

PERFORMANCE OBJECTIVES FOR 2016 FOR MARTIN NOLAN

1.	Business Strategy Objectives	Measurable Metric/Target + Due Date			
1.1	Implement 5 year strategic business plan ensuring the future direction of the company, increasing its value, while meeting the needs of customers, employees and other corporate stakeholders	<ul style="list-style-type: none"> a) Refine/update 5 year rolling plan and related investment programmes (Q1 2016) b) Refine/update product strategies in line with strategic plan (Q1/Q2 2016) c) Structured dialogue with shareholder and stakeholders (Q1 to Q4 2016) 			
	Self Assessment	Reasons for any Delay in Achievement			
	Support from shareholder and stakeholders will be critical				
1.	Business Strategy Objectives	Measurable Metric/Target + Due Date			
1.2	Deliver the Budget for 2016 in order to maintain profitability and positive cash flow and actively contributing to CIE Finances Prepare 2016 Action plan, performance objectives and KPIs by function and region Deliver revenue and cost budgets, KPIs and financial targets		Unit	Prior year (2015)	2016 Target
		RP Revenue	€m	141.4	145.7
		Total Revenue		306.7	312.4
		Profit/(Loss)	€m	-5.8	-4.8
		Customer Journeys (RP)	M	37.8	38.7
		Staff Numbers		2483	TBC
		EBITDA	€m	2.2	3.9
		Net Assets %	%	58%	51%
		Net Debt/EBITDA		TBC CIE	TBC CIE
		Interest Cover		TBC CIE	TBC CIE
	Self Assessment	Reasons for any Delay in Achievement			
1.	Business Strategy Objectives	Measurable Metric/Target + Due Date			
1.3	Refine/update revised product strategies and reinvestment plans to Board and secure approval (Expressway, PSO services, Schools Transport and New business)	<ul style="list-style-type: none"> • Expressway Change Programme (Q1 2016) • NTA Contract – Annual Business Plan and Change Programme (Q1 2016) 			

		<ul style="list-style-type: none"> Schools Transport Strategy and change programme (Q2 2016) New Business / Innovation strategy (Q2 2016)
	Self Assessment	Reasons for any Delay in Achievement
	Support from shareholder and stakeholders will be critical	
1.	Business Strategy Objectives	Measurable Metric/Target + Due Date
1.4	Represent and Strengthen Relationships with all Bus Éireann Stakeholders to further the aims of the Strategic Business Plan	<ul style="list-style-type: none"> Structured dialogue with DTT&S and DoES (Q1/Q4 2016) Pursue growth development strategy with NTA and DTT&S (Q1 2016) Agree Advocacy communications plan (Q1 2016)
	Self Assessment	Reasons for any Delay in Achievement
1.	Business Strategy Objectives	Measurable Metric/Target + Due Date
1.5	Agree all 2016 Objectives and Performance Targets with members of the Senior Leadership Team	<ul style="list-style-type: none"> Revise in line with 2016 plan (Feb 2016) Objectives and Targets set (Feb 2016) New KPI and ePMO approach (Q2 2016) Synchronisation with risk register system across CIE (Q2 2016)
	Self Assessment	Reasons for any Delay in Achievement
1.	Business Strategy Objectives	Measurable Metric/Target + Due Date
1.6	Oversee and coordinate the Risk Register and ensure Risks are appropriately assigned and managed	<ul style="list-style-type: none"> Update risk appetite statement and heat map (Q1 2016) Monthly/Quarterly review of BE risk register in line with new CIE system (Monthly) Implement new CIE Risk Management System (Q1/Q2 2016)

	Self Assessment	Reasons for any Delay in Achievement
1.	Business Strategy Objectives	Measurable Metric/Target + Due Date
1.7	Ensure Corporate Governance Standards are maintained	Action taken on any breaches
	Self Assessment	Reasons for any Delay in Achievement

2.	Customer Objectives	Measurable Metric/Target + Due Date																							
2.1	Ensure excellence in Customer Service Delivery and Targeted Revenue through appropriate Customer Service Offering	<table><tr><td></td><td>Unit</td><td>Prior Year</td><td>2016 Target</td></tr><tr><td>RP Revenue</td><td>€m</td><td>141.4</td><td>145.7</td></tr><tr><td>Passenger growth</td><td>m</td><td>37.9</td><td>38.7</td></tr><tr><td>Overall Satisfaction</td><td>%</td><td>92</td><td>92</td></tr><tr><td>Net Promoter Score</td><td>%</td><td>90</td><td>90</td></tr></table>					Unit	Prior Year	2016 Target	RP Revenue	€m	141.4	145.7	Passenger growth	m	37.9	38.7	Overall Satisfaction	%	92	92	Net Promoter Score	%	90	90
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2.2	Ensure the delivery of customer facing technology programme and further develop process/quality systems	<ul style="list-style-type: none">• Ongoing development of CRM and complaints management system (Ongoing)• Customer Facing Technology (PSO and Expressway) Project Plan incl seat reservation and fares/ticketing system (Quarterly)• Schools IT System (Ongoing)																							
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3.	Operations and Safety Objectives	Measurable Metric/Target + Due Date
3.1	Meet or exceed quantitative and qualitative targets agreed with NTA and DoE&S across all aspects of the Bus Éireann Services	<ul style="list-style-type: none"> • PSO – Agree Change programme subject to funding from NTA (Q1 2016) • Develop systems and processes to meet enhanced targets and reporting requirements subject to funding (Q1to Q3 2016) • DoES – New KPI system
	Self Assessment	Reasons for any Delay in Achievement
3.	Operations and Safety Objectives	Measurable Metric/Target + Due Date
3.2	Ensure that the Company establishes and achieves appropriate safety goals, and manages the overall resources to meet these goals	Delivery of the 7 Safety Plan Targets set out in the plan for 2016 (Period/Monthly)
	Self Assessment	Reasons for any Delay in Achievement

4.	People Objectives	Measurable Metric/Target + Due Date
4.1	To continue delivery of the Internal Leadership project and management development & succession programmes	<ul style="list-style-type: none"> • Achievement of key business milestones (quarterly) • Skillsets/ resources are available to meet strategic business objectives (Ongoing) • 2016 Internal communications plan (Q1 onwards)
	Self Assessment	Reasons for any Delay in Achievement
4.	People Objectives	Measurable Metric/Target + Due Date
4.2	Encourage participation in good safety and health practices and support for our policy and objectives by consulting and communicating with all employees.	Communication and Delivery of Safety Targets across all areas (Period)
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5.	KPIs	Measurable Metric/Target + Due Date																																																									
	<p>The following KPIs will be tracked on a monthly basis against budget/target and prior year</p> <table><tr><td>Overall Performance Scorecard</td></tr><tr><td>RP Revenue</td></tr><tr><td>Profit/(Loss)</td></tr><tr><td>Customer Journeys</td></tr><tr><td>Staff Numbers</td></tr><tr><td>EBITDA</td></tr><tr><td>Net Debt/EBITDA covenant</td></tr><tr><td>Interest Cover</td></tr><tr><td></td></tr><tr><td>Separate performance scorecards for:</td></tr><tr><td>Safety</td></tr><tr><td>Operations</td></tr><tr><td>Divisional / Product</td></tr><tr><td>Commercial</td></tr><tr><td>HR</td></tr><tr><td>CME/Maintenance</td></tr><tr><td>Regional (East, South, South West, West , North West)</td></tr></table>	Overall Performance Scorecard	RP Revenue	Profit/(Loss)	Customer Journeys	Staff Numbers	EBITDA	Net Debt/EBITDA covenant	Interest Cover		Separate performance scorecards for:	Safety	Operations	Divisional / Product	Commercial	HR	CME/Maintenance	Regional (East, South, South West, West , North West)	<p>From KPI chart.</p> <table><tr><td></td><td>Unit</td><td>Prior year (2015)</td><td>2016 Target</td></tr><tr><td>RP Revenue</td><td>€m</td><td>141.4</td><td>145.7</td></tr><tr><td>Total Revenue</td><td></td><td>306.7</td><td>312.4</td></tr><tr><td>Profit/(Loss)</td><td>€m</td><td>-5.8</td><td>-4.8</td></tr><tr><td>Customer Journeys (RP)</td><td>M</td><td>37.8</td><td>38.7</td></tr><tr><td>Staff Numbers</td><td></td><td>2,483</td><td>TBC</td></tr><tr><td>EBITDA</td><td>€m</td><td>2.2</td><td>3.9</td></tr><tr><td>Net Assets %</td><td>%</td><td>58%</td><td>51%</td></tr><tr><td>Net Debt/EBITDA</td><td></td><td>TBC CIE</td><td>TBC CIE</td></tr><tr><td>Interest Cover</td><td></td><td>TBC CIE</td><td>TBC CIE</td></tr></table>		Unit	Prior year (2015)	2016 Target	RP Revenue	€m	141.4	145.7	Total Revenue		306.7	312.4	Profit/(Loss)	€m	-5.8	-4.8	Customer Journeys (RP)	M	37.8	38.7	Staff Numbers		2,483	TBC	EBITDA	€m	2.2	3.9	Net Assets %	%	58%	51%	Net Debt/EBITDA		TBC CIE	TBC CIE	Interest Cover		TBC CIE	TBC CIE
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