



Sustainability Report

2022

Go-Ahead

Go-Ahead Group at a glance

Brands and regions we operate

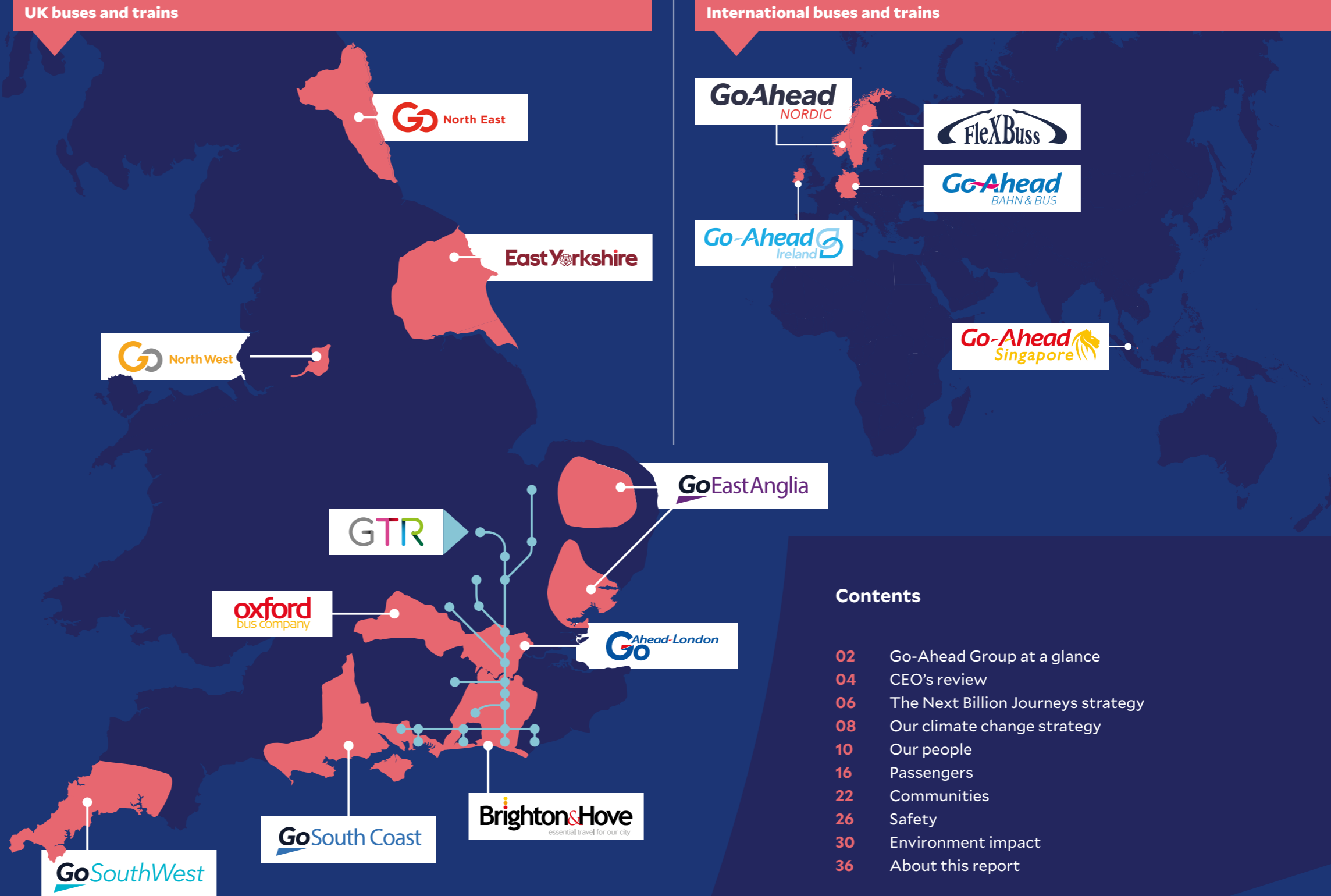
Go-Ahead Group Limited is a leading international public transport operator, part of a global mobility platform owned by Kinetic and Globalvia. We operate bus and rail services across the UK, as well as in Ireland, Singapore, Sweden, Norway and Germany.

With a fleet of more than 6,000 buses across England, we operate a quarter of Transport for London's buses and serve high-density commuter markets in the North East, Greater Manchester, East Yorkshire, Oxfordshire, East Anglia, the South East and the South West of England. Internationally, we operate buses in Dublin (Ireland), southern Sweden and in three different areas of Singapore.

We operate the UK's largest rail passenger contract, Govia Thameslink Railway (GTR) – which includes Southern, Gatwick Express, Great Northern and Thameslink – as well as one regional and two local train lines in Norway, and two networks in Germany.

Our purpose

Moving you and the next generation towards a smarter and healthier planet.



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CEO's review

It's a pleasure to introduce our Sustainability Report for 2022, which sets out our approach under the broad banner of Environmental, Social and Governance (ESG) topics. Sustainability is critical to a successful future for the Go-Ahead Group, and we embed consideration of these topics in every major business decision. Our colleagues, our investors and our communities expect us to manage our business responsibly and we are determined to deliver.



During the year, we undertook a comprehensive review of the business, examining what we do, how we do it and, equally importantly, why we do it. We set out a new corporate purpose which, I believe, encapsulates Go-Ahead's identity. Our newly defined purpose is to move you, and the next generation, towards a smarter and healthier planet.

I hope that phrase rings true for all our stakeholders.

Alongside our new purpose was a revamped corporate strategy called The Next Billion Journeys. This set some ambitious medium-term financial targets. And we reaffirmed our commitment to our climate change goal of reducing carbon emissions by 75% by 2035.

Under The Next Billion Journeys, we will set up two centres of excellence – one on zero-emission vehicles to support our transition to a zero-emission fleet, the other on use of data to increase our operational efficiency. We will enhance the basics, build on stand-out successes, such as our London and international bus companies, and turn around those operating companies which are underperforming.

Since outlining our new strategy, our ownership has changed. After a recommendation from our Board of Directors, shareholders voted to accept a

takeover offer from a consortium comprising Kinetic, Australia's leading bus operator, and Globalvia, a global infrastructure operator.

That opened a new chapter in Go-Ahead's history. We are now part of a global transport platform spanning five continents – bringing opportunities for innovation as we share best practice with Kinetic and Globalvia. We remain a standalone business on that platform, with headquarters in London and Newcastle.

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We've continued to invest in our people, and our business. During 2022, we took on 1,100 apprentices across bus and rail, including more than 700 London bus drivers at Go-Ahead London's academy in Camberwell, and we were delighted to be recognised in a ranking backed by the UK Department for Education as one of the UK's top 20 apprenticeship employers.

We've introduced more electric buses in London and around the UK, and we placed our first order for hydrogen fuel cell buses, which will be deployed in the Crawley and Gatwick Airport area in early 2023. And it was fantastic to see that Go-Ahead had a presence, and a voice, at COP26 – the United Nations Climate Change Conference in Glasgow – through sponsorship of a fringe event, and by working with several partners on 'The Road to Renewables', an all-electric bus journey from London to Glasgow.

Our companies continue, too, to have an active role in their communities. GTR set up a 'Your Station, Your Community' fund to support charities and initiatives on its line of route to the tune of £500,000. In Singapore, we established a Heart Zone at our main bus interchange for people to rest, and created special go-to places for people with dementia to seek help.

Colleagues in Germany have participated in a programme to train refugees from war-torn regions, including Syria, to become train drivers. And we've continued with our 'Chatty Bus' scheme in the UK to promote the value of buses in combating loneliness and social isolation.

Within our own business, we are striving for enhanced diversity. We recognise the importance to good decision-making of having people within the business who represent the diverse communities we serve. We're working hard to recruit more female bus and rail drivers, and to enhance the representation both of women and of ethnic minorities at all levels of seniority within our companies.

Our business has expanded significantly over the last 12 months. We have negotiated a new contract in Norway, addressing a shortfall in passengers during the pandemic. We have acquired Flexbuss, an outstanding local bus operator in Sweden, and

we have begun operation on more railway lines in Bavaria and Baden-Württemberg, Germany.

Our contract to run London & Southeastern Railway ended in October 2021. However, in March 2022 we signed a National Rail Contract to run Govia Thameslink Railway in the UK for up to six years.

Our business has expanded significantly over the last 12 months. We negotiated a new contract in Norway, acquired Flexbuss, and start operating on more railway lines in Germany.

And over the course of the year, we won a fantastic accolade in being named Britain's Most Admired transport company in the annual BMAC study on corporate reputation.

There is much to plan for, and much to be excited about, as we look ahead. We are acting today to ensure the sustainability of our business in the future. I am grateful for the commitment of our 27,000 colleagues around the world, and I am proud of the many achievements highlighted in these pages.

Christian Schreyer
Group Chief Executive



The Next Billion Journeys strategy

In April 2022, we announced our new business strategy to drive profitable and sustainable growth for the Go-Ahead Group. Underpinned by our new purpose to ‘move you and the next generation towards a smarter and healthier planet’ and a new set of values and behaviours, the Next Billion Journeys Strategy marks the beginning of a new era for Go-Ahead.



After a comprehensive business review conducted by Christian Schreyer following his appointment as Group CEO in late 2021, Go-Ahead developed a new business strategy to deliver sustainable growth. It was created in light of the current business landscape, which includes COVID-19 recovery and global economic recession, as well as overarching megatrends, such as technological acceleration and challenges related to climate change.

The Next Billion Journeys strategy focuses on the following strategic priorities, enablers, and medium-term targets.



The Next Billion Journeys strategy set up a new purpose and clear priorities for the Go-Ahead Group.

The Next Billion Journeys strategic priorities

<p>1 Performance improvement</p> <ul style="list-style-type: none"> Enhance the basics by focusing on operational excellence, performance management, standardisation and digitalisation Turn around underperforming operating companies Reduce the zero-emission buses cost to a breakeven point 	<p>2 Organic and external growth</p> <ul style="list-style-type: none"> Accelerate passenger recovery and increase modal shift Grow in existing geographies Replicate the successful London and International Bus business model in international markets through partnership and acquisitions 	<p>3 Progress new opportunities by leveraging existing capabilities and resources</p> <ul style="list-style-type: none"> Explore new urban mass transit modes (e.g. metro and light rail) Accelerate in B2B (e.g. airport transport and rail replacement) Explore new opportunities such as zero-emissions services, Mobility as a Service (Maas)
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The priorities are underpinned by five key enablers:

- Strengthening governance and transparency
- Improving digital and data capabilities
- Consolidating zero-emission capabilities
- Rebuilding post-COVID confidence with passengers and clients
- Enhancing people engagement and collaboration

The Next Billion Journeys focuses on four medium-term Group targets:

- An increase in annual revenue to c. £4 billion, up by around 30%
- Annual cost savings of £40m in the bus business
- An increase in annual operating profit to at least £150 million
- Reduce carbon emissions as per Science Based Targets

Bringing the strategy to life

The Next Billion Journeys strategy set up a new purpose and clear priorities for the Go-Ahead Group. The deployment of the strategy is creating a profound change in our culture and in the way we work and deliver our services. Collaborative, transparent, accountable, agile and open-minded – these are our new values and behaviours and they have been embedded in our culture through a number of initiatives to engage with all our colleagues across our entire operation.

[→ Read more about our new values and behaviours on page 10](#)

We are only in the first steps of the Next Billion Journeys. We are excited about the future and determined to move you and the next generation towards a smarter and healthier planet.

Since it has been launched, the strategy has already ignited several new initiatives, including:

- Digitalisation and standardisation of bus maintenance
- Driver performance management update
- New data centre of excellence
- Acquisitions of Flexbuss, in Sweden; Dartline and Southdown, in the UK
- Launch of the Zero Emission Centre of Excellence for our bus fleet (more information on page 08)

Our climate change strategy

Public transport is a vital part of the solution to fight climate change. In July 2021, we published our climate change strategy with ambitious targets to decarbonise our operation and adapt our business to the impacts of climate change. The strategy also focuses on our greatest contribution to reducing carbon emissions in the regions we operate: enabling people to shift from private cars to public transport.



The climate crisis is upon us and already impacting businesses and communities around the globe. The latest United Nations' Intergovernmental Panel on Climate Change (IPCC) report has concluded that to limit warming to 1.5C, global emissions must peak before 2025 and halve by the early 2030s.

In the UK, 52% of transport emissions come from cars and taxis, and only 3% come from buses and trains.

The latest figures in the UK show that the transport sector is responsible for 24% of the country's carbon emissions, of which 52% come from cars and taxis, and only 3% come from buses and trains. This data reinforces that a modal shift to public transport is paramount for the UK to deliver on its net zero by 2050 legally binding commitment,¹ as well as for all the signatory countries to deliver on the Paris Agreement.²

Climate change strategy review

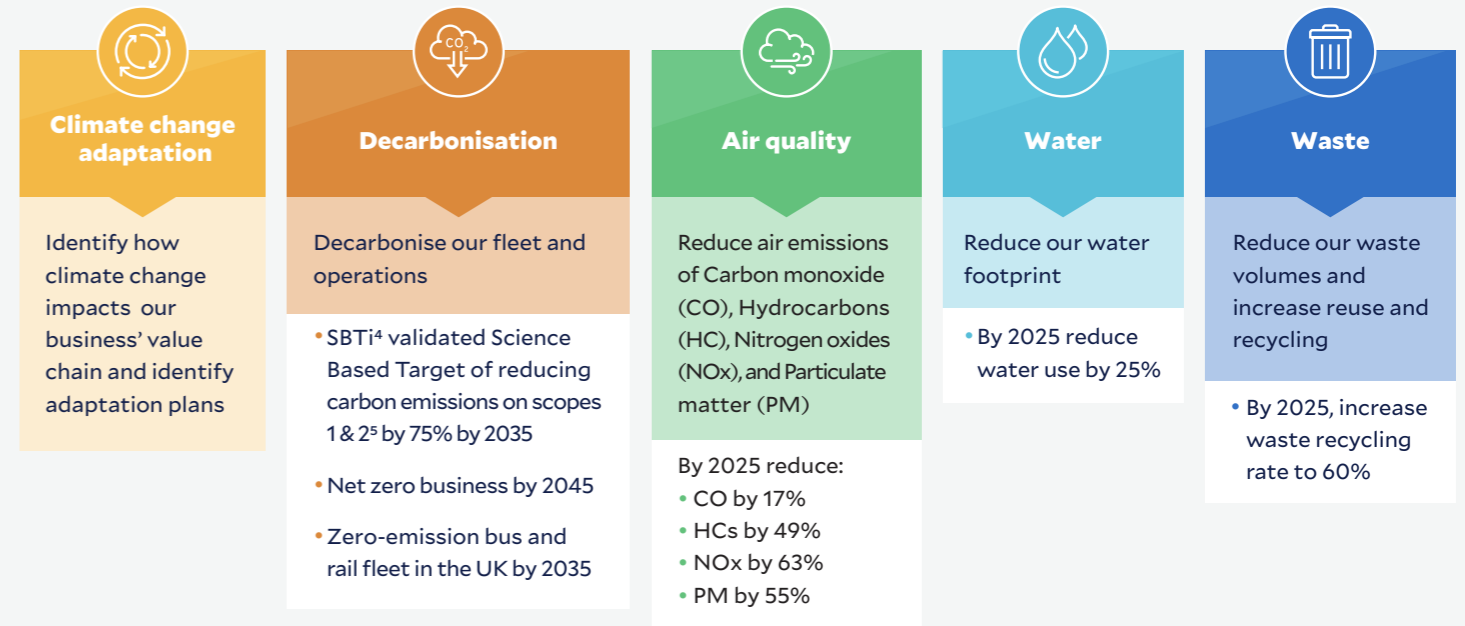


As part of the business review that originated *The Next Billion Journeys* strategy, in early 2022 our climate change strategy was subjected to a thorough analysis.

Other than ratifying our targets for each one of our workstreams, this work reinforced our focus on modal shift as a pillar of the strategy, as well as resulted in the creation of the Zero Emission Centre of Excellence (ZE CoE), a new area within Go-Ahead that will support all our bus operating companies to decarbonise their fleet by creating a hub of intelligence and expertise in zero-emission vehicles.

Our climate change strategy in a nutshell

Our strategy is comprised of five workstreams. Each one has its own goals and targets.³



→ Please visit www.go-ahead.com to read our climate change strategy.

Deploying our climate change strategy

Since the launch of the strategy, we have been working to deploy it and embed its pillars in our business strategy. In the first year, our focus was on engagement with operating companies, to bring them on board and define clear roles and activities to deliver on our targets.

Each one of our operating companies has developed a detailed action plan to support the Group's targets. These plans were publicly disclosed in their sustainability reports for 2021, and quarterly meetings are held to discuss the implementation of actions planned as well as the latest performance figures.

→ Please visit www.go-ahead.com/sustainability/sustainability-reports to read more.

We have ambitious targets, and we will achieve them if we work together with our stakeholders.

The operating companies also elected champions for each one of our five workstreams. These

representatives are responsible for attending the quarterly meetings, driving the implementation of the action plans, as well as joining technical workshops held to share best practices. Last year, we promoted workshops about climate change adaptation and water best practices.

Next steps

A year after the launch of our climate change strategy, we can already see positive outcomes, through developed initiatives and/or performance results (more information on pages 30-34). Going forward, we will continue the work with our operating companies and engage with more stakeholders to bring them on board.

Tackling climate change is a journey. We established ambitious targets and we will only be able to achieve them if we work together with our stakeholders. Colleagues, passengers, suppliers, communities, peers, local authorities, governments, all of them have a role to play to tackle climate challenges.

¹ Source: <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

² The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 parties at COP 21 in Paris, on 12 December 2015 and entered into force on 4 November 2016.

³ All of our targets consider as a baseline the financial year 2019/20.

⁴ The Science Based Targets initiative (SBTi) is a partnership between high-profile organisations to assess and validate emission targets.

⁵ GHG Protocol definitions: Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy.

Our people

Our colleagues are the very foundation of Go-Ahead and responsible for delivering our business strategy. To develop the Next Billion Journey strategy, we embarked on a process to review our culture and behaviours in order to move you and the next generation towards a smarter and healthier planet.



The outcome of this work is a new vision for our people which has been the foundation for building our new business culture. As per our new vision, Go-Ahead is a place where **people...**

... feel they belong.

This means they can be authentic and bring their full self to work.

... play their part.

This means they feel connected to the work they do and are driven by our purpose.

... grow.

This means their dedication and talent will be recognised and rewarded.

These are the principles of our new People Strategy to attract, retain and develop the talents that will help us to deliver our new business strategy. These principles originated a new set of values and behaviours that we are engaging our colleagues in and will grow stronger as we embed these in our workforce.

Our new values and behaviours



Collaborative
We are stronger as one organisation working together towards common goals



Transparent
We communicate openly and honestly so we can solve problems and learn from our successes and failures



Accountable
We hold ourselves and others responsible for delivering on the commitments we make, driving performance and value



Open minded
We are innovative and open to change, looking ahead and seeking diverse perspectives to stay one step ahead



Agile
Through empowerment and trust we respond quickly and flexibly to take advantage of opportunities

Building a diverse and inclusive company

Increasing diversity and creating a culture of inclusivity is one of the keys to delivering our new business strategy and ensuring the sustainability of our business. We are working to build a more diverse and inclusive culture and actively engaging with our teams to openly talk about these topics, and listen to their views, expectations and lived experiences.

We set up an Inclusion Colleague Network Group to build a more diverse and inclusive culture.

We set up an Inclusion Colleague Network Group at the head office with volunteers from different Go-Ahead areas who feel connected to this topic. Named 'Evolve', the group meets every six weeks and aims to develop our inclusive culture by:

- Creating a safe space to share experiences
- Celebrating our differences
- Learning from each other
- Inspiring more colleagues to promote diversity and inclusion

We are also offering Inclusive Leadership Training to our business leaders. This aims to develop more inclusive managers by approaching key concepts around diversity and inclusion, as well as creating more awareness of topics such as equity, the importance of representation and unconscious bias.

We were pleased to learn that in our latest employee engagement survey 80% of colleagues considered Go-Ahead's culture to be inclusive to all. Our apprentice intake has strong ethnic representation with 70% of new apprentices from ethnic minority backgrounds.

We need more women's representation

Gender diversity remains an issue for the transport sector, and we are committed to driving change and promoting public transport as an attractive career choice for women.

We promote opportunities for women through female-focused recruitment initiatives and campaigns.

Our goals are to increase female representation in bus to 20% and 21% in rail by 2025. To achieve these, we develop female-focused recruitment campaigns, open days, and initiatives to showcase opportunities available to women.

Go-Ahead is a member of Women in Transport. We are working with stakeholders across the bus industry to harness and promote all aspects of diversity and inclusion. Aligned with our public support to 'Women in Rail', we ran female-focused recruitment campaigns and undertook unconscious bias training.

At the end of 2021/22, while our overall gender diversity comprised 84% male and 16% female employees, in our senior management gender breakdown was 91% male and 9% female, and our Board was composed of four males and four females.



Our people

Developing the right skills for our business

Equipping our current and future leaders with the right skills to deliver on our new strategy is key.

This year, we reviewed our development programmes, aiming to include content about talent development, upskilling and inclusive leadership at all levels – from emerging talent, supervisors and managers to executive leadership. This approach opened the course up to a broader pool of people and encouraged more female representation and attendance.

Our goal is also to spotlight and grow the diversity of our talent, to truly represent the different operating companies and the communities we serve and operate in. In 2022, we had more women being part of the executive development programme than any year previous.

This initiative will complement the senior leadership programmes that we have in place to form a talent mapping approach fit for purpose. In the period covered by the report, the Executive and Senior Management Development Programmes, which aim to accelerate the evolution of our brightest talents, were both reshaped and also grew during the year, presenting an increase in the number of delegates and also female representation.

GTR and East Sussex College expand their partnership

In November 2021, GTR launched its first Work Academy Programme with East Sussex College. Targeted at those who are long-term unemployed and are not in training or education, the programme has given candidates the opportunity to develop essential employability skills while gaining qualifications. This new partnership builds on the success of the operator’s established ‘Get into Railways’ programme with the Prince’s Trust, which is now in its seventh year.

So far, 89% of participants have successfully completed the programme. In our international rail operations, 15 people who had sought asylum in Germany were recruited to become train drivers, successfully undertaking the year-long training, and securing permanent employment.

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Opportunity for new talents

Graduates

Our graduate programme has reached its tenth year and is an important way to attract new talent and develop the future leaders of our business. Throughout these 10 years the programme has been enhanced to expedite the development and monitor personal performance more effectively, leading to better outcomes for participants and for the Group. Retention rates continue to be very high: 94% (7% higher than the industry average).

Apprenticeship scheme

Go-Ahead is the only public transport operator registered as an approved provider of apprenticeships across both bus and rail. During the year, the Group received an official stamp of approval, passing the Ofsted New Provider Monitoring Visit.

Throughout the pandemic, we recruited more than 50 apprentices a month despite the disruption caused by COVID-19. The training was adapted to the challenges of the pandemic and our teams pioneered new ways of remote working and social distancing in our academies to ensure colleagues were always safe.

In 2021/22, we hired more than 1,055 apprentices for bus and rail.

Multi-awarded apprenticeship scheme



Maro Sakpere from GTR was elected Apprentice of the Year by the Multicultural Apprenticeship Awards 2022.

In 2021/22 we received a number of awards and accreditations for our apprenticeship programme that recognise our level of excellence in the development of the programme. These include:

- **National Apprenticeship Awards** – winners for Recruitment Excellence of the Year and the Macro Employer of the Year in the north east region
- **Multicultural Apprenticeship Awards 2022** – Maro Sakpere (GTR) won the award Apprentice of the Year, for which Lloyd Murray (Go-Ahead London) was also short-listed. Go-Ahead Group was nominated for the Employer of the Year award
- **Britain’s top provider of transport apprenticeships** – Go-Ahead was ranked 13th overall on a list of Britain’s Top 100 Apprenticeship Employers devised by the Department for Education. Our ranking was the highest of any company in the transport industry



Our people

Taking care of our people

As we come out of the pandemic, we can't forget how challenging this period was for all our teams who went above and beyond to deliver our services and keep the communities we serve moving.

There has been an ongoing focus on health and wellbeing throughout the year. Both rail and bus have increased the pool of health and wellbeing advocates and champions and mental health first aiders to provide additional support to our colleagues.

We are training mental health champions at our bus companies.

Health and wellbeing programmes are now embedded into our day-to-day business. We are training mental health champions at all our bus companies in the UK and Ireland to spot triggers, reassure people in distress and seek support.

GTR recently won an 'Inside Out' award in the category Large Employer of the Year for its mental health initiatives. Our UK rail company works with a network of more than 100 'Wellbeing Champions' and a volunteer support group for colleagues.

In 2021, Go-Ahead London ran a Leading Resilient Teams virtual training course in partnership with the British Red Cross to support colleagues who required help with their own mental health. The

course trained 100 employees including managers, union representatives and apprentice assessors.

Brighton & Hove was the first Go-Ahead bus company to launch the mental health first aider programme in 2020. Over a tenth of the workforce has since used the scheme.

Engagement is key

Keeping our employees engaged is crucial. We run regular engagement surveys, and these have been crucial input for our human resources activities. This year, across all our UK bus operations and head office, 77% of our employees stated they enjoy working for Go-Ahead and 79% said that their managers treated them with respect.

Operating companies utilise the insight from colleague engagement surveys to plan local improvements for their teams. At a Group level, engagement data allows us to identify the macro people opportunities. For instance, our most recent survey has led to the development of a Go-Ahead-wide management and supervisor training programme, which is currently in the pilot phase.

In 2021, Go-Ahead's head office was reaccredited as Gold by Investors in People (IiP) and ranked 8th out of 61 companies in the 'transportation and storage' category. The IiP also pointed out that 90% of our head office colleagues believe that we have a positive impact on society, and 100% would recommend working for Go-Ahead.

KEY STATS	2021/22	2020/21	2019/20	2021/22 vs. 2020/21
EMPLOYEES				
Average length of service in years/months	6y 3m	6y 1m	6y 1m	▲
Employee Turnover (%)	22.0	15.0	9.4	▲
ENGAGEMENT				
Employee engagement - bus (%)	68	71	n/a	▼
Employee engagement - UK rail (%)	73	72	72	▲
TRAINING DEVELOPMENT				
Staff training days per employee	6	5	4	▲
Training spend per employee (£)	911	848	589	▲
DIVERSITY				
Female employees (%)	16.4	15.3	15.3	▲
Women in senior management roles (%)	17.0	19.6	20.0	▼
Female Board members (%)	50	50	57	-
Ethnic minorities within our employees (%)	24.1	21.0	21.0	▲



Passengers

Offering a safe, reliable, convenient, and affordable service to the communities we serve is at the core of our business model. As we emerge from the challenges faced during COVID-19, continuously improving our customer experience is paramount to attract more people to public transport and drive modal shift from private cars onto buses and trains.



In 2022, following the pandemic, more passengers returned to using public transport to move around towns and cities. In addition to continuing to reassure our customers about the safety of buses and trains, we introduced innovative products such as flexible weekly season tickets and Oyster-style Tap On Tap Off (TOTO), as well as incentives to use public transport, such as flat fares for evening travel.

Journey at the fingertips

Providing a smartphone app that is easy to use is important to improve customer experience. Our apps bring real-time bus tracking into the hands of our customers, providing journey planning, ticket purchasing, and information on bus stops and routes. Through the apps, our passengers also receive first-hand information about fare promotions and how to make the most of their bus travel.

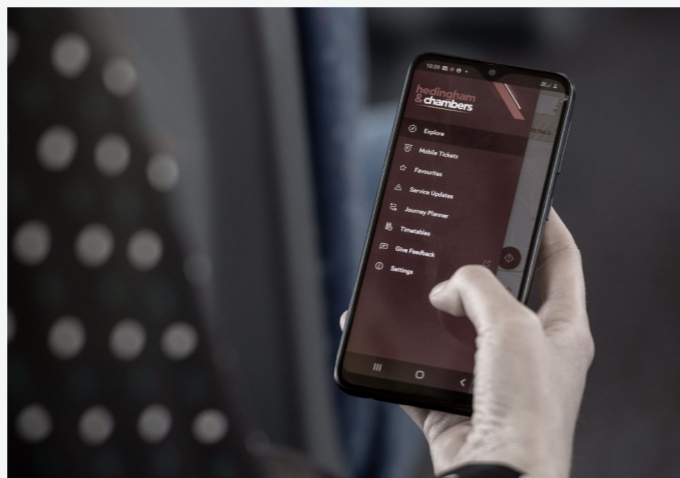
In the last year, we launched new apps across many of our UK bus brands in partnership with Passenger Transport Group, a transport-focused technology agency. These apps have received positive feedback in both the Google and Apple stores.

In addition, some of our bus companies rolled out a new Contactless Portal, a convenient tool that

enables customers to use a tap on tap off payment mechanism (e.g. contactless) to view their journeys' history and give them more control over their weekly spending.

In Oxford, we worked alongside Stagecoach to simplify the way residents and visitors move around the city. With the introduction of the Oxford SmartZone, passengers no longer need to get a physical smartcard to travel and can purchase tickets that last for a day to a whole year.

Our apps bring real-time bus tracking into the hands of our customers.



Lower bus fares in Cornwall



From left to right: Cllr Linda Taylor, leader of Cornwall Council; Simon Goff, managing director of First South West; and Richard Stevens, managing director of Go South West.

In April 2022, Go South West ticket prices across the county of Cornwall were cut by between 20% and 40% under a four-year Government backed pilot scheme called 'Make Big Savings By Bus'. Additionally, since July all passengers in the county started benefitting from a 'Tap and Cap' scheme that guarantees the best ticket value for bus journeys and limits customer spending to no more than £5 per day and £20 a week.

The initiative is in line with the Government's National Bus Strategy, which encourages partnership between operators and local authorities to promote the social, economic, and environmental benefits of bus usage. In the context of energy prices increase, inflation and recession in the UK, these schemes are a most welcome and great support to the local communities.

A ticket to innovation

We know that travel patterns have changed. The pandemic has accelerated trends that were already happening, such as hybrid work and digitalisation. In response, we keep improving our customer experience, from ticketing and live running

information to seat capacity forecasts. We have also continued to increase the accessibility of our services to all passengers – including the ones who need extra support.

Our customers in Brighton and Hove are using a new way of managing their tickets. In 2022, we introduced capping for tickets bought with contactless payments: our passengers are rewarded for travelling with us a number of times each week and, if they reach the weekly price cap, they can travel the rest of the week for free. This offers financial savings and more peace of mind for customers with flexible travel patterns.

Passengers using contactless payments now also have additional benefits in Cornwall and Bournemouth, where we introduced multi-operator fare capping. By tapping on and off, customers receive the best value fares no matter which company is operating the bus. This means passengers can enjoy their journey without having to buy multiple tickets for different operators.

Participation in the DfT's Open Data Scheme

Since 2021 we have been sharing real-time information and fares with the Department for Transport (DfT). This initiative is part of DfT's Open Data Scheme that aims to reduce waiting times for buses in the UK and make fares more transparent.

The process of sharing this data and working collaboratively with the DfT has given us a platform to collaborate with third-party services and improve the access to new, and sometimes overlooked, insights. By analysing our data, we can deliver new and important insights into our services and innovate in the way we provide our services.

Passengers

Listening to the voice of the customer

Reaching out to our passengers to understand how satisfied they are with our services is a fundamental activity to understand the outcome of all initiatives we put in place to improve customer experience.

We use a range of methods to capture the customer's voice across our bus and rail operations, including:

- **Online passenger surveys:** Sent twice a year to collect feedback from our whole bus customer database.
- **Online passenger panel survey:** A panel with approximately 7,000 people enables us to track rail customer experience and conduct targeted surveys.
- **Brand tracking:** Quarterly surveys to get insights on how our train brands are perceived, travel habits, and the performance of our marketing campaigns.
- **Service quality regime (includes mystery shopping):** Monitors maintenance of trains and stations' basic standards, as well as information provided by staff during disruptions.
- **Accessibility survey:** Sent to all passengers that booked assistance to board trains. It aims to understand their experience with our service.
- **Access Advisory Panel:** Group of rail passengers with disabilities who advise regarding their experience with our services.
- **Multichannel feedback:** All feedback spontaneously given through our contact channels (e.g. email, social media) is monitored and reported internally.

Historically, to measure customer satisfaction for regional bus and UK rail we have relied on Transport Focus, an independent watchdog for transport users. However, due to the impact of the pandemic, the Transport Focus surveys for both bus and rail have been suspended and, in the last two years, we relied solely on our own customer surveys.

Performance results

In 2021/22, we conducted a bus passenger online survey during the winter with nearly 14,000 respondents across all our UK brands. The results showed us that 87% of our regional customers were satisfied with our services. Our performance was negatively impacted by the quality of bus stop facilities – where we, operators, have limited direct control – and positively impacted by a smooth ticketing experience: 95.99% of our bus passengers found it easy to buy their tickets.

In rail, with the absence of 'Transport Focus' survey, GTR used its online passenger panel to keep up to date with customers' satisfaction levels, which showed an average rating of 6.7/10 for overall satisfaction, considered as an indication that we are heading in the right direction. This result was mainly driven by train performance, helpful information, and the ambience of both our stations and trains.

95.99% of our bus passengers found it easy to buy their tickets.

Accessibility

We are continually working to make our bus and rail services accessible to all passengers. This means providing a physical infrastructure to ensure people with extra mobility needs are able to use our services without stress (e.g. step-free access train stations, adequate space to accommodate wheelchairs, pushchairs and guide dogs within our

vehicles), but also means equipping colleagues to support passengers across all and any access needs, including non-visible disabilities.

Brighton and Hove: an inclusivity leader



Graham and his guide dog, Bassey.

Brighton and Hove is one of only two public transport providers in England to be awarded the highest accreditation 'Leader Status' under the Department for Transport (DfT)'s Inclusive Transport Leaders scheme. Their inclusivity initiatives include:

- Award winning assistance card scheme.
- Assistance dog trainers all receiving free bus travel.
- Easier to read destination white screens and onboard loop systems.
- Regular accessibility open days to learn from customers' travelling experiences.
- 100% of the fleet fitted with dementia-friendly lighter flooring and audio/visual announcements.

All their work is underpinned by a 3 Tier Philosophy:

- **Tier 1:** Every colleague, including directors, undertake the same accessibility training to ensure everyone understands why being accessible is vital.
- **Tier 2:** A dedicated accessibility team to listen and learn from the lived experiences of the 'real experts', local and national disability and stakeholder groups.
- **Tier 3:** Updated 'change management policy' ensures all vehicle design, training, marketing and policy updates have accessibility at their very core.

The spending power of disabled people, also called 'the Purple Pound', is estimated to be worth over £274 Billion in the UK according to Purple Tuesday.⁶ Being accessible is not just the right thing to do, it creates value for the business.



All our customer-facing staff are specifically trained to assist disabled passengers and others needing assistance to support independent accessible travel. Many staff are also trained in assisting people living with dementia and those who are blind or partially sighted. To make travelling as easy as possible for all customers, we continue to introduce audio-visual 'next stop' technology on our buses.

⁶ Purple Tuesday is a well-recognised global social movement for disabled people and their families.

Passengers

Accessibility in UK rail

Accessibility is a top priority for GTR. The rail operator has established an Access Advisory Panel made up of real customers representing a range of disabilities who provide support and insight based on their lived experience.

100% of customer-facing colleagues received accessibility training, and this is now being extended to other support teams. The company also hosts 'Try a Train' sessions, to assist those who may lack confidence and the experience of travelling by rail.

The Mobile Assistance team approach continues to be developed and provides assistance from hub locations at 27 smaller accessible (unstaffed or partially staffed) stations. Going forward, this extra support will be available at a further 24 stations. Additionally, new mobile assistance teams are being trialled on a phased approach, to give assistance to passengers within 20 minutes of a call being placed.

All the accessibility work is guided by GTR's Accessibility Travel Policy, which outlines in detail the company's commitment to accessible travel. The document is improved continually and recently established the reduction of time required to pre-book assistance from six to two hours before departure.

Passengers that need extra support to onboard our buses can count on the 'Helping Hand' card scheme, which enables the holder to discreetly advise the

bus driver if they need further assistance. On our rail services, customers can use our Travel Support and Priority Seat Cards.

KEY STATS	2021/22	2020/21	2019/20	2021/22 vs. 2020/21
CUSTOMER SATISFACTION				
UK customer satisfaction - regional bus (%) ¹	87	n/a	n/a	-
UK customer satisfaction - rail (rating out of 10) ¹	6.7	n/a	n/a	-
UK Rail trains arriving 'on time' (%)	85.2	91.1	80.6	▼
UK regional bus punctuality (%)	81.0	80.7	77.0	▲
London excess bus waiting time (mins) (punctuality)	0.79	0.80	0.83	▼
ACCESSIBILITY				
UK bus fleet that is DDA compliant (%)	97.4	97.6	94.6	▼
UK trains certified accessible (RVAR ²) (%)	63.0	61.3	60.4	▲
UK trains certified accessible (PRM-TS ³) (%)	77.0	74.9	69.3	▲
UK rail accessible managed train stations (%)	58.6	n/a	n/a	-

¹ Due to the impact of COVID-19, Transport Focus independent customer surveys for bus and rail were paused for the last two years. During this period, we kept tracking our customers' satisfaction with our own surveys. That is why we don't have figures for the two previous years.
² KPI aligned with the Rail Vehicle Accessibility Regulations (RVAR).
³ KPI aligned with the Persons of Reduced Mobility Technical Specification for Interoperability (PRM TSI).



Communities

The towns and cities where we operate our services are vital to our business. When they thrive, we thrive. Our buses and trains sit at the heart of the communities we serve and create significant positive economic, environmental, and social impact. Our community investment aims to magnify our social impact and create even greater value for society.



New community investment strategy

In line with our community and charitable investment policy, Go-Ahead Group has consistently invested in its local communities, whether through our head office or operating companies.

Aiming to maximise the impacts of our social contribution, in 2022 we partnered with Business in the Community (BITC) to develop a Community Investment Strategy and offer extra guidance to all Group employees regarding our vision for community investment.

Aligned with the UK Public Services (Social Value) Act 2012, and the UK Social Value Model, the document gathers:

- Our principles for an impactful community investment
- A broad definition of our community and the key issues they currently need support with
- A list of tools we can use to create a positive social impact
- Instructions regarding how to measure our social impact in local communities

The strategy also sheds light on the most relevant topics for our social investment given our communities' needs, our core business and our resources. This is not an exclusive list, but going forward we should concentrate our social work on the following themes:

- **Social inclusion:** promote social inclusion of all groups from all backgrounds, and fight exclusion and marginalisation.
- **Physical and mental health:** combat loneliness, suicide and other mental health issues.
- **Employment and opportunity:** improve access to education, skills and work opportunities for local people with low/no income.
- **Fight climate change:** support low-carbon development activities and help local communities to adapt to the impacts of climate change (e.g. floods, wildfire, extreme heat).

In 2022, we developed a Community Investment Strategy to offer extra guidance to all Group employees.

Tackling loneliness

Launched in 2019, the 'Chatty Bus' campaign was created to encourage passengers to talk to someone new while travelling in our buses. Some of our operating companies joined the campaign and shaped the initiative to better suit their communities, as well as partnered with local charities and organisations to spark conversations with passengers.

Go East Anglia Chatty Bus



Go East Anglia's Chatty Bus was showcased at the Seeing is Believing Programme in June 2022.

In Norwich, Go East Anglia partnered with the Norwich Together Alliance to get the conversation going on their buses. In 2022, the work conducted by the operating company to tackle loneliness was recognised by the Seeing is Believing Programme, established in 1990 by HRH Charles III, along with other initiatives to create social value in the Norfolk region.

More recently, Go East Anglia took the project even further by launching a Chatty Bus Discount Card, a benefit that provides discounts on bus travel to residents who support services aimed at improving people's mental health and wellbeing. The discount is available on the Konectbus app or through a physical card that can be presented to the driver when boarding the bus.

In 2021, we became a champion of the UK Government's 'Tackling Loneliness Network', a group of high-profile charities, businesses and public figures formed to help connect groups of people at risk of isolation. Within this network, we represent the role of public transport in preventing loneliness and social isolation, while also helping people to remain independent and access their communities.

Humanitarian support to Ukraine



Richard Stevens, managing director of Go South West, with the bus wrapped with 'support for Ukraine'.

As the world witnessed the start of the war in Ukraine early in 2022, Go-Ahead Group and its operating companies stepped up to offer humanitarian support to Ukrainians through multiple initiatives.

At the Group level, we created a match funding scheme and invited all our employees to contribute. For each employee pound donated, Group offered another pound. In total, £36,000 was raised and donated to the Disasters Emergency Committee (DEC).

Among our operating companies, GTR, Go-Ahead Germany, and Oxford Bus Company offered free travel for refugees. Go-Ahead London and Go South Coast donated supplies such as first aid kits, gloves, torches, waterproof jackets and canned food. Go South West, wrapped a bus with a 'support for Ukraine' and details about how to donate, and printed 600 T-shirts for their drivers to demonstrate support.

Communities

Creating social value

Through donations, colleague fundraising and volunteering efforts, in 2021/22 we invested £1.7 million in our local communities. Our initiatives included:

- £1,400 raised for the Great Ormond Street Hospital Children's Charity by 12 Go-Ahead London colleagues. They took the challenge of walking 45 miles from Sutton Garage to the centre of Brighton.
- Over £2,000 raised for the Children's Hospice South West by Go South West. The operating company also branded a double-decker bus to celebrate St Luke's Hospice Plymouth's 40th anniversary, and gave free bus travel to Plymouth Albion RFC's, a local rugby team.
- Hundreds of bus tickets donated by Brighton & Hove, as well as travel discounts to local charities. The bus operator also took part in many community events, including Black History family day and Dementia Action Week.
- Free or heavily discounted tickets given to cancer patients and charities that help people to treat the disease by Go South Coast. The bus company also helped Shirley Community Litter Picking Group to buy a new trolley.
- Engagement with schools and universities to promote public transport conducted by Go-Ahead Nordic and Flexbuss. The operators also engaged with local food suppliers to offer locally produced food on their trains and sponsored local events.

In addition to our community investment initiatives, as part of our partnership with Transaid, in 2022 we donated a Go-Ahead London single-decker bus to Dar Es Salaam, in Tanzania, to be used as part of a Professional Driver Training initiative.

In 2021/22 we invested £1.7 million in our local communities.

Social value in our supply chain

Go-Ahead spends over £2 billion with its supply chain every year and our policies and practices towards this stakeholder have the potential to create substantial social, environmental, and economic impact.

We are selective in choosing our supply chain partners. Guided by our business, climate, and social strategies, our tenders generally weigh environmental, social, and economic factors highly. Through our Code of Business Conduct and Ethics, we set our parameters regarding how we expect our partners to behave.

We work in accordance with ISO 20400:2017 for sustainable procurement, which has been independently verified, and we remain a signatory to the 'Prompt Payment Code' with 95% of all invoices paid within 60 days.

We also launched the industry's first Sustainable Supply Chain Charter in the UK, which established minimum criteria in core areas of corporate responsibility. It outlined our priorities within our supply chain and included small and medium-sized enterprises (SMEs) as an area of focus.

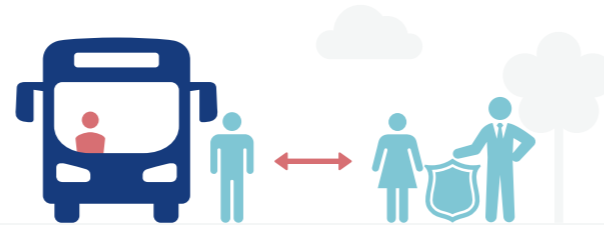
KEY STATS	2021/22	2020/21	2019/20	2021/22 vs. 2020/21
COMMUNITY AND SOCIAL INVESTMENT				
Total contributions (£)	1,771,694	1,035,269	905,919	▲
Cash contributions (£)	728,998	315,720	269,403	▲
Gifts in kind (£) ¹	771,255	n/a	n/a	-
Value of employee time (£)	100,503	9,153	187,467	▲
Management time (£)	170,938	300,729	93,948	▼
Community spend per employee (£)	58	34	30	▲
Individuals/beneficiaries directly reached	217,921	71,525	710,388	▲
Partner organisations/beneficiaries directly reached	3,548	2,970	16,893	▲
Stakeholder events	1,345	1,493	236	▼
Employee involvement	1,197	246	612	▲
Leverage - total spend on payroll giving (£)	88,673	104,186	98,613	▼

¹Due to changes in the data collection methodology in 2021/22 we are not comparing the most recent figure to previous years.



Safety

The health and safety of our colleagues, passengers, suppliers, and those within the communities we serve is our priority. At Go-Ahead, every employee is responsible for protecting and promoting their own health and safety as well as everyone who is impacted by our business.



Strong safety culture

It's our moral and legal responsibility to provide a safe, healthy and supportive working environment for our colleagues, and a safe way of travel for our customers. We have achieved ISO 45001 Health and Safety Management System Standard accreditation in a number of our UK, and for all our international, bus operations, which demonstrates our commitment to providing safe and healthy workplaces.

We have a culture of continual improvement and are always striving to reduce our exposure to health and safety risks and aiming to eliminate all injuries and health concerns resulting from our operations.

We have achieved ISO 45001 accreditation in a number of our UK, and for all our international bus operations.

Robust management

Our work is guided by our policy and strategic framework, which sets out the Group standards and expectations regarding this topic. Our local management teams at the operating companies are responsible for bringing our safety culture to life through their own health and safety management systems.

Each of our operating companies' systems goes through an annual audit to ensure they meet legal requirements, they are relevant for the risks faced by each business, and they are linked to the specific operational needs of the respective bus and rail sectors. The results and lessons learned are reported to the Group Board and the Audit Committee.

Senior leaders across all our bus and rail operations ensure the results and lessons from audits are accessible to their teams and maintain a continual dialogue about health and safety through the 'Leadership Safety Tours'. The insights from these safety tours are used to improve analysis and trends, as well as complement the assurance process by providing regular pulse checks in-between audits.

Continuous improvements

Our UK and International bus divisions have embarked on a comprehensive review of the methods currently used to manage health and safety. The first step was conducting a workshop with all our health and safety and risk specialists, which developed a health and safety strategy with six workstreams. For each one, leaders and coordinators were established who have created detailed action plans.

In rail, GTR's zero harm ambition is now embedded across the whole organisation and ensuring all colleagues are equipped to deliver on the promise of caring for each other, our customers, and vulnerable persons. An assessment of safety maturity is underway, with improvements being defined in the key areas already identified. Safety governance has been strengthened to ensure safety is discussed regularly and best practice is disseminated across the organisation.

Enhanced incident reporting

We overhauled our protocol for reporting safety-critical incidents during the year, creating a new procedure to ensure that incidents are communicated to an agreed cohort of senior executives within the Group in a timely fashion. A standardised form and electronic filing system was introduced for all bus companies, with explicit criteria setting out what needs to be reported immediately – including all accidents involving a serious injury or fatality, any serious operational or site disruption, anything that poses a major environmental risk, and all major IT outages or data protection breaches.

The system allows local managers to record details of incidents to the Group's head office quickly and comprehensively, with a reference number provided and a protocol for follow-up investigation. Replacing a variety of different reporting channels, this has improved information sharing, enhanced transparency and allowed learnings from safety incidents to be shared more easily within the Group.



Health and safety technology

Technology can be of great assistance to improving our health and safety management. Recently we have developed a wide-ranging Incident Management Process and a 'Go-Report-it' app for our bus division. The app enables colleagues and managers to report a wide variety of safety concerns and incidents, and to allocate responsibility for their resolution as well as tracking progress.

The health and safety data is reported into Power BI, our business analytics solution that can identify key data and raise the profile of incidents and their management. This process enables us to learn better and quicker from and pre-empt similar incidents at local and bus division levels.

In rail, GTR continues to be at the forefront of the use of app technology. Taking the lessons learned through the pandemic, in 2021 the company introduced a reporting app, which has been continuously refined and is now in its third version.

The app enables faster and more accurate reporting of all safety-related incidents and has been instrumental in improving the management of health and safety. Since its introduction, the number of all incidents reported increased by approximately 40%. With better data and insights, GTR has been able to ensure that initiatives are targeted, and resources focused in the right areas.

Safety

COVID-19

As we come out of the pandemic, we ensure the lessons learned during these last two years are captured by our contingency plans. These could be promptly mobilised at any stage in response to a resurgence or a new threat.

We recognise that the pandemic has impacted every one of our colleagues in a different way, which is why our health and wellbeing programmes continue as an enduring feature of our daily business. Wellbeing Wednesdays, Brunch and Learn sessions, dedicated intranet pages, training, briefings and communications and signposting are in place to help ensure that our colleagues are supported as we return to a new normal.

Customers

We continue to refine our messaging and assess the residual risk associated with post-pandemic life and the current socio-economic environment. We recognise that some of our customers can be more vulnerable than others. GTR was the first rail company to employ a dedicated suicide prevention manager and train colleagues to make life-saving interventions.

GTR also instigated Operation Safeguard, which saw the introduction of Travel Safe Officers across the network who have collectively made over 25,000 interventions since July 2021.

New post-pandemic risks

New risks have emerged from the COVID-19 pandemic, such as an increase in antisocial behaviour. To respond to this, we have pioneered the first-ever joint policing plan, which has been countersigned by GTR and the British Transport

Police. It pledges to collectively improve passenger and staff confidence by increasing visibility and engagement, and reducing violence and antisocial behaviour.

The policing plan also aims to reduce assaults, increase prosecutions, protect, support, and safeguard vulnerable people and those at risk of exploitation and harm, as well as tackle violence against females, hate crime and sexual harassment.

Performance

This year we have seen a reduction in many operational incidents. As we recover and return to a new normal, operations have presented many challenges including changes to passenger demand and travel patterns. As such, the operational risks have changed and we have noted a slight increase in the number of trains that passed a stop signal (SPADs⁶), from 0.66 per million miles in 2020/21 to 0.71 per million miles in 2021/22, which is consistent with the industry trends.

Looking at injuries, diseases, and dangerous occurrences (RIDDOR⁷), our colleagues' injuries associated with accidents have increased, however the injury degree of these accidents has improved, which led us to register a RIDDOR of 0.45 per 100 employees in 2021/22 against 0.48⁸ per 100 employees in the previous year.

We had an increase in the number of bus accidents per million miles from 32.4 in 2020/21 to 40.8 in 2021/22, which indicates a return to pre-pandemic levels. Empty roads during the lockdowns naturally drove the number of bus accidents down and as the streets get busier again the risk of accidents also tends to increase.

KEY STATS	2021/22	2020/21	2019/20	2021/22 vs. 2020/21
SAFETY				
UK RIDDOR per 100 employees	0.45	0.48	0.44	▼
Bus accidents per million miles	40.8	32.4	36.6	▲
Absenteeism (%)	6.1	5.8	3.5	▲
Bus fleet with CCTV (%)	95.8	97.3	97.6	▼
Train units with CCTV (%)	98.1	99.0	95.7	▼
Total UK VOSA PSV bus test pass rate (%)	98.7	95.9	93.4	▲
UK rail SPADs per million miles	0.71	0.66	0.80	▲
UK train stations managed with secure station status (%)	23.3	24.0	25.0	▼
Reported crimes	7,870	8,562	12,309	▼
Lost Time Injury Rate (permanent employees) Bus ¹	5.2	n/a	n/a	-
Lost Time Injury Rate (permanent employees) Rail ¹	3.3	n/a	n/a	-

¹KPI externally reported for the first time - historical data is not available.



⁶ SPADs stands for Signals Passed at Danger.

⁷ RIDDOR stands for Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

⁸ Figure doesn't include Singapore and Sweden bus, or international rail.

Environment impact

We work continuously to improve our performance and reduce our environmental impact. We have a climate change strategy with carbon, as well as water, waste and air quality targets, ISO 50001 certificate for all our UK operations, and environmental practices recognised by prestigious international organisations.



Go-Ahead is leading the transition to a low-carbon economy in the UK public transport sector. Guided by our purpose of moving you and the next generation towards a smarter and healthier planet, we strive to maximise the environmental benefits of mass transport while, at the same time, reducing the impacts of our operations.

We were selected as one of Britain's Most Admired Companies, coming to the top of the list for the transport sector in the category 'Community and Environmental Responsibility'. We were also named one of the top 300 'European Climate Leaders' by the Financial Times for our carbon-cutting initiatives.

Go-Ahead was once more given the highest score by MSCI (AAA) and classified as 'low risk' by Sustainalytics. Additionally, in 2022, we maintained our highest ever rating from the CDP (A minus) – the highest score of any UK transport operator.

Decarbonisation of our business

Reducing our carbon emissions is a top priority and is reflected in our SBTi⁹ – validated Science Based Target of cutting our scope 1 and 2 carbon emissions¹⁰ by 75% by 2035 (against the 2019/20 baseline), as well as in our goal of becoming a net zero business by 2045.

Transitioning to zero-emission buses

In the period reported, Go-Ahead London added 38 new electric vehicles to its fleet to operate from Bexleyheath, Merton and Northumberland Park garages. Most of these zero-emission buses replaced diesel vehicles and directly contribute to a cleaner fleet and reduced carbon emissions. By July 2022, the operating company had 273 electric vehicles in their fleet.

In March 2022, Oxford Bus Company was approved by the Zero Emission Bus Regional Areas (ZEBRA) scheme to receive funding to implement 104 electric vehicles in its fleet. These buses will replace existing diesel buses and an electrical substation has already been installed at Cowley depot to provide 8 megawatts of power to charge our vehicles.

In 2022, we maintained our highest ever rating from the CDP (A minus).

In 2022, Go North East was also successful in a ZEBRA bid for nine electric buses for routes in Tyne and Wear. These buses already started operating in late 2022 and, with these, Go North East now has 18 electric buses in their fleet. After a trial with clean hydrogen fuel cell buses, Brighton & Hove and Metrobus purchased 20 hydrogen buses for its operations in Crawley, Redhill and the Gatwick

Airport area, with the possibility of a further order of 34 to follow, creating a total fleet of 54 zero-emission buses. The vehicles offer a long range, quick refuelling capability and enhanced accessibility.

Go-Ahead London deployed a Bus2Grid proof of concept trial, which creates a 'virtual power station' by taking surplus energy from the batteries of parked buses and feeding it back into the national grid. The project, located at Northumberland Park, where over 100 electric vehicles are based, is set to become the world's first high power discharge 'vehicle to grid'.

Increasing energy efficiency

We are constantly looking for ways to increase our energy efficiency. Throughout the years, we have continually upgraded our diesel bus fleet with vehicles that are more fuel-efficient and emit less carbon and air emissions. Additionally, all our operating companies engage with their drivers and use different methods (e.g. training and telemetry) to support them to drive more efficiently.

Go-Ahead London's Bus2Grid is set to become the world's first high power discharge 'vehicle to grid'.

In rail, GTR is the UK's largest operator of electric trains, with 98% of our fleet comprised of electric trains. Their rail electric fleet includes Siemens Class 700 trains, which recycle 15.8GWh of energy each month from their braking system and return it to the network.

Reducing energy consumption on our premises is an important goal and our strategy is to invest in colleagues' engagement (e.g. switch off lights and equipment when not in use) and in infrastructure improvements. For instance, in July 2021, Go North West replaced all their light fittings with LEDs in their Manchester depot which resulted in a 31% reduction in electricity consumption.



⁹ The Science Based Targets initiative (SBTi) is a partnership between high-profile organisations to assess and validate emission targets.

¹⁰ As per the GHG Protocol definition, scope 1 greenhouse gas emissions are direct emissions from company-owned and controlled resources; and scope 2 are indirect emissions from purchased energy – e.g. electricity. Regarding scope 2, aligned with our Science Based Target, the figure reported refers to market-based, however we also report scope 2 location-based data (please refer to the GHG data table). More information about GHG methodology can be found on the GHG protocol website.

Environment impact

Our carbon emissions

In 2021/22 we reduced our total carbon emissions on scopes 1 and 2 by 11% when compared to the previous year and by 19.2% against 2019/20, the baseline year for our climate change strategy. This performance is aligned with our Science Based Target, which basically requires us to reduce our scope 1 and 2 carbon emissions by 5% year on year.

Looking at each scope separately, our carbon emissions on scope 1 presented a slight increase of 1.2%, mainly due to the recovery from the COVID-19 pandemic – which meant busier trains and buses, and more traffic on the roads – as well as the acquisition of Flexbuss in Sweden, and the start of the contract to operate bus services in Cornwall (UK) through Go South West.

Our scope 2 carbon emissions, on the other hand, decreased 25% mainly due to the exit of London & Southeastern Railway from the Group, and the decarbonisation of the UK Grid. Our energy efficiency initiatives also contributed to the reduction in this scope.

Improving air quality

As set out in our climate change strategy, we have 2025 targets to decrease our air emissions for four pollutants: Carbon monoxide, hydrocarbons, nitrogen oxides, and particulate matter. We

calculate our air emissions performance based on the transition rate of our fleet to low/zero-emissions vehicles.

Our latest figures show that a year after setting our goals, we are on track to achieve our targets for hydrocarbons, nitrogen oxides, and particulate matter, mainly due to the upgrades in our fleet (e.g. bigger presence of Euro 6s and electric vehicles). Carbon monoxide emissions have proved to be more challenging, mainly because their reduction depends exclusively on the transition to zero-emission vehicles, which is happening but at a slower pace than we initially projected.

Reducing water consumption

This year our activities to reduce water consumption focused on measurement and monitoring improvement. We engaged extensively with our operating companies to share best practices and encourage them to read water meters frequently and install data loggers/smart meters where appropriate so we could promptly spot and address any unusual consumption.

At the Group level, we also enhanced our water data intelligence by using our business intelligence software (Power BI) aiming to analyse our water consumption.

We engaged with our operating companies to share water best practices.

Performance-wise, in 2021/22 we used 756,268 m3 of water, 15.6% less than what we used in the previous year and 19.7% less than our baseline year (2019/20). The reduction in consumption was achieved due to initiatives to reduce usage, but was also heavily impacted by changes in the Group's composition previously mentioned (please refer to *Our carbon emissions*).

Recycling more waste

Every year we increase the percentage of recycled waste aiming to achieve our target of 60% of waste recycled by 2025. In 2021/22, our recycling rate was 46.0%, against 37.8% in the previous year and 36.5% in 2019/20.

Our performance was driven by improvements in the reporting scope (more waste streams were included) and by two waste projects: a trial at Brighton train station in partnership with the Green Block and Project Go Eco (please see text box).

Project Go Eco



Go-Ahead London team segregating waste at Camberwell depot.

In November 2021, we kicked off a new waste initiative within our bus division: Project Go Eco. Starting as a pilot project in Go-Ahead London and Go South Coast, the project has been conducted in partnership with our general waste collector – Biffa – and consists in engaging with colleagues at depots to drive behaviour change towards waste management, increase segregation and, consequently, recycling rates.

In its pilot phase, the project has achieved impressive results: from August 2021 to June 2022, Go-Ahead London's general waste recycling rate has increased from 18% to 28% and Go South Coast's from 12% to 22%. The project has already been expanded to other operating companies and the ambition is to include all UK bus operators before the end of our next financial year (2022/23).



Environment impact

KEY STATS	2021/22	2020/21	2019/20	2021/22 vs. 2020/21
CARBON EMISSIONS				
GHG scope 1 & 2 (tonnes CO ₂ e)	607,694	682,787	752,521	▼
GHG Scope 1 (tonnes CO ₂ e)	371,332	366,942	383,082	▲
GHG Scope 2 (tonnes CO ₂ e) – location-base	236,362	315,845	369,439	▼
GHG Scope 2 (tonnes CO ₂ e) – market-base	12,415	39,325	67,279	▼
GHG Scope 3 (tonnes CO ₂ e) – Electricity transmission and distribution (total)	21,261	27,820	31,554	▼
Carbon emissions per vehicle mile (kg)	0.9779	0.6383	1.0045	▲
FLEET DECARBONISATION				
(Bus only) % of bus fleet that is zero or low carbon emission ¹	46%	42%	44%	▲
Average fleet diesel efficiency (MPG)	7.48	7.61	7.25	▼
Average fleet electric efficiency (kWh/mile) (where relevant)	1.57	1.48	1.89	▲
Average bus gas efficiency (kWh/mile) (where relevant)	12.115	11.191	10.795	▲
Rail EC4T efficiency (miles/kWh) (where relevant)	0.382	0.372	0.344	▲
WASTE				
Total waste generated (t)	10,934	9,448	13,197	▲
Landfill diversion rate (%)	96.1	94.3	95.7	▲
Recycling rate (%)	46.0	37.8	36.5	▲
WATER				
Amount of water consumed (m ³)	756,268	848,548	907,649	▼
Confirmed water losses (m ³)	132,439	n/a ²	n/a ²	-

→ For more key performance indicators, please go to our website

¹ Includes zero-emission buses and Euro 6 diesel engines.
² Figures from previous years are not available.



About this Report

Go-Ahead's Sustainability Report 2022 contains information about our environmental and social performance within the period between 4th July 2021 to 2nd July 2022.

The content and performance indicators include all our operating companies in the United Kingdom as well as our international operation in Ireland, Germany, Norway, Sweden, and Singapore.

Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Limited (Bureau Veritas) has provided verification over selected sustainability indicators from the Go-Ahead Group Limited (Go-Ahead) to be contained within the ESG performance data table 2022 and Annual Report and Accounts 2022. 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, assurance standard and level, scope of work, methodology, exclusions and limitations can be found on the Go-Ahead Group website available here.



[→🌐 Read full verification statement on our website](#)

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