

Adapting to the future

Go-Ahead London
Sustainability Report 2018



About us


Go-Ahead London 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 currently operate 187 routes across most parts of London, of which 23 are school routes which have their own route number and 34 are night services. As well as being the largest bus operator in London with over 23% of the market, we are also the largest operator of rail replacement bus services and work for Southeastern and Govia Thameslink Railway. We also operate a small number of bus services on behalf of Essex County Council, a construction company, a national supermarket and a major development corporation at Queen Elizabeth's Olympic Park.



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Follow us on social media:

 @Go_Ahead_London
#GoodGALbusdriver

For more information,
visit our website:

www.goaheadlondon.com

Our reporting structure

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



Finance

To work together with suppliers to jointly deliver the best possible service.
p4



Stronger communities

To support colleagues with fundraising events which support the local community.
p5



Happier customers

To gain more happy customers and reward colleagues for receiving positive feedback.
p6



Better teams

To perform all job roles and tasks competently to allow further growth.
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Cleaner environment

To improve air quality and encourage fuel efficiency at all locations across the business.
p10



Smarter technology

To implement new market leading technology and adapt it accordingly.
p12



We're part of The
Go-Ahead
Group

Managing Director's Message

"Waterloo garage has undergone a successful transformation and is now the first garage in London to operate with a fully electric fleet of buses. This was a major project and one which I am extremely proud to be part of as we pave the way in the Mayor's mission to reduce carbon emissions in our great city."

John Trayner
Managing Director



Welcome to our 13th annual sustainability report. 2018 has been an extremely busy year, including the closure and opening of Belvedere bus garage and Morden Wharf respectively. Prior to its closure, Belvedere operated four routes, employing around 110 colleagues.

Morden Wharf garage was officially opened as Go-Ahead London's newest garage on Monday 12 March 2018. The opening event was attended by Clare Mann, Director of Bus Operations (TfL), and David Brown, Group Chief Executive for Go-Ahead, and I am pleased to say that it has been performing well thus far.

Regrettably, we have lost more routes this year than anticipated due to tender awards. We have a dedicated and committed team of drivers and these recent losses are by no means a reflection of their work or a representation of how they carried out their duties. In fact, we have been extremely successful at recent award ceremonies, with drivers being credited for their hard work and professionalism in the line of duty.

Public commendations are also on the increase and can be viewed on the company's Twitter account, @Go_Ahead_London or searching #GoodGALbusdriver. Acquiring praise is always encouraging and I continue to personally write to all drivers who receive commendations to congratulate them on a job well done and express my appreciation for their professionalism.

It also gives me great satisfaction to announce that Go-Ahead London won Bus Operator of the Year 2018 at the London Transport Awards, which are pivotal in recognising the talent, energy and drive that our city's transport professionals devote to delivering millions of safe journeys every day. The judges based our success on our efforts in rolling out a range of initiatives and continuing our stakeholder engagement programme. The Waterloo garage conversion from diesel to electric buses has also generated worldwide attention. Before, during and after the change, we delivered a consistently high level of operated mileage and passenger satisfaction.

Additional success at the UK Bus Awards was the announcement that Go-Ahead London became the GOLD winner in the Environment Award sponsored by Volvo Bus UK, again for our Waterloo Electric Bus Project. During 2017, we delivered a fleet of 51 pure electric buses which replaced ES Diesel buses which previously served passengers on routes 507 and 521. These have now operated over 1 million kilometres. Waterloo is the first garage in Europe to become fully electric and emission free and I am proud that we are fulfilling our mission to reduce air pollution in London.

2018 highlights

- GAL wins Contribution to Sustainable Transport at the London Transport Awards (2017)
- GAL wins Bus Operator of the Year 2018 at the London Transport Awards
- GAL is named GOLD winner in the Environment Award – Waterloo Electrics at the UK Bus Awards
- Sustainable Transport Award at National Corporate Responsibility
- Oliver Salbris receives a Special Commendation for Top London Bus Driver at UK Bus Awards (November 2017)

Following on from this, Camberwell's route 360 went fully electric in October 2017 and, at the same time, infrastructure works began to prepare our Northumberland Park garage for electric bus operation. We currently have over 30 charging points installed and it was business as usual whilst the works were being carried out at the garage. Route 153 is now running with a fully electric fleet and has so far experienced no issues. Camberwell's route 360 also operates with a fully electric fleet which is running to plan.

Despite some hardships, Go-Ahead London has persevered through a tough 12 months and I would like to thank all colleagues for their continuous efforts in helping us to remain the biggest bus operator in London for the 12th consecutive year.

£4,491

contributed to
charity

7,200

employees

46,319

staff training days



To aid fuel efficiency, we have invested £42.3m in new and refurbished buses this year.

The 463 million journeys taken each year are of utmost importance to us. By enabling people with a convenient way to travel around London to get to work, partake in leisure activities and use other key services, Go-Ahead London makes a direct contribution to the economy.

Key highlights

£42.3m

investment into new and refurbished buses

5.1%

increase in fuel efficiency

7,200

average number of employees

45%

fleet are electric or hybrid

Our services strengthen the UK economy by connecting communities, local companies and trades.

In the London area, we have 7,200 employees and we are dedicated to providing training and development and creating supportive inclusive workplaces and engineering apprenticeships. This investment allows our people to reach their full potential with the aim to improve our customers' overall experience.

45% of our buses are now electric or hybrid, thus reducing noise and creating less harmful emissions. Upon completion of the Waterloo Electric Bus Project, our Waterloo garage became the first of its kind in Europe to become fully electric and emission free. Our fully electric buses help us to meet the standards for new low emission zones in London.

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.

We are also working closely with Transport for London on low emissions by converting buses to meet the standard required for new low emission zones.

Stronger Communities



Go-Ahead London remains a charitable organisation with many colleagues taking part in challenges and fundraising events in support of various causes for local communities.

Premium fundraiser Scott Horney, driver at Merton garage, continues his efforts in supporting First-touch (the neonatal unit at St George's Hospital) and the A-T Society charities. For 10 years, Scott has made tremendous efforts to raise as much money as possible for these deserving charities through charity football events. In September 2017, he arranged another football match with colleagues from 13 garages. The day was sponsored by Go-Ahead London which paid for the pitch and trophies.



Premium fundraiser Scott Horney continues his efforts in raising thousands of pounds for his chosen charities.

Scott, who was delighted with everyone's efforts and support, said: "A big thanks in particular to Go-Ahead London who got some fantastic raffle prizes from the company's suppliers. Without the extra financial support from the business, reaching these targets would undoubtedly be harder to achieve."

Edward Howard, Satellite Manager at Bexleyheath garage, has been involved in fundraising for most of his adult life and has helped raise funds for Guide Dogs for the Blind, St. Thomas' Hospital and King's College Hospital. Perhaps his most successful and memorable event was raising money for a young boy who could not acquire the medical treatment required for a life-threatening illness. Fortunately, colleagues at Bexleyheath helped Edward raise several thousands of pounds for life-saving treatment.

A visit to Camberwell garage was also organised with Highshore School which is based in the London Borough of Southwark. Paula Brailey, Senior Garage Administrator, said: "It is always a visit that we look forward to as the joy always brings a smile to the children's faces."

Following on, Gary Higgins from River Road garage changed his role as a bus driver to become a school teacher for young pupils at Avenue Primary School based in Newham. He took four sessions and covered an introduction to being a bus driver, what they do, where they go and the importance of customer service. Gary said: "The children thoroughly enjoyed themselves and we hope that they have more of an insight into the bus industry."

Go-Ahead London is proud of our colleagues' achievements and will continue to support them in their future endeavours.

Happier Customers

Go-Ahead London has focused heavily on customer service over the last 12 months and with our emphasis being on the customer, we have seen a steady increase in public commendations which we continue to share on the company's Twitter account, @Go_Ahead_London or simply search #GoodGALbusdriver.

The comments received are either submitted direct through our website or passed on to us from Transport for London's customer service department. With around 1,869 buses on the road at any one time, with each vehicle displaying TfL's and Go-Ahead London's contact information, the opportunity for happy customers to express their satisfaction with the service, a journey or a driver has never been easier.



“Your 119 driver is a credit to your company. She was also a very smooth and careful driver.”

21 MARCH 2018



“Thank you to the Route 5 driver for assisting me with my son's wheelchair this morning. It was a great help and a really kind gesture.”

28 JUNE 2018



“The 453 driver was great and provided excellent customer service, he was polite and helpful in every way possible. He also gave regular updates to the passengers.”

30 MAY 2018

#GoodGALbusdriver. Go-Ahead London uses various platforms of social media to praise our colleagues and raise the profile of the good work they do.



Our internal communications to drivers, based around the importance of our customers, have played a big part in our steady increase in positive customer feedback.

Each driver who gets a commendation from a member of the public receives a personal email of thanks from Managing Director, John Trayner. This is his way of praising colleagues for representing the company to the high standard he has set and for carrying out their duties with pride, having both the company and the customer in mind.

Following on from this and with all our best efforts, the tendering process has been extremely difficult this year. Despite some route losses, we have retained routes 12 and 453 (70 pvr), which have been awarded based on the existing NRMs being used on the routes. We have also retained route R9 (pvr 3) which will remain in Orpington using existing buses. Routes 37, 44/N44, 77, 87/N87, 171/N171, 219, 337, 424 and 485 have also been secured with new extended contracts.

We have won route 403 (7 pvr) and this route operates between West Croydon and Warlingham and will transfer to us on 27 October 2018. Route 386 (Woolwich High Street to Royal Parade) is also a tender win which began operation in June 2018.

The successful tender win of routes 5, 15 and 115 began operation in August 2017 and has since been running reliably and effectively much to the satisfaction of our customers.

Route 131 (Kingston to Tooting Broadway), another recent tender win, commenced operation from our Merton garage in September 2017. It has a Peak Vehicle Requirement of 21 and utilises existing EuroFive diesel double-decker buses from our fleet and has again been welcomed by our travelling public.

Hello London, the interactive customer experience training programme which started in June 2016 for all 25,000 bus drivers in London, has now come to a close and we are pleased that 5,415 of our drivers took part in the two-day programme which was of great benefit to them and our customers' overall travelling experience.

Our efforts to gain more happy customers are ongoing as we strive to be a leading employer in the transport sector.



Positive customer feedback – our drivers carry out their duties with pride, having both the company and the customer in mind.

Better Teams

Go-Ahead London remains the largest bus operator in London and we have a number of colleagues from various locations who carry out a multitude of different job roles and tasks which, when all put together, helps to make the company perform as it should, with the intention for further growth.



Croydon driver Raj Viswanathan won 1st place for Top London driver and Top Go-Ahead Group driver.

We have over 6,500 drivers and 780 office based staff, all with the same vision in mind which is to provide a reliable service that people can trust. Our drivers are on the front line and are seen to be the face of the company.

The UK Bus Driver of the Year competition took place in September 2017 and we are pleased to announce that Raj Viswanathan from Croydon won 1st place for Top London driver and Top Go-Ahead Group driver. Further success came to Stephen Appiah from Merton garage who won 2nd place for both Top London Driver and Top Go-Ahead Group driver.

Despite the Hello London course ending, driver Michael Harrison from Orpington noticed that during the break-out group sessions, English was not the first language for many drivers, making role play scenarios difficult for some. This led him to devise cards with easy-to-read announcements which drivers can relay over the PA system.

“The driver simply selects the relevant card and reads it out to inform passengers of any issue along the route. Not all drivers with a second language enjoy speaking over the tannoy so this is a good and effective way for them and others to overcome their fear,” he explains.

Michael has embraced his role as a Hello London champion and is keen to offer his advice and assistance to all colleagues at Orpington garage.

The successful tender win of routes 5, 15 and 115 which began operation in August 2017 saw a number of management changes at our River Road garage, including promotions of two drivers who became Senior Garage



Administrators and have both settled in to their new roles extremely well.

At Go-Ahead London, we encourage colleagues to develop their careers. Twice a year, the pre-promotion course is run with special guest presenters who will give specific insight on roles within the company, such as what is involved in being a garage administrator, traffic clerk, CCTV analyst, accident prevention assistant, driving instructor, mileage clerk or pay clerk.

Since running the course, 354 have attended and it is encouraging to report that a colleague who was once a driver is now a General Manager at our Sutton and Putney garages.

Kastriot Gashi joined Go-Ahead London on 4 August 2003 as a bus driver in Stockwell bus garage. After completing the pre-promotion course in 2008 and taking on many different junior to management roles in garages, he was appointed to the General Manager position in March 2018.

"I enjoy what I do and every day is a learning experience. Go-Ahead London has opened many doors for me and I am grateful for the challenges both past and present and for the ones to come," he explains.

Key highlights

6,500

bus drivers over
16 garages

780

office based staff

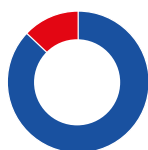
354

pre-promotion
course attendees

5,415

drivers attended
Hello London

All employees



● Male 89%
● Female 11%

Senior Management



● Male 68%
● Female 32%

Gender Pay Gap



Median pay for men is **1.8%** higher than that of women, compared to the national average of **18.4%**.

Cleaner Environment

We are dedicated to improving air quality and reducing harmful exhaust fumes so, in conjunction with the annual Eco Challenge competition to encourage fuel efficient driving, we have taken the enormous step to convert our Waterloo bus garage from diesel operation to fully electric and emission free vehicles, thus helping to lower pollution levels in the capital.



The interior of a Waterloo electric bus was transformed with green foliage including flowers, grass, plants and trees.

It comes with great delight that we were recognised for this and were awarded Bus Operator of the Year at the London Transport Awards. This innovative and pioneering achievement has been recognised worldwide and the garage has achieved high passenger satisfaction as a result.

We were also awarded the Gold winner in the Environment Award sponsored by Volvo Bus UK, for our Waterloo Electric Bus Project at the UK Bus Awards (November 2017). These awards are graciously welcomed but were not achieved without hard work and a tremendous team effort from our management team and colleagues, who had to continue to operate a full and reliable service to our customers throughout this time.

Infrastructure works began in October 2017 to prepare Northumberland Park for electric bus operation. There are 34 charging points and since February 2018, we have been operating electric vehicles on our new route 153 which we began operating on 3 February.

Route 360 from Camberwell has also operated with a fully electric fleet since October 2017.

The electric buses used by Go-Ahead London are emission free and are quieter than their diesel counterparts. In our bid to reduce toxic diesel fumes in the City of London, our efforts to convert some routes and an entire garage to fully electric are exemplary. It is therefore our aim to continue being a bus operator that supports a cleaner environment and has this at the forefront of future decision making.

As part of a Transport for London initiative to highlight the environmental credentials of the capital's red bus fleet, the interior of a Waterloo electric bus was transformed with



green foliage including flowers, grass, plants and trees. The one-off vehicle visited Bexleyheath, Ilford and Oxford Street on 21 and 22 July 2018 where the public were invited to get on board and have a look around. Senior Garage Administrator, Jonathan Rendon represented the company and was tasked with answering questions from the public regarding buses, the environment, and what we are doing to help reduce harmful fumes.

In January 2018, the Metrodecker EV was trialed at New Cross on route 36 as part of Go-Ahead London's commitment to ultra-low emission buses in London. It is a fully electric double decker bus and the first to undergo a trial of this kind in London.

New Cross General Manager, Graham Johnson said, "As a major bus operator in London, it is vital that we are involved in finding solutions to reduce air pollution.



Go-Ahead London awarded as the Gold winner in the Environment Award sponsored by Volvo Bus UK, for our Waterloo Electric Bus Project at the UK Bus Awards.

Awards

London Transport Awards March 2018

Go-Ahead London won Bus Operator of the Year 2018 and the judges based this on our efforts in rolling out a range of initiatives and continuing our stakeholder engagement programme. The Waterloo garage conversion from diesel to electric buses has also generated worldwide attention.

UK Bus Awards Nov 2017

Go-Ahead London won Environment Award Gold Winner – Waterloo electrics. During 2017, we have delivered a fleet of 51 pure electric buses which replaced ES Diesel buses which previously served passengers on routes 507 and 521.

National Air Quality Awards Nov 2017

Go-Ahead London wins the award for Passenger transport air quality – Waterloo electrics. Engineering Director, Richard Harrington said: "We have shown that this technology works and has paved the way for a greener transport system for all. There was no reference guide to refer to in this pioneering project and I'm proud of the way that all of our colleagues pulled together to make this happen."

The Metrodecker is fully electric and has zero emissions; it has the capacity to carry 99 passengers and has a range of almost 150 miles from a single overnight charge."

This 100% eco-friendly vehicle was tested to monitor how it responded to London traffic and the amount of power used on various duties.

Smarter Technology



Go-Ahead London has earned an international reputation for its implementation of market leading technology, and adapting it accordingly.

The DVSA and Go-Ahead London are working to replace VCR (Vehicle Condition Report) cards with an electronic system which will do away with the outdated paper system.

The concept is for an electronic device to be installed in each vehicle. This device will have the vehicle inspection app, and will initially be used for pre-service inspections and logging defects.

We have introduced the vehicle inspection app trial to improve vehicle inspection compliance using modern technology.



This device will initially be used for pre-service inspections and logging defects.

The key targets include but are not limited to: reduce recording errors, standard checks by drivers, move to a paperless format, reduce administration costs and improve defect reporting and remedial action.

The app is run from a phone which is permanently stored within a cabinet in the cab. Like oyster cards, the phone uses "NFC" tag technology.

The system works as follows:

1. Remove phone from the driver's cab.
2. Use a contactless technology sign-on card to automatically sign in with the driver's name.
3. The app automatically starts and asks a series of questions that can change day-to-day to get drivers to complete full compliance checks.
4. If there is an issue, drivers can take a picture, add in some text and it will send the information instantly to let engineers know of a defect.
5. At the end of the pre-service inspection, the driver returns the phone to the cab.
6. Any in-service inspections can also be reported with a picture and text.

The app has a flashlight for convenience and this turns off at the end of a question. It also has the ability to report live defects.

So far, the app is working well. It opens exciting new opportunities, and demonstrates increased options for tracking and resolving issues swiftly, reducing room for errors. It has been extremely well received by drivers and is a further example of Go-Ahead London's use of modern and sophisticated technology.

Key data: Go-Ahead London

	2017/18	2016/17	2015/16
Society			
Safety			
Bus accidents per million miles	65	72	71.0
Fleet with CCTV (%) ⁺	100	100	101
Number of reported crimes [*]	1,300	1120	675
Environment			
Carbon emissions per passenger journey (kg)	0.34	0.34	0.36
Community			
Community spend per employee (0.00p)	0.63	1.17	3.50
Stakeholder events (number)	31	34	29
Customers			
Regulated/London excess bus waiting time (mins)	0.91	1.04	1.22
Expenditure on new buses in financial year (£m) ⁺	42.3	63.8	34.4
Average age of bus fleet [*]	5.7	6.6	7.1
Accessibility			
Bus fleet which is DDA compliant (%) [*]	99.3	99.1	100
Our people			
Average number of employees [*]	7,122	7,069	7,010
RIDDOR accidents per 100 employees [*]	0.43	0.32	0.41
Employee turnover rate (%) ⁺	15.6	14.2	16.0
Absenteeism rate (%) ⁺	3.4	3.6	3.4
Training spend per employee (£)	1,100	1.2	1.10
Diversity			
% of female employees	11.1	10.8	10.7
% of Asian, black and other ethnic group employees	50.8	49.9	51.8
Finance			
Passenger volume growth (%)	0	-3.2	(0.4)


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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Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc. (Go-Ahead) over selected sustainability indicators contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 2 July 2017 to 30 June 2018.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality will be released alongside the Group's Sustainability Report and can be found on the Go-Ahead Group website:

www.go-ahead.com/sustainability

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Bureau Veritas UK Ltd
August 2018

We're part of The
Go-Ahead
Group