

Connecting Communities

Go East Anglia
Sustainability Report 2021



Introduction to our Company

Our purpose and vision

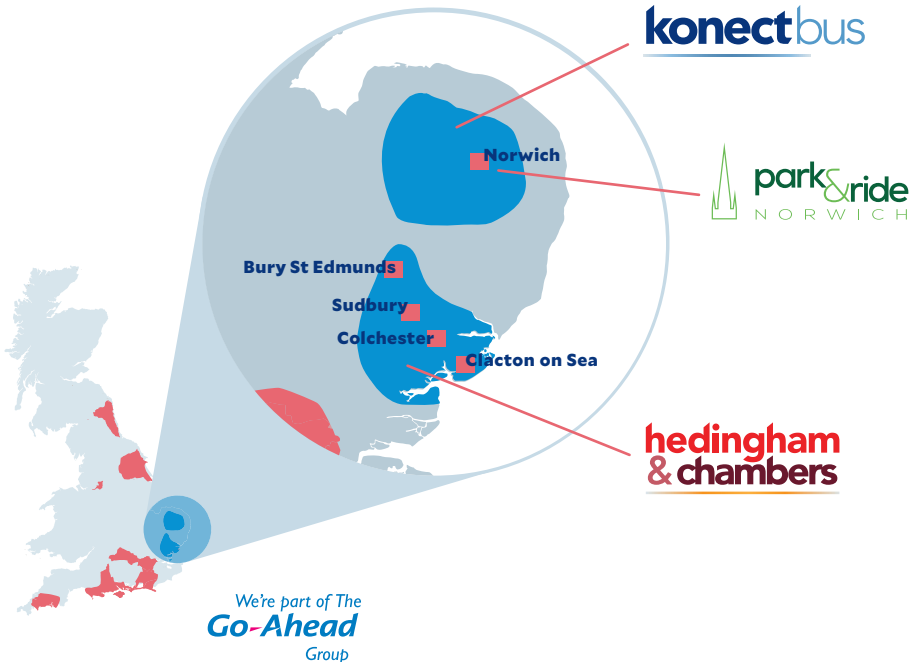
Go East Anglia keeps communities connected with bus services across Norfolk, Suffolk and Essex, operating under Hedingham, Chambers, Konectbus and Norwich Park and Ride.

We provide a network of bus routes across towns and villages throughout East Anglia with larger hubs in East Dereham, Norwich, Clacton-on-Sea and Colchester.

Pre-pandemic, we carried over seven million passengers per year on 159 local bus routes including bespoke school contract operations.

COVID-19 has had a significant impact on our passenger levels and our recovery strategy has helped them grow from a low of 11% of pre-pandemic levels to 54% by the end of the financial year and we have continued to make further improvements thereafter.

We currently employ more than 300 people and are constantly recruiting applicants from the local community, offering employment and training opportunities.



In this report

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Find out more...

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Website:

konectbus.co.uk
hedinghamandchambersbus.co.uk

Our reporting structure

We are committed to operating our buses in a way which helps to put our services at the heart of the communities they serve.

This report is split into five sections:

Better Teams

To constantly develop and support our people

→ Read more on page 06

Happier Customers

To provide a safe, reliable service to our customers

→ Read more on page 08

Stronger Communities

To increase positive and proactive engagement with the communities we serve

→ Read more on page 12

Safer Working

To provide safe working environments for our people and our customers

→ Read more on page 14

Cleaner Environment

To look at the way in which we can reduce our impact on the environment

→ Read more on page 15

Managing Director's Message



“We were heartened by the recognition of all those on the front line during the pandemic. I cannot emphasise highly enough the regard in which those who were able to carry on are held by the company and community.”

Jeremy Cooper
Managing Director

2021 highlights

- Adapting to the challenges presented by the COVID-19 pandemic across our businesses.
- Launched our Climate Change Strategy, aiming for NetZero by 2045.
- Collaborative working with organisations, businesses and charities to grow our patrons and network.
- Enhanced bus-cleaning programme to ensure ongoing passenger and staff safety.
- Introduction of Busy Bus zones to support passengers and students travelling in peak times.

The 2020-2021 year has been an extremely difficult one for public transport and I am very proud of the team at GEA for coping with the demands of the pandemic – keeping safe and looking after the community.

The human tragedy inherent in the pandemic was brought home to us when we tragically lost Jonathan Berry to COVID-19 in January 2021. Jonathan was well-known, respected and liked by colleagues and customers alike in his role as a customer service adviser at Norwich Bus Station. His cheerful smile (supported by his rainbow braces) behind the desk brightened everyone's day, along with his infectious enthusiasm for public transport. His untimely death in the depths of the third lockdown was followed by the procession of his funeral cortège through the bus station, which was a moving and fitting tribute in which colleagues on duty were able to participate.



MD's Message continued

The terrible third lockdown period in January 2021 had followed a much more positive start to the financial year in July 2020 when the economy began to re-open cautiously. During July we reorganised the Norwich area business, having been unsuccessful in retaining some contracts that were not contributing sufficiently to be worthwhile. Some of the driving team were happy to take voluntary redundancy and we downsized our base at Rackheath, following consultation with the team there.

Throughout the academic year we worked very hard with schools to achieve Busy Bus Zones and appropriate allocation of seating and distancing on journeys, where traditionally there had been a mix of school children and members of the public. Some older vehicles were released from elsewhere within the Group and added to the fleet, and both engineers and operations staff pulled out all the stops to provide sufficient capacity to keep people as safe as possible. This was in addition to the enhanced bus-cleaning programme implemented to ensure the best safety for passengers and colleagues. The self-isolation rules and family contacts added further pressure through growing levels of absence amidst rising concern about transmission and safety. This autumn period led on to the January 2021 lockdown during which we once again prioritised the medically vulnerable for furlough in order to keep them safe. Others were prepared to carry on providing a core service for key workers.

We were heartened by the recognition of all those on the front line during the pandemic. I cannot emphasise highly enough the regard in which those who were able to carry on are held by the company and community. Despite the attractions of the furlough scheme, we had no shortage of volunteers to continue providing our essential service during the dark days of the pandemic. All of this was facilitated by our close working relationship with our three county councils – Norfolk, Suffolk and Essex – who have worked with us

and supported the practical provision of bus services throughout the pandemic.

Encouraged by the Department of Transport to provide a full level of service, the swift roll-out of the vaccine programme meant that we were gradually able to return to a more normal level of service with the support of the CBSSG grant that covered our losses.

Looking ahead, two challenges face the business in 2021-2022. The first is whether our business model supports a sufficient pay rate to attract and retain enough drivers in the post-pandemic economy. It is significant that many of those furloughed have not wanted to continue in front-line public service following the stresses of the pandemic. The second issue is whether sufficient commuters and senior citizens will return to town and city centres to justify the continued operation of the network. This in turn will depend partly on whether the government's negative messaging over public transport during the pandemic can be overcome, as well as on the level of transitional funding available to public transport. A closer and more committed relationship with the county councils through partnership arrangements is to be welcomed and will be an integral part of ensuring that essential public bus services continue to be provided.

However, much of this overlooks the even greater challenge facing humanity as a whole. Since the year end we have developed a Climate Change Strategy in line with our owning Group's aspirations. Transport in developed countries is culpable for a significant proportion of greenhouse gas emissions and it is crucial that, as a bus company, we play our part in decarbonising transport. We can do this by offering efficient alternatives to the traditional users of internal combustion engine cars and by remaining conscious of our wider impacts and vulnerabilities as a business.

A handwritten signature in blue ink that reads 'Jeremy Cooper'.

Managing Director

Better Teams

This year we have continued to develop various initiatives to strengthen and support our teams for the benefit of both our employees and the services they provide.

Learning and Development

With a view to facilitating personal and professional development, we have introduced compliance and risk training for the Health and Safety team, allowing supervisors and managers to improve their knowledge of the theory and application of health and safety management. We have also taken on a total of 23 trainees across our businesses who have successfully passed their Public Service Vehicles tests and are now license holders. Our two established training schools are reinforced by a driver mentor programme which is designed to support new recruits and aid the overall development of our businesses. Following lockdown, return to work assessments were carried out with every driver on their return from furlough to ensure our standards and drivers' confidence remained high. These assessments included a discussion of the driver's wellbeing and personal concerns, a driving assessment and a reminder of our uniform policy.

Rewards and Recognitions

We realise that the past year has been an incredibly challenging one for colleagues, and particularly those who have customer-facing roles, so we wanted to ensure that those who go above and beyond the call of duty received the recognition they deserved. 'Shining Star' letters were sent to drivers with clear accident and attendance records which attested to their diligence and commitment to providing the best service possible. We have also been delighted to share our stories of good news and positive

customer feedback on Blink, our internal employee communications portal, in order to demonstrate the public gratitude towards our driving team. Key worker badges and shopping vouchers were given to all our key workers as a mark of our own gratitude towards those who ensured our services were able to run under very challenging circumstances.

Not all superheroes wear capes...



... some drive our buses

Staff Engagement

In order to gauge our employees' feedback on their day-to-day experiences, we hold monthly forum meetings in Norfolk which provide driver, engineering and office reps with the opportunity to voice concerns and feedback with our management team whilst there are more informal sessions at our smaller Southern area depots. Our desire to engage with our employees is supported by the Group initiative to launch quarterly employee engagement surveys, which began in spring and summer 2021. These gain us understanding of our employees' perspectives and allow us to develop and implement action plans to improve the general operation of the business, as well as the employees' experiences.

Better Teams

Health and Wellbeing

In order to gain improved understanding and support for our employees' health and wellbeing, we have introduced Mental Health and First Aid (MHFA) awareness training and published regular posts on Blink to advise and educate our colleagues on various health and wellbeing topics. These posts have included further guidance on how and where to access further information or advice. As part of this initiative, we have consistently publicised the Employee Assistance Programme, both on Blink and on depot noticeboards, which provides access to a range of resources including 4 week courses, workshops, podcasts, chatrooms and telephone helplines. The resources range from counselling to financial and legal advice in order to ensure that our colleagues have somewhere to turn, no matter what issues they face. Further resources and support groups are available from members of the Norwich Together Alliance, who work to help tackle loneliness across Norwich.

Diversity and Inclusion

This year has seen the appointment of our first Diversity and Inclusivity staff rep, as well as the development of a tailored Diversity module to include within the Certificate of Professional Competence (CPC) assessment undertaken by drivers. As a mark of our continued commitment to diversity initiatives, we supported Norwich Pride again this year, reinforcing our pledge to ensure our buses and workplaces remain a safe and welcoming place for both our passengers and our employees. Go-Ahead Group has set a target to increase female representation in its bus companies from 11% to 20% by 2025. Currently, 20% of our team at Kelvedon are female, putting us ahead of the Go-Ahead target at this depot.



Key highlights

23

new PCV drivers trained during 2021

Mental Health and Health and Safety training

provided to colleagues across our business

Constant and continuous engagement with colleagues on

Blink

20%

 representation

of female drivers at our Kelvedon depot



Plastic screens keep our drivers safe whilst out on the road.

Happier Customers

Our customers rely on a network of bus services which connects them to their destination for leisure, work, education, and other activities

They require up-to-date, accurate and well-presented information so they can travel in confidence. A friendly driver inside a smart, clean bus and a reliable network of services allow us to grow our customer base and ensure passenger satisfaction.

Travelling Safely

During the COVID-19 pandemic, we implemented further safety measures to support our drivers and key-workers. Among these were enhanced cleaning regimes, the addition of plastic screens to shield drivers and members of the public, and bus zones for busy buses travelling on school routes.

Staff and Wider Community

We have become a member of the PAN Essex Dementia Alliance Association to build connections with other local businesses and councils. NHS, social services, community and voluntary organisations have all committed to improving the lives of those affected by dementia across Essex. We have created an action plan to implement our Forget Me Knot campaign, which includes accreditation and training for all our drivers as Dementia Friends, providing assistance and support to those living with dementia when travelling on our buses.

We have undertaken virtual presentations and supervision sessions at Age UK Norwich to encourage older people to go out again after lockdown and reassure them of the safety of our buses. We have shared our Cleaner, Safer Buses film with local NHS hospitals and councils to spread the message further.



Passengers enjoy great days out by bus across our network.



Happier Customers continued

Attracting Customers

Earlier this year, we rebranded our southern fare zones as 'Clacton Rocks' and 'Seasiders' to help encourage more passengers to return to bus travel. These rebrands went hand in hand with a major destination marketing campaign for the 'Seasiders' zone which promoted the bus as the most ideal and convenient form of transport. We also worked with local businesses such as Clacton Pier, Visit Colchester, Visit Essex and Colchester Zoo to promote bus travel to local attractions through our print, digital and online channels. Many of them allowed us to film inside their venues to create a promotional video for our Seasiders brand. In addition to this, we provided publicity to local holiday camps to help reach visitors and a wider audience.

On Whitsun weekend, we hosted a community event in partnership with the Clacton Pavilion and the Octopus Ahoy/KAT MARKETING team. It was held on Clacton Seafront to relaunch the Clacton Breeze open top bus and promote the new Clacton Rocks zone.



All smiles at the launch of the Clacton Rocks/Clacton Breeze on Clacton Seafront

Enjoy an UNLIMITED days travel!

Seasiders

Just the ticket for a **fun packed** day out in **Essex** ...by bus

Seasiders is the best way for you to get out and about across Essex this summer

www.hedingham.co.uk/seasiders

Family Day	£10*	<p>Staying Longer? Buy a weekly ticket and head out a little further to see what the Essex sunshine coast truly has to offer.</p> <table border="1"> <tr> <td>Adult</td> <td>16-19</td> <td>Child</td> </tr> <tr> <td>£20</td> <td>£16</td> <td>£13</td> </tr> </table>	Adult	16-19	Child	£20	£16	£13
Adult	16-19		Child					
£20	£16		£13					
Adult Day	£6.50							
16-19 Day	£5.20							
Child Day	£4.30							

*1 adult & up to 4 children or 2 adults & up to 2 children travelling together in a group. Not available before 1900 on schooldays.

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In Norfolk, we launched a Back to Bus marketing campaign to attract passengers back to using Norwich Park and Ride. We collaborated with stake holders to help reach commuters through Norwich BID and the Norfolk Chamber of Commerce, students through local secondary schools, and visitors through Visit Norwich. We also advertised our services at holiday camps and caravan parks with a view to attracting passengers from further afield who had planned holidays in the local vicinity.

Take a ride into the City...

and explore its history, nature and fun activities

- BUSES UP TO EVERY 15 MIN
- 6 CAPITAL GREEN
- SAVE ON CITY CENTRE PARKING
- 4 DIFFERENT STOPS
- BE GREEN WITH SUSTAINABLE TRAVEL

hedingham & chambers **park&ride NORWICH**

Happier Customers continued

Student Bus Zone

We realised that many students were tentative about returning to bus travel after the closure of schools since the pandemic, so we held a local event to promote the introduction of bus zones to reassure those with concerns. These zones were designed with social distancing in mind, allowing students to sit in their year groups and remain separate from other passengers. This initiative reinforced the 'bubble' system that was being used in schools to keep students and other members of the public as safe as possible.

In September 2020, Konectbus celebrated its 21st birthday. Unfortunately, due to the COVID-19 lockdown, we were unable to hold a public event, but instead we celebrated with a digital campaign amongst local enthusiasts and social media followers.



Another event of September 2020 was the introduction of the 11B route between Sprowston, Linacre Avenue and Norwich City Centre. We had been contacted by the MP for Norwich North after another bus operator had withdrawn service from the area. The route was designed to replace the existing bus service for local residents and to attract new customers to bus travel by providing a link to a nearby supermarket which is vital for many living within the local community.

chambers & hedingham

Doing what we can to keep you safe

- Electrostatic Sprayers
- Steam Cleaning
- Hand Sanitisers
- Cleaning high touch areas
- Regular testing

www.chambersbus.co.uk/cleanersaferbuses
www.hedingham.co.uk/cleanersaferbuses



During the pandemic, the safety of our passengers was paramount. Along with the measures previously stated, we utilised our digital communications to reinforce our Cleaner, Safer Buses campaign and launched a promotional video detailing our enhanced cleaning initiatives, which included additional cleaners, misting and the installation of hand sanitisers on all our buses and at the Park and Ride sites.



Local residents celebrate the return of the 11B to Sprowston.

Technology

During the pandemic, Blink proved to be an invaluable tool to stay connected with staff whilst they were on furlough. It allowed us to share information with our colleagues, gauge their views and address their concerns, as we were conscious that it was a very worrying time for many.

We posted regular updates on our app and website to keep our passengers informed of changes to scheduled services and enhanced our digital communications to provide weekly customer emails for registered users of our app.

In order to expand the digital customer experience, we launched LinkedIn and Instagram accounts. We also invested in two new websites and apps to further improve the breadth of digital resources available to our passengers

In addition to online technology, we also introduced 'Tap Tap Go' on Norwich Park and Ride services. This contactless payment scheme means less contact between the driver and the public from a safety point of view, but also provides a capped payment scheme which offers a discount to those who travel regularly on the Park and Ride.

Customer Satisfaction

The results from a customer survey that was conducted in October 2020 highlighted the fact although some users had ventured back to bus travel, over 50% of those questioned had not yet returned to using buses. The feedback we received highlighted that further information regarding safety and social distancing would provide reassurance which would increase their confidence to return.

With this in mind, we launched our Cleaner, Safer Buses campaign in January 2021, which included a short video to emphasise our enhanced cleaning practices. This was subsequently shared as an example of best practice in the May 2021 issue of **Transport Focus Public Transport – a cleaner future report**.



Fundraising and Charity Support

This year, a number of our drivers have got involved in charity events to help local communities. Our Hedingham and Chambers driver, Paul Wooler, completed the local Memory Walk for the Alzheimer Society and Konectbus driver, Paul Goldsmith, took part in the Deloitte Cycle Ride, which covered 980 miles from Lands' End to John O'Groats. Although Paul's event took place in September 2021, placing it outside of the remit of this report, during the year, we actively promoted his campaign both locally and nationally through Group newsletters and local PR. We supported his training with the provision of his cycle jersey and donated £500 towards his incredible feat. We also promoted and supported his fundraising day at Norwich Bus Station.



Paul Goldsmith (left) and Jake Galea-Pace (right)

Work Placements

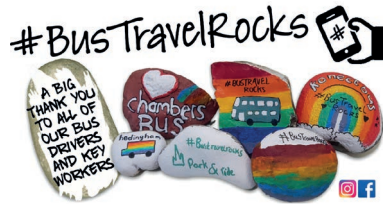
We facilitated a work placement for Project Search, which provides college age students with the opportunity to complete cleaning duties at Norwich Bus Station for a couple of days a week to gain workplace experience.

Operation Alliance

Thickthorn Park and Ride was host to Operation Alliance and Moonshot earlier this year. This multi-agency operation, in conjunction with Norfolk Constabulary, Driving Organisations and Trading Standards, targeted motorists who were breaking the law to help create safer roads.

Working with Communities and Local Businesses

In February 2021 during the second national lockdown, we launched Bus Travel Rocks. A community engagement campaign to encourage residents, especially families, to paint a rock and leave it at a bus stop during their daily exercise. It was a colourful way to say thank you to our drivers and all key workers who commuted to work by bus.



Meet for a Mardle

Our Meet for a Mardle event, held in Norwich City Centre, celebrated Norfolk Day. Team members provided information about our bus services and new travel app. It was also supported by the Chatty Bus and members of the Norwich Together Alliance.

COVID-19 Testing buses with Norfolk County Council

We have supported Norfolk County Council with the delivery and maintenance of Project Move by providing a fleet of COVID-19 testing buses and the use of Postwick Park and Ride as a COVID-19 test site. This has assisted in the region's effort to help curb the spread of the virus by enabling as many local people as possible to get tested.



Chatty Bus and Tackling Loneliness

This year, we have continued to grow the Chatty Bus brand alongside the many initiatives being delivered by the businesses and members of the Norwich Together Alliance, whose aim is to help tackle loneliness and social isolation across Norwich. In May, during Mental Health Awareness week, we held a Chatty Bus/Let's Talk event in Norwich to encourage local residents to socialise and forge connections. It was also an opportunity for attendees to take pride in their local area and share stories and recommendations for the best amenities.



As part of National Loneliness Week in June, we supported other members of the Norwich Together Alliance, to create a video which discussed the topic of loneliness and demonstrated how local businesses can help.

Chambers of Commerce – B2B Projects

During the year, we joined both the Norfolk and Suffolk Chambers of Commerce to widen our network amongst the B2B market. We began to push our commuter campaigns and identify new opportunities for business growth and development.

We also welcomed the involvement of many local businesses as actors in our new promotional films for Norwich Park and Ride and Seaside which aimed to attract passengers to use our buses and discover the variety of products, entertainment and leisure activities available on their doorstep.

Hedingham and Chambers

We collaborated with Kat Marketing, who delivered the Octopus Ahoy project on behalf of Tendring Council, to fully wrap our Clacton Breeze Open Top Bus. The finished product was the 'Octo-Bus' which provided a travelling advert for the Octopus Ahoy Art trail over the summer.

To launch the event, we hosted the many sponsors of the trail onboard the Octo-Bus, conducting a tour of the sculptures.

We also held a promotional event on Clacton seafront on Whitsun weekend to relaunch our open-top bus rides. This was a great opportunity for us to unveil the Octo-Bus and the Clacton Rocks rebrand. The event was supported by the Octopus Ahoy team and included attractions such as a giant octopus, balloons and sticks of rock.



Essex County Council's Stop Swap Go campaign provided us with the opportunity to support a greener, safer and healthier Essex by encouraging people to walk, cycle or catch the bus instead of relying on car use.

We also worked closely with Visit Essex to promote these initiatives, sharing information on our bus network with their members and posting our network map on their websites.

Safer Working

Go East Anglia recognised its role as a vital transport link for key workers during the pandemic and has continued to support and ensure the safety of both its colleagues and passengers as restrictions eased across our region.

It has been possible to progress a number of important physical improvements to our buildings during the year, notably the elderly premises in the former Hedingham business. This has included a refurbishment of colleague toilets at Sible and Sudbury, roof repairs at Sible, and replacement or upgrading of fuel tanks and AdBlue dispensers, including those at Kelvedon. The danger of leaks from old tanks is a major safety and environmental issue and we wanted to ensure that the business was safe for the future. A general programme of line painting has made all the sites safer and easier to navigate by pedestrians and manoeuvring vehicles. This programme of building work will continue into 2021-22.



Work on the leased sites that form part of the Bus Station and Park & Ride contract in Norwich has also improved appearance and dealt with issues such as trip hazards with ground works.

Our parent company, Go Ahead, scored us 90% on our health and safety audit. This score was not as high as before, however, it dealt with many different areas of safety activity. Progress on updating our Health and Safety Management system and ongoing best practise within our work has continued throughout the year.

The over-riding safety preoccupation of the year has been keeping the team safe from COVID-19 infection. This threat was monitored through a Crisis Management Team represented by supervisors and managers from all disciplines and sites. Policy for colleagues and customers was continuously reviewed in light of changing guidance. Our internal social media channel, Blink, was a crucial tool for communicating policy and allowing colleagues to share their concerns.

We developed active measures to protect our team, notably the installation of Perspex cab screens in August 2020, and inspecting changeovers to ensure wipe downs were being carried out by relieving drivers. We have done everything we could to keep our buses and premises clean and our people safe during such a turbulent time.

 **Key highlights**

Enhancing safety by investing in:

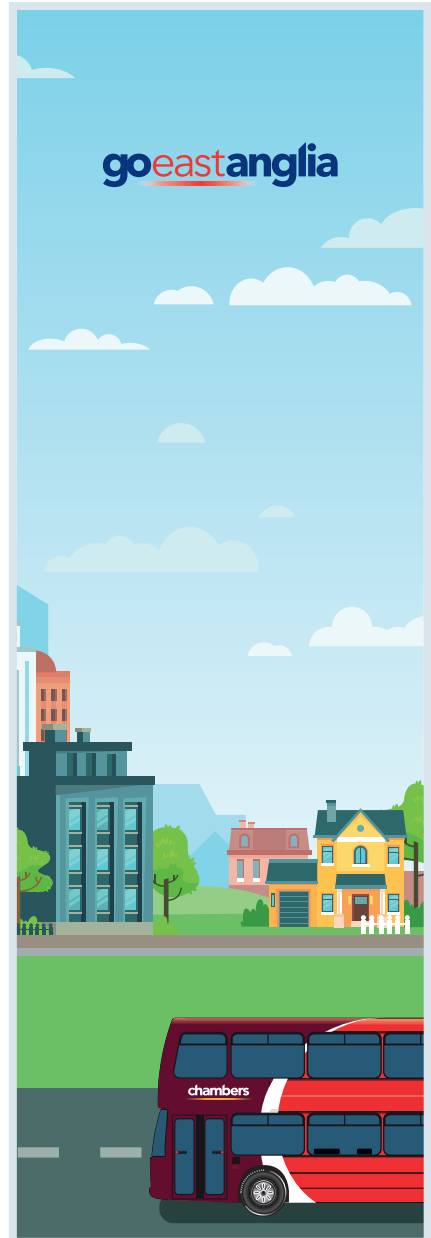
- **Upgrade of our buildings and their facilities.**
- **Installation of perspex screens and enhanced cleaning methods on our buses.**
- **Improvements to Health and Safety methods and practices.**

Cleaner Environment

Go East Anglia has completed a Climate Action Plan during 2021 to supplement the Group targets.

The small-scale nature of Go East Anglia's widely-spread business makes measuring and managing changes to behaviour challenging. However, the Climate Change strategy for the Go-Ahead Group on such matters such as recycling, refuse and supply, will help the delivery of our own environment aspirations.

Due to the size and geography of our business, the transition to zero-emission buses is quite challenging. To reduce our carbon emissions, our key strategy in the short term is to take all opportunities to upgrade our diesel fleet and keep monitoring the performance of zero-emission buses already operating in bigger city environments. We count on Group support to reduce our impacts on the environment and manage climate-related risks. And we are hoping that the availability of Hydrogen as a by-product from the Sizewell C project in Suffolk will trigger the viability of Hydrogen for larger vehicles in East Anglia.



Our Climate Change Strategy

In July 2021 the first Go-Ahead Group Climate Change Strategy was launched, detailing how the Group as a whole is reducing its impact on the climate and how it is managing the impact of climate change on its operations. As a public transport company, we have an exciting opportunity to help the transport sector decarbonise. A full bus can take as many as 75 cars off the road and so modal shift is critical to decarbonise the transport sector.

Our Group Climate Change Strategy addresses 5 priority areas:

- 1 Climate change adaptation: identifying how climate change is affecting us and planning how we are managing those impacts and opportunities.
- 2 Decarbonisation: of our premises, ancillary fleet and bus fleet. Our Group target is to reduce our carbon footprint by 75% by 2035 and achieve Net Zero Carbon by 2045.
- 3 Air quality from our fleet. We have a series of ambitious reduction targets for carbon monoxide (17%), hydrocarbons (49%), nitrogen oxide (63%) and particulate matter (50%) by 2025.
- 4 Water, including our use, leaks and sourcing. We are aiming to reduce water use by 25% by 2025.
- 5 Waste, including recycling and waste to landfill. As a Group we are aiming to increase recycling rates to 60% by 2025.

Here at Go East Anglia, our strategy focuses on waste, water usage and adaptation whilst we await development of good practice for decarbonisation of older bus fleets such as ours. Our strategy highlights include:

- 1 Climate change adaptation: next year we will be working on quantifying our key local risks.
- 2 Decarbonisation: by 2035 we will reduce our carbon footprint by 75% by continuing to accept cascaded vehicles from within the Go-Ahead group, thus improving the age of our fleet and reducing our fuel consumption by more efficient driving and parts.
- 3 Air quality: by 2025 we will reduce Nitrogen Oxide by 63% by focusing on opportunities to upgrade our diesel fleet and measure the air quality among our sites to identify areas to help make a positive difference.
- 4 Water: by 2025 we will reduce water use by 25%, focusing initially on reducing leaks.
- 5 Waste: by 2025 we will increase the proportion of recycled waste to 60% by engaging with our suppliers to reduce waste by recycling and grow awareness amongst our colleagues and passengers about the importance of waste segregation.



Our Climate Change Strategy



Climate change adaptation

1. Identify risks and vulnerabilities.
2. Quantify costs.
3. Identify risks to properties.
4. Develop business cases for adaptation measures.
5. Work with partners.

We are:

1. To create a risk register.
2. Monitor risk and develop priority action plans.
3. Improve engagement with our customers and partners.
4. Identify critical suppliers from across the business.
5. Identify geological effects on our business from climate change.

Group targets:

1. Risk assessment, mitigation plan and measures embedded by 2023.
2. Identify mitigation activities for critical suppliers by 2022.
3. Identify local extreme weather predictions, develop premise safeguarding plan, assess high-risk areas and embed actions and reviews by 2022.



Mitigation: Decarbonisation

1. Bus fleet decarbonisation.
2. Ancillary fleet decarbonisation.
3. Decarbonisation of properties.
4. Develop net/carbon zero commitment.

We are:

1. To implement a transition plan for the phased replacement of diesel buses with low carbon electric and hydrogen vehicles.
2. To introduce initiatives to reduce the consumption of electricity within our offices, depots, and premises.
3. To develop an Ancillary Fleet Transition strategy moving to electrically powered vehicles.
4. To avoid unnecessary business travel, and aim to convert to all electric mileage payments by 2030.

Group targets:

1. Net zero business by 2045.
2. Zero-emission bus fleet in the UK by 2035.
3. Non-diesel rail fleet by 2035 Non-diesel rail fleet by 2035.
4. By 2035 reduce carbon emissions by 75%.

Our Climate Change Strategy



Mitigation: Air quality

1. Purchase second-hand buses at the latest emissions standards.
2. Remove older lower emissions standards vehicles from the fleet.
3. Work on bus priority solutions with local authorities.
4. Look to take up any funding for new zero emission vehicles.

We are:

1. Cascading newer vehicles from within the Go Ahead group.
2. Regularly monitoring air quality at our bus depots and offices.

Group targets:

By 2025, reduce:

1. Carbon monoxide (CO) by 17%.
2. Hydrocarbons (HC) by 49%.
3. Nitrogen oxides (NO_x) by 63%.
4. Particulate matter (PM) by 55%.



Mitigation: Water

1. Manage use of water better by improving measurement.
2. Address leaks better.

We are:

1. To develop a robust leak management plan.
2. To work closer with suppliers to resolve leaks more promptly.
3. To replace existing hardware with more efficient methods.

Group target:

1. By 2025, reduce water use by 25%.



Mitigation: Waste

1. Improve waste management contracts.
2. Increase recycling rates.
3. Behaviour change programmes for customers and colleagues.

We are:

1. To implement better recycling rates and reduce waste.
2. To improve our reporting of waste data and develop recycling plans.
3. To encourage a change to colleague behavior to recycling practices within our premises.

Group target:

1. By 2025, increase waste recycling rate to 60%.

Summary

Our vision at GEA is to connect communities, to be the provider of choice, the employer of choice and to be seen to act responsibly in this defining global issue of our time. We will act responsibly and play our part in the wider efforts of the community to help encourage people to realise that sustainable shared transport is an essential component in creating a safer environment.



Adaptation

Climate change is already upon us. Here at GEA we have already experienced hotter summers, impacting on our drivers and passengers. We have started to develop our risk register to identify our strategic, reputational and financial impacts on our businesses. We have outlined the principle risks and have set timelines to help us reach our targets.

To continue tracking impacts, we are leveraging our existing incidence report process to flag weather-related events to improve our risk and opportunities register. This will help us to quantify those risks and then understand how we need to adapt.



Decarbonisation

As a bus company, our biggest carbon impact is from our bus fleet. We will transition our fleet to Electric/hydrogen over the next 15 years, in line with the Go Ahead Group's targets, to achieve net zero in 2045 (5 years ahead of the government's target). Most of our fleet is used on county council contracts and we will engage with local authorities to have more clarity regarding fleet transition to zero-emission vehicles. We will also look to replace our ancillary fleet with electric vehicles and decarbonise premises.



Air quality

Our main impacts to air quality are exhaust fumes from buses. These will naturally be eliminated by the introduction of zero emission buses, but in the meantime, we will look to upgrade our fleet with vehicles with improved engine Euro standards or exhaust retrofits.



Water

We have identified the following opportunities to reduce water use:

- **Better prevention of leaks**
- **Management of use through improved monitoring**
- **Introduction of bus wash reclaim units**

Our anticipated water saving to 2025 is 25%.



Waste

Our tactics to reduce waste include looking at source of waste (e.g. from suppliers packaging), improving how we manage waste (e.g. putting waste into recycling bins), and improving our waste disposal methods.

Our main projects are to:

- **Manage and measure waste contractors**
- **Focus on behavioural change amongst colleagues to improve recycling rates**

Key Data

	2021	2020	2019
Better Teams			
Average number of employees	320	363	372
Average length of service in years/months	5	4.8	5.8
Employee engagement - UK bus (%)	67	n/a	49
Turnover (%)	36.8	29.2	37.9
Absenteeism (%)	2.9	2.6	1.6
Training spend per employee (£)	197.91	174	204
Female employees (%)	15.3	14	13
Ethnic Minorities (%)	1.6	0.8	1.6
Happier Customers			
UK customer satisfaction - regional bus (%)*	n/a	87	94
UK regional bus punctuality (%)	81.4	71.1	86.5
Stronger Communities			
Total contributions (£)	400	521	n/a
Community spend per employee (£)	1.25	1.43	n/a
Individuals/beneficiaries directly reached	52	n/a	n/a
Safer Working			
Bus accidents per million miles	76	79	69
RIDDOR accidents per 100 employees	0.6	0	0
Number of reported crimes	4	0	2
Bus fleet which is DDA compliant (%)	92.6	98	97.4
Total UK Driver and Vehicle Standards Agency (DVSA) public service vehicles (PSV) bus test pass rate (%)	96.5	96.8	80.1

Key

+ For the reporting period.

* Results from Transport Focus independent customer survey. Due to the impact of COVID-19, surveys were paused for this year.

RIDDOR – Reporting of Injuries, Diseases and Dangerous

Occurrences Regulations at workplaces.

DDA – Disability Discrimination Act.



For information on the full Group data, please visit our corporate website: [go-ahead.com](https://www.go-ahead.com)

Key Data

	2021	2020	2019
Cleaner Environment			
CO ₂ total from all scope 1&2 sources (tonnes)	7260	7959	9597
Carbon emissions per vehicle mile (all energy) (kg)	1.39	1.45	1.49
Total waste generated (tonnage)	118	126.7	215.9
Waste - landfill diversion rate (%)	95.05	97.9	97.9
Recycling rate (%)	54.2	59.5	n/a
Amount of water consumed (m3)	5008	4472	6879
Water leaks identified (volume)	n/a	n/a	n/a
% of bus fleet that is zero or low carbon emission+	2	2	0
Average fleet diesel efficiency (MPG)	8.62	8.65	8.2
Adaption: yearly target completion: 2021/21 register & mitigation plans for top risks (Y/N)	Yes	n/a	n/a

Note: For our Climate Change strategy, new metrics have been introduced and reporting on these will start from 2020-21 which is why there are some indicators in 2019/20 without data. Air quality is also a key focus of our strategy, but this is reported in Group annual ESG reporting. Further verified energy & environmental data can be found in the annual Group ESG report.

More information

You can find out more about Go East Anglia on our company websites:

www.konectbus.co.uk

www.hedinghamandchambers.co.uk

If you have any comments, views or ideas on how we might improve, or have any thoughts on other issues that we should address in this report, please write to:

Customer Services
7 John Goshawk Road
Dereham
Norfolk
NR19 1SY

Photography by Konectbus Ltd

Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Limited (Bureau Veritas) has provided verification for The Go-Ahead Group plc (Go-Ahead) over selected sustainability indicators contained within the Group Sustainability Report. The information and data reviewed in this verification process covered the period 28th June 2020 to 3rd July 2021.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality will be released alongside the Group Sustainability Report and can be found on the Go-Ahead Group website:

www.go-ahead.com



Bureau Veritas UK Ltd
November 2021