stations.
◯ Rate as 3	Our organisation has a plan to create zero waste journeys. Evidence may include recognising waste within customer experience plans and/or engaging passengers on waste management.
◯ Rate as 4	Our organisation is creating zero waste journeys. Evidence may include significant delivery of waste elimination throughout the customer experience and/or showcasing locally led initiatives that support a circular economy.
◯ Rate as 5	Our organisation is leading the industry in creating zero waste journeys. Evidence may include an industry-leading programme to eliminate waste from the customer experience and/or delivery of innovative customer-facing circular economy initiatives.
◯ N/A	Not Applicable

Tell us your reasons:

Please describe the reasons for your selection.

Circular Design

To what extent does your organisation incorporate circular design specifications as standard for all assets, products, and projects?

This question relates to ensuring rail assets, including infrastructure and rolling stock, are designed with consideration of durability, efficient use of materials and future reuse or recycling.

Rate this question:

○ Rate as 1	Our organisation does not incorporate circular design specifications for assets, products, or projects.
○ Rate as 2	Our organisation has some limited examples of incorporating circular design specifications for assets, products, or projects.
○ Rate as 3	Our organisation has a plan to incorporate circular design specifications as standard for all assets, products, and projects. Evidence may include a documented review of design specifications to identify opportunities to incorporate circular design principles and design out waste.
○ Rate as 4	Our organisation is incorporating circular design specifications as standard for all assets, products, and projects. Evidence may include significant implementation of circular design principles within design specifications.
○ Rate as 5	Our organisation is leading the industry in incorporating circular design specifications as standard for assets, products, and projects. Evidence may include an industry-leading and innovative circular design programme.
○ N/A	Not Applicable

Tell us your reasons:

Please describe the reasons for your selection.

Circular Operations

To what extent does your organisation incorporate circularity into all operational rail decisions?

This question relates to avoiding waste creation and retaining and reusing resources for as long as possible, including through asset maintenance and repurposing.

Rate this question:

○ Rate as 1	Our organisation does not incorporate circularity into operational rail decisions.
○ Rate as 2	Our organisation has some limited examples of incorporating circularity into operational rail decisions. Evidence may include progress in diverting waste from landfill.
○ Rate as 3	Our organisation has a plan to incorporate circularity into all operational rail decisions. Evidence may include a documented review of asset management strategies and resource management plans to identify opportunities to incorporate circular principles.
○ Rate as 4	Our organisation is working to incorporate circularity into all operational rail decisions. Evidence may include significant implementation of circular principles within asset management strategies and resource management plans, which may be aligned to BS 8001.
○ Rate as 5	Our organisation is leading the industry in incorporating circularity into all operational rail decisions. Evidence may include an industry-leading and innovative approach to circular operations.
○ N/A	Not Applicable

Tell us your reasons:

Please describe the reasons for your selection.

Sustainable Procurement

To what extent has your organisation embedded sustainability performance requirements within procurement practices?

This question relates to incorporating sustainability specifications within rail procurement contracts.

Rate this question:

○ Rate as 1	Our organisation has not embedded sustainability performance requirements within procurement practices.
○ Rate as 2	Our organisation has some limited examples of embedding sustainability performance requirements within procurement practices.
○ Rate as 3	Our organisation has a plan to embed sustainability performance requirements within procurement practices. Evidence may include a documented review of procurement processes to identify opportunities to embed sustainability.
○ Rate as 4	Our organisation has embedded sustainability performance requirements within procurement practices. Evidence may include a well-established and/or accredited sustainable procurement policy aligned to ISO 20400.
○ Rate as 5	Our organisation is leading the industry in embedding sustainability performance requirements within procurement practices. Evidence may include an industry-leading and innovative sustainable procurement programme and/or coordinating an industry-wide approach.
○ N/A	Not Applicable

Tell us your reasons:

Please describe the reasons for your selection.

What a lower vs higher maturity example looks like

Zero waste journey’s

1. The organisation has an executive-approved zero-waste strategy with clear targets, leadership ownership and consistent waste segregation across all sites. Over 75% of waste is recycled, nothing goes to landfill, and passenger behaviour is actively shaped through clear facilities, incentives and contamination checks. Circular economy innovations are embedded and scaled, with performance and learning regularly shared through industry forums.
2. The organisation encourages employees to reduce waste and is trialling a small number of initiatives, such as virtual tickets and station waste pilots, but lacks a formal zero-waste or circular economy strategy. Waste practices are inconsistent across sites, recycling performance is not systematically measured, and activities are largely led by individual teams rather than embedded organisation-wide.

Workshop Agenda

1. Individually go through and score yourself based upon your understanding of your organisation's activities (10 mins)
2. Compare notes with the people on your table (10 mins)
3. Discuss in your tables 2-3 high level actions that you could take individually/sector actions to increase your/sector score and the difficulty in doing this (10 mins)
4. General feedback and discussion as a whole group- we will be asking those who scored highly why they did so (20 mins)

RAIL SAFETY AND STANDARDS BOARD

Individually go through and score yourself (10 mins)

Please scored based on current reality within your organisation not planned activity.

Compare notes with people on your table (10 mins)

- Which questions were hardest to answer?
- Where did your scores differ most?

Table discussion: 2-3 actions to increase a score (10 mins) use one question for this example

- What would help you move up one maturity level, not to best practice?
- Are there any common enablers or barriers that you have identified

Feedback and whole group discussion (20 mins)

- Who scored highest on your table for each question

- What enabled it (policy, leadership, procurement, data, suppliers)

RAIL SAFETY AND STANDARDS BOARD

Wrap up and close

INTERNATIONAL UNION
OF RAILWAYS

Thank you
for your attention

CONTACT

Isabelle De Keyzer
Senior Advisor Sustainability & Environment
Tel +33 (0)1 44 49 20 37
dekeyzer@uic.org

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