



ADVANCING
PUBLIC
TRANSPORT

STRATEGIC PLAN

2025-2028

PEOPLE FIRST



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Foreword

by

UITP PRESIDENT

As a member-led association, focused on advancing sustainable urban mobility, UITP must always evolve and develop based on the changing world we live in.

With a focus on the future, we must set our sights on taking UITP to a new level, and building our ambition along the way.

In order to do this, there must be a clearly defined vision and mission at the heart of our association. For UITP, it's important to not only consider where the association currently stands, but to envision what is to come in the years that lie ahead.

Our vision for the future helps to guide the direction of our strategy, and we must build an association that is able to answer the current and incoming challenges: the climate crisis, how we approach the financing of public transport, creating more inclusive and prosperous communities and cities, and how we address any potential changes in the political landscape.

To do this, we must build a future-proof association – and centre our activities around a long-term strategy.

I believe that public transport is built around and for people, and as well as be-

ing a member-focused President, I am also a people-focused one. I'm passionate about making public transport as inclusive, accessible, and successful as possible. My vision is for that progress to include everyone who makes public transport the invaluable entity it is to our cities.

For UITP, our role in that process must be clear: we are the only association of our kind to bring together the entire sector, with a focus on the future of urban mobility around the world. For that to work, we must have a solid and workable set of strategic priorities in place.

Our strategic direction must reinforce our global presence, and for UITP to make our sector more visible, stronger, and better known internationally. This approach will benefit the entire public transport community, including all of our members.

It guarantees the long term stability of the association, with a strong financial sustainability guided by clear objectives. Following on from the successful consolidation of the financial organisation of these past years, UITP has been able to build upon past successes.

By doing so, we can continue to make sure we adapt and evolve beyond global challenges, such as the recent pandemic.

Our Strategic Plan is focused on putting people at the heart of what we do, being led by a People First Strategy.

A great deal has changed within the public transport sector in recent years, and we must reflect on how to elevate the sector as a top policy priority, by further engaging with key decision makers.

Alongside developing our strategic priorities, it became clear that this was the perfect time to revisit UITP's mission, vision, and our core values. We must never become complacent when dealing with the values that make our association what it is – and by reviewing these we commit to making UITP the very best it can be!

I'm pleased that the UITP Executive Board was fully involved and engaged with this process, by providing their valuable input to revising our mission, vision, and values. From this process, a dedicated working group is collaborating with the UITP Secretariat to build strategic priorities that are meaningful, and committed to a future for everyone involved.

With each aim and objective, UITP will put its members and colleagues first, as growing the association cannot be done without aligning both. As well as having serious direction and focus at the core of this approach, I'm delighted that the red thread of putting people first is weaved throughout.

Under this direction, I am confident that UITP will not only continue to grow well into the future, but thrive for generations to come!

Renée Amilcar

UITP PRESIDENT



Foreword

by

UITP SECRETARY GENERAL

As we embarked on developing a new Strategic Plan for UITP, it became clear that our People First Strategy would be the foundation of our vision and mission for the coming years.

People First does exactly what it promises: it puts the people at the heart of our association—our staff, our members, and our key partners—at the centre of everything we do.

By focusing on enhancing the human experience, we aim to create a UITP that you love to be a part of, and a place where everyone thrives! People First is a clear and comprehensive strategy with defined objectives and priorities that work for and with all our stakeholders: staff, members, and policy makers alike.

As a member-led association, our members remain at the heart of everything we do. People First sets a clear path to improving membership experience, strengthening our network, and ensuring that UITP remains a relevant, engaged, and respon-

sive association. Through initiatives like our new events strategy, featuring an annual Summit, we will create more opportunities for members to connect and collaborate globally.

While UITP is international, we are committed to becoming truly global—ensuring that no matter where our members are in the world, they have seamless access to the support, expertise, and knowledge they need to keep advancing public transport. Our vision is clear: Moving people for a sustainable and inclusive world.

In line with this vision, we will endeavour to elevate public transport as a policy priority, advocating for sustainable urban mobility and engaging with key decision-makers to place public transport at the heart of political agendas.

Building on the redefinition of public transport advocated by UITP, we will ensure that our work and messaging address all forms of shared and collective modes of transport.

We will drive service excellence with thriving staff, investing in our people to foster engagement, enhance performance management, and focus on talent acquisition and retention.

As we approach UITP's 140th anniversary in 2025, building a future-proof association for generations to come is more crucial than ever. We will ensure financial sustainability through sound management, and improved processes relating to efficiency and compliance.

Defining a strategic plan is essential for a global association like UITP, providing us with a clear framework for the future. While statements set direction, it is actions that bring them to life. I am very excited to see this plan in action, and for UITP to

continue growing stronger, building a lasting legacy for generations to come.

Guided by our new values of integrity and respect, impactful leadership, and inclusive collaboration, I am proud to lead the implementation of our People First strategy with our committed and dedicated UITP team. Together we will work to deliver key successes for our members, our cities, and the global public transport community.

Mohamed Mezghani

UITP SECRETARY GENERAL

Context and process

The proposal to review UITP People First strategy was adopted by the UITP executive board* in December 2023. A follow up meeting set the objectives of a new strategic plan, building upon People First and launching a process that included the revision of UITP values, vision and mission. The plan also builds upon the lessons from UITP 2024 member survey which identifies the ambition and expectations of our membership.

A strategy working group was appointed by the executive board . It included:



Renée Amilcar
President of UITP,
Managing Director
OC Transport.



Briec de Meeus
Deputy President of UITP,
CEO STIB



Avril Tourmen
Chair of UITP Industry
division, VP Strategy
Growth, SYSTRA



Jeremy Yap
Chair of UITP Asia-Pacific
division, Deputy Chief
Executive, LTA

The role of this strategy working group was to support the secretariat in the development of this strategic plan, ensuring its alignment and coherence. The secretariat also engaged Lesley Antoun Consulting for additional support.

The process of defining new values for UITP began with a staff survey in March 2024, followed by policy board discussions in April and additional employee workshops over the summer. These steps led to the identification and definition of three new core values, which have been introduced at the September 2024 staff retreat. These values will be integrated into daily work and will guide UITP activities.

Also in April 2024, the executive and policy boards* meetings have led to the identification of the renewed vision and mission. The evolution of UITP's vision and mission set a clearer direction towards which our association is working. These two elements are a critical reference for UITP's strategy, and several strategic objectives were outlined during

those meetings that align closely with the new vision and mission.

At the management board* retreat early July 2024, the four strategic objectives were consolidated, together with the high-level targets. New strategic initiatives complement our existing ones, creating a coherent and consolidated strategic plan aimed at achieving our objectives. Specific targets and KPIs have been identified for each initiative, ensuring alignment with priorities and enabling effective monitoring of progress.

The process to develop the strategic plan was designed to be very inclusive, thus gathering perspectives directly from employees, management, and executive and policy board members, who are representing the direct beneficiaries of UITP's services. The next steps will include the development of detailed plans, and the inclusion of value-adding governance to ensure efficient monitoring of progress.

* The executive board is a group of 21 elected members responsible for overseeing the general management of the association and adopt its strategy

* The policy board is a group of 95 elected members who among other things adopts the policy positions of the association and its integrated global work programme.

* The management board brings together the secretary general and the senior directors to lead the management of the secretariat.



Our vision

Moving people for a sustainable and inclusive world.

Our mission

Together, we advance public transport through advocacy, knowledge and networking.



Our values



Values are the heart and soul of every organisation; they shape our actions, guide our operations, and define our behaviour to ensure that we always put 'people first'. They are more than just words embedded in a strategy—they are the invisible force that inspires us, unites us, fosters a culture of belonging and transforms a good organisation into a great one.

Our values are core to defining the ways in which UITP staff, management and boards work together as well as with our members and stakeholders throughout the world. These universal values are the foundation on which UITP's vision will be built and achieved.

Living and breathing our values every day, and making them second nature in everything we do is what we aspire to. To achieve this, it's essential that our association ensures alignment between our values, decisions, and actions. This coherence must involve the leadership, flow through every team, and reach each individual.





our 4 Strategic objectives



Our four strategic objectives

▶ EMPOWER MEMBERS TO ADVANCE PUBLIC TRANSPORT

- ▶ Strengthening the UITP network by expanding its global reach and providing seamless access to membership and services
- ▶ Being recognised as our members' reference for knowledge
- ▶ Uniting the public transport community through our annual summit

OUR HIGH LEVEL TARGETS

- ▶ Achieve a member engagement index of 107 establishing a strong relationship with the membership
- ▶ 100% of members and an increasing number of their staff use UITP services at least once a year
- ▶ 50% of members from outside Europe

▶ EMPOWER STAFF TO DRIVE SERVICE EXCELLENCE

- ▶ Enabling our staff to reach their full potential
- ▶ Deploying a supportive working environment to provide members services and strong internal service delivery

OUR HIGH LEVEL TARGETS

- ▶ Achieve 70% in the employee Net Promoter Score
- ▶ Be certified as a 'Great Place to Work®'

▶ ELEVATE PUBLIC TRANSPORT AS A POLICY PRIORITY BY REACHING OUT TO DECISION MAKERS AND OPINION LEADERS

- ▶ Increasing their awareness of the benefits of public transport
- ▶ Enhancing the reputation of UITP and public transport

OUR HIGH LEVEL TARGETS

- ▶ Strengthen the recognition of public transport as a driver for sustainability, economic growth and inclusivity
- ▶ Improve policy makers' awareness and perception of UITP and the public transport sector

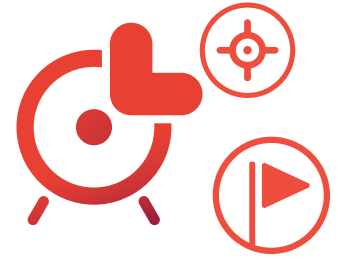
▶ SECURE OUR FUTURE: FINANCIAL AND CORPORATE SUSTAINABILITY

- ▶ Ensuring the long term financial sustainability of the association
- ▶ Committing the association to sustainability and sound governance and management

OUR HIGH LEVEL TARGETS

- ▶ Maintain a positive cumulative operating result with a reserve to meet future needs
- ▶ Demonstrate excellence in governance and management
- ▶ Improve our sustainability impact every year

Our strategic initiatives



STRATEGIC OBJECTIVE



EMPOWER MEMBERS TO ADVANCE PUBLIC TRANSPORT

Members are the *raison d'être* of our association and central to everything we do. Their participation and contributions are the driving force behind the value UITP creates globally through its work. Therefore, our first strategic priority is to enhance member engagement to empower them to advance public transport.

UITP is the global network of operators and transport authorities delivering unique opportunities to exchange and to network with the whole value chain, including its supplying industry. Its membership is representative of the main players in each region.

The UITP member experience is both customised to the needs and profiles of members, while at the same time providing a common experience under ONE UITP. Members recognise UITP as their place of choice for accessing knowledge about public transport internationally through seamless access to its services and network and participation in the flagship annual summit and other events around the globe.



2028 HIGH-LEVEL TARGETS

- Achieve a member engagement index of 107, establishing a strong relationship across the network
- 100% of members and an increasing number of their staff use UITP services at least once a year
- Count 50% of members from outside Europe



STRATEGIC INITIATIVES

- **N° 1.** Build a stronger network with a new customised and seamless member experience
- **N° 2.** Deliver expertise and knowledge, enabling our members to advance public transport globally
- **N° 3.** Strengthen the UITP network through targeted membership development
- **N° 4.** Implement our new events strategy with our annual Summit
- **N° 5.** Leverage the UITP Academy to support our strategic objectives



STRATEGIC INITIATIVES

STRATEGIC INITIATIVE

BUILD A STRONGER NETWORK WITH A NEW CUSTOMISED AND SEAMLESS MEMBER EXPERIENCE

Nº 1.

To fully benefit from all the products and services that UITP offers, members need a more tailored and seamless experience.

To enhance our understanding of members' interests and expectations, we are upgrading our **member management system**. In parallel we are extending our reach within their organisations to enable more member's staff to get involved with UITP. This will enable us to offer more personalised and dynamic content and services tailored to each member segment, such as for instance newsletters, webinars, reports, and training courses.

This also provides an opportunity to review our membership services and members' contributions, aligning them with our membership network development plans. This initiative is designed to contribute to the association's financial sustainability through progressive, organic growth in membership revenues.

Additionally, we will **strengthen our services for industry players**, ensuring they fully benefit from UITP's network and expertise and engage with the whole membership to foster innovation in public transport. For this purpose, the plan will consider various industry segments, including the potential engagement with **start-ups**.

The new member experience will include a **completely redesigned digital experience**. This will be supported by the deployment of a new digital environment, featuring a new website and a user-friendly, intuitive platform where members will be able to access, share, and engage with **UITP's network and knowledge resources**. These will include, online communities, forums, and databases, based on their digital profiles and interests.

The new digital environment will also cater to UITP's partners, stakeholders, and everyone who interacts with the association's digital products and services.

N^o 2.

STRATEGIC INITIATIVE

DELIVER EXPERTISE AND KNOWLEDGE, ENABLING OUR MEMBERS TO ADVANCE PUBLIC TRANSPORT GLOBALLY

We will continue to strengthen UITP's position as THE **global knowledge centre** on public transport and urban mobility by developing comprehensive studies, conducting research projects covering state-of-the-art developments in urban mobility, and supporting our events, training and capacity-building programmes.

We will also ensure that UITP develops knowledge in the framework of its Integrated Global Work Programme (IGWP) which aims to address the challenges of the public transport sector in various parts of the world.

To achieve this ambition of delivering our **Integrated Global Work Programme** and to remain at the forefront of innovation, UITP collaborates with and on behalf of our members in a number of internal and third-party funded **R&I projects** and platforms. This is an additional opportunity to leverage the expertise of UITP members and secretariat to further develop knowledge for the benefit of the sector.

This, in turn, also contributes to our goal of establishing UITP as a trusted source for public transport and mobility-related **data and statistics**.

To tackle current challenges, UITP is forging partnerships with various actors, including key sectors like finance and energy. These collaborations are crucial in enabling public transport to fully realise its potential in contributing to a more sustainable and inclusive society.

To achieve its goals in supporting the sector, UITP has taken a leadership role in advancing **diversity and inclusion** both within the association and the industry as a whole. UITP is now striving to make similar progress to boost **youth** engagement with public transport.



STRATEGIC INITIATIVE

STRENGTHEN THE UITP NETWORK THROUGH TARGETED MEMBERSHIP DEVELOPMENT

N^o
3.

As a global organisation UITP continues to strengthen its network and expand its global footprint. Its membership is growing in regions of the world where historically it had less presence and where, today, public transport is developing rapidly.

We are therefore defining a membership network development plan considering the challenges and potential of each region in the world. With more meaningful local engagement and by enabling global knowledge sharing and networking, we expect non-European membership to flourish and to reach a more geographically balanced membership by 2028.

These development plans prioritise the public transport value chain, focusing on key players in each region, particularly public transport operators and authorities. By doing so, we will enhance the value of our network for current members and the supply industry, providing them with greater access through UITP.

Following the recent creation of the shared mobility division, which reinforces the role of shared mobility representatives within the association and its governance, UITP will continue to expand this division's membership.

Additionally, UITP will strengthen cooperation with national associations in its membership development plans. National associations, as key partners, play a critical role in advancing public transport, making them a natural partner of choice for UITP.

STRATEGIC INITIATIVE

IMPLEMENT OUR NEW EVENTS STRATEGY WITH OUR ANNUAL SUMMIT

N^o
4.

The UITP events strategy aims to simplify our offerings by organising our calendar of events and meetings around the UITP Summit, which will become a yearly event starting in 2025. With dynamic new branding, the Summit will become the annual celebration and must-attend event for public transport.

Held alternatively in Europe and other global regions, the Summit's new periodicity provides an unparalleled opportunity for the supply industry to exhibit, connect with core customers, and expand into new countries and regions.

The new calendar makes UITP events **more accessible to our diverse membership** and allows us to put the emphasis on the creation of an enhanced participant experience.

By offering all events—except the annual Summit—as part of the membership fee, we increase the accessibility and quality of services (networking, knowledge, advocacy) for ALL members.

N^o 5.

STRATEGIC INITIATIVE



LEVERAGE THE UITP ACADEMY TO SUPPORT OUR STRATEGIC OBJECTIVES

With the definition of UITP’s strategic plan, we have the opportunity to review the Academy’s activities and refine its strategy to better align with our organisation’s overall objectives.

The Academy plays a crucial role in enhancing membership services, expanding access to knowledge, fostering partnerships with international organisations and financial institutions, and supporting the growth of our membership network. UITP Academy enhances our capacity-building activities by updating content, increasing the expertise and diversity of trainers, and developing innovative training formats.

It contributes to the future UITP digital experience with its online training courses and learning management systems, providing the latest knowledge and best practices from well-known experts amongst UITP membership.

Peer review and audit assessment services offer valuable, impartial insights from a panel of expert members. The UITP Academy facilitates capacity building in emerging nations, helping advance public transport globally and strengthen our network.

 Key actions & milestones	Time	Lead*	 Initiatives
Define diverse and impactful formats for the dissemination of knowledge and data	Q1 2025	MARCOM	1, 2
Membership development plan and priorities	Q1 2025	MGO	3
Develop a new global calendar of events and meetings with the annual UITP Summit at the core	Q1 2025	EAS	4
Launch new UITP website	Q2 2025	MARCOM	1
Review the Integrated Global Work Programme and reinforce its global relevance	Q2 2025 (biannual)	K&I, S&T	2
Define a strategy to support youth engagement with public transport	Q3 2025	S&T	2
Redefine the UITP academy strategy	Q3 2025	EAS	5
Supply industry members strategy	Q4 2025	K&I, MGO, S&T	1, 2, 4, 5
Members’ digital platform to access UITP’s network and knowledge resources	Q2 2026	MARCOM	1
Implement new Customer Relationship Management (CRM) platform	Q3 2026	S&T	1
Deploy a UITP urban mobility database accessible online	Q1 2027	K&I	2
Review members services and contribution to support member experience and network development	Q2 2027	MGO	1, 2, 3
Deliver the annual Summit in its new frequency	Q2 2025, Q2 2026, Q2 2027, 2028	EAS	4

*see management board contributors p.2 for the list of UITP departments leading initiatives



STRATEGIC OBJECTIVE



ELEVATE PUBLIC TRANSPORT AS A TOP POLICY PRIORITY

UITP will be the interlocutor of choice for decision-makers (international, national, local) and opinion leaders on urban transport and daily mobility. Collaborating with national associations worldwide, as the leading global knowledge centre on public transport, UITP will leverage its expertise, data and fact-based insights to advocate for an improved environment for public transport.

It aims to increase awareness and understanding of public transport benefits, for public transport to be recognised as a driver towards a sustainable and inclusive society.

By 2028 all members will be able to effectively articulate UITP’s messages on the benefits of public transport and leverage its communication and policy materials to advance public transport locally. The reputation of UITP and the public transport sector will have improved consistently among decision-makers and opinion leaders throughout the world.



2028 HIGH-LEVEL TARGETS

- Strengthen the recognition of public transport as a driver for sustainability, economic growth and inclusivity
- Increase the reputation of public transport and UITP among opinion leaders and decision-makers. Initiatives
- Ensure all members can effectively articulate and use UITP’s advocacy messages



STRATEGIC INITIATIVES

- N° 6. Develop and deploy public transport benefits messaging
- N° 7. Initiate a European public transport declaration
- N° 8. Launch a world public transport day
- N° 9. Advance public transport support in climate initiatives





STRATEGIC INITIATIVES

N° 6.

STRATEGIC INITIATIVE

DEVELOP AND DEPLOY PUBLIC TRANSPORT BENEFITS MESSAGING

To enhance awareness and understanding of the benefits of public transport among decision-makers and opinion leaders, UITP will strengthen the production of knowledge which will demonstrate its undisputable advantages using global evidence and case studies. This includes increasingly providing data-driven market intelligence.

This objective will help guide the evolution of the Integrated Global Work Programme (IGWP) and shape the format of policy and knowledge products.

Through strategic partnerships with organisations across different sectors, NGOs, national public transport associations and other associations, and international bodies, UITP aims to broaden the engagement and impact of messaging on public transport benefits on a global scale.

These efforts will also support its leadership in promoting diversity and inclusion in the public transport sector.

N° 7.

STRATEGIC INITIATIVE

INITIATE A EUROPEAN PUBLIC TRANSPORT DECLARATION

To advance UITP policy priorities during the 2024-2029 mandate of the European Commission and the European Parliament, UITP will strive to engage the European institutions in adopting a declaration that recognises the critical importance of public transport for a sustainable Europe.



STRATEGIC INITIATIVE

LAUNCH A WORLD PUBLIC TRANSPORT DAY

To highlight the essential role of public transport in society, UITP will advocate for the establishment of a World Public Transport Day. This annual event will celebrate global public transport achievements and promote its benefits, aiming to raise awareness among policy-makers and the public about the importance and advantages of public transport.



N^o 8.

STRATEGIC INITIATIVE

ADVANCE PUBLIC TRANSPORT SUPPORT IN CLIMATE INITIATIVES

In response to the growing awareness of the climate crisis, international actors and stakeholders are developing initiatives to combat climate change. Public transport is at the heart of any strategy aimed at reducing carbon emissions from the transport sector. It is therefore crucial for UITP to continue advocating for the inclusion of public transport in both public and private climate initiatives to effectively address emissions from the transport sector.

N^o 9.

 Key actions & milestones	Time	Lead*	 Initiatives
Develop and annually review our advocacy strategy and implementation plan	Q1 2025	S&T	6, 8, 9
Develop a tool and an indicator to measure the presence of public transport in policy agendas, assess UITP's reputation, and evaluate the perception of public transport among UITP partners	Q3 2025	MARCOM, S&T	6, 9
Launch the World Public Transport Day	2026	S&T	6, 8, 9
Survey members to ensure we address their policy priorities	2026, 2028	EU, MARCOM, S&T	6
Obtain support for European (EU) public transport declaration	2028	EU	7, 9



STRATEGIC OBJECTIVE



EMPOWER STAFF TO DRIVE SERVICE EXCELLENCE

UITP employs over 130 professionals across 13 locations on five continents. Our team, representing 24 nationalities and speaking more than 40 languages in addition to our working language, English, reflects our global reach.

With a diverse, professional, and international team, UITP is committed to becoming an employer of choice, driven by engaged staff dedicated to delivering service excellence to our members. Our employees should feel empowered and

equipped with the right tools and procedures, supported by strong internal service delivery. This environment enables them to reach their full potential and contribute significantly to the success of UITP.



2028 HIGH-LEVEL TARGETS

- Achieve 70% in the employee Net Promoter Score

The Employee Net Promoter score measures how likely employee are to recommend UITP as a place to work.

- Be certified as a 'Great Place to Work®'

Great Place to Work® carries out an annual staff survey on 5 criteria: credibility, fairness, respect, pride and camaraderie. A score of 70% over these 5 criteria provides the Great Place to Work Label.



STRATEGIC INITIATIVES

- N° 10. Enhance employee engagement and performance management
- N° 11. Promote learning and development to support career growth
- N° 12. Improve leadership and management

- N° 13. Enhance Talent Acquisition and Retention
- N° 14. New UITP HQ offices





STRATEGIC INITIATIVES

STRATEGIC INITIATIVE

ENHANCE EMPLOYEE ENGAGEMENT AND PERFORMANCE MANAGEMENT

To deliver service excellence, UITP relies on its engaged staff, providing a working environment that fosters both performance and satisfaction.

This includes a range of activities, such as offering tailored training for different employee roles, integrating our objectives and values into HR policies and processes, providing several opportunities during the year for all staff to meet and network, including an annual retreat, and fostering a culture of innovation and creativity.

N° 10.

STRATEGIC INITIATIVE

PROMOTE LEARNING AND DEVELOPMENT TO SUPPORT CAREER GROWTH

Learning and development (L&D) at UITP supports the evolution of career paths, enhances employee performance, and boosts engagement and satisfaction. Since launching our learning and development plans in 2022, the association continues to provide valuable opportunities for employee growth.

N° 11.

STRATEGIC INITIATIVE

IMPROVE LEADERSHIP AND MANAGEMENT

The implementation of the strategy will drive the organisation's evolution which must strive for enhancing its ability to operate across multiple regions and engage with diverse stakeholders to deliver a range of services.

This requires ongoing development in leadership and management through continuous learning and development, a robust feedback culture, staff empowerment, and a clear reinforcement of middle management roles.

Managers' performance will be closely monitored and supported with targeted training.

N° 12.



N°13.

STRATEGIC INITIATIVE

ENHANCE TALENT ACQUISITION AND RETENTION

Like many organisations, UITP faces significant challenges in talent acquisition and retention. The association must also address the challenge of a relatively small structure operating across very different labour markets in the world.

To improve and reach its full potential, UITP has set an ambitious goal to achieve the **Great Place to Work®** certification. This globally recognised label is an excellent fit for our organisation and aligns with our objective of creating an outstanding work environment.

Great Place to Work® evaluates employment practices from both the employee's and the organisation's perspectives. This dual approach measures credibility, fairness, respect, pride, camaraderie as well as how organisational culture is actively shaped. With this measurement and understanding, enhancements can be made to their overall employee experience, leading to a higher level of employee retention and engagement.

N°14.

STRATEGIC INITIATIVE

NEW UITP HQ OFFICES

The work environment plays an important role in fostering employee engagement and wellbeing. It's time to reassess how working habits have evolved, particularly in the wake of the COVID-19 pandemic, and address the needs of modern office life. This involves creating a more pleasant and multifunctional workspace with more shared areas, flexi-desks, and facilities better suited for our meetings and for welcoming members and partners.

 Key actions & milestones	Time	Lead*	 Initiatives
Revise performance evaluation criteria and process	Q1 2025	PEOMAN	10
Define the new UITP office project and timeline	Q1 2025	SGO	13, 14
Create and implement a cohesive Team Leaders Group	Q1 2025	PEOMAN	12
Launch Great Place to Work® pilot project	Q2-Q3 2025	PEOMAN	10, 11, 12, 13, 14
Ensure management embodies the new values and integrate them into HR policies and operations	Q4 2025	PEOMAN	10, 12
Deploy the eLearning platform for internal L&D	Q4 2025	PEOMAN	11
Implementation of learning and development (L&D) plans as an annual objective for each department and for the management	As of 2025	PEOMAN	11
Provide feedback training to new staff	Q1 2026	PEOMAN	10, 13
Streamline the recruitment process to improve candidate experience	Q1 2026	PEOMAN	13
Move to the new UITP working environment	Q4 2026	SGO	13, 14

*see management board contributors p.2 for the list of UITP departments leading initiatives



STRATEGIC OBJECTIVE



SECURE OUR FUTURE: FINANCIAL AND CORPORATE SUSTAINABILITY

UITP is financially equipped, both today and for the longer term, to support its daily operations, ambitions, and development needs, maintaining a balanced budget without structural deficits or surpluses. This approach, along with maintaining adequate reserves, and leveraging UITP's agility, enables effective future planning and resilience through all economic cycles.

UITP consistently creates value for its members and the sector, guided by a strong commitment to sustainability principles. The organisation strives to balance its economic, social, and environmental impact, supported by robust and sustainable governance. By aligning with its values and vision, UITP leads as a sustainable association, enhancing its reputation, trust, and loyalty among members, employees, partners, and stakeholders.



2028 HIGH-LEVEL TARGETS

- Maintain a **positive cumulative operating result** over five years (excluding non-recurring items), ensuring that recurring costs are fully covered by recurring revenues, while preserving the right level of reserves to meet future needs
- Demonstrate **excellence in governance, including by implementing a robust sustainability strategy** to improve our sustainability impact



STRATEGIC INITIATIVES

- **N° 15.** Strengthen budgeting processes to support the implementation of the strategy and the reviewed financial objectives
- **N° 16.** Develop and implement UITP sustainability strategy
- **N° 17.** Review and improve processes to support efficiency and compliance





STRATEGIC INITIATIVES

Nº 15.

STRATEGIC INITIATIVE

STRENGTHEN BUDGETING PROCESSES TO SUPPORT THE IMPLEMENTATION OF THE STRATEGY AND THE REVIEWED FINANCIAL OBJECTIVES

Sound financial management ensures that financial processes and reporting effectively support the association in achieving its financial objectives.

It should be supported by **efficient processes**, which are regularly reviewed to meet industry standards, and enabled by the use of the required **financial and accounting digital tools**.

The budgeting process is reviewed to better incorporate the objectives of the strategy. It guarantees that UITP maintains a positive cumulative operating result over five years (excluding non-recurring items), ensuring that recurring costs are fully covered by recurring revenues, while preserving the right level of reserves to meet future needs

The financial reserve is set at a level determined by the executive board to ensure UITP long-term financial sustainability and the capacity to invest for ever better member services.

Nº 16.

STRATEGIC INITIATIVE

DEVELOP AND IMPLEMENT UITP SUSTAINABILITY STRATEGY

Sustainability is at the heart of UITP's vision. As an association, UITP is committed to embodying this vision and leading by example. We are developing a sustainability strategy for UITP summit, which will be followed at a later stage by a comprehensive sustainability strategy for the entire association.

This will provide a framework to measure our impact and enhance our environmental performance.



STRATEGIC INITIATIVE

REVIEW AND IMPROVE PROCESSES TO SUPPORT EFFICIENCY AND COMPLIANCE

Nº 17.

Sustainable governance and management involve ensuring that processes are designed to support efficient management of the association while maintaining compliance.

Processes and policies are regularly assessed and reviewed to ensure legal compliance with evolving regulations, including privacy and data protection. This also encompasses the ongoing review and update of HR policies.



Processes are subject to continuous improvement, with robust project management processes and tools implemented across the organisation to support new activities and initiatives

Risks are identified on an annual basis and reviewed quarterly. Those identified as the most important are addressed through mitigation actions which are monitored on a quarterly basis.

 Key actions & milestones	Time	Lead*	 Initiatives
Define the level of required reserve for UITP	Q1 2025	FinIT	15
Define multiannual investment plan to deliver the strategy	Q1 2025	FinIT	15
Define UITP summit sustainability strategy with a roadmap for action	Q1 2025	EAS	16
Create a management dashboard and portfolio of activities	Q1 2025	S&T	17
Deployment of the project management tool	Q1 2025	S&T	17
Define a digital transformation roadmap	Q1 2025	S&T	17
Update UITP internal rules and code of ethics	Q2 2025	SGO	17
Define UITP association sustainability strategy	Q3 2026	S&T	16
Carry out a continuous process review followed by recommendations deployed across UITP, including in individual evaluations	Q3 2027	PEOMAN	17
Risk assessment review	Annual	FinIT	17

*see management board contributors p.2 for the list of UITP departments leading initiatives

Scorecard

 Indicators	Target	 Strategic objective
Member engagement index	107	<p>Empower members to advance public transport</p>
Members from outside Europe	>50%	
Realisation of membership development plans	100%	
Number of public transport operators and authorities	> 1000	
Members of the shared mobility division	400	
Members using UITP services	100%	
Members' staff using UITP services	↑ Baseline 2024	
Industry members accessing UITP services	100%	
Downloads and access to UITP knowledge products, per member	Tbd	
Number of unique visitors to the website	Tbd	
Member companies attending the Summit	50%	
Number of individual Academy training participants	↑ Baseline 2024	
Number of companies attending Academy trainings per region	↑ Baseline 2024	
Share of women in UITP events programmes and UITP meetings	1/3	
Monitoring of mention, use and downloads of UITP policy positions and UITP Public Transport Benefits materials	↑ Baseline 2025	<p>Elevate public transport as a policy priority by reaching out to decision makers and opinion leaders</p>
Coverage on public transport and urban mobility in Tier 1 and Tier 2 publications to be positive in nature	70%	
Indicator to measure the presence of public transport in policy agendas, its image with decision-makers, and the reputation of UITP	Baseline 2024	
Number of partners engaging with the world public transport day	Measured annually as of 2026	
Reporting and revision of European legislative priorities	annual	
Employee Net promoter score	Measured annually, 70% in 2028	<p>Empower staff to drive service excellence</p>
Great Place to Work® Label surveys	70% in 2027	
Level of reserve	Set by ExB	<p>Secure our future: financial and corporate sustainability</p>
Sustainability impact	↓ Indicator tbd, baseline 2026	
Respect of processes and procedures	↑ Indicator tbd, baseline 2024	

Implementing the strategy

The successful implementation of the strategy involves several key steps:

1. PRESENTATION AND APPROVAL

- Presentation to the UITP executive board and approval
- Presentation to the UITP policy board.

2. COMMUNICATIONS

➤ Internal Communication:

- A communication plan explaining the strategy to staff and preparations for its implementation at departmental and unit levels.

- The creation of a dedicated resource page on the intranet and a series of internal communication initiatives.

➤ External Communication

- Communications to members via multiple channels and to partners, who will be encouraged to explore opportunities for engagement for relevant parts of the strategy.

3. DEPARTMENTAL ALIGNMENT

- Translation of the strategy into actionable objectives at the department level. Each department will revise its mission and objectives to ensure alignment with the strategic objectives.
- Integration of the objectives into individual performance objectives.

4. FINANCIAL FRAMEWORK

- Development of a strategy budget within the financial framework defined by UITP's executive board, aligning with multiannual financial perspectives.

Several key actions are expected to be completed by Q1 or Q2 2025. Some initiatives began before the strategy was formally adopted, while others will serve as critical enablers for its ongoing implementation.

KEY ACTIONS INCLUDE:

- Defining indicators for specific initiatives
- Establishing a performance dashboard
- Adopting the digital transformation roadmap
- Developing a membership development plan

These steps are essential to guide UITP towards achieving its strategic objectives and high-level targets.

Governance and reporting

During the implementation phase of the strategy, following its approval, a governance, monitoring and reviewing framework will be set up.

The UITP management board will establish a continuous monitoring process, including a strategic plan dashboard to track the progress of each initiative and to regularly update KPI data. The management board will meet on a quarterly basis to review strategy progress.

Additionally, the executive board will receive status updates on implementation progress twice a year. In Q3 2026, a comprehensive review of the targets will be conducted, based on an analysis of the strategic plan's implementation.

Immediate actions and milestones

Immediate actions and milestones	Delivery	Owner
Revise performance evaluation criteria and process	Q1 2025	PeoMan
Create and implement a cohesive Team Leaders Group	Q1 2025	PeoMan
Define Membership development plan and priorities	Q1 2025	MGO
Develop a new global calendar of events and meetings with the annual UITP Summit at the core	Q1 2025	EAS
Develop and annually review our advocacy strategy and annual implementation plan	Q1 2025	S&T
Define the new UITP office project and timeline	Q1 2025	SGO
Define the level of required reserve for UITP	Q1 2025	FinIT
Define UITP summit sustainability strategy with a roadmap for action	Q1 2025	EAS
Define a digital transformation roadmap	Q1 2025	S&T
Create a management dashboard and portfolio of activities	Q1 2025	S&T
Deployment of the project management tool and consolidation of the PM methodology	Q1 2025	S&T
Define multiannual investment plan to deliver the strategy	Q1 2025	SGO
Define diverse and impactful formats for the dissemination of knowledge and data	Q1 2025	MARCOM





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