



**Go-Ahead**  
Singapore

**Go-Ahead Singapore**  
Sustainability Report 2017

**BUILDING STRONG TIES**

# ABOUT US

Go-Ahead Singapore is a leading local public transport provider, based at Loyang Bus Depot, and also managing Punggol and Pasir Ris bus interchanges.

We began operations in September 2016 with 25 services, as illustrated in the route map below, which have since been increased to 26. New bus service 381 was introduced on Sunday, 12 March 2017, to enhance connectivity for Punggol residents commuting to Punggol MRT and key amenities such as Waterway Point, Punggol Plaza and the surrounding schools.



## Loyang Package Bus Routes



## In this report

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## Our reporting structure

We are committed to operating our bus services in a way which helps to put our interchanges and services at the heart of the communities they serve. This report is split into four sections:



### Society

To run our company in a safe, socially and environmentally responsible manner.  
page 6



### Customers

To provide high quality, locally focused passenger transport services.  
page 8



### Our people


To be a leading employer in the transport sector.  
page 10



### Finance

To run our business with strong financial discipline.  
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[www.go-aheadsingapore.com](http://www.go-aheadsingapore.com)

We're part of The  
**Go-Ahead**  
Group

**Go-Ahead**  
Singapore 

# MANAGING DIRECTOR'S MESSAGE

“It has been a challenging and exciting first year for Go-Ahead Singapore. One in which nearly a thousand colleagues came together to breathe life into a brand-new bus company. This is a significant achievement in which everybody associated with Go-Ahead Singapore can feel rightly proud of.”

**David Cutts**  
Managing Director



Welcome to Go-Ahead Singapore's first ever sustainability report.

It is an honour to serve the communities of Pasir Ris, Punggol and commuters across Singapore and one the company takes very seriously.

Opening a brand-new bus company of this size was a challenging undertaking, but with support from the wider Go-Ahead group, we were able to respond rapidly to some early difficulties. I am proud to say that Loyang Bus Depot is now home to 26 reliable bus services and a content workforce of almost 1000 colleagues.

Much of what we do takes place behind the scenes and the majority of it rightly focuses on the Bus Captain. At Go-Ahead Singapore, we believe in 'taking care of your journey', which means employing people and processes that deliver a first-class user experience. For example, we have recently invested in the GreenRoad driver telematics system.

GreenRoad allows each individual Bus Captain to monitor their own driving style, encouraging safe and fuel efficient driving behaviour to the benefit of the environment and helping reduce accidents. We did this not because we were required to, but because we believe that such innovations add real value, for commuters and colleagues alike.

We have developed a good rapport with a range of stakeholders, including the Land Transport Authority (LTA) and the National Transport Workers' Union (NTWU). We meet both regularly and appreciate the support they have shown us.

I am proud our market entry resulted in an improved employment package for Bus Captains and I additionally commend the LTA and NTWU for their work in creating the Singapore Bus Academy (SGBA), which is a tangible example of the industry coming together to raise standards.

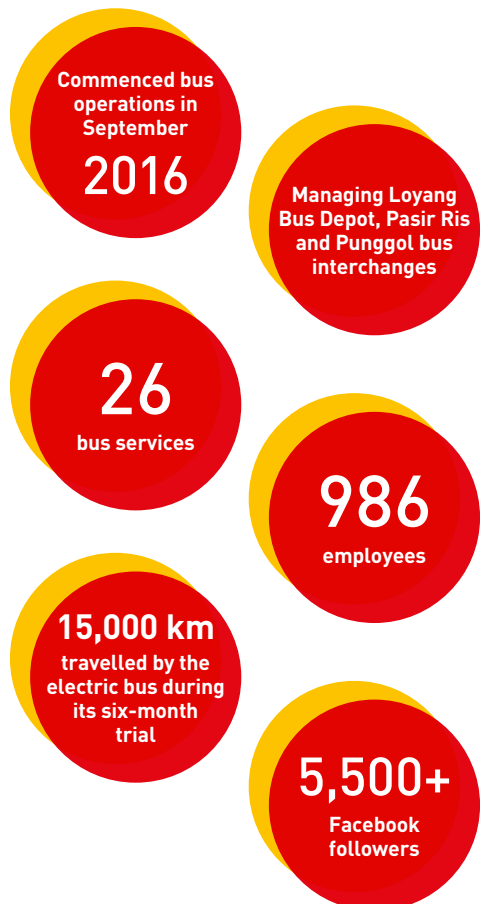
Technology improves on a rapid scale and it clearly influences business. Feedback on our social media platforms ensures we know what matters to commuters and it allows us to respond in a timely manner. We have also introduced 'Meet the Manager' sessions at our interchanges to seek the views of the communities we serve, hearing their experiences using our bus services and

listening to ideas they have about making further improvements.

Go-Ahead Singapore has made a solid start to its first year of operations and has a stated desire to be in the market for the long-term. We have submitted a competitive bid for the Bukit Merah tranche and await the LTA's decision later this year with interest.

## 2017 highlights

- Go-Ahead Singapore's first sustainability report
- Invested in the GreenRoad driver telematics system
- Exclusively put Singapore's first electric bus on trial
- Successful completion of the management trainee programme by our first candidate
- Enhanced commuter engagement through regular social media initiatives and 'Meet the Manager' sessions



# OUR APPROACH

## Our vision and beliefs

A world where every journey is taken care of

Today we strive to provide a reliable service people can trust. Tomorrow we will build journeys people look forward to. They will be stress-free, predictive and seamlessly connected.

We will take care of our customer's every need, transforming everyday journeys into positive experiences. Journeys that are taken care of, for everybody, every time.

## Our beliefs

We believe in:

Trusting people | Being can-do people | Building relationships | Staying one step ahead

We are:

Accountable | Down-to-earth | Collaborative | Agile

## Our stakeholders

### a. Employees

Our Bus Captains go through an intensive training programme internally, in addition to the course they are required to complete at SGBA. Supplementary to technical skills and modules, they learn how to effectively interact with commuters and provide them with a safe and comfortable journey, each time they travel on a Go-Ahead Singapore bus service.

### b. Customers

Our customer service team handles a continuous stream of queries and feedback which are handled promptly and appropriately. They are equipped with skills to discern feedback and act in accordance to what is required in different situations.

### c. Regulatory body

Go-Ahead Singapore operates seven per cent of the Singapore bus market on behalf of the LTA. The LTA sets a range of targets,





primarily based on safety, quality and performance. On-road excellence is rewarded and the company works very closely with the LTA to ensure the bus network plays its part in delivering a viable alternative to private transport.

#### **d. Suppliers**

Suppliers play an important role in contributing to the viability of any business, ours is no different. From the technical training of engineers to the supply of spare parts, these are just two of the many aspects in which suppliers assist us. Valued as partners in supporting our goal of delivering the highest level of service to our customers, we trust our suppliers to provide the most reliable and highest quality parts and services. Regular reviews of performance ensure any issues identified are actioned upon at the earliest opportunity.

#### **e. Local community**

The NTWU is an affiliated Union under the National Trade Union Congress (NTUC) which represents workers from the transport industry, holding a current membership count of 18,000.

Go-Ahead Singapore intentionally adopts an open-door policy with the Union as it enables both parties to constructively discuss matters. An example of this is how we work harmoniously together to position the role of a Bus Captain in an attractive and favourable light. It is clear that the Bus Captain's position has improved in recent years, especially with the introduction of the Bus Contracting Model in 2016. Aspects of the role which have seen significant improvement include remuneration, level of professionalism and public esteem.

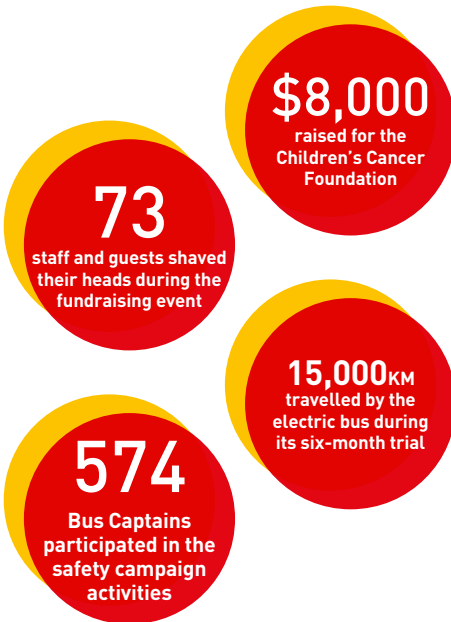
# SOCIETY

“The public bus system is one that intimately involves the community – every public bus journey needs mutual understanding and respect, for commuters, drivers, and the people working in the background.”

**Mr Zainal Bin Sapari**  
Member of Parliament  
Pasir Ris-Punggol GRC



## Key highlights



## Community

### Hair for Hope

Go-Ahead Singapore organised its first Hair for Hope satellite event in support of the Children's Cancer Foundation (CCF) on 12 June 2017. A total of 73 people participated and had their heads shaved for a good cause, a response which exceeded expectations. Close to \$8,000 was raised, including a lump-sum donation, merchandise sales as well as online and offline donations.

## Environment

### GreenRoad

The GreenRoad telematics system has been installed to all Go-Ahead Singapore buses. The device monitors the driving style and vehicle idling time of each Bus Captain. Bus Captains can view their own score and performance online, which then allows them to use the feedback to further enhance their professional driving skills. This reduces the chances of accidents, improves fuel economy and ensures our commuters have a safe and comfortable journey, every time they travel with us.





An overall improvement in safety scores has been observed since our Bus Captains began using the system. This is especially apparent in the immediate aftermath of their using GreenRoad, which reflects the system is aiding an improvement in their driving behaviour and they are taking corrective action if necessary.

### **Build Your Dreams (BYD) electric bus**

In collaboration with the LTA and BYD electric bus, we put Singapore's first electric bus on trial from November 2016 to May 2017. The vehicle operated on services 15, 17 and 119 to allow the effective monitoring of its capability on routes of varying distances and road conditions. During the six months when it was on trial, the electric bus travelled a total of over 15,000 km. A survey by Go-Ahead Singapore, conducted with a group of more than 300 electric bus commuters found that 81% of them had a positive impression of the vehicle performance. A large majority of commuters and Bus Captains expressed approval of the technology with feedback of a quiet ride, zero emissions and smooth acceleration.

In May 2017, visitors from Transport for New South Wales (TfNSW) were hosted at the Loyang Bus Depot where they viewed and took a ride on the electric bus. A team from the LTA also paid a visit to the award-winning Waterloo Bus Garage in London, which boasts Europe's largest fleet of fully electric buses. Although the Singapore trial has concluded, our expertise means we are capable of deploying a fleet of electric buses, should the LTA request that we do so. This is especially promising, following LTA's recent call for tender to purchase 50 hybrid buses and 60 electric buses.

**"Go-Ahead Singapore recognises CCF's mission of improving the quality of life of the families and children affected by childhood cancer, and strongly supports them in their efforts."**

**Wang Poon Liang**  
Director of Human Resources

## **Safety**

### **Safety campaign week**

Our inaugural safety campaign was launched on 24 July 2017 and conducted daily through to 28 July at the Punggol and Pasir Ris bus interchanges, concluding at Loyang Bus Depot on the last day. Posters and banners were displayed to communicate important messages such as the adoption of safe driving habits and promotion of health and safety practices amongst our Bus Captains. The campaign slogan was "Think Safe, Act Safe", a line which succinctly summarises how we should all go about our daily activities.

The Singapore Police Force joined us onsite by setting up a booth to generate greater security awareness amongst both our staff and the public.



To conclude the campaign at Loyang Bus Depot, Mr Melvin Yong, Executive Secretary of NTWU, graced our event with his presence and joined in the buzz – mingling with staff and taking part in the day's activities.

# CUSTOMERS

As a local public transport operator, it is our business to provide commuters with a safe, reliable and comfortable journey.

We take this commitment very seriously and seek commuter feedback with the purpose of understanding the needs of the communities we serve.

A recent survey we conducted with 500 commuters at Pasir Ris and Punggol bus interchanges, demonstrated that 89% of them had a good or excellent overall experience with our services. We are heartened by the results and will continue to work hard in delivering excellence.

## Key highlights



\* Based on a survey conducted by Go-Ahead Singapore with 500 commuters.

Our bus operations in Singapore commenced in September 2016. Since then, we have been working hard to reduce any negative feedback about our services and demonstrate to commuters that we can take care of their journey. We are pleased to report that in the first half of 2017, a significant drop of 50% in negative feedback has been observed, as compared to the second half of 2016.

Yew Di Puong, is an outstanding example of a Bus Captain (BC). Along with a team comprising a Service Controller (SC), Traffic Inspector (TI) and Senior Traffic Inspector (Snr TI), they went beyond the call of duty and exemplified truly what taking care of your journey means.

### 16 May Eastern Singapore

Referring to a commuter compliment: A young school-going commuter who was travelling onboard bus service number 2 missed alighting at his intended bus stop, which he was familiar with, and was naturally anxious upon realising it. Flustered and in tears, he approached the Bus Captain, Yew Di Puong. A joint effort by our team allowed them to successfully intercept the bus enroute and ferry the student to his school safely in a separate company vehicle.

Team from L to R: TI Mohammad Feisal Bin Tarjuddin, Snr TI Muhamad Hariz Bin Johari and SC Lee Chee Ping. Inset: BC Yew Di Puong





Go-Ahead Singapore has a revamped corporate website, official Facebook page and official Twitter page, as channels used to engage with commuters as well as the general public. These are useful platforms to keep commuters updated on company happenings as well as provide important information such as service updates, as we aim to consistently deliver on our promise to take care of every commuter's journey.

Go-Ahead Singapore has established its presence within the social media community mainly through two channels, our presence on Facebook (/goaheadsingapore) and Twitter (@goaheadsg). Since the first engagement with our online audience on Facebook in February 2016, a steady growth of page likes and followers have been observed, exceeding more than 5,500 currently.

We continuously engage with our social media audience through content generation of different genres weekly, in addition to posting announcements informing our commuters of any diversion/amendment/change to our bus services.

- #FunFactFriday and #DidYouKnow series, include fun facts about buses and Go-Ahead Singapore.
- #FacesofGoAheadSG series, includes motivating stories of our staff, their job roles and interesting anecdotes unique to each one of them.
- #ExplorewithGoAheadSG series, where places of interest along the route of our bus services are presented and followers are provided with clear directions on how to visit them by making use of our bus services. As an added value, tips on activities and must-tries at these places are also included.

“On behalf of our student, Harry, Pri 1, we wish to thank Mr Muhamad Hariz Bin Johari, Senior Traffic Inspector, and his team for meeting up with the boy at the Changi Depot and fetching him safely to school. They have gone the extra mile to ensure that the boy was safe, track him and brought him safely to school.”

**Mr Lim**  
Educator



# OUR PEOPLE

Go-Ahead Singapore cultivates a people-focused environment when it comes to our employees. We place emphasis on developing our people to enhance their capability, job knowledge and technical skills. This focus not only increases productivity but also improves communications and shortens service improvement processes.

## Key highlights



## Employees

Our Bus Captains go through an intensive training programme where they learn how to effectively interact with commuters and provide them with a safe and comfortable journey, each time they travel on a Go-Ahead Singapore bus service. We acknowledge that our people are the organisation's core asset and critical to the functioning of the business. We listen and communicate with our colleagues through interactive sessions such as "Tea with the Managing Director" and "Monthly Focus Groups". These sessions provide our staff with a platform to have open and direct dialogue with the management team where they can freely voice their feedback and suggestions.

## People Development

When creating a development plan for our people, the company recognised that the local bus industry requires a set of specialist skills which are not immediately available to a new entrant in the market. Upon identifying this gap, we developed a customised management trainee programme.

Under this programme, experienced managers are hired and put through a four-month intensive training course. The desired outcome for these individuals is to become a leader within their respective departments. This involves undergoing sessions with the different functions namely Operations Control Centre, Scheduling, Human Resource, Finance, Engineering and Marketing, to gain an in-depth understanding of the business. In addition, this includes training with our Bus Captains to obtain a holistic insight of the real-life challenges they face on a day-to-day basis.



On conclusion of the programme, the candidates are tasked with a cross-departmental project which assesses the application of the training they have received, as well as their relationship building ability with the rest of their colleagues.

## International Expertise

We recognise that factual experiences strengthen the growth and development of an organisation. We are keen to bring together the best practices from other arms of the Go-Ahead business across the world, that have a similar operating experience as we do in Singapore. We have an open link with Go-Ahead London, which has more than three decades of experience operating in a bus contracting model. Seconding staff between the two companies provides employees the exposure and opportunity to deliver sharpened performance back in their own company. From even before the start of operations, a number of staff from London have spent time in roles in Singapore, and similarly, we have seconded key members of the Go-Ahead Singapore team to London.

## Team Building

Go-Ahead Singapore recognises that at the core of our operations are our employees and we regularly engage staff in activities aimed at building a robust team that work towards a common vision. The teams celebrated our first Christmas together with meals in and out of the office, along with a gift exchange amongst staff members. We emphasise the importance of celebrating success together and demonstrated that when continued performance improvements in reliability and efficiency were shown. The teams were treated to a series of

lunch and dinner sessions in appreciation of everyone's efforts towards the improvement.

Facilities such as the Bus Captains' Lounge and private rest area for female staff are well-equipped with daybeds and games to provide our employees with a conducive environment to rest, relax and unwind before starting a new shift.

### Developing best practices

Lim Hock Chuan, Service Performance Manager in Go-Ahead Singapore, is an individual who



had the opportunity to visit London as part of a structured development programme. As someone new to the department of service control, he observed a busy London Operations Control Centre in action and spent time on the road witnessing London's congested street scene. He interacted with colleagues across departments including managers, controllers, engineers and drivers, gaining insights into their daily tasks and how they are carried out. This provided Lim with invaluable experience which he has been able to utilise in ensuring that the Go-Ahead Singapore Operations Control Centre delivers reliable bus services.

# THE COMMUNITIES WE SERVE



Mr Ng Chee Meng, Second Minister for Transport, graced the launch event for new feeder bus service 381. He hopped on the new bus service and interacted with commuters, gamely initiating to take a selfie with those on board.



The residential population in Punggol is expected to double over the next three years, following the completion of another batch of 6,500 housing units. Since the unveiling of the "Remaking our Heartland" (ROH) initiative by the Housing and Development Board (HDB) for Punggol town, the residential population has more than doubled, growing from 52,700 in 2007 to 118,100 in 2016.

A new feeder bus service 381 was introduced on Sunday, 12 March 2017 under the Bus Service Enhancement Programme (BSEP) of the LTA, improving connectivity to key transport node for commuters residing at Punggol East. An extension to the existing route of bus service 382 was also implemented to better serve the residents of Sumang Lane and Sumang Crescent. The bus network in Punggol would provide commuters with a seamless connection to neighbouring towns such as Sengkang, Hougang and destinations such as Changi Airport and Changi Business Park.

In a recent announcement by the HDB, Pasir Ris town is expected to undergo renewal plans within the next five to ten years, including the building of a new vibrant town centre – a new mixed-use commercial and residential development that will be integrated with a bus interchange. All under one roof, commuters will be presented with a wide range of commercial facilities and a seamless connection to public transport services.

In addition, a new dedicated pick-up and drop-off area will be incorporated within the new bus interchange to cater to full-time National Servicemen (NSF) who are undergoing military training in Pulau Tekong.

## Key highlights



+ Information accurate as at 31 March 2016

# KEY DATA: GO-AHEAD SINGAPORE



2016/17

## SOCIETY

### Safety

Fleet with CCTV (%)+	100
Number of reported crimes+	2

### Environment

Carbon emissions per passenger journey (kg)	0.43
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### Community

Stakeholder events (number)	13
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## CUSTOMERS

On-Time Adherence (OTA)	80.93
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Excess Wait Time (EWT)	0.67
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Average age of bus fleet*	2.23
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### Accessibility

Bus fleet which is fully wheelchair accessible (%)*	100
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## OUR PEOPLE

Average number of employees+	986
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Accidents per 100 employees+	1.2
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Employee turnover rate (%)+	15.2
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Absenteeism rate (%)+	5.52
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Average training spend per employee (SGD)	1,620
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### Diversity

% of female employees	10
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## FINANCE

Passenger journeys (m)	81
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Key

+ For the reporting period

\* As at the reporting period end

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

## More information

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

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

Extra information on how Go-Ahead Singapore manages sustainability can be found by visiting [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

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

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

## Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc. (Go-Ahead) over selected sustainability Key Performance Indicators (KPI) data contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 3 July 2016 to 1 July 2017.

The full verification statement including Bureau Veritas' verification opinion, methodology, areas of good practice, recommendations and a statement of independence and impartiality can be found on the Go-Ahead Group website: [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

Produced by The Go-Ahead Group and designed by Black Sun plc



Bureau Veritas UK Ltd  
August 2017

We're part of The  
**Go-Ahead**  
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