

Go-Ahead London
Sustainability Report 2016

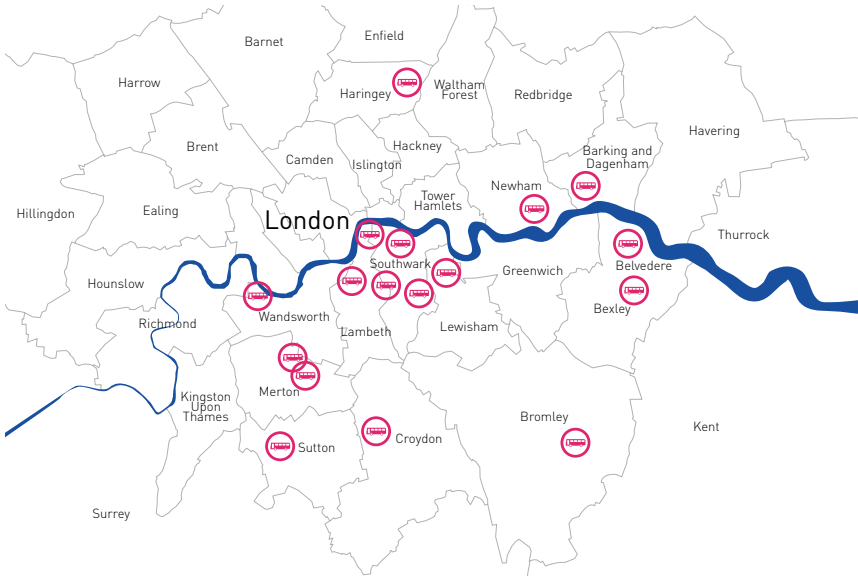


Focused on
partnership

About us

Go-Ahead London is not only the largest bus operator in London; we are also the largest operator of rail replacement bus services and work for Southern, Southeastern and Govia Thameslink Railway. The majority of our service buses operate route contracts on behalf of Transport for London, with contracts being awarded for five or seven years via a rolling tendering programme. We presently operate 192 routes across most parts of London, of which 28 are school routes which have their own route number. We also operate 15 night services.

Where we operate

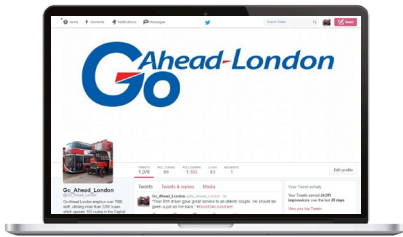
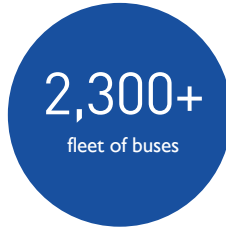
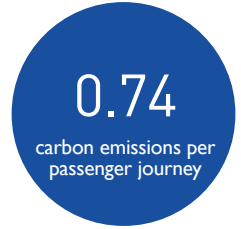


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2016 highlights

- 7,010 – average number of employees
- 2,300 – Fleet size
- £4,000 raised for Trinity hospice at Open Day in Camberwell Garage



@Go_Ahead_London
#GoodGALbusdriver

We're part of The
Go-Ahead
Group

Managing Director's message

“Securing our new site in River Road, Barking, and becoming the successful bidder to operate buses in Singapore, have been the highlights to another challenging, yet successful year at Go-Ahead London. I'd like to thank all of our hard working colleagues for making this possible.”

John Trayner,
Managing Director



Welcome to our twelfth annual sustainability report.

The last 12 months has once again been an exciting year with the purchase of our new site in River Road, Barking. With the intention to boost our growth in East London, I am extremely pleased to have secured this new site as it will enable us to be part of the expansion in the Barking Riverside area.

It was also with great delight for Go-Ahead to become the successful bidder out of seven others to be awarded a contract to operate buses in Singapore with an expected revenue of around £230 million over five years.



Nigel Wood, General Manager Service Quality for Go-Ahead London was appointed Managing Director and had the challenging responsibility, amongst many others, to recruit approximately 750 employees; many of whom did not have English as their first language. A number of colleagues from Go-Ahead London were appointed various positions at Go-Ahead Singapore which gave us the chance to promote internally and focus on the business back home in the UK.

Roadworks and congestion have continued and despite the ongoing challenges and delays caused by numerous schemes including Elephant & Castle, Aldgate gyratory and the Lewisham Gateway Works, which consists of a new road layout, we have still managed to maintain and provide a reliable service to our passengers during the delivery of these complex infrastructure works, albeit with inevitable delays.

Our performance managers and roadside controllers have worked tirelessly to keep services moving and the same can also be said regarding the efforts put in to combat the traffic delays caused by TfL's Cycle Superhighway which is scheduled to continue throughout 2016. Areas to be affected include Merton to City and Wandsworth to Westminster which is where many of our services operate.

On a more pleasant note, we were the hosts of another successful Open Day in September 2015.

The chosen garage was Camberwell and the event was organised by the communications team which put in a lot of hard work to organise over 25 stalls selling bus memorabilia including models, books and timetables; there was also a cake stand, face painting for kids and even a 25 foot bouncy slide! Bus wash rides, open top vintage bus trips and the Engineering Experience which showed a live vehicle inspection were also features on the day which helped raise over £3,500 for local charity, Trinity Hospice.

It is pleasing to congratulate Sutton driver and mentor, Peter Growns, who won the bronze award for Top London Bus Driver at the 20th UK Bus Awards which took place at the South Bank in November 2015. Described as a “shining example of how a driver should conduct himself at work”, by judges at the event sets the bar for the rest of our 6,500 drivers who continue to receive commendations for the outstanding work they carry out on a day to day basis. Our #GoodGALbusdriver on Twitter continues to be a place where these commendations are shared with the public and remains a social media point where our drivers can view and read positive comments from our passengers.

Values and Vision

We'll take care of our customers changing needs, today, tomorrow and always.

Today we strive to provide a reliable service that people can trust.

Tomorrow we will help create a London where every journey is taken care of.

Always being London's Bus of Choice.



Visit 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 focused 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 to find out more about our approach

Our vision



Our vision

We'll take care of our customers changing needs, today, tomorrow and always. Today we strive to provide a reliable service that people can trust. Tomorrow we will help create a London where every journey is taken care of. Always being London's Bus Operator of Choice.

Journeys

Just under 25% of the London market is operated by Go-Ahead London and with over 478 million journeys each year, we have the responsibility to transport Londoners in a friendly and courteous manner so they feel valued and in safe hands.

Feedback

Customer feedback is taken very seriously and we appreciate the time taken by passengers to let us know when we're doing well and areas which require attention. Such comments allow us to take action and help improve our service for our travelling public.

Human touch

A smile can go a very long way. Our drivers who are the face of the company are encouraged to be warm, welcoming and reassuring to all customers. Our Twitter hashtag #GoodGALbusdriver shows examples of passenger experiences received direct from the customer or via Transport for London's customer services department.

Technology

Works are being carried out at our Waterloo garage whilst plans are in place to make it London's first garage with a fully electric fleet of buses. USB ports will be fitted to the new SEe type buses for the convenience of our passengers. This is another step towards the ever-growing world of technology.

Reliability

Our team of performance managers, controllers and iBus controllers work tirelessly to ensure a reliable service for our customers. London's roads are unpredictable and a number of works have challenged us in this area, yet we continue to provide a regular service at all times and keep Londoners moving.

Choice

We want customers to feel that they can rely on us. We continually work hard to ensure a reliable service with good customer service and the ability to go the extra mile, to make us the customers first choice.



Read more about our approach online at www.goheadlondon.com

Our stakeholders

Collaboration with stakeholders and partnership-working is fundamental in our approach to sustainability.

Stakeholder structure

Go-Ahead London has the huge responsibility to serve just under 25% of the market in London. With this comes challenges, but we strive to remain a people based organisation focusing on customer service; charity – by way of raising money for nominated organisations; sharing our culinary skills with local workers, and by praising our staff for exceptional achievements within the industry.





Society

Drivers, managers and clerical staff have all been busy continuing the trend of raising money for various charities over the past 12 months. Activities to raise funds has kept Merton driver Scott Horney extremely busy. Scott has made a stupendous effort over the last five years to help raise money for a charity very close to his heart, First Touch, which supports the neo-natal unit at St George's Hospital in Tooting and the children's ward at Royal Brompton Hospital. To date, Scott has raised over £35,000 and he hopes for this figure to rise year on year.

Key Highlights

£34.5m

investment into cleaner buses

100%

buses with CCTV

£25,000

contributed to charities

100%

buses DDA compliant

Go-Ahead London 6-a-side teams from Blue Triangle, Camberwell, Docklands, Merton, New Cross, Orpington, Sutton and Waterside Way took to the pitch for fund raising football matches. They all looked the part with football kits provided by Go-Ahead London. It was a great success, with more funds raised for a good cause.

Our garages have also opened their doors, not only for bus open days but also for local schools. One particular visit was at Merton bus garage where 120 small and very excited children were able to get the chance to take a ride on a double decker bus and tour the garage. Garage manager, Peter Russell, took it one step further by borrowing a Routemaster from

Open Day Camberwell



FAMILIES and bus enthusiasts flocked to Camberwell bus garage on September 5 for a fun-packed open day that also raised a substantial amount of money for Trinity Hospice, our nominated charity.

An extensive array of vintage and modern buses, plus stalls selling memorabilia kept the bus enthusiasts happy. Our 'Innovation Corner' had specialists to explain how the new hybrid vehicles work and the 'Engineering Experience' showed a live vehicle inspection which proved to be one of the highlights of the day. Our caterers kept everyone fed and watered, and for families there were vintage bus rides, bus wash trips, face-painting, a mega slide and an ice-cream van. Author Inderjit Puaar was also present to sign copies of her children's book, Bradley the Bus.

the commercial department and arranged local trips with 30 children at a time on board. The experience was enjoyed by all, including the helpful staff at Merton who all made it possible.

Our Waterloo garage has also been cooking up some culinary delights for drivers and a number of police officers, traffic wardens and construction workers and even drivers from different bus operators. June Vamboi, a trained chef who worked in a number of top London restaurants cooks everything from scratch and is more than happy to serve other local London workers but always gives priority to Go-Ahead staff. Word is getting around about the good home-cooked meals on offer at Waterloo and June and her team welcome more workers to try out their specialities.

It was with much pleasure due to the extremely hard work from Sutton Engineering Manager John Hanby and his two-man team, Brian Shepherd and Kevin Haugh that a reading bus was provided to local school, Hollymount Primary. The bus which was donated by Go-Ahead Group Company Heddingham was transformed into a reading area for the children. Pupils and parents were so excited whilst work was underway and Hollymount School PTA Chair wrote a personal letter direct to Managing Director John Trayner expressing her thanks and appreciation for the hard work put in by the team in order to make the bus available to them. Since its completion, the reading area has proved to be extremely popular; it is a pleasure to be part of something so special for local members of our young community.



First all-electric bus fleet



In line with the Mayor of London and Transport for London's aim to operate Europe's largest fleet of electric buses in London, we are extremely pleased to be part of this by planning to introduce the first all-electric bus fleet into central London in August 2016 at our Waterloo garage.

Plans are already in place with contractors and builders preparing and installing new charging points, upgrading the power to the requirements needed and building a new yard layout. The introduction of an all-electric bus fleet into the city is a major project that Go-Ahead London are proud to be involved in and we are equally pleased to help lead the way in the Mayor's mission to improve air quality.

Communications Co-ordinator Greg French who helped to arrange the event said: "We had a great turn-out and it was very busy from start to finish. People of all ages came along, with some visiting from as far away as Manchester!"



Customers

Despite an extremely competitive market, Go-Ahead London remains the largest bus operator with a fleet of over 2,300 buses and over 6,500 bus drivers serving passengers between Essex and Orpington and most areas in and around Central London.

Route 12 is now served entirely by New Routemaster buses which runs between Dulwich (Library) and Oxford Circus, via Peckham Rye, Elephant & Castle, Trafalgar Square (Charing Cross), Piccadilly Circus and Oxford Circus. The route carries approximately 33,000 passengers each week during peak hours. The New Routemaster reduces CO₂ emissions in the capital by around 27,500 tonnes a year.

Plans are also in place to make our Waterloo garage fully electric. Routes 521 and 507 will be fully electric by August 2016. The buses used have been designed and built by the Chinese company BYD in conjunction with ADL who constructed the bodywork. In line with TfL specifications, the buses have 26 seats and one wheelchair space, giving a total passenger capacity of 60.

It is also pleasing to report that the number of customer commendations have increased via communications received from Transport for London. The customer feedback received is shared on the company Twitter account and our #GoodGALbusdriver is going from strength to strength with positive comments received from our travelling public.

A noticeable pattern is the feedback regarding driver friendliness. With previous campaigns regarding smiling and driver attentiveness, it is great to see our frontline staff putting this into practice. It is equally satisfying to receive the positive feedback from our customers when using our services.

Key Highlights

7,010

employees

2,300+

fleet of buses

79.2%

bus punctuality

7.1

years average age of fleet

Waterloo Garage Kitchen



Customer feedback remains our main source of improving our interaction with our customers.

Garage managers will devise and promote individual campaigns for their staff with the intention to minimise public complaints and increase the passengers overall travelling experience. We continue to encourage our drivers to carry out their duties in the manner our customers expect and recent feedback and figures shows that a positive and welcoming driver creates both a favourable and enjoyable experience for our passengers.

Recent challenges faced are the delays and roadworks caused in Elephant & Castle, Aldgate gyratory and the Lewisham Gateway Works which have all affected bus services in the aforementioned areas. Systems have been put in place by our performance managers to help minimise disruption, passenger waiting times and journey times.

Our Commercial Department has continued to provide rail replacement bus services when the rail network requires maintenance works. Covering areas as far as Folkstone, our smart and professional drivers transport rail passengers to a variety of rail stations to enable them to continue journey.

We have a dedicated and reliable team of commercial regulators on the road to ensure each service is covered and departs promptly. They also assist with any passenger enquiries and are a visual aid, putting many customers at ease when learning that their train has been cancelled.

Patience, understanding and excellent customer service skills are good traits for this role and our team of regulators work hard to ensure each passenger is given the correct information to ensure they finally reach their intended destination.

Go-Ahead London has launched a new company website. With a simple, functional and transparent feel, the site has been responsively designed to provide an enhanced user experience for customers and stakeholders. Please take a look: www.goaheadlondon.com

We continue to encourage our drivers to carry out their duties in the manner our customers expect and recent feedback and figures show that a positive and welcoming driver creates both a favourable and enjoyable experience for our passengers.

Proud of our commercial fleet





Our people

The London Bus Awards celebrates the achievements and successes of staff who make an outstanding contribution by going above and beyond the call of duty. We were therefore extremely proud of Hannah Self who was a runner up in the Inspirational Role Model to Women in the Bus Industry Award.

Hannah, who has had an exciting career journey with Go-Ahead London which has led to her current senior role as garage manager for two depots began her career in the bus industry as a graduate trainee in 2003. During her time with us, Hannah has been involved in a number of projects including a secondment to TfL's Workplace Violence Unit and the huge task of coordinating and being responsible for 350 drivers during the London 2012 Games. She also took an active role in supporting the Year of the Bus 2014. Hannah has also worked with schools to encourage the next generation to take up careers in the bus industry.

Key Highlights



Waterside Way driver, Stephen Chipperfield, who has placed third and second respectively in previous competitions, stepped it up a gear and was awarded first place in Go-Ahead London's Bus Driver of the Year competition 2015. Stephen was put forward by his manager to compete in the competition as he was recognised for his performance, safe driving and eco-driving scores. Winning Go-Ahead London's Bus Driver of the Year is a great achievement for Stephen who has proved that consistency and hard work pays off.

Congratulations also go to Peckham's Trevor Roberts (2nd place) and Merton's Stephen Appiah who was placed third.

The newly entitled Eco Challenge, previously known as the 500 Challenge took place in September at a 1.2 kilometre tarmac circuit in Oxfordshire.

Eco Challenge competition

In recognition of our most fuel efficient drivers, Go-Ahead London has an annual driving competition where the winner is presented with the keys to a brand new eco-friendly car as his or her prize. The Eco Challenge competition which was previously known as the 500 Challenge until 2014 starts 6 months prior to the day of the actual event. Each month, every manager from our 17 locations submits their driver of the month winner based on their RAG score (RED, Amber Green). Acceleration counts, braking, distance covered and a good company record are some of the categories which determine the local winner. Managing director John Trayner then selects the top 20 drivers in the company in September to become finalists; a title which many look forward to receiving.

Twenty of our most fuel efficient drivers were hand picked by Managing Director John Trayner to test drive some of the world's most incredible super cars including the Ferrari F430, Lamborghini Gallardo and Porsche GT3.

The afternoon session consisted of rally driving in a 1.7 litre Ford Puma on a purpose built 1.6km gravel rally stage. After advice on rally techniques including hand brake turns and lift off oversteer from fully qualified instructors, our finalists completed 6 practice laps followed by one timed lap which determined the winner of a brand new eco-friendly car.

Andrew Currell who completed the course in the fastest time claimed the prize with an impressive time around the challenging course and was delighted with his win stating, "I had a great day. The supercars were brilliant but winning the top prize is simply amazing!"

January also saw Go-Ahead Group beat seven other shortlisted bidders by winning a five-year contract to run buses in Singapore with our very own Nigel Wood, previously Go-Ahead London's General Manager, Service Quality, being appointed as Managing Director of Go-Ahead Singapore. His initial role in Singapore before promotion was Transition Director.

New Cross Operating Manager, Graham Oliver also joined Nigel in Singapore as Head of Training. This included training up to 400 new drivers who were recruited from China or Malaysia. The new contracts are due to start in September 2016 and all the team in Singapore have been busy preparing for the start date and getting the new garage in Loyang fully operational.

London Bus Drivers Customer Experience Training

London bus drivers – including 6,700 from Go-Ahead London – are about to begin a new interactive, customer experience training programme called 'Hello London'. The programme is designed to help drivers with the challenges they face when interacting with customers. Through building on existing customer experience skills the interactive workshops will be hosted by actors who will creatively represent challenging customer scenarios in a fun and engaging way.

Top London bus driver award

The Top London bus driver award recognises and awards top quality service and commitment. The competition is sponsored by the Luke Rees-Pulley Charitable Trust and Transport for London.

This prestigious award goes to the driver who demonstrates excellent ability and performance from the eye of the customer over a 12 month period. Peter Grouns, a driver from Sutton was awarded third place in this competition's 20 year history.

His manager, Glenn Woodman, describes Peter as an 'invaluable member of staff'. Peter is also a mentor who is quick to pass on his wealth of knowledge and experience to new drivers, enabling them to have the best start in their career with Go-Ahead London. Peter also works with the community on travel mentor days.

Speaking of Peter on the day of the competition, the judges describe him as 'a shining example of how a driver should conduct himself at work'.

Well done to you Peter.





Finance

Supporting the UK economy

Each one of the 478 million journeys taken on our services every year is important to us. During the year, Go-Ahead London made a direct contribution to the economy by providing people with a convenient way to get to work, shops key services and leisure activities every day.

Key Highlights

478m

passenger journeys

39.5m

investment into cleaner buses

7,010

average number of employees



We connect communities and support local businesses, which plays a part in strengthening the UK economy. We directly employ 7,010 people in the London area and value our staff, investing in our people through training, development and creating supportive, inclusive workplaces.

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.

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 £24,557 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.

Key data

Go-Ahead London	2015/16	2014/15
SOCIETY		
Safety		
Bus accidents per million miles	71.0	64.1
Fleet with CCTV (%) ⁺	101	97.7
Number of reported crimes ⁺	675	791
Environment		
Carbon emissions per passenger journey (kg)	0.74	0.35
Community		
Community Spend per Employee (£)	3.50	2.46
Stakeholder events (number)	29	43
CUSTOMERS		
Deregulated / local bus punctuality (%) ⁺	79.2	81.4
Regulated/London excess bus waiting time (mins)	1.22	1.21
Expenditure on new buses in financial year (£'000) ⁺	34.4	11.9
Average age of bus fleet [*]	7.1	7.0
Accessibility		
Bus fleet which is DDA compliant (%) [*]	100	97.8
OUR PEOPLE		
Average number of employees ⁺	7,010	6,837
RIDDOR accidents per 100 employees ⁺	0.41	0.5
Employee turnover rate (%) ⁺	16.0	14.3
Absenteeism rate (%) ⁺	3.4	3.7
Training Spend per Employee (£m)	1.10	1.05
Diversity		
% of female employees	10.7	10.5
% of Asian, black and other ethnic group employees	51.8	50.8
FINANCE		
Passenger volume growth (%)	(0.4)	(1.2)

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

More information

You can find out more about Go-Ahead London by visiting our website www.goaheadlondon.com and more information on how Go-Ahead London manages sustainability can be found by visiting 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

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

We're part of The
Go-Ahead
Group