

Brighton & Hove and Metrobus
Sustainability Report 2015

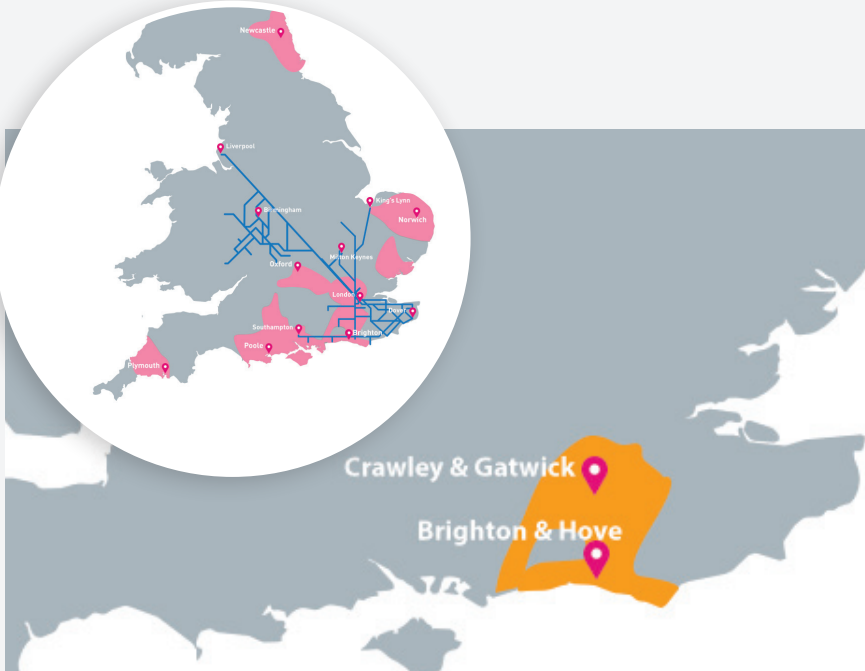


**STRONGER
TOGETHER**

ABOUT US

Brighton & Hove operates a fleet of 265 buses across a network consisting of 25 routes serving the conurbation of Brighton and Hove, as well as longer-distance routes to Eastbourne, Lewes, Ringmer and Tunbridge Wells. Metrobus operates a fleet of 140 buses with over 40 routes in Crawley, Gatwick and other towns and villages across East Sussex, West Sussex, East Surrey and Kent. Together we carry more than 65 million passenger journeys throughout the year. We are committed to serving our towns and cities and supporting their social and economic welfare. We employ more than 1,400 people, deliver improvements in environmental impact and accessibility, work with local charities and community initiatives, and are proactive in many local partnerships.

WHERE WE OPERATE



2015 HIGHLIGHTS

- Improvements to customer services
- New innovative community engagement
- Increased stakeholder engagement and communications
- Huge drive in accessibility initiatives

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£6m

investment into new Euro 6 buses

90%

passenger satisfaction

50

buses converted from Euro 3 to Euro 5

65m

passenger journeys



For more information about Brighton & Hove, visit:
www.buses.co.uk

For more information about Metrobus visit:
www.metrobus.co.uk

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We're part of the
Go-Ahead
Group

MANAGING DIRECTOR'S MESSAGE



Martin Harris,
Managing Director

“We believe a bus operator’s place is at the heart of its community. We take a lead in helping make the towns and cities we serve, thriving and sustainable communities.”

Every day we succeed in fusing together business, environment and people to create a virtuous circle that meets our 65 million customers' needs. Sustainability isn't just in our relentless advocacy of creating the conditions in which more people can choose bus over car. Nor is it purely in our investment in cleaner buses. It is not solely in our efforts to deliver an increasingly reliable, frequent and comprehensive bus network. It is quite simply in our DNA.

We're a decentralised local public transport provider; we're in the business of sustainability. Our abiding philosophy is to work with our partners to deliver excellent service, relieve congestion, reduce our carbon footprint and improve local air quality.

SOCIETY

From working together with our communities and closely in partnerships to making significant investments into technology and smarter energy, we contribute a positive impact on our society. Together we help create sustainable and thriving towns and cities.

CUSTOMERS

A sustainable transport system is based on giving customers what they need. Our customer satisfaction level is 90 per cent according to independent watchdog Passenger Focus. To help achieve this, we think and act local - our operation is informed by the very communities we serve, and of course our staff. 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 PEOPLE

We employ more than 1,400 local people – from school leavers on apprenticeships to long-serving employees who have been with the company for over 40 years. Our success depends on our people's expertise and commitment to service. We engage our staff and listen to their ideas - we want them to help shape the future of our company and we want them to be rewarded and recognised for playing their part in delivering the highest standards of safety, reliability and customer experience.

FINANCE

We are strongly aware that our success is bound up with the towns and cities we serve – economically, environmentally and socially. We invest over £7 million 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 REPORTING STRUCTURE

We are committed to operating our bus services in a safe, environmentally and socially responsible manner



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 to find out more about our approach →

VALUES AND VISION

We aim to continually raise the bar for ourselves and the industry in matters of customer service, accessibility and technical innovation which is driven by customer focus and understanding. We aim to deliver engineering excellence and continually raise standards of safety for our employees, customers, pedestrians, cyclists and other road users. We will set industry leading standards of engagement with, and involvement in, the communities we serve.

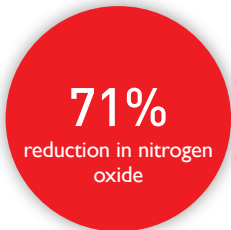
Visit www.go-ahead.com/sustainability to find out more about our approach →



From working together with our communities and closely in partnerships to making significant investments into technology and smarter energy, we contribute a positive impact on our society.

We don't just pull up a chair at the table with our partners. Instead, we take a lead in helping make the towns and cities in which we operate thriving and successful ones.

KEY HIGHLIGHTS



TOGETHER IN PARTNERSHIPS

We're a leader in one of the UK's most successful bus partnerships, the Brighton & Hove Quality Bus Partnership. We've broken new ground by working together with the council and other bus operators to allow our smart card to be used across three other operators' buses - with this level of integration we bring more services to people. Metrobus continues to work with Easit, a local green travel plan organisation, and is the only transport provider to sit on the steering group of the Gatwick Service Access Group which develops transport strategy for airport staff.

We have worked hard with rail operators to encourage rail users to get the bus to and from the rail stations across all our networks. As well as real-time screens and leaflet carousels in stations, we have also coordinated peak time buses with train services at key stations, and progressed bus and rail integrated ticketing.

A CLEANER ENVIRONMENT

As a public transport provider our impact is big. But we want to make any negative impact on the environment small. We've invested millions in upgrading older buses so they're cleaner than Euro 5 (reducing particulate matter by 92 per cent and nitrogen oxide by 71 per cent), buying hybrid diesel electric buses and buying Euros 6 buses that are unbeatable on air quality and eight times cleaner than Euro 5 buses.

"We've broken new ground by working together with the council and other bus operators to allow our smart card to be used across three other operators' buses"

We commissioned research, by locally based global engineering and environmental consultancy Ricardo. To test bus performance during real world journeys, along a city-centre corridor known for its poor air

quality. The results informed our work with Brighton & Hove City Council; we've been able to recommend re-modelling traffic light sequences and road layout to improve air quality.

With significant investment into research and technology we're able to continually monitor and challenge the environmental performance of our fleet.

TOGETHER WITH COMMUNITIES

We want to be at the heart of our communities. So we contribute to our towns' and city's rich cultural life with our own programme of community activities. This year in Brighton we launched a Fringe bus, participating in the annual May festival, a Paddle Round the Pier bus, promoting the world's biggest free beach and accessible-for-all watersports festival, a WWI heritage bus, commemorating the Great War; a Pride bus, celebrating diversity and in Crawley, a Town Football Club bus.

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. For example, we're helping homeless charities to provide bus travel for their service users to get to medical and housing appointments, and we offer free travel to people training assistance dogs and guide dogs.

We're working with the East Sussex Credit Union to offer long-term loans so their clients can afford the best value tickets. We're working with the Brighton & Hove Chamber of Commerce and LoveLocalJobs to give people starting new jobs or in apprenticeships a month's free travel. We have been given a seat on the city's recently formed Fairness Commission which will explore issues that cause inequality and listen to the concerns of residents, community organisations and businesses across the city.

SMARTER ENERGY

We are taking big steps in making our carbon footprint small. We've installed intelligent energy into our buildings, including wireless energy management and LED lights. We're adding motion sensors and solar panelling to our depots. We harvest rainwater and use it to flush toilets and wash buses. We've blocked off every other hole in our jet washes, halving water consumption. Any used is reclaimed for another bus to be washed. Gas and electricity is metered, and everything from passenger and staff waste, staff uniforms to tyres, oil and lubricants is recycled. And staff are encouraged to buy bicycles with a tax-saving salary scheme.

CASE STUDY



Being a part of community life

We were part of Brighton & Hove's annual Paddle Round the Pier community event - the world's biggest free beach and accessible-for-all watersports festival. Our Paddle bus, launched early in the year, helped promote the festival which attracted over 55,000 people. During the festival we had a team of staff volunteers help fundraise and collect donations for the charity.

We also sponsored the Access Beach which gives complete accessibility for disabled children looking to get involved in the activities. The charity buys new wetsuits and lifejackets for the children taking part and provides special wheelchairs designed for the beach.

CUSTOMERS

Sustainable transport is based on giving customers what they need. 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

KEY HIGHLIGHTS



IMPROVING CUSTOMER EXPERIENCE

We provide a service that is frequent and comprehensive: in Brighton & Hove more than 80 per cent of our passengers get on a bus that runs at a frequency of ten minutes or better and only 20% pay cash on boarding. Metrobus runs over 30 buses an hour serving Gatwick.

Our flagship fastway service has operated 24 hours a day to Gatwick for more than 10 years. This year we increased another route to run 24 hours a day to Gatwick, timed with airport shift patterns.

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 and our staff. We work in tandem with Buswatch, and use customer feedback to help inform improvements to our network every six months. In this way we are in rhythm with the needs of our residents.

Providing attractive gateways to bus networks is an important part of improving customer experience. We have worked hard with rail and bus operators to create transport hubs which improve network efficiency by integrating routes, provide quick connections and help reduce end-to-end journey times.

“ We ride the same buses as our passengers and our operation is informed by the communities we serve and our staff.”

A sustainable transport system is based on giving customers what they need. Our customer satisfaction level is over 90 per cent according to independent watchdog Passenger Focus. In the last year we have continued to improve our customer information services, offering support via Facebook and Twitter as well as traditional channels, 7 days a week, with an increased customer service team.

ACCESSIBLE

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 not just 'next stop' announcements but live passenger updates on the entire Brighton & Hove fleet - Metrobus' fleet will be 100% fitted by 2016. Our travel shops are now 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. This year, Visit England's Access for All project approved Brighton & Hove Buses for inclusion in their national campaign to raise awareness of accessible destinations in England.

AFFORDABLE

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. Only one in five customers at Brighton & Hove now pay on-bus, as we have increased the deals on mobile and smart cards. Metrobus is experiencing rapid growth in off-bus mobile ticketing too. Our very popular m-tickets have been expanded to include deals for two adults travelling together, sibling discounts, groups of four travelling for nights out, and for students, part-time workers and occasional users to access deals too. We have also introduced smart tickets that can be used on other bus operators' services too.

ATTRACTIVE

Our marketing initiatives are tied into our communities. Many of our buses are now fitted with WiFi and we are aiming to have the remainder of the fleet fitted during 2016. Our latest buses are also fitted with an upstairs table and USB charge points, to enhance the customer experience. Our Fastway service also has visual displays which integrate train times when passing nearby stations.

CASE STUDY



We work with local groups on accessible travel

We have provided free travel for guide dog trainers whilst they have been training their dogs to use public transport. Guide dogs are given intensive training before being placed with a blind or partially sighted owner. We worked with Guide Dogs for the Blind to help employees gain some understanding of what it is like to travel by bus for a blind or partially sighted passenger.



Our Helping Hand scheme is underway where customers in need of additional assistance have a bright yellow card that advises the driver of any extra help or consideration needed such as a priority seat or their stop to be 'called out'. The simple, but effective, system is successfully spreading across operators throughout the region.



OUR PEOPLE

We employ more than 1,400 local people – from school leavers on apprenticeships to long-serving employees who have been with the company for over 40 years.

Our success depends on our people’s expertise and commitment to service, and we are engaging staff in the way our company operates – particularly in our constant drive to deliver the highest standards of safety, reliability and customer experience.

KEY HIGHLIGHTS



TRAINING

We invest heavily in staff training. Last year we developed a bespoke Customer Excellence programme for all our staff: ‘Going the Extra Mile’. Mentoring and support for new drivers continues successfully, with new drivers returning for refresher training after six months and one year’s service. One to one interviews with managers also take place after six weeks, six months and one year. We provide a free online learning tool for all staff. Learning is available in tutorials, e-briefings and certificated programmes for leadership, management and personal development.

DRIVING DIVERSITY

We have an ongoing challenge to encourage more women to apply for jobs in our industry. This year we launched an initiative to improve gender balance, particularly of drivers and engineers. We ran promotional campaigns and recruitment days targeted at women, giving them the opportunity to try their hand at driving a bus. Fewer than 10% of our drivers were women when we began our campaign in 2014, but we have been determined to change our profile and have already made progress. And we’re in it for the long haul - we have been visiting schools, using women role models to talk about working in bus services.

“Fewer than 10% of our drivers were women when we began our campaign in 2014, but we have been determined to change our profile and have already made progress.”

TAKING CARE OF OUR STAFF

We reward long service, achievement and safe driving. We give staff access to discount schemes, salary sacrifice schemes, workshops on health and wellbeing, and health MOTs. We’re encouraging them to cycle to work, extending cycle parking spaces and installing

showers in depots and just as important, we listen. Managers hold regular 'walkabouts' around their depots, taking up ideas from staff.

Open forums for staff to speak informally to company directors have been introduced. Answers are given at the forums but are also shared with all our staff via our fortnightly newsletter. We have launched Innovation Spotlight - an online hub where staff can contribute and share ideas, and play their part in helping to shape the future progress of the company. We are committed to fair terms and conditions for our workforce. We were one of the first companies in Brighton & Hove to sign up to the Living Wage. We provide opportunities for flexible hours and part-time work - and have eliminated to zero hours contracts.

COMMUNITY INVOLVEMENT

We know all our staff live our community goals as much as we do; our employee-led Community Action Group regularly seeks out local charities and community events to support and encourage colleagues to get involved through volunteering or fundraising.

The group sponsored a local family fun day which included sporting events in canoeing, climbing, running and archery. Over ten local businesses entered teams and our own two staff teams competed in the activities to help fundraise for a local charity that champions opportunities for young people to fulfil their potential through sports, arts and education.

The group has also supported an on-bus promotion of the council's Active for Life Healthwalks programme, recognising they might inspire members of the public to use buses to reach the various walks included in the programme. A member of the group has become a Volunteer Healthwalk Leader. The Healthwalks programme shares key messaging with the company's Get Bus(y) campaign to "Get on. Go Somewhere" – our South Downs 'designer' bus for instance pays tribute to the natural playgrounds of countryside and coastline.

AWARDS

One of our young drivers was highly commended at the 2015 National Transport Awards for Frontline Employee of the Year. To achieve this at such a young age is remarkable. He epitomises the sort of professionalism and customer care the industry strives towards.

Metrobus Crawley won Top National Depot at the 2014 UK Bus Awards for the third consecutive year. This was only achievable with the expertise and commitment to service demonstrated by all our staff at this depot.

In 2015, seven entries reached the finals including the Top National Bus Driver and Engineer of the Year categories.



Inspiring people to go on Healthwalks.



FINANCE

Brighton & Hove and Metrobus are 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.

SUPPORTING THE UK ECONOMY

Public transport brings benefits to individuals, communities and the nation as a whole. Economically, it connects workers to jobs and enables trade. Socially, it provides access to employment, education, and health care, and unites friends and family. For many, especially older people, people with disabilities and children, public transport is often the only viable option.

During the year Go-Ahead made a direct contribution to the economy through the £20.3m we paid in UK corporation tax and its net increase in contributions to the DfT in the year was £191.9m, up to £255.9m. Indirectly, we also support economic growth through the employment of 26,000 people; investing £1.08bn in staff; and by providing millions of people with the means to travel to work, shops and other key services and leisure activities every day.

FAIR TAX MARK

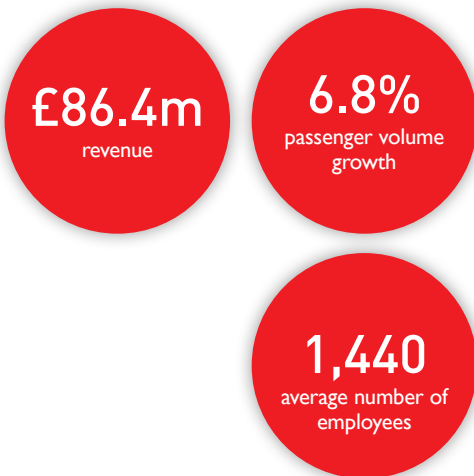
Go-Ahead is the first FTSE 350 company to be awarded the Fair Tax Mark for being a good taxpayer, open about its tax affairs and paying the right amount of corporation tax at the right time and in the right place. A fair tax system is to the benefit of everyone and crucial to support a vibrant mixed economy.

ETHICAL PROCUREMENT

Go-Ahead's ethical procurement is embedded in its supply chain procurement and management processes. As a buyer of goods and services we have a responsibility for the supply chains from which these goods and services come into the organisation. We will take into account ethical as well as commercial and technical factors, when considering which suppliers to partner with.

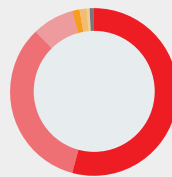
The company encourages its suppliers to adhere to similar high standards of corporate responsibility and to have in place appropriate safeguards against bribery, corruption and facilitation payments. In particular, Go-Ahead expects its suppliers to be committed to high standards of health and safety and demonstrate a respect for the environment.

KEY HIGHLIGHTS



THE GO-AHEAD GROUP ECONOMIC CONTRIBUTION

£3,215.2m



■ Payments to suppliers	£1,746.8m
■ Staff costs	£1,079.6m
■ Net rail contribution to DfT	£255.9m
■ Economic value retained by shareholders	£52.2m
■ Capital expenditure	£42.3m
■ Corporation tax payments to Government	£20.3m
■ Finance costs	£18.1m

KEY DATA

Brighton & Hove and Metrobus	2014/2015	2013/2014
Society		
Carbon emissions per passenger journey (%)	0.55	0.50
Water used per passenger journey (l)	0.35	6.9
Recycling rate (%)	63.74	64
RIDDOR accidents per 100 employees	0.5	1.1
Accidents per million miles	17.4	18.0
Community spend per employee (£)	39.66	29.91
Customers		
Customer satisfaction (%)	90	91
Punctuality (%)	85.4	87.7
Our people		
Employee engagement index (%)	35	41
Absenteeism (%)	4.1	3.9
Employee turnover (%)	18.8	17.2
Diversity by gender (%)		
– Women	10.2	9.8
– Men	89.8	91.2
Finance		
Revenue (£m)	86.4	78
Passenger volume growth (%)	6.8	n/a

For information on the full Group data, please visit our corporate website www.go-ahead.com →

MORE INFORMATION

You can find out more about Brighton & Hove and Metrobus by visiting our websites www.buses.co.uk and www.metrobus.co.uk

For more information on how Brighton & Hove and Metrobus 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

For the fifth year, Bureau Veritas UK Ltd has worked with The Go-Ahead Group plc to verify selected sustainability key performance indicator (KPI) data contained within the Group's annual report.

The information and data reviewed for this verification process relates to the period from 28 June 2014 to 27 June 2015.

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