

# Taking care of every journey

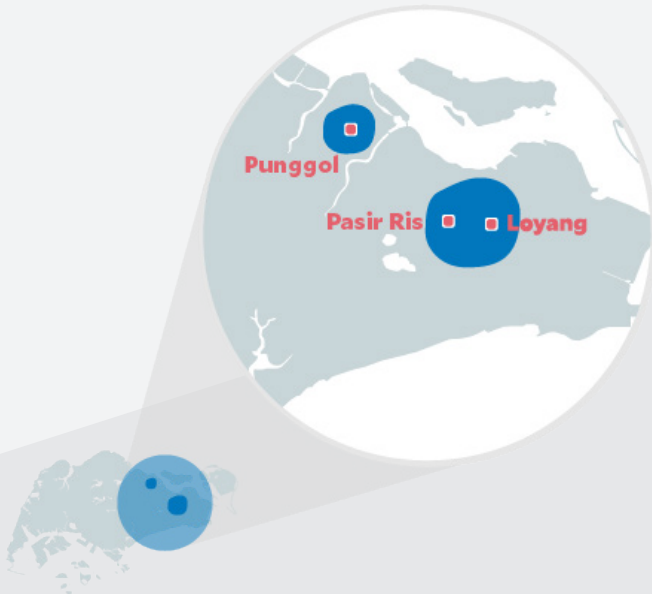
Go-Ahead Singapore  
Sustainability Report 2021



**Go-Ahead Singapore is a local public transport operator and a subsidiary of the Go-Ahead Group, an international multi-modal transport provider of over 1.2 billion annual journeys across Asia and Europe.**

Focused on delivering a safe, reliable, and comfortable journey for the commuters of Singapore, our dedicated team works together to provide an outstanding service.

This is supported by an established strategy of implementing digital solutions, encouraging lifelong learning, cultivating an inclusive commuting experience, and a sustained emphasis on initiatives that ensure every journey is taken care of.



## In this report

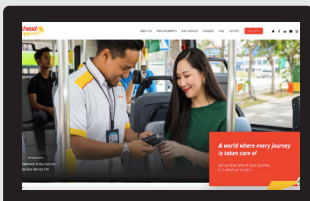
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## Find out more...

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## 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:

### Stronger communities

To increase positive and proactive engagement with the communities we serve

→ Read more on page 04

### Happier customers

To provide a safe, reliable service to our customers

→ Read more on page 06

### Better teams

To constantly develop our people

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### Cleaner environment

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

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### Safer working

To provide safe working environments for our people and our customers

→ Read more on page 16

# Managing Director's message



## 2021 highlights

- Opening of the reconfigured Pasir Ris Bus Interchange
- A new bus service 384
- Our first EXSA Star Award recipient
- Proof-of-concept trials for solar panel fitted buses

It has certainly been a busy and exciting year, with a number of new initiatives underway to help us on our journey of continuous improvement for our commuters, local communities and stakeholders.

Coronavirus has been with us throughout this period and I'm extremely proud of the way our team of over 1,000 colleagues at Loyang Bus Depot has remained focused and shown such dedication and resilience. During what has been the most testing of times, we have continued first and foremost to deliver on the fundamentals our commuters expect: a clean, safe, reliable and accessible bus service.

It was heartening to host Senior Minister of State, Ministry of Transport & Ministry of Foreign Affairs (then), Mr Chee Hong Tat, when he visited in November 2020. During the visit, Mr Chee engaged a group of our colleagues in an Emerging Stronger Conversation and expressed his appreciation for their dedicated efforts.

“The impact of the pandemic has not changed our desire to give commuters the freedom to safely connect with the people and places they value most; nor has it changed our ambition to improve the lives of our colleagues, commuters and communities and be more than just a bus company.”

**Andrew Thompson**  
Managing Director

The impact of the pandemic has not changed our desire to give commuters the freedom to safely connect with the people and places they value most; nor has it changed our ambition to improve the lives of our colleagues, commuters and communities and be more than just a bus company. In this introductory message, I highlight just some of the wide range of initiatives that practically demonstrate these commitments – further details are provided in the report.

During Mr Chee's visit, colleagues were able to share their positive experiences of our innovative programme of digitalisation initiatives. Our bus captains have adopted the use of technology to simplify their daily work processes, save time and improve their driving skills. Our bus maintenance team has successfully implemented a fleetwide Vehicle Health Telematics system and Tyre Pressure Monitoring System to improve engineering efficiency, resulting in tangible benefits for stakeholders.

In December 2020, we introduced a new feeder bus service, 384, which plies the expanding district of Punggol between the Bus Interchange and Northshore Drive. Providing new transport links to key amenities such as nearby schools and shopping malls, we have been pleased to see ridership grow.

In July 2021, we opened the reconfigured Pasir Ris Bus Interchange. The changes were necessary to make way for the future Integrated Transport Hub and Pasir Ris rail turnback and we worked in close collaboration with the Land Transport Authority (LTA) to ensure a smooth transition. Commuters are now benefiting from the upgraded facilities such as sheltered, barrier-free boarding and alighting berths, priority queue zones with seats, a nursing room, and a commuter care room.

We also took the opportunity to introduce a variety of community focused initiatives at the interchange, including a Heart Zone offering a safe and comfortable space for people who may need assistance during their public transport journey, an art display created by persons with disabilities and a dementia go-to point (also introduced at Punggol Bus Interchange). We were honoured to host Minister of Transport, Mr S Iswaran, and local grassroots advisers at the interchange shortly before it opened to introduce them to all the new facilities available.

In line with the Government and indeed global focus on climate action, Go-Ahead Singapore is committed to reducing our carbon footprint. Excellent public transport is part of the solution to climate change, and we will continue to deliver, in collaboration with the LTA, services that are attractive and inclusive for all commuters. We are contributing towards the decarbonising of our fleet of buses by supporting LTA's clean bus ambition and electric bus trials as well as focusing on the fuel efficiency of existing diesel buses. In March 2021, we launched our six-month long trial on the use of solar panels for buses. Two single deck buses, each fitted with 1,000W solar panels have been operating on Service 15 during the trial. Annually, we expect the solar panels to save 1,400 litres of diesel per bus, reducing carbon emissions for each bus by 3.7 tonnes.

As we learn to live with COVID-19, we look forward with optimism to continuing our journey in close partnership with our business and public sector partners, our local communities and our commuters. This collaboration will serve us well as we negotiate further bumps on the road ahead.

I hope you enjoy reading our report.

# Stronger communities

## Senior Minister of State, Mr Chee Hong Tat, visits Loyang Bus Depot

Senior Minister of State, Ministry of Transport & Ministry of Foreign Affairs (then), Mr Chee Hong Tat, had a constructive dialogue with our colleagues at Loyang Bus Depot when he visited in November 2020.

During the Emerging Stronger Conversation that they engaged in, our colleagues shared about the experiences and challenges they face in the ongoing COVID-19 situation. Mr Chee expressed his appreciation for the dedicated efforts that they continue to put in towards delivering a safe and reliable bus service.

While touring the workshop, Engineering Director, Leonard Lee introduced Mr Chee to our bus maintenance activities and digitalisation initiatives. These include the Vehicle Health Telematics System and Tyre Pressure Monitoring System which improve engineering and fuel efficiency, resulting in tangible benefits for stakeholders.

Bus Captain Mentor, Khatijah, described how bus captains have adopted the use of technology to simplify their daily work processes and save time. Showing Mr Chee the BC Click mobile application, she demonstrated to him how quick and convenient it is to sign on for duties and complete vehicle checks now, with just a few clicks on a mobile device.



Senior Minister of State, Ministry of Transport & Ministry of Foreign Affairs (then), Mr Chee Hong Tat engaged in a discussion with our colleagues

## Helping Hand

The 'Helping Hand' initiative went on trial in November 2020 on selected bus services at Pasir Ris Bus Interchange. Designed to enhance the journey experience for commuters with physical and/or invisible mobility disabilities, messages displayed on the pocket-sized card enables a bus captain to easily understand what kind of assistance a commuter may need and act accordingly.

Following the well-received trial in Pasir Ris, Helping Hand was subsequently expanded for use on selected services at Punggol Bus Interchange. Feedback received from commuters who have used the Helping Hand card during the trial has been positive and encouraging. Mdm Tan, a card user, expressed how she received the required assistance after showing a bus captain the card and is heartened by the graciousness she has received from other commuters.



Mdm Tan uses the Helping Hand regularly for her bus rides around Pasir Ris

Beyond the immediate assistance rendered by bus captains, Chief Bus Captain, Md Ahzman Bin Tumin, believes that commuters showing care to one another during a commute can inspire others to do the same and make a positive difference to someone who could be facing a difficulty.

Based on the positive feedback from this trial, LTA decided to launch a network-wide "May I have a seat please" card plus lanyard in May 2021 targeting commuter-to-commuter

interaction. Like the Helping Hand design, the card is a prominent yellow colour and has a small notch inserted on the left side to assist visually impaired users to ensure they are displaying the card correctly.

### Building a caring community

An advocate of cultivating an inclusive transport network, Go-Ahead Singapore has participated in various initiatives to promote a more caring commuting experience for everyone.

Working with the Agency for Integrated Care, we have listed Pasir Ris and Punggol bus interchanges as dementia go-to points. A go-to point serves as a safe place within the community, where one can bring persons with dementia who may appear lost and are unable to identify themselves or their way home.

Our frontline colleagues have been trained to assist in reuniting them with their caregivers. They were introduced to the Dementia Friends mobile application for access to useful resources and information on dementia.

Annually, we pledge our support for The Purple Parade, a movement to promote inclusion and celebrate achievements of persons with disabilities. In October 2020, our MD, Andy Thompson, and colleagues from different departments came together to recite the purple parade pledge, joining many people around Singapore in celebrating the strengths and abilities of everyone, even if we are differently abled.

### Heart Zone and community wall at Pasir Ris Bus Interchange

Highlighting inclusive features and community-centric initiatives, the reconfigured Pasir Ris Bus Interchange welcomed commuters to a refreshing new experience.

A co-creation initiative with the Public Transport Council (PTC), as part of the Caring

SG Commuters movement, saw the installation of a Heart Zone at the new premises.

With the objective of providing a platform for commuters to show care and help one another, the Heart Zone offers a safe and comfortable space for people who may need assistance during their public transport journey.

A vibrant wall mural, jointly created with students from School of the Arts and the PTC, prominently sets the backdrop of the area.

Complementing the Heart Zone is a section within the interchange that has been reserved for the display of community art.

In partnership with SG Enable, an agency dedicated to enabling persons with disabilities, a series of National Day Parade artworks created by persons with disabilities are showcased. Each inspiring piece expresses the individual artist's love and hope for Singapore.



Heart Zone at Pasir Ris Bus Interchange

# Happier customers

## In the spotlight with Caring SG Commuters

Senior Customer Service Officer, Dorothy Tay, participated in an online conversation hosted by the PTC to share her thoughts on the importance of a caring commuting culture in Singapore.

Titled “Caring Commuting Culture through the eyes of Public Transport Workers”, the feature centred on how different roles in public transport contribute towards nurturing a caring culture, and an emphasis that no act of care and kindness is too small.

In her line of work, Dorothy has witnessed commuters face various challenges in their daily commute. The ongoing COVID-19 pandemic has also altered the way people travel and she found it heart-warming when she saw commuters reminding each other not to talk too loudly to each other, or on the phone.

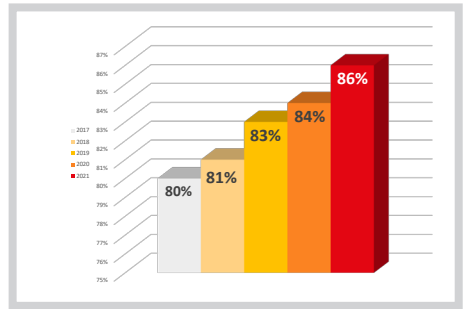
Dorothy believes that a little act of kindness will brighten up someone’s day and would not hesitate to lend a helping hand to anyone who needs it.

## Customer satisfaction survey

A customer satisfaction survey is conducted annually to facilitate our regular review and understanding of how our frontline colleagues have performed in delivering quality service to commuters.

Five hundred commuters who use Pasir Ris and Punggol bus interchanges participated in an online survey, which included metrics for evaluation such as accessibility, courtesy, safety, and reliability.

Survey results indicate that commuters have been progressively satisfied with the service they receive from our frontliners, with the score for overall experience up from 80% in 2017 to 86% in 2021.



Customer satisfaction scores from 2017 to 2021

## Welcoming RoGo to the team

RoGo is the face of our chatbot, the latest customer service initiative at Go-Ahead Singapore. Developed to improve efficiency, reduce customer service waiting time for commuters and provide 24/7 support, it is our proactive approach towards delivering a better seamless experience.

With the introduction of RoGo at Pasir Ris Bus Interchange, through an interactive self-service kiosk, commuters have a 24/7 alternative to our Passenger Service Offices. From providing feedback, giving compliments, reporting lost & found items or simply to find out more information about bus routes, RoGo is capable of providing answers instantly.

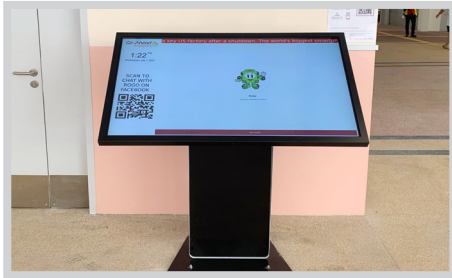
Up and running on our Facebook Messenger and website, RoGo is a valuable member to the team, providing much needed assistance anytime and anywhere.

## Opening of the reconfigured Pasir Ris Bus Interchange

Reconfigured to make way for the future Integrated Transport Hub and Pasir Ris rail turnback, Pasir Ris Bus Interchange has undergone an extensive makeover to include a new wing and additional berths to house existing bus services.



Designed to be fully inclusive, commuters benefit from the upgraded facilities such as sheltered, barrier-free boarding and alighting berths, priority queue zones with seats, a nursing room, and a commuter care room.



The interactive self-service kiosk at Pasir Ris Bus Interchange

We worked closely with the LTA in preparation for its opening and had the honour of hosting Minister of Transport, Mr S Iswaran, and local grassroots advisers at the interchange to introduce them to all the new facilities available.

Our frontline colleagues also completed an inclusive service delivery course, facilitated by SG Enable, to support them in effectively assisting commuters with different needs.



Alighting area at Pasir Ris Bus Interchange

Presented with actual scenarios and adopting a hands-on approach, the training has equipped our team with key knowledge to provide an enhanced commuting experience for everyone.

We were grateful to have community partners such as the Agency for Integrated Care,



Frontline colleagues experiencing different scenarios during the service delivery course such as assisting a visually handicapped commuter

Handicaps Welfare Association and Singapore Association of the Visually Handicapped at the new premises to receive their valuable feedback on what is important to their members for a convenient commute.

### Introduction of new bus service 384

A new feeder bus service, 384, began operating in December 2020. Plying between Punggol Bus Interchange and Northshore Drive, via Punggol Central, Punggol Way and Northshore Drive, it provides an essential transport link to key amenities such as schools and shopping malls.

With housing developments due for completion in the area, this service offers greater convenience and connectivity to residents.

We expect healthy ridership growth and look forward to welcoming more commuters in experiencing a ride with us.

# Better teams

## Memorandum of Understanding with the National Transport Workers' Union (NTWU)

A collective agreement renewal negotiation with the NTWU was finalised and certified by the Industrial Arbitration Court in October 2020.

Demonstrating our commitment in providing the most suitable benefits for colleagues, clauses are reviewed to ensure that they meet the evolving needs of our people.

Besides adjustment made to allowances, our management team negotiated for the replacement of a sick leave encashment programme with a wellness programme instead, seeking to strengthen the focus on our colleagues' health and wellbeing.

This supports bus captains who perform well and further develops a mutually beneficial relationship with them.

## Sustainable employment pledge with the Singapore Business Federation (SBF)

Pledging our commitment towards sustainable employment with the SBF, the Sustainable Employment Pledge signifies our dedication in ensuring fair compensation, regular upskilling opportunities, and a respectful and professional work environment for every Go-Ahead Singapore employee.

We believe that happy employees equate to a content and more efficient workplace, which results in robust development of the business too.

We will continue to establish fair and ethical contracts with our partners and cultivate a more inclusive society.

## NS Mark (Gold) Accreditation

Go-Ahead Singapore has successfully achieved the NS Mark (Gold) accreditation, conferred by the Advisory Council on Community Relations in Defence (ACCORD).

The NS Mark is a national-level accreditation scheme that recognises businesses and organisations with policies and human resource practices that support National Service and Total Defence.

Companies who demonstrate a higher level of support may progress to attain NS Mark (Gold). Recognised for our implementation of exemplary policies and practices, it is an honour to be granted this accolade.

Our servicemen employees uphold the peace and stability of our nation, and we will continue to fully support them with their contributions to our national defence.

## Long Service Award

49 bus captains were recognised for their years of service and contribution to the public transport industry. Awardees have all completed a minimum of 10 years in the industry or above, with each subsequent period of at least five years to qualify.

Certificates and tokens of appreciation were presented to each one of them in recognition of their sustained efforts towards delivering safe and reliable journeys for commuters.

Bus captains Heng Peng Khing, Lee Her Chiew, Ismail Bin Jaaffar and Loh Sek Sin joined the bus industry in the 1980s, having each clocked a minimum of more than 30 years as bus captains.



Recipients of the Long Service Award 2020

Through the years, their dedication to their jobs have ensured that generations of commuters enjoyed journeys which got them to their destinations safely.

### Driver of the Year Award

Every year, we celebrate the achievements of our bus captains in a Driver of the Year award ceremony. This award recognises the top 40 bus captains who play their part in making sure that bus journeys are smooth and hassle-free for commuters.

Carefully selected based on their remarkable results in job professionalism, customer service and safe driving performance, 43-year-old Senior Bus Captain, Mohd Nizam Bin Haron, has clinched top prize yet again!

Placing number one consecutively from 2019 to 2021, Nizam humbly tells us that he is happy and satisfied with his achievement but feels that this is part of his duty.

### All employees



### Senior Management



## Awards

### Go-Ahead Singapore's first EXSA Star Award recipient

Tay Yu Ying, Senior Customer Service Officer, has consistently been a frontrunner in the delivery of service excellence.

Since joining us four years ago, she has achieved multiple awards and most recently won in the Star category of the Excellent Service Award 2021, making her the first recipient in this award category at Go-Ahead Singapore!

Yu Ying is passionate about her job and delivers service from the heart, often commended by commuters for her attentiveness and willingness to go the extra mile.

Handling commuters with different expectations can be challenging. For Yu Ying, she readily assists any commuter as



Senior Customer Service Officer, Tay Yu Ying at Pasir Ris bus interchange

she puts herself in their shoes and tries to understand their perspective in a situation.

When asked about her exceptional customer service, Yu Ying warmly said "I feel that helping people is a part of my life. I have personally experienced difficult times when I needed help. After being on the receiving end, it is a really nice feeling to know that I can pay it forward!"

# Cleaner environment

## Solar panel-fitted buses go on the road

Go-Ahead Singapore launched proof-of-concept trials of ultra-thin solar panels fitted on the roof of two buses, in-line with our efforts to be a responsible public transport operator by implementing solutions to support sustainable transportation.

Unlike conventional solar panels, these ultra-thin panels are light weight, flat and flexible.



Solar panels fitted on the roof of a bus

Running for the first time on buses locally, this initiative aims to evaluate the buses' performance and effectiveness to harness solar energy to reduce greenhouse gas emissions, reduce fuel consumption, and improve vehicle efficiency. It is estimated that the ultra-thin solar panels will reduce carbon emissions by around 4000 kilograms per year for each bus.

The solar energy captured is used to charge the battery of the buses, reducing the load on the alternator which in turn reduces the load on the engine.

The trial buses operate on service number 15 and commuters are greeted by a vibrant livery which differentiates the buses from the rest in the fleet.



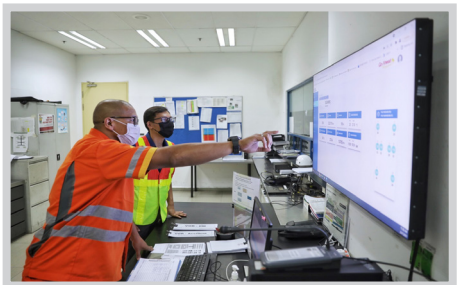
Special livery on the solar panel-fitted buses

## Vehicle Health Telematics (VHT) system

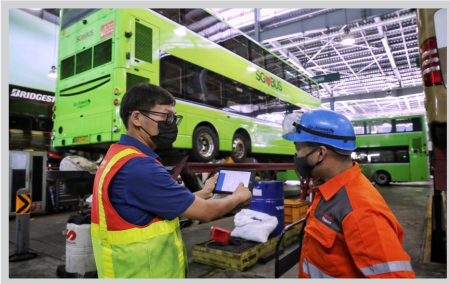
The fleetwide implementation of a bespoke VHT system was successfully completed in 2020.

With the objective to leapfrog our predictive maintenance program and improve safety and productivity by using the latest in IoT (Internet of Things) and sensor technology, we worked with a technology integrator to develop a solution that matched our specific requirements.

This VHT system transmits "live" vehicle health status remotely to the engineering team. Using an inbuilt analytics program, it analyses the buses' health and alerts the team if a component is deteriorating and requires attention, allowing for early intervention. For critical issues, the system automatically sends SMS alerts to the engineers.



Senior Engineer, Tan Tat Cheng, and Technical Supervisor, Zulfaqqar Mawadi, monitor the live status of buses with the VHT system (Photo credit: The Straits Times)



The VHT system can be accessed through tablets for easy access to information (Photo credit: The Straits Times)

Furthermore, it is scalable and allows for the future installation of additional sensors. In 2021, tyre pressure monitoring sensors were installed on the whole fleet and cabin temperature sensors are currently on trial, both of which fully integrates with the VHT system.

Since its implementation, we have avoided preventable vehicle breakdowns, promptly rectified tyre punctures, and significantly reduced the workload of the tyre-man who used to manually check the bus tyre pressures daily.

### Electric double-deck buses commence service

In another step forward to reduce the carbon footprint of public transport, the LTA has committed to having a 100% cleaner energy bus fleet by 2040.

A total of 60 electric buses were procured under a tender awarded in 2018 and these buses will be fully deployed by 2021.

Following the earlier roll out of single-deck electric buses which Go-Ahead Singapore is operating on service 3, 10 double-deck electric buses began plying the roads of Singapore in October 2020. At Go-Ahead Singapore, these buses began their maiden journeys on services 83 and 118, providing greener, quieter, and more sustainable rides for commuters.

When the 60 buses are completely operational, it is estimated that carbon emissions will be reduced by 7,840 tonnes annually, equivalent to the emissions from 1,700 cars.

Building on the extensive experience of our sister company in London, gained through electric bus operations, Go-Ahead Singapore is proud to be operating these pioneering vehicles here.



Electric double-deck bus deployed on bus service 118

# Our climate change strategy

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

→ <https://www.go-ahead.com/sustainability/climate-change>

Our Group Climate Change Strategy addresses 5 priority areas:

- 1 Climate change adaptation: identify how climate change is affecting us and plan how we are managing those impacts and opportunities.
- 2 Decarbonisation: of our premises, ancillary fleet, 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 but also cleaning air via our innovations such as the air filtering bus. Our group has 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. As a Group 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-Ahead Singapore, our strategy focuses on decarbonisation and air quality as we continue to reduce emissions from our fleet in close collaboration with the LTA. The more our low emission fleet is used to reduce car-based trips, the better for the climate and health of the Singapore population. Our strategy highlights include:

- 1 Climate change adaptation: developing a climate change risk registry and managing related risks
- 2 Decarbonisation: raising efforts towards decarbonising of our premises, ancillary fleet, and bus fleet
- 3 Air quality: implementing innovative projects and improving air quality measurement
- 4 Water: enhancing waste management methods
- 5 Waste: developing water efficiencies, usage reporting and measurement tactics



## Climate change adaptation

1. Identify risks and vulnerabilities
2. Quantify costs and source funding
3. Identify risks to properties
4. Work with suppliers to identify and reduce exposure and vulnerabilities
5. Work with partners

### We are:

1. Identifying climate change risks and adaptation plans
2. Working with partners on supply chain sustainability and risks
3. Managing high risk location and events
4. Educating staff and working with stakeholders

### 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

### We are:

1. Supporting LTA's clean energy bus trials
2. Reducing bus fuel consumption
3. Reducing electricity consumption

### 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
4. By 2035 reduce carbon emissions by 75%



## Mitigation: Air quality

1. Improve air quality through innovative projects
2. Establish a methodology to measure air quality
3. Work on a clean bus ambition with local authorities

### We are:

1. Ensuring a high standard of maintenance of our buses
2. Actively monitoring the premises air quality
3. Encouraging responsible growing of plants

### Group targets:

By 2025, reduce:

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



## Mitigation: Water

1. Manage potential leak
2. Reduce water usage
3. Address abnormal water usage immediately

### We are:

1. Improving water usage efficiencies
2. Reducing water consumption

### Group target:

1. By 2025, reduce water use by 25%



## Mitigation: Waste

1. Improve bus waste management contracts
2. Increase recycling rates
3. Behaviour change programmes for customers and colleagues
4. Reduce waste in supply chain and operational activities

### We are:

1. Increasing waste recycling rate
2. Reducing single use plastics
3. Reducing packaging waste
4. Reducing paper usage

### Group target:

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



# Summary

Go-Ahead Singapore is committed to reducing our effects on the environment and preparing our business for the impacts of climate change.

It is vital that we all do what we can to prevent further global temperature rises and excellent public transport is part of the solution.

Our purpose, through close collaboration with the LTA, is to deliver services that are attractive and inclusive for all commuters.



## Adaptation

Climate change is already upon us. Here at Go-Ahead Singapore, we have already experienced warmer weather, heavier rainstorms, and more pronounced dry spells. This affects road conditions and impacts our bus captains and commuters.

We have started to develop our adaptation risk register. The top strategic and operations risks and their related potential associated costs are being prioritised and will be the foundation for an action plan.

To continue tracking impacts we are leveraging our existing incidence report process to flag weather-related events. We will revise these data on a regular basis to improve our risk and opportunities register. The risk and climate change impact will be included in all key management processes and decisions.



## Decarbonisation

As a bus company, our biggest carbon impact is from our bus fleet. We are supportive of the LTA's commitment towards a clean energy bus fleet by 2040, and will continue to express our interest in progressing the transition to clean energy buses.



## Air quality

Our main impacts to air quality are carbon monoxide, hydrocarbons, nitrogen oxides and particulate matter. We will produce a regular emissions factor report centrally, periodically measuring air quality on these four key pollutants.



## Water

We have identified opportunities to improve water efficiencies. These will be materialised through the management of potential leaks, tapping on technology like high efficiency taps to reduce water usage, and the rollout of internal engagement campaigns.

Our anticipated water saving by 2025 is 10%.



## Waste

Our tactics to reduce waste include looking at sources of waste, improving how we manage waste and how waste is managed when taken from our premises. Our main projects are to:

- Improve waste management by reducing total waste and use of single-use plastics, increasing recycling rates, and educational engagement activities.
- Enhance waste reporting by working with waste management vendors to provide timely waste data with as much granularity as possible, and develop internal processes to manage this data.
- Manage supply chain waste by working with suppliers to reduce waste that comes from them, focusing especially on avoiding excessive packaging, reducing single use plastic, and introducing packaging return schemes.

# Safer working

## Vaccination drive

As part of Singapore's national vaccination strategy to protect frontline workers and their families, Go-Ahead Singapore partnered the LTA and Ministry of Health on a coordinated vaccination drive for our workforce in January 2021.

Duty schedules were planned to accommodate colleagues' allocated vaccination timeslots and shuttle bus services provided for convenient access to and from Loyang Bus Depot to the vaccination centres. Concerted efforts were directed at senior employees aged 60 and above to get vaccinated against COVID-19 as they are the most vulnerable group and are at higher risk of becoming seriously ill, if infected.

Employees who initially forewent the vaccination drive have been regularly encouraged throughout the year to get vaccinated at community vaccination centres. The vaccination of our frontline workers protects them as they go about their duties and strengthens our defence against COVID-19. It also mitigates the risk of further transmission in a more sustainable manner.



Colleagues on board the shuttle bus to the vaccination centre

## COVID-19 Safe Management Measures

Safe management measures are essential as we continue to prevent the spread of COVID-19. Our colleagues' health and wellbeing are imperative; therefore, they are encouraged to strictly comply with processes

put in place to protect themselves and those around them.

TraceTogether-only SafeEntry must be recorded each time an individual enters and exits the workplace to facilitate any potential contact tracing required. Additionally, supporting health declaration must be completed during each entry.

Colleagues are regularly reminded to wear a face mask properly at all times, observe good personal hygiene, monitor their health closely, and keep a safe physical distance between each other.

As we navigate the changing situation, our people's safety will remain priority in the measures and next steps that we take.

## Health and Safety initiatives

In striving to build a strong safety culture and achieving continual improvement in workplace safety and health, cross-functional teams at Go-Ahead Singapore collaborate to organise safety campaigns that promote safety improvement and a target of zero injuries.

In 2020, the focus was on our bus operations and engineering teams, with topics targeted at engaging employees on staying safe at the workplace, preventing injuries, and embracing safe working practices.

Themes highlighted include the prevention of slip, trip and fall incidents, the usage of designated footpaths and pedestrian crossings, and the importance of wearing hi-vi vests. Past workplace incidents were reviewed to discuss prevention measures for future recurrences.

# Key data: Go-Ahead Singapore

	2021	2020	2019
<b>Stronger communities</b>			
Stakeholder events	21	18	21
<b>Happier customers</b>			
Customer satisfaction (%)+	86	84	83
On-Time Adherence (OTA)	95.62	94.87	93.49
Excess Wait Time (EWT)	0.38	0.14	0.46
<b>Better teams</b>			
Average number of employees+	1020	1049	1020
Average length of service (years/months)	3.9	3.1	1.7
Employee turnover rate (%)+	1.81	17.4	15.7
Absenteeism rate (%)+	4.97	5.19	4.79
Average training spend per employee (SGD)	872	824	995
Female employees (%)	9	9.4	9.4
<b>Cleaner environment</b>			
CO <sub>2</sub> total from all scope 1 & 2 sources (tonnes)	46515	46939	47655
Carbon emission per vehicle mile (kg)	2.53	2.56	2.57
Amount of water consumed (m <sup>3</sup> )	44943	36410	33801
Water leaks identified (volume)^	0	-	-
Bus fleet that is zero or low carbon emission (%)#^	10.1	-	-
Average fleet diesel efficiency (MPG)	4.75	4.69	4.67
Average fleet electric efficiency (kWh/mile)	2.24	1.68	-
Average age of bus fleet*	5.78	4.9	4.16
Adapation: yearly target completion: 2020/21 risk register & mitigation plans for top risk (Y/N)^	N	-	-
<b>Safer working</b>			
Bus accidents per hundred thousand kilometres	24.36	21.72	25.46
Fleet with CCTV (%)+	100	100	100
Number of reported crimes+	13	7	11
Bus fleet which is fully wheelchair accessible (%)*	100	100	100
Accidents per 100 employees+	1.81	1.5	1.4

## Key

+ For the reporting period

\* As at the reporting period end

# Electric powered buses and Euro VI diesel buses

^ Data tracked from 2021 onwards



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

## More information

You can find out more about Go-Ahead Singapore by visiting our website

[www.go-aheadsingapore.com](http://www.go-aheadsingapore.com)

More information on how Go-Ahead Group manages sustainability can be found by visiting:

[www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

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:

Go-Ahead Singapore  
2 Loyang Way  
Singapore 508776  
Email: [media@go-aheadsingapore.com](mailto:media@go-aheadsingapore.com)

## 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](http://www.go-ahead.com)



Bureau Veritas UK Ltd  
November 2021

Designed by:

**designportfolio**