

STRONGER TOGETHER

Chelsea Flower Show 811
Victoria Shuttle 811

E282

Go Ahead-London

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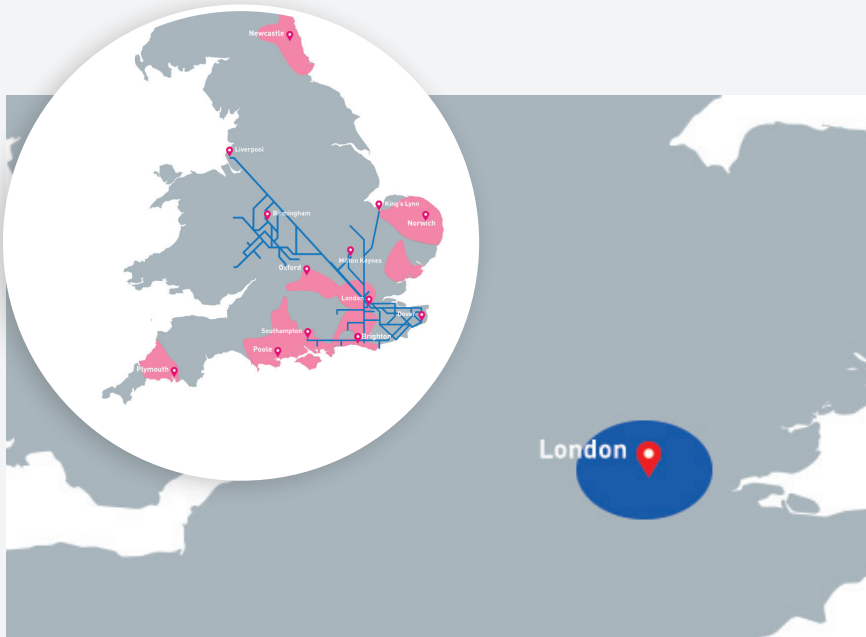
YX14 RTZ



OVERVIEW

The majority of our 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 165 route contracts across most parts of London. We are also the largest operator of rail replacement bus services and work for Southern, Southeastern, London Underground, London Overground, Govia Thameslink Railway and Docklands Light Railway. We also operate a small number of bus services on behalf of Surrey and Essex County Councils, a local college and a national supermarket.

WHERE WE OPERATE



2015 HIGHLIGHTS

- Natasha Lambert: Top London Bus driver of the Year at The UK Bus Awards
- James Staggs: Top London Bus Driver, Top Go-Ahead Driver at UK Bus Driver of the Year competition
- Go-Ahead London remains the biggest and best bus operator in London running just under 25% of all contracts
- Year of the Bus success at Stockwell Bus Garage open day raising £4,000 for local charity, Trinity Hospice

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£4,000

raised for Trinity Hospice at Year of the Bus open day in Stockwell Garage

2000

fleet size

12

route retentions in 2014/15

7000

average number of employees



For more information about Go-Ahead London visit:
www.goaheadlondon.com

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@Go_Ahead_London

We're part of the
Go-Ahead
Group

MANAGING DIRECTOR'S MESSAGE



John Trayner,
Managing Director

“Welcome to our eleventh annual sustainability report.

The last 12 months have been both busy and exciting with Year of the Bus (YOTB) taking precedence.”

“A number of bus operators from all across London organised some fantastic bus Open Days in celebration of YOTB and I am proud to say that (in my biased opinion) Go-Ahead London put on the best show! A great amount of effort was put into organising the open day at our iconic Stockwell bus garage and we were repaid with a fantastic turnout from visitors from all walks of life who made generous donations for our chosen charity, Trinity Hospice.”

This annual period has been very customer focused and we have encouraged drivers to engage with their passengers and improve the customer's overall experience. Taking this angle has been a positive step as our number of staff commendations have risen from previous years and this increase has resulted in #GoodGALbusdriver on social media website Twitter, where all positive comments from our customers are posted and shared for all to view.

Our quest for more female bus drivers has also been driven by our newly appointed Women's Champions, Nicola Phipps (Operating Manager, Mandela Way) and Kastriot Gashi (Operating Manager, Croydon). A recruitment day at a Stockwell Festival took place in September 2014 where a large female presence was a great opportunity to introduce women to the world of bus driving.

OPEN DAY

Go-ahead London hosts a successful and very busy open day at Stockwell Garage



Success of employee portal goes from strength to strength with over 7000 hits a day

Further success at the UK Bus Driver of the Year award took place in Blackpool with Blue Triangle driver James Staggs scooping Top London Bus Driver, Top Go-Ahead driver and placed top five in the UK. An amazing achievement for James and a few more trophies to add to his impressive haul of bus competition triumphs. And it doesn't end there! The UK Bus Awards held at the London Hilton Hotel in November was an event driver Natasha Lambert from Merton won't forget in a hurry. Natasha received the Luke Rees-Pulley Charitable Trust gold award for Top London Bus Driver at this prestigious ceremony. With this came a number of TV and radio interviews for Natasha who has since become quite a local celebrity!

The employee portal has also received a makeover with a new look and additional features added to benefit staff and enable them to manage their own job and keep up to date with company news, information, updates, vacancies and much more. MD Feedback, which gives drivers the ability to email me direct has been extremely successful and I have had the chance to meet and discuss suggestions and ideas relating to the company with many drivers. This form of communication has been eye-opening and I encourage more of my staff to engage with me and their management team.

OUR REPORTING STRUCTURE

We are committed to operating our bus services in line with our four areas of reporting



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 →

ADDITIONAL OP CO INFO

Go-Ahead London employs over 7000 staff utilising more than 2200 buses in the capital. We have 18 bus garages and employ over 6000 full and part time bus drivers from all backgrounds. We currently have an impetus to employ more female drivers and we are taking on various strategies to increase our percentage of female drivers within the company.

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



Supporting local charities and raising significant funds for various causes continues with staff from garages taking time out of their busy schedules to participate in bike rides, angling competitions and even making a fashion statement by wearing pink clothing for the day!

Cancer Research received a boost when 3 initiatives across the company raised money to assist the ongoing treatment for cancer sufferers. Staff at New Cross and Merton bus garages as well as Head Office took part in the 'Wear it Pink' campaign in support of Breast Cancer Research. Staff either chose to wear an item of pink clothing or buy a sticker to show their support.

Some keen cyclists from Orpington Bus garage took to pedal power in their efforts to raise funds for 'Help for Heroes'. But this was no ordinary ride in the park. The 100-mile charity ride started at 2am and included riding up Box Hill after an exhausting 75 miles, which even challenged those with more experience. A bus provided by Go-Ahead London got the lads to the start line and with sheer guts and determination, all 3 made it to the finish line in London raising a healthy sum of £1,000 for their chosen charity.

Go-Ahead London engineers also took to their bike saddles and covered an astonishing 281 miles from Big Ben to Eiffel Tower! This was in support of Dartford based charity, Chyps which provides care at home for children and young people. Training for the charity event was rigorous with the riders clocking up to 70 miles a week in the run up.

KEY HIGHLIGHTS

£1,000

raised by Orpington bus garage for their charity

3

initiatives across the company raising money for Cancer Research

£30,000

raised by Merton driver Scott Horney for charity

281

miles cycled from Paris to London, raising money for charity Chyps

“Go-Ahead London also provides a monthly service to enable passengers with special needs to experience independent travel in a safe and controlled environment.”

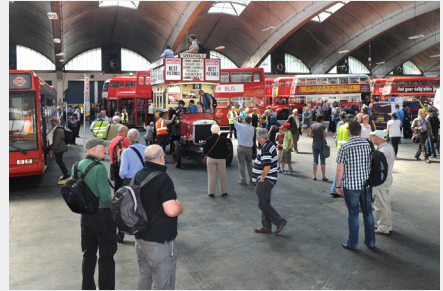
Merton Engineering Supervisor, Mark Titcombe took to the streets, joined by his family and friends as he went on the 'Marsden March', a 14 mile walk between Chelsea and Sutton. This charity provides care for cancer patients and does pioneering work in cancer research and education. With many sponsors from family, friends and Go-Ahead London colleagues, Mark was able to reach his target and continue to support the charity which is very close to his heart.

Merton driver, Scott Horney continued his reign as football tournament organiser, raising money for both St George's Hospital's neonatal unit and the A-T (Ataxia-Telangiectasia) Society, which supports people with the disabling condition. Once again, teams from Italy and Germany joined Scott and teams from Camberwell and Merton. Go-Ahead London covered the cost hiring the pitches and the social club where players and friends were able to enjoy a buffet which included competition prizes. Scott's incredible passion for raising money for the said charities is commendable and his efforts over the last seven years have raised an incredible £30,000.

Go-Ahead London also provides a monthly service to enable passengers with special needs to experience independent travel in a safe and controlled environment. This a half-day monthly service which works in conjunction with Merton Mencap.

Blue Triangle driver Richard Harper, who is also a part-time soldier and previously spent six and a half years in the army, regularly puts his best foot forward when he does half marathons and triathlons for his chosen charity, Children with Cancer. More than 10 children and young people are diagnosed with cancer everyday and the efforts made by Richard benefits this charity which needs every support possible.

CASE STUDY



Stockwell Bus Garage was open to the public and was a great day out. £4000 was raised for the Trinity Hospice.

Stockwell Bus Garage is an iconic landmark for London public transport. In the summer of 2014 they welcomed the public through their doors, as people travelled from as far as Manchester to enjoy the occasion. There were more than 20 stalls selling model buses, books, timetables, photographs, clothes, videos and other memorabilia. Events on the open day included architectural talks given by a London Transport Museum volunteer Peter Robinson. A fabulous display of buses gleaming under the iconic roof created the perfect setting for a stellar fleet of transportation for all to see. The bus wash proved a particularly popular 'attraction'. A silver lining to the day was the event raised more than £4,000 for the Trinity Hospice.

CUSTOMERS

Go-Ahead London remains the biggest bus operator in London. In fact, we are the biggest we have ever been, running just under 25% of all contracts in London. With this honour comes great responsibility as our customer base continues to increase. The London Bus Network broke all records by carrying more than 50 million customers in one week and we are proud to be the majority company in that incredible figure.

Natasha Lambert, a driver mentor from our Merton Bus Garage is one driver included in this figure. Proud to be announced as Winner of Top London Bus Driver 2014 at the UK Bus Awards, Natasha says, "Being polite, courteous and helpful is second nature to me, it's no effort at all and it doesn't cost anything either. I think people really appreciate a smile and a warm greeting when they board the bus." A statement which all of our customers would agree with.

Our continued dedication to those who use our services remains at the forefront of our business. The communications received from our customers are taken extremely seriously and we use such feedback to build upon our success. The demand to operate a reliable service is made clear and our performance managers, controllers and road side team work together to provide reliable services and maintain even headways, keeping estimated waiting times as reasonable as expected by our passengers.

"The communications received from our customers are taken extremely seriously and we use such feedback to build upon our success."

KEY HIGHLIGHTS

22

zero-emission based buses introduced by October 2015

51

new electric vehicles to be introduced to 507 & 521 routes within two years

3

brand new Eviro 400's added to our commercial fleet

480m

passenger journeys

With a significant increase in customer feedback, the company has taken the opportunity to put campaigns in place based on customer expectations. Comments regarding appearance and uniform were taken as a positive and various news items through internal means of communication were used to focus on what the customer expects and what we as a company can continue to do to reach such standards.

The capital is growing at its fastest rate meaning winning and retaining contracts is of great importance. Passenger numbers are on the increase and since the introduction of contactless payment, passenger/driver interaction has somewhat decreased, however it is evident that some passengers still ask the driver to alert them when they get to their destination. Although countdown is a useful tool for passengers unfamiliar with the route, many will still prefer face to face communication and interaction with the driver:

Therefore, campaigns relating to communicating skills and the introduction of #GoodGALbusdriver on Twitter encourages our staff to ensure that passenger interaction is at the standard which we as a company, and the customer expect. With this positive image being instilled to our drivers and the hard work put in by our road staff, we anticipate new contracts to further build upon our customer base and success as a continually growing business.

With upgrades and engineering works at many stations temporarily disrupting services, rail replacement work has continued to keep Londoners moving. This area of work is handled by our Commercial team who need to work closely with rail companies to ensure services are covered and passenger journeys can continue, albeit with a slight delay.

Many of our garages have a dedicated team of rail replacement drivers who will serve stations which are unable to run train services due to engineering works. Whilst this can be frustrating for passengers who are expecting a train, our helpful regulators and commercial bus drivers will ensure that any further disruption is kept to a minimum.

Customer service is key and our aim is to provide a helpful service and stress-free journey.

CASE STUDY

We were excited to announce that we are set to run the first all-electric routes in the capital when our routes 507 and 521 get 51 new electric vehicles from autumn next year. The routes linking Waterloo to Victoria and London Bridge will add to the 22 zero-emission buses due to be on London's streets by October this year.

We adhere to our responsibility in helping to preserve our environment. London is arguably the most popular and demanding city in the world, which means to maintain our high standards to be efficient and green can be challenging.

Speaking when the deal was first announced, our engineering director, Richard Harrington, said, "London's buses are in the process of being transformed into the most environmentally friendly fleet in the world. We were the first operator in the capital to run pure electric vehicles and 18 months of reliable service has proved this form of power is a viable solution. Irizar's entry into this market is welcome and I look forward to working with them to deliver benefits to all Londoners."



Our new electric buses for routes 507 & 521 which operate between three of London's busiest stations



OUR PEOPLE

The Go-Ahead London Employee portal went from strength to strength as it got rolled out to all garages after the successful trial at Camberwell. The deadline to have all 17 garages equipped with iPads in the output area for drivers to use the portal and check their duties and the latest company information via the portal was reached with the help of Communications Manager Sheldon Malcolm and super-user for the OARS project, Lance McFarlane.

Ensuring everything was in place and sufficient training was given to all 6,500 drivers was a hard task but with a lot of patience and determination, we are proud that all staff now have their own personal work email address which allows them to access the new Go-Ahead London Employee Portal which recently got updated with a new look and additional features including route records and duty cards. MD Feedback has continued to be extremely popular with drivers personally contacting Managing Director, John Trayner to discuss company issues and put across ideas and suggestions to help benefit the company. The voice of our staff is very important and they are encouraged to get in touch.

Improving staff morale and being proud to work for Go-Ahead London is one of our main priorities. However, to reach this goal, we have to understand where we are thriving and what areas need improvement so we can endeavour to make positive changes.

To achieve this, an independent research company collated an engagement survey to measure staff satisfaction. The survey which was 100% confidential allowed employees to state exactly how they feel about the company and those whom they work for. The feedback will be examined and where we can identify areas which require attention within the business, positive changes will be made to create a happier and satisfied workforce.

KEY HIGHLIGHTS

17

All garages have been equipped with iPads for drivers to check their duties

6,500

drivers with their own work email address

850

new drivers

4

new routes gained, which enables us to hire more drivers

“Go-Ahead London has continued to grow as a bus operating company with successful tender wins and retaining routes for a further 5 years.”

Various communication channels were used to encourage staff to participate in the survey and we currently await the results which we endeavour to not only benefit our people but also the business as a whole.

Rewarding staff for a job well done comes in the shape of our annual 500 Challenge competition where drivers with great efficient driving skills,(recorded and logged over a six month period) and an equally good record are given the chance to participate in some exciting driving activities and challenges for the day, including an Eco-drive. The lucky participants are tested on their fuel-efficient driving skills and the driver with the lowest MPG score wins a brand new Fiat 500 car, sponsored by MiX Telematics. The event which took place at Millbrook Proving Ground, home of many prototypes before general release, was won by the very lucky Barry Luckett from Waterside Way garage.

Blue Triangle driver James Staggs had an outstanding year winning a trio of awards in one weekend in September 2014. Hard working and committed James won Top London Bus Driver; top Go-Ahead driver and came top 5 in the UK at the third UK Bus Driver of the Year competition held in Blackpool. Competing in a series of challenging tests, James proved himself as a great contender and aims to take the top spot next year as UK Bus Driver of the Year!

At the UK Bus Awards held one month later; contenders representing Go-Ahead London was Bexleyheath driver Alex Burrows, Top London Bus Driver finalist and Sutton garage, finalist for the London Bus Garage of the Year.

Go-Ahead London has continued to grow as a bus operating company with successful tender wins and retaining routes for a further 5 years. Over the last 12 months we gained 4 new routes and retained a further 12; four being school routes from our Blue Triangle garage. This is great news for the company and our drivers who undoubtedly carried out their duties to a high standard thus enabling us to secure this work.

AWARDS

UK BUS DRIVER OF THE YEAR COMPETITION

Top London Bus Driver: James Staggs

Top Go-Ahead Driver: James Staggs

Top 5 Driver in the UK: James Staggs

UK BUS AWARDS

London Bus Garage of the Year Finalist: Sutton Garage



All 17 garages equipped with iPads in the output area for drivers to use the portal and check their duties and the latest company information via the portal



FINANCE

Go-Ahead London is part of The Go-Ahead Group plc.

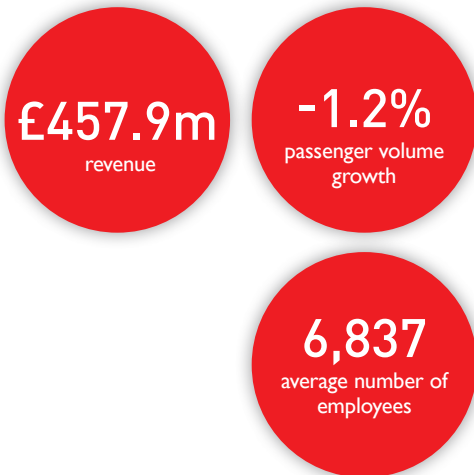
Go-Ahead makes a contribution to the UK economy through the employment of 26,000 people, the taxes the company pays, payments to its suppliers and the contribution its rail franchises make to Government finances.

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.

KEY HIGHLIGHTS



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.

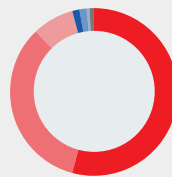
ETHICAL PROCUREMENT

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.

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

Go-Ahead London	2014/2015	2013/2014
Society		
Carbon emissions per passenger journey (%)	0.35	0.34
Water used per passenger journey (l)	0.2	0.19
Recycling rate (%)	67.65	63
RIDDOR accidents per 100 employees	0.5	0.7
Accidents per million miles	64.1	62.1
Community spend per employee (£)	2.46	14.28
Customers		
Customer satisfaction (%)	n/a	n/a
Punctuality (minutes)	1.21	1.05
Our people		
Employee engagement index (%)	46	n/a
Absenteeism (%)	3.7	4.1
Employee turnover (%)	14.3	12.6
Diversity by gender (%)		
– Women	10.5	9.3
– Men	89.5	90.7
Finance		
Revenue (£m)	457.9	443
Passenger volume growth (%)	-1.2	12.2

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

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