

# Focused on partnership



# About us

We operate a fleet of 145 buses with over 50 across Sussex, Surrey and Kent. More than 14 million passenger journeys are made on our services each year. We are an award winning bus operator, committed to serving our towns and villages, and supporting their social and economic welfare. We employ more than 300 people locally who are dedicated to customer service, improving our environmental impact and making bus services accessible for all. We work with local charities and community groups. As an active partner in the towns and villages that we serve, we understand that together we help create thriving and sustainable communities.



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## 2016 highlights

- Big investment into clean technology
- Proactive in partnerships
- Improved social inclusion and accessibility
- Implemented our new 7 Step Model to customer experience
- Building better employee relationships
- Award winning bus operator

£21m

annual turnover

14m

passenger journeys

50

bus routes

£1m

invested in new technology

WINNER  
UK Bus Awards 2015  
Fastway Service

SILVER  
UK Bus Awards 2015  
Crawley Depot



For more information visit [metrobus.co.uk](http://metrobus.co.uk)



[facebook.com/gometrobus](https://www.facebook.com/gometrobus)



[@metrobus](https://twitter.com/metrobus)

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

# Managing Director's message

"We reach deep into our communities. We hold a regular dialogue with our stakeholders and user groups so we're plugged into community, social and economic issues. We use this knowledge to develop initiatives that enhance the lives of many in the communities we serve."

Martin Harris, Managing Director



We're not just driven to provide a bus service that excels. Nor are we obliged to partner up to help our towns and villages thrive. No one constrains us to embody an environmental ethos so it's in our DNA. No legislation forces us to squarely measure up to our most disadvantaged in society, but we do all of these things. We do them because, for us, delivering a great bus service is about what we do for our citizens, community and society.



## Society

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We work together with communities and closely in partnerships, and we make significant investments into technology and smarter energy, so that we can contribute a positive impact on our society. Together we help create sustainable and thriving communities. We strive to make our services socially inclusive and accessible and we understand that by building relationships, listening and responding, we can help enhance the lives of many in the communities we serve.

## Customers

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A sustainable transport system is based on giving customers what they need. Our customer satisfaction level is 93 per cent according to our latest independent survey. To help achieve this, we think and act local – our operation is informed by the very communities we serve. It is important our service is available to all so we invest heavily into accessibility initiatives and offer a growing range of discounted tickets to build the inclusivity of our services. Our approach is based on a company-wide ethos of respect and empathy. We work closely with user groups to form genuine partnerships; we listen carefully to individual feedback, learn from it and develop a deeper understanding of our customers' needs.

## Our people

We employ more than 300 people – from school leavers on apprenticeships to long-serving employees who have been with the company for over 30 years. Our success depends on our people's expertise and commitment to service. We engage meaningfully with our colleagues, listen to one another and share ideas – we want them to help shape our future. This year we have made a commitment throughout the whole organisation to our company shared vision, taking the company to where it needs to be by building values and relationships. We are supporting colleagues in developing skills, understanding and knowledge to help create a healthy and happy work culture and environment for everyone.

## Finance

We are strongly aware that our success is bound up with the town's and villages we serve. We invest millions each year to maintain our drive for sustainability. We believe that making an impact that is less costly to our environment is an investment into our local economies and social growth.

## Our beliefs

We want to live in a world where every journey is taken care of. So we adopt a company-wide ethos where we believe in mutual respect and build relationships. We believe in embracing change, responsively and proactively, and strive to set new standards.



Visit [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability) to find out more about our approach

## Our reporting structure

We are committed to operating our bus services in a safe, environmentally and socially responsible manner. This report is split into four sections:



### Society

To run our companies in a safe, socially and environmentally responsible manner.



### Customers

To provide high quality, locally focussed passenger transport services.



### Our people

To be a leading employer in the transport sector.



### Finance

To run our business with strong financial discipline to deliver sustainable shareholder value.



Visit [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability) to find out more about our approach

# Our stakeholders

We understand that working together with our communities and closely in partnerships, we help create sustainable and thriving towns and villages. Thank you to everyone locally who has worked with us this year.

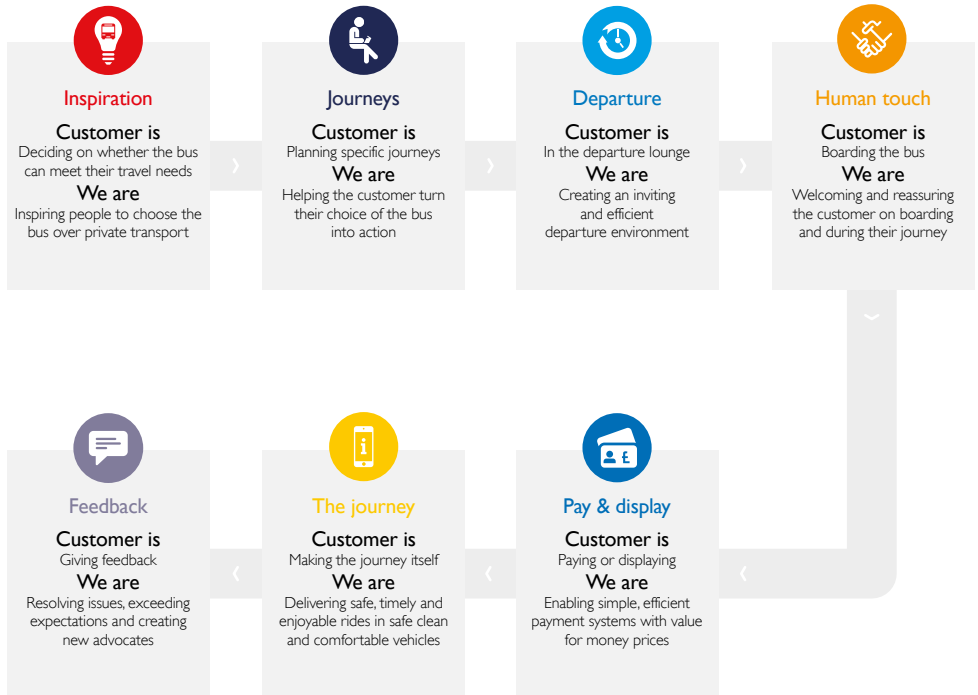
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Action on Hearing Loss – Age UK – Alzheimer’s Society – B&CE – Bluebell Railway – Brighton & Sussex University Hospitals NHS Trust – Burgess Hill Town Council – Compass Bus – Crawley Borough Council – Crawley Town Football Club – Easit – Horsham Town District Council – Haywards Heath Town Council – Mid Sussex Council – Reigate and Banstead Council – East Grinstead Town Council – Forest Row Parish Council – Southwater Parish Council – St Catherine’s Hospice – Manor Royal Business Association – Gatwick Diamond Business Association – Gatwick Express – Gatwick Transport Forum – Kent County Council – Manor Royal BID – MS Society – Reigate & Banstead Borough Council – RNIB – Runway Radio – Shopmobility – South Downs National Park – Southern Surrey & Sussex NHS Trust – Surrey Coalition of Disabled People – Surrey County Council – Sussex Community Rail Partnership – Sussex Heart Charity – Sussex Police – Sustainable Transport Partnership – Thameslink – Tunbridge Wells Borough Council – Wealden District Council – West Sussex County Council



# Our vision

Our customers are at the heart of our vision for the business. They drive our focus on partnerships so that we can work collaboratively to provide the best service possible. We want to make sure that every journey is taken care of and to help us achieve this we adopt a seven step model to customer experience.







# Society

We work together with communities and closely in partnerships, and make significant investments into technology and smarter energy so that we can contribute towards a positive impact on our society. Together we help create sustainable and thriving towns and villages. We strive to make our services socially inclusive and accessible. We understand that by building relationships, being proactive and responsive, we can help enhance the lives of many.

## Key Highlights

£1m

invested in new technology

£1,000s

raised for charity

Improved social inclusion and accessibility

94%

reduction of particulate matter

## Environment

We invest big for the good of society. We've spent around £5 million in the past couple of years on 30 new Euro 5 and 6 buses.

Thanks to careful management of our drivers and bus fleet, we've improved our average MPG. We've explored flywheel technology to reduce acceleration-related emissions and we're pushing the boundaries of stop-start technology for even greater fuel efficiency. Now we're researching electric-buses. If we can make this technology viable for a large fleet operating a comprehensive network 24/7, then we will invest in them.



Investing in new technology improves our environmental performance



Our drivers are environmentally minded



## Communities

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We want to be at the heart of our communities, so we contribute to our towns cultural life with our own programme of community activities. We launched a bus dedicated to the Crawley Town Football Club and supported local community events and festivals.

We work closely with charities who reach out to every part of society – including the elderly, street homeless, young adults with learning disabilities, children who need championing and the emergency services. We've supported local charities such as St Catherine's Hospice, and the Kent, Surrey and Sussex Air Ambulance. This year we announced Rockinghorse, who help with funding for the Special Care Baby Unit at the Princess Royal Hospital in Haywards Heath, as our Charity of the Year.

We forged a new contract with Brighton and Sussex University Hospitals NHSTrust which not only provided a service that saved the Trust money, but also provided patients and customers with new bus links between hospitals and attractive leisure destinations.

We continue to work in partnership with local green travel organisation 'Easit', and we regularly attend their meetings and hold roadshows at local businesses where we promote our services, provide bespoke travel planning and free 'taster' smartcards.

We've won plaudits for our efforts to make not only bus travel accessible, but for our work with other transport operators to help provide seamless and accessible travel. We have a taxi guarantee scheme for example, where we will provide a complimentary taxi if a wheelchair user can not board the bus.

## Part of the community



Our Crawley Town Football Club bus is popular with football fans and helps us build relationships with the community.



“Ryan Heal, Chief Executive of Rockinghorse said: “This partnership further cements our relationship with a company has such great heritage across Sussex. We’re really delighted to receive such fantastic support.”

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# Customers

We provide a service that is frequent and comprehensive. Every day everyone in our business works conscientiously to improve the experience for our customers. To do this, we think and act local. We ride the same buses as our passengers and our operation is informed by the communities we serve.

## Customer experience

Sustainable transport is based on giving customers what they need. We use customer feedback and discussions with stakeholders to help inform improvements to our network every six months. In this way we are in rhythm with the needs of our communities.

We have worked hard with rail and bus operators to create transport hubs which improve network efficiency by integrating routes, providing quick connections and helping to reduce journey times. Our customer satisfaction level is 93 per cent according to our latest independent survey.

Our new route 272 offers extra hospital links and more links from Haywards Heath and Burgess Hill to Brighton. Two of our services, Fastway 10 and Route 200 operate 24 hours a day, and we will introduce an overnight service on Fastway 100 in September 2016.

## Key Highlights

93%

customer satisfaction

14m

passenger journeys

60 minute

new mobile ticket

88%

of buses with FREEWIFI

## Making buses accessible for all



We work closely with customers and user groups to ensure our buses are accessible for all

## Accessible

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It is important that our transport service caters for all. We've won plaudits for our extraordinary efforts to make our buses accessible. Latest schemes include the Helping Hand, a simple high-visibility card citing the holder's specific needs, a complementary accessible taxi for wheelchair-users who are unable to board the ramp, and 'talking' buses making next stop announcements. On Fastway routes. Our Crawley travel shop is a designated 'Safe Havens' to provide assistance in a secure environment to people with dementia. Our accessibility and communities officer works with local groups – listening, learning and always challenging the business to do better.

## Affordable

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We have lots of discounts and deals on fares. We've introduced new ticket options and frozen prices on others, to give more customers the opportunity to pay for bus travel at discounted rates. Our very popular m-tickets have been expanded to include a 60 minute mobile ticket which is cheaper than buying a single on-bus and allows changes onto other routes at no extra cost. Our group travelling tickets continue to be popular for families and two adults travelling together.

## Attractive

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88 per cent of our buses are fitted with free WIFI (100 percent by December 2016) and we'll soon be getting USB charging points on every seat of our new buses. Our Fastway service has visual displays which integrate train times when at nearby stations. Our network is supported with real-time information at bus stops and via our mobile app but customers can contact us via multiple channels including our travel shops, telephone or social media. We offer extended opening hours, seven days a week including bank holidays. We work with the council to deliver joint smart ticketing with other operators.

The organisation Guide Dogs said: "The bus company's approach is very inclusive and engaging. They really do make a genuine effort to listen to their customers and the organisations who support them. They have been friendly, accommodating and genuinely support Guide Dogs and the work we do."

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### Live information on bus



Our new Fastway buses feature information screens which not only show the next stops, route details and a BBC news feed – they also display information about attractions at each stop. Information on live rail departures at nearby rail stations let customers know when their train is coming and from which platform. All our Fastway buses have next stop audio announcements.



# Our people

We employ more than 300 local people – from school leavers on apprenticeships to long-serving employees who have been with the company for over 30 years. We value our people and are working hard to grow a happy work culture and environment. We are supporting and developing our people to help them fulfil their potential and enjoy their working life.

## We value our people

We really value those qualities in our people that help us deliver our services to the new standards we are constantly resetting. We show appreciation through company award recognition programmes, a big annual awards ceremony and industry awards. This year, we staged a Family Fun Day extravaganza at Hickstead Showground. We look after our people with a reward package that provides a host of discounts and offers.

## People development

We invest in providing the best training and skills development programme for our people, whether a driver, engineer or customer service assistant, we tailor the training and coaching to individual needs. We mentor our people to help them fulfil their potential and create a working environment in which they can progress, nurturing talent to develop tomorrow's leaders.

## Key Highlights

300+  
employees

50%  
of employees have worked for us for over 10 years

Winner  
Rising Star of the year

30 yrs  
longest serving employee

## Family Fun day for our people



## Embracing culture change

We are developing a work culture that supports our people through change. We are achieving this through greater employee engagement – listening, responding, and sharing ideas. We have made a commitment to increased communications across the whole business through multiple channels. We value diversity in our people and nurture an engaged workforce to represent the diversity of our customers and communities.

## Building relationships

We are working on all levels and across departments to build relationships and develop a deeper understanding of each other. This will help us nurture a work environment where everyone wants to be. We are working closely with our union representatives to make sure everyone's voice is heard and that we are being responsive and proactive.



## Long Service Awards Ceremony

Every year we host an annual Long Service Awards Ceremony where we celebrate colleagues' long service milestones. Other special awards are also given to employees who are recognised for their excellence in service.

Go-Ahead's chief executive David Brown joined Metrobus managing director Martin Harris to present the awards.

Payroll and personnel officer, Peter Glee, celebrated 20 years of long service this year, having started with the company as a bus driver.



Team leader Rachel Beckett won the Rising Star category at the Everywomen in Transport & Logistics Awards. The accolade is awarded to a woman aged under 30 who is excelling in her career. Rachel said:

“I was stunned to be announced the winner and feel very proud to represent women in our industry. I'm grateful for the bus company's support and look forward to a long career in the industry.”



# Finance

Metrobus is part of The Go-Ahead Group plc. Go-Ahead makes a contribution to the UK economy through the employment of 26,000 people, the taxes the company pays, payments to its suppliers and the contribution its rail franchises make to Government finances.

## Key Highlights



Working closely in partnership with Gatwick Airport

## Working with our local communities

Working collaboratively with key stakeholders such as local authorities, industry partners and suppliers, we contribute to economic growth through partnering with local community groups, not for profit organisations and charities that play a constructive role in our area.

We measure our community activity through the London Benchmarking Group (LBC), the global leading framework for community investment. This helps us get a better understanding of how our contributions, donations and our work with partners and employees volunteering activity benefits the local community. This year we have invested in a range of projects and we will continue to work together with local stakeholders to maximise the positive impact of our contributions.

## Engaging with our suppliers

We realise the importance of partnering with suppliers who align their work with our values as this supports efficient delivery of our services. We rely on suppliers to take a partnership approach in working together to jointly deliver the best service possible.

Our ethical procurement approach is embedded in our supply chain procurement and management processes. We take into account ethical as well as commercial and technical factors, when considering which suppliers to partner with and we encourage our suppliers to adhere to similar high standards of corporate responsibility.

£21m

annual turnover

14m

passenger journeys

# Key data

Metrobus and Brighton & Hove (sister-company) combined data	2015/16	2014/15
<b>SOCIETY</b>		
<b>Safety</b>		
Bus accidents per million miles	<b>11.9</b>	17.4
Fleet with CCTV (%) <sup>+</sup>	<b>99.3</b>	85
Number of reported crimes <sup>+</sup>	<b>228</b>	–
<b>Environment</b>		
Carbon emissions per passenger journey (kg)	<b>0.55</b>	0.55
<b>Community</b>		
Community Spend per Employee (£)	<b>23.12</b>	39.66
Stakeholder events (number)	<b>524</b>	307
<b>CUSTOMERS</b>		
Customer satisfaction (Latest independent survey) (%)	<b>93</b>	91.94
Deregulated/local bus punctuality (%) <sup>+</sup>	<b>80.10</b>	85.4
Expenditure on new buses in financial year (not including retrofitting) (£'000) <sup>+</sup>	<b>3,553</b>	5,726
Average age of bus fleet <sup>*</sup>	<b>7.4</b>	7.1
<b>Accessibility</b>		
Bus fleet which is DDA compliant (%) <sup>*</sup>	<b>98.4</b>	–
<b>OUR PEOPLE</b>		
Average number of employees <sup>+</sup>	<b>1,451</b>	1,440
RIDDOR accidents per 100 employees <sup>+</sup>	<b>0.83</b>	0.49
Employee engagement index	<b>35</b>	35
Employee turnover rate (%) <sup>+</sup>	<b>15.5</b>	18.8
Absenteeism rate (%) <sup>+</sup>	<b>3.3</b>	4.1
Training Spend per Employee (£)	<b>393.80</b>	349.47
<b>Diversity</b>		
% of female employees	<b>11.5</b>	10.2
% of Asian, black and other ethnic group employees	<b>2.8</b>	2.4
<b>FINANCE</b>		
Passenger Journeys (m)	<b>66.63</b>	65.03
Passenger volume growth	<b>2.46</b>	6.8

Key

+ For the reporting period

\* as at the reporting period end

RIDDOR – Reporting of injuries, diseases and dangerous occurrences regulations at workplaces

DDA – Disability Discrimination Act



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



## More information

You can find out more about how Metrobus manages sustainability by visiting [metrobus.co.uk](http://metrobus.co.uk) and more information on how Metrobus 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:

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**BUREAU**  
**VERITAS**

### Summary verification statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd has provided verification for The Go-Ahead Group plc over selected sustainability Key Performance Indicators (KPI) data contained within the Group's annual report covering the period 28 June 2015 to 2 July 2016.

The full verification statement including the verification scope and 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

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