

Moving you and the next generation

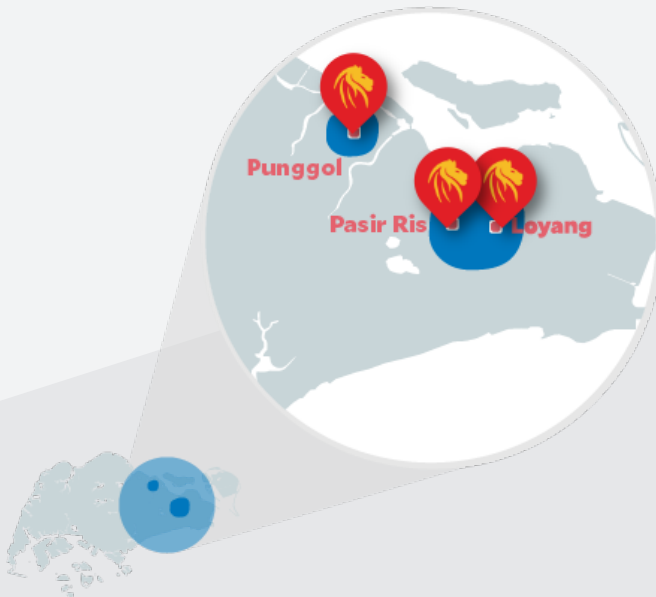
Go-Ahead Singapore
Sustainability Report 2022



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 collaboratively to provide an outstanding service.

This is supported by an established strategy of developing innovations, progressing new opportunities, delivering on our climate change plan, and a sustained emphasis on initiatives that ensure every journey is taken care of.



In this report

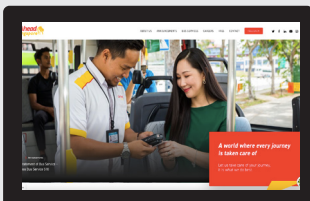
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Our reporting structure

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:

Communities

To increase positive and proactive engagement with the communities we serve

→ Read more on page 04

Passengers

To provide a safe, reliable service to our customers

→ Read more on page 06

People

To constantly develop our people

→ Read more on page 08

Environmental impact

To reduce our impact on the environment

→ Read more on page 10

Safety

To provide safe working environments for our people and our customers

→ Read more on page 14

Managing Director's message



2022 highlights

- CARE Bus
- Best Collaboration Partner at the Land Transport Excellence Awards 2022
- Tripartite Alliance Award (Age Inclusive Practices)
- Bus captain and cyclist safety initiative

Over the past 12 months, Singapore has successfully transitioned to living with Covid-19. Although this has brought some fresh challenges, my team at Go-Ahead Singapore has remained focused and resilient.

Our commitment to our customers and our people is central to everything we do. We employ over 1,000 people who work hard to deliver safe, reliable and comfortable services for our commuters. We are committed to providing our communities with affordable and dependable access to employment, education and leisure activities.

In this introductory message I highlight just some of the wide range of initiatives that practically demonstrate these commitments.

We have continued first and foremost to deliver on the fundamentals our commuters expect: a clean and safe, reliable and accessible

“Our commitment to our customers and our people is central to everything we do. We employ over 1,000 people who work hard to deliver safe, reliable and comfortable services for our commuters.”

Andrew Thompson
Managing Director

bus service. We have also been able to launch new initiatives to help us on our journey of continuous improvement for our commuters, local communities and stakeholders.

I am acutely aware of just how vital our services are to the lives of so many in our community. We continue to place great importance on ensuring the inclusivity of our services so that everybody can feel confident about using them. Detailed in this report are several initiatives undertaken in collaboration with local community stakeholders to raise awareness of the mobility challenges that some of our commuters can face and to improve the journey experience.

Several innovative safety and customer awareness initiatives are also highlighted, often developed in collaboration with our strategic partners. It is heartening that these endeavours are reflected in the results of our most recent annual customer satisfaction survey which show a further year-on-year improvement.

Continuing to operate frontline services throughout the COVID pandemic has brought many challenges. My amazing team works round the clock and behind the scenes to ensure our public transport system is safe, reliable and comfortable. I am immensely proud of my team and place a high priority on ensuring that everyone is supported in their work and appreciated for their dedication and commitment.

During the year, we have partnered with the Health Promotion Board and a healthcare provider to bolster support for colleagues, including conveniently bringing some professional healthcare services right into our depot.

Recognising these efforts, I am honoured that our organisation and a wide range of individual colleagues have received awards during the year from a number of our stakeholders – further details are provided in the report.

Worldwide weather events are a continuous reminder of the need for ever more focus and action on climate action. Everyone at 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 Land Transport Authority (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. Following a successful trial with two buses, we are now expanding our use of solar panels on a further fifty diesel buses. Each of these buses is fitted with 1,000W solar panels, reducing carbon emissions for each bus by 3.7 tonnes.

I 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 forge our path ahead.

I hope you enjoy reading our report.

Communities

We are committed to being a part of Singapore's journey to create a more inclusive land transport system, with a caring and gracious commuting culture, through the Land Transport Master Plan 2040 - "Transport for All". As an active participant of the Caring Commuters SG Committee, which was established in 2020, we have rolled out initiatives that support inclusion such as the Helping Hand scheme to enhance the journey experience for commuters with physical and/or invisible mobility impairments, and an exhibition at Pasir Ris Bus Interchange in collaboration with the Rainbow Centre to raise awareness of persons with autism.

Our communities are made up of diverse individuals with varying requirements. This profile includes families with young children, the elderly, persons with special needs, students, and working adults. Through social media and physical media platforms available at our premises, we engage them with safe commuting tips, messages to foster an inclusive journey, and content to build stronger stakeholder relationships.

Caring Commuter Exhibition with Rainbow Centre

In December 2021, we organised an exhibition at Pasir Ris Bus Interchange in collaboration with the Rainbow Centre, a social service agency for individuals with Autism Spectrum Disorder or multiple disabilities. As part of Caring Commuter Week, the exhibition aimed to raise awareness and encourage stronger commuter acceptance of the disabled, particularly persons with invisible disabilities. In support of enabling more inclusive journeys, key information of how to interact with a person with autism and helping someone with autism in times of distress were displayed for public education.

Reinforcing the message of inclusivity, our Managing Director, Andrew Thompson, participated in a virtual public talk with Jean

Loo, Deputy Director, Advocacy and Community Engagement at Rainbow Centre, and Sun Meilan, a parent of a youth with autism and Founder of Facebook communities Friends of ASD Families and Reunite Missing Children. Aimed to spark ideas and strengthen public understanding of persons with disabilities, it was an engaging session which provided three different perspectives from their individual points of view – as an agency, a public transport operator and a parent.

Rainbow Centre inclusivity talk and workshop

Giving up seats to commuters who need it more, helping those in need board the bus, or moving in to make space for others are ways to show care and concern. These actions are part of a caring commuting culture that will make the daily commute more pleasant.

We aim to promote a more inclusive, caring, and gracious commuting culture by taking a step further - empowering commuters with knowledge that enable them to effectively look out for other commuters and render them support when needed.

Go-Ahead Singapore collaborated with the Rainbow Centre to sponsor a public talk and workshop in February and May respectively. These sessions enabled participants to gain a better understanding of the different types of disabilities people may have and how to confidently interact with them, aided with sharing sessions, role playing and case scenarios.

Ms Linda Prebhash, trainer of the workshop, said "This workshop will open doors and minds on disability inclusion. Today, parents are more comfortable to bring their children with disabilities to public spaces. People are willing to help but are unsure how to do so. This workshop will help educate public about the possible challenges faced by commuters in need and narrow the knowledge-to-action gap."

CARE Bus

Go-Ahead Singapore and Caring SG Commuters Committee, in partnership with the Cerebral Palsy Alliance Singapore School (CPASS), launched a CARE Bus initiative in November 2022 to raise public awareness on the needs and challenges faced by persons with disabilities (e.g., cerebral palsy) during their public transport commute.

As part of the initiative, illustrations hand drawn by CPASS students depicting a caring and inclusive commuting culture – where commuters and bus captains extend their helping hands to those who require assistance during their journey – were displayed on the

exterior of bus service 358 which serves the Pasir Ris precinct, including CPASS, as well as on bus stop displays opposite and outside of CPASS.

Prior to the launch, close to 40 students from Tampines Meridian Junior College had undergone an empathy workshop conducted by both SG Enable and Temasek Polytechnic's SENvocates (an interest group in Temasek Polytechnic dedicated to advocating for special education needs/disabilities), to better equip themselves with the knowledge and skills to help other commuters correctly and confidently. They had pledged to look out for CPASS commuters and a few of them also participated in the launch event.



Awards

Best Community Inclusive Project

Go-Ahead Singapore was awarded the Best Community Inclusive Project (Merit) for Helping Hand at the Land Transport Excellence Awards 2022.

Recognised for promoting transport inclusivity by encouraging a caring culture for commuters with different needs, Helping Hand is an initiative that is designed to empower commuters to advise of any assistance they may require discreetly and directly. The card can be particularly helpful for commuters with non-visible disabilities.

Research shows that people who have “hidden” disabilities can sometimes face greater challenges than those with more obvious physical disabilities. Ms Anita Fam, chair of the Enabling Masterplan Committee, said: “Much of it stems from a lack of awareness or understanding of disabilities which are less visible.”



Operations Director, Daniel Corbin, received the award for the Best Community Inclusive Project (Merit) at the award ceremony

The Helping Hand card offers simple, bespoke messaging from commuter to bus captain around specific needs detailing actions to be taken by the driver, not nature of disability. The bus captain is immediately made aware of the commuter's needs or requirements without the commuter having to verbally communicate it.

The card is available for use on all Go-Ahead Singapore bus services.

Passengers

Our goal is the excellent delivery of safe, reliable, and comfortable bus services for commuters. They are a main contributor to our business and are essential to the continuity of our role as a public transport operator.

Safety Champions

A new tripartite initiative with the LTA, National Transport Workers' Union and other public transport operators was introduced to promote safety at the workplace for employees and commuters. We have two fully trained Safety Champions who play a mentoring role in strengthening existing organisation safety initiatives and remind bus captains on the importance of safety, resulting in safer and smoother journeys for commuters.



Safety Champions, Ng Hee Kwang (left) and Mohd Nizam Bin Haron (right) proactively share knowledge amongst their peers and advocate workplace safety

Training of customer-facing staff

We invest in initiatives to enhance service level and elevate customer satisfaction. Our team of customer service officers undergo training to manage their daily duties such as attending to commuters at the passenger service offices and responding to queries received in-person, through the phone or online.

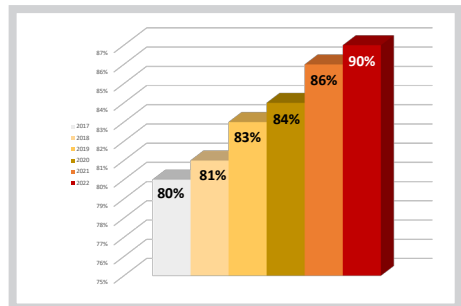
They are supported with training courses to enhance their skillset when handling commuters with different needs. We collaborated with the Agency for Integrated

Care to provide a Dementia Awareness eLearning module for our frontline employees. This equipped them with knowledge on the signs and symptoms, communication style and modes of assistance to support persons living with dementia.

Customer satisfaction survey

Every year, a customer satisfaction survey is conducted with 500 commuters from our interchanges. The objective of this is to evaluate the overall experience of our passengers and identify areas of improvement to enhance their journeys with us. Scores in areas of safety, reliability, courtesy, bus cleanliness, service improvement, interchange environment, communications, and accessibility, are reviewed with subsequent improvement plans put in place where necessary.

Survey results indicate that commuters have been increasingly satisfied with the service they receive from our frontliners, with our latest score for overall experience standing at 90% in 2022.



Customer satisfaction scores from 2017 to 2022



Awards

Excellent Service Award (EXSA) 2021

Kindness and courtesy are essential elements of a positive customer experience. The EXSA is a national award that gives due recognition to individuals who have gone beyond the call of duty in delivering exceptional service and creating memorable experiences for customers.

Juraimi Bin Jumahat, Senior Bus Captain, is one such individual who displayed these qualities in his daily course of work. He is the first bus captain at Go-Ahead Singapore to clinch the EXSA (Star) for his exemplary performance.



Senior Bus Captain, Juraimi Bin Jumahat is the first bus captain to receive the EXSA (Star) award

Driver of the Year Award

Our annual Driver of the Year Award recognises 40 bus captains for their outstanding performance. Based on an evaluation of their driving performance, customer service delivery and other relevant conduct records, hundreds compete for the top spots. It takes hard work, skill, and consistency to excel.

Tan Jee Tee, Senior Bus Captain, emerged first with remarkable results recording less than 30 negative events in 2,423 hours of driving, covering a total distance of more than 37,500 kilometres.

He shared that staying healthy is essential for a safe drive. "When both our physical and mental health are well taken care of, we

can drive well and safely. Equally important is to follow the standard driving procedures and ultimately, do our best."



Senior Bus Captain, Tan Jee Tee, receives a certificate and a gift for attaining the top spot in the annual Driver of the Year Award.

People

An organisation is only as effective as the people who live and work in it. It is our people who deliver on the organisation's mission, vision, values, and services daily. Our team, they are the ones who make it all happen. There would be no operation without our colleagues who commit their time and effort every day, playing their part to deliver our vision by taking care of commuters' journeys.

In our increasingly digital age and tech savvy world, we have aligned our recruitment techniques to keep up with the times. Supplementing traditional outreach mediums like career fairs, recruitment banners and newspaper advertisements, we deploy social media hiring publicity and curate organic content by bus captains. Retention bonuses and referral incentives further boost our efforts in attracting talent.

A down-to-earth approach and provision of clear job descriptions support our fair hiring practices.

Fair and inclusive employment practices

We have signed the Employers' Pledge of Fair Employment Practices. Abiding to the national guidelines, Go-Ahead Singapore recruits and selects employees on the basis of merit, regardless of age, race, gender, religion, marital status and family responsibilities, or disability.

We partnered MINDS, a voluntary welfare organisation based in Singapore that provides services for the intellectually disabled, to hire two of their beneficiaries who have successfully completed their contracts with us.

Chronic disease management programme

We partner with the Health Promotion Board and a healthcare provider to enable employees to seek medical consultations and treatments conveniently on-site at our depot.

Colleagues with chronic diseases such as hypertension, high cholesterol, or diabetes, are identified and placed on a Chronic Disease



Awards

Tripartite Alliance Award

We are honoured to be a first-time winner of the Tripartite Alliance Award, in the category of Age Inclusive Practices. Our senior workers bring plenty of experience and knowledge to the workforce which we highly value.

Through investments in technologies, we upskill our team, improve their proficiencies, and streamline their work processes. Our people are the driving force of Go-Ahead Singapore, and we will continue to support them in their lifelong learning journey whilst cultivating a

workplace that reflects inclusion and diversity.



Human Resources Director, Wang Poon Liang, received the Tripartite Alliance Award for Age Inclusive Practices at the award ceremony



Awards

NS Advocate Award for Large Companies

We are proud to have received the National Service (NS) Advocate Award for Large Companies at the Total Defence Awards (TDA) 2021.

Introduced in 1984, the TDA is a national pinnacle award by the Ministry of Defence and Ministry of Home Affairs, recognising those who have demonstrated exemplary support and advocacy for NS and Total Defence.

About 10% of our employees are NSmen still serving their operationally ready national

service, and we make sure to implement policies that support them in fulfilling their NS commitments.

Total Defence is an encompassing concept that involves the contribution from every aspect of society, thus we will continue to ensure that Total Defence and NS plays an active part in our role both as an employer and public transport provider.

Management Programme. They undergo an initial consultation and assessment before being officially enrolled into the programme. Thereafter, their prescribed medications are delivered to the office, eliminating the hassle for them to schedule appointments to visit a doctor.

Singapore BusTech Grand Challenge

The Singapore BusTech Grand Challenge is an industry competition to recognise our bus technicians' skills excellence and raise technical standards in the public bus industry.

This platform allows our technical specialists to showcase their skills and increase their professional exposure alongside the best of their industry counterparts.

Citaro bus technical training

In an initiative to further upskill our technical team, they had the unique opportunity to complete a customised 10-day training course on Citaro buses. Timo Weberruß, Bus & Coach Trainer at EvoBus GmbH, flew in especially from Germany to share his technical knowledge.

A member of our technical team who took the training, Salahuddin, aptly described his takeaway "Knowing how something works is useful, but thoroughly understanding why it works is so much more beneficial".

This was a valuable experience to develop our team's technical expertise and gain practical skills with unlimited access to a specialised trainer.



Technical specialists undergo a 10-day training course to fully understand the Citaro bus

People



Awards

Best Land Transport Operations & Maintenance Initiatives

Go-Ahead Singapore was awarded the Best Land Transport Operations & Maintenance Initiatives for BC Click at the Land Transport Excellence Awards 2022.

BC Click is a bespoke app that allows bus captains to sign on for their duty away from the depot, saving unproductive travel time and making our operation more efficient and flexible. We can also deploy a bus captain to any location a lot quicker as there is no need for them to report to the depot.

We were recognised for demonstrating excellence in operations and maintenance through the implementation of initiatives that have led to significant enhancements to efficiency, safety, and reliability in public transport.

With BC Click, we can track buses that have gone through the daily vehicle condition checks and immediately identify buses that require attention by our engineering team. BC Click is linked directly to the engineering team's IBM Maximo system and can generate a work order immediately with photos for quick and easy reference, facilitating investigation by them within the same day. This streamlines our processes making engineering more efficient and better bus availability which ensures the customer has a safe and reliable service.



A bus captain retrieves details about his work duty on the BC Click app

Environmental impact

In 2021, Go-Ahead Group launched its [Climate Change Strategy](#) and set a goal to become a net-zero business by 2045. Go-Ahead Singapore is fully committed to our Group's Strategy and developed an action plan detailing how we will support Go-Ahead in achieving its climate targets.

Managing and reducing the impact we have on the environment is vital to the sustainability of our business. Through the Climate Change Strategy, we focus on five environmental priorities: Climate change adaptation, decarbonisation, air quality, water, and waste. For each one of these topics, we have a set of initiatives to support our Group targets which are detailed in the following pages – as well as our progress in the reported year.

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 Waste: enhancing waste management methods
- 5 Water: developing water efficiencies, usage reporting and measurement tactics

Climate change adaptation

We are all increasingly feeling the impacts of climate change. Monitoring how climate-related events and regulations affects our business is a continuous activity. 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 and air quality

Public transport is a vital part of the solution to reduce carbon and air emissions in the transport sector. Our Group's decarbonisation strategy focuses on two pillars: the modal shift from private cars to public transport, and decarbonisation of our fleet. With that in mind, the Group is committed to transitioning to a 100% zero-emission fleet in the UK by 2035. In Singapore, we are committed to supporting the LTA in clean energy bus trials and sharing with them our experience operating electric buses overseas. In 2016, we operated Singapore's first electric public bus.

Roll out of 50 additional buses fitted with ultra-thin solar panels

Following a successful proof-of-concept pilot of two buses with solar panels in March 2021, Go-Ahead Singapore is fitting 50 more buses which will progressively commence passenger service from January 2023.

The pilot aimed to evaluate the buses' performance and effectiveness to harness solar energy to reduce carbon emissions and fuel consumption under our tropical climate and traffic conditions. Findings were encouraging and we were able to achieve fuel savings of 3% to 4% a year, translating to about 4 tonnes of carbon emissions annually per bus.

By the end of April 2023, 52 buses will be fitted with roof-mounted solar panels including the two initial pilot buses. When these 52 buses are fully deployed for passenger service, their carbon emissions will be cut by approximately 200 tonnes annually, which is equivalent to the annual carbon emissions of 43 passenger cars.

Aligned with our efforts to support sustainable transportation and Go-Ahead Group's ambition to be a net-zero carbon business by 2045, this initiative is also in step with Singapore's Green Plan 2030 and commitment to achieving net-zero emissions by 2050.



Solar panels are fitted on the roof of diesel buses

Replacement to LED light bulbs

We have replaced the light bulbs at our depot and interchanges with energy-efficient LED lighting. Sustainable lighting provides a more conducive and healthier work environment, as studies have suggested that optimal lighting at the workplace pays dividends in terms of improved productivity and a reduction in errors.

In addition to the operational benefits, LED lights also have a positive sustainable impact on our environment. They use considerably less energy and are up to 80% more efficient than traditional lighting. By reducing electricity consumption, we lower the emissions of greenhouse gases attached to the electricity generation.



Energy-efficient LED lighting has been installed at the engineering workshop

Temperature of air conditioners

The air conditioning system at our premises are serviced and maintained by professionals regularly to ensure its proper function. Its temperature is also set at a consistent 23 to 25 degrees Celsius throughout the offices for better energy efficiency. Furthermore, a timer is pre-set for the air conditioners to switch off during non-operational hours.

Water

Water is a vital resource to our business and its availability is increasingly threatened by the impacts of Climate Change. We are focused on decreasing our consumption and contributing to our Group's target of reducing water consumption by 25% by 2025 against our performance in 2019/20.

Here at Go-Ahead Singapore, our anticipated water saving by 2025 is 10%.

Environmental impact

Bus wash with recycled water

Our buses undergo regular cleaning through an auto bus wash every alternate day. The water used during the auto bus wash and undercarriage wash is recycled to continue washing subsequent buses. Its use also includes the cleaning of bus wash components, maximising the effect of this initiative.

Our water usage is tracked daily to study consumption patterns. An alert is raised to the relevant personnel for further investigation if unusual activity is detected or usage is too high.

Waste

Reducing the amount of waste we produce and increasing recycling is a top environmental priority for us. Driven by Go-Ahead Group's target of achieving a 60% waste recycling rate by 2025 and 80% by 2035 against our performance in 2019/20, here at Go-Ahead Singapore, 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.

Recycling stations

Individual bins at the office cubicles have been replaced with central recycling stations, set up at accessible locations around the depot to encourage colleagues to recycle or dispose their thrash responsibly. Posters and EDMs have also been disseminated to colleagues to familiarise them with the new set-up and promote positive recycling habits.

The recyclables are collected by a third party vendor weekly and sent to recycling plants for further processing.



Recycling bins in the corporate office



Awards

Best Collaborative Partner

Go-Ahead Singapore was awarded the Best Collaboration Partner at the Land Transport Excellence Awards 2022.

Recognised for demonstrating the highest level of commitment to deliver smart solutions in the land transport industry, we have leveraged technology to deliver initiatives that help to grow a sustainable and inclusive public transport industry in the long term.

Three projects named in this submission were our operation of electric buses, solar panel-fitted buses, and Helping Hand initiative.

Electric Buses: Throughout the electric bus trial including post-analysis, we offered the expertise of Go-Ahead London's internationally recognised electric bus experience to support the LTA with the successful introduction of electric buses, learning from the experience in London. We also supported the LTA's Clean Energy Bus Study Workgroup by modelling the

scheduling and power consumption impacts of 60%, 80% and 100% electrification scenarios of Loyang Depot.

Solar Panel-fitted Buses: We launched a proof-of-concept trial of ultra-thin solar panels fitted on the roof of two buses, aligned with our continual efforts to be a responsible public transport operator by implementing solutions to support sustainable transportation. We organised three technical roundtable discussions with the Bus Asset team from LTA, the bus manufacturer, and the system installer. These collaborative sessions were pivotal in the successful installation of the solar panels onto the buses.

Helping Hand: The initiative offers simple, bespoke messaging from commuter to driver around specific needs detailing actions to be taken by the driver, not nature of disability. We have expanded the use of Helping Hand cards to all of our bus services.

Our climate change strategy



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%

Safety

A 'safety first' culture and continuous improvements to health and safety standards are key to achieving our target of zero workplace accidents and injuries. All employees are encouraged to adopt safe practices in the workplace, and to always 'Think Safe Act Safe', which is our safety motto.

Safety remains of paramount importance, and we will keep working together as a team to realise the vision that all workplace injuries are preventable.

Safety culture

Safety is strongly supported by all levels of management at Go-Ahead Singapore. Training and technical safety support are provided for employees to strengthen their safety awareness and practices. We encourage a culture where employees are empowered to provide feedback and suggestions freely. There is a reporting programme in place where colleagues are rewarded when reporting any unsafe conditions. This allows for prompt prevention of incidents and intervention in any potentially dangerous behaviour before it occurs.

A safe workplace significantly reduces the risk of any major incidents from arising. Thereby minimising the possibility of any loss of reputation, considerable financial claims, or worst, the loss of life or limbs.

Standards, certificates and external recognition

Go-Ahead Singapore is ISO45001 certified, the internationally recognised standard that sets the requirements for our occupational health and safety management system. This accreditation is a demonstration of our commitment to the continuous improvement of safety management.

Bus captain and cyclist safety initiative

Supported by the LTA and Singapore Cycling Federation, we held an onsite session at Loyang Bus Depot to improve road safety by promoting mutual understanding and respect between bus captains and cyclists.

40 bus captains and cyclists learnt about good road use habits through scenario briefings, video-sharing and role-playing sessions.

It was a privilege to have Mr Baey Yam Keng, Senior Parliamentary Secretary at the Ministry of Transport and Chairman of the Active Mobility Advisory Panel (AMAP), grace the event.



Bus captains and cyclists went through role-playing sessions to better understand each other's viewing angle on the road

More information

This report covers the period between July 2021 to June 2022, with some additional information from beyond this period.

You can find out more about Go-Ahead Singapore by visiting our website www.go-aheadsingapore.com

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 email us on media@go-aheadsingapore.com or write to:

Go-Ahead Singapore
2 Loyang Way
Singapore 508776

Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Limited (Bureau Veritas) has provided verification for The Go-Ahead Group Limited (Go-Ahead) over selected sustainability indicators contained within the Group Sustainability Report. The information and data reviewed in this verification process covered the period 4th July 2021 to 2nd July 2022.

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/sustainability



Bureau Veritas UK Ltd
November 2021

Designed by:

designportfolio