



Social value and sustainable growth



About us

Brighton & Hove Buses operates 271 buses across a network of 25 routes and 2,000 bus stops, serving the conurbation of Brighton & Hove and connecting the city to Eastbourne, Lewes, Crowborough and Tunbridge Wells.

Metrobus operates 143 buses across 50 routes through Sussex, Surrey and Kent. Our Spirit of Sussex brand provides bespoke coach, bus and minibus services.

Between us, our passengers make more than 65.3 million passenger journeys each year. In Brighton & Hove, we still carry more customers per head of population than anywhere outside London.



In this report

- 2 Social value and sustainable growth
- 4 Taking care of every journey
- 6 Delivering social value, building stronger communities
- 8 Growing sustainably
- 10 Building a better place to work
- 11 Innovating for our customers
- 12 Spending your money responsibly
- 13 Key data

Follow us on social media:

www.facebook.com/brightonbuses

www.facebook.com/gometrobuses

For more information visit

our website:

www.go-aheadsingapore.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:



Taking care of every journey

p4



Delivering social value, building stronger communities

p6



Growing sustainably

p8



Building a better place to work

p10



Innovating for our customers

p11



Spending your money responsibly

p12

Brighton & Hove

METROBUS

We're part of the
Go-Ahead
Group

Social value and sustainable growth

“Our mission is to create genuine social value that transcends a bus service.”

Martin Harris
Managing Director



At Brighton & Hove Buses, Metrobus and Spirit of Sussex, our mission is to create genuine social value that transcends a bus service, while growing bus travel sustainably and continuously improving customer experience.

Social value encompasses a range of outcomes, including physical and mental health, environmental benefits and community cohesion. While it can sometimes be measured, e.g. by jobs created or air quality improvements, it's often hard to quantify but that doesn't mean it isn't worth striving for.

We aim to take care of every journey while developing our 'community premium'. We focus on the fundamentals our customers expect from their bus service and pursue the creation of social value. We partner with grassroots community groups, like Amaze, a special educational needs group, and Brighton & Hove Black History Group,

working closely where our skills and resources best fit their objectives and actively supporting events like Disability Pride, as one of the main partners, and Paddle Round The Pier.

Our community deals are key to this strategy, offering discounts for families, students, carers and new employees. We make annual tickets affordable through our partnership with East Sussex Credit Union; we give free passes to the unemployed who are part of a back-to-work scheme, and to the homeless to help them get to important appointments.

This year we'll expand our community deals, develop a new community links service for East Brighton and help councils fund vital transport infrastructure, like extra bus shelters and bus priority areas. We're also deepening our existing collaboration with Sussex Police across community policing, safeguarding, hate crime and parking control by funding an extra community liaison officer.

Accessibility is also central to the social value we deliver. We've worked with the voluntary sector to develop user-led initiatives like our award-winning Helping Hand card, a new hearing loop standard and accessibility training.

Brighton & Hove Buses' passengers still make the most journeys per head of the population outside London, notching up 65.3 million journeys a year on our local bus services. Whilst our underlying long-term bus patronage grew 0.8% over the past year, this was offset by a decrease in concessionary passengers and the impact of North Street roadworks in autumn 2017 and heavy snowfalls in March 2018, resulting in an overall 1.4% fall in passengers.

This year, we delivered our best ever punctuality performance – 85% – and high customer satisfaction levels, at 91%.

2018 highlights

- High customer satisfaction levels at 91%
- Best ever punctuality performance
- More than £7 million invested in almost no-emissions buses
- Leading the way locally and nationally on accessibility
- Donated more than £164,000 in community grants, sponsorship and in-kind contributions

We've simplified ticketing with our new app and key smart cards and contactless payments begin in January. We've also invested more than £7 million over the past year in new, almost emissions-free buses for a smoother, cleaner journey and we're on track to have all our buses at Euro 5 standard or better in Brighton & Hove by 2019 and at least Euro 6 standard by 2024.

Our colleagues look after our customers and we look after our colleagues. We're part of the Brighton Living Wage Campaign and we work with Unite in our Dignity and Respect campaign to develop new initiatives on diversity and inclusion.

Long-term recruitment strategies, better colleague engagement and a continued emphasis on inclusion and diversity have paid off and we have achieved the highest number of drivers over the year. The work of our employee-led diversity and inclusion group is gathering pace, as exemplified by the joint bus and rail diversity and inclusion conference in May 2018, but there's still work to be done to encourage and support more women, LGBT and black and ethnic minority colleagues in the company.

We take our continued stewardship of bus services and our role as a large employer extremely seriously. We pledge to spend the money our customers and investors entrust to us to provide a reliable, comfortable, innovative and low-emissions bus service while delivering social value for the communities we serve. Our infographic gives an overview of how we use that money.

I hope you enjoy reading our report.

Martin Harris,
Managing Director



Taking care of every journey



Our customers and communities are the driving force behind everything we do and we'll continue to go the extra mile for them: every journey, every day. This philosophy touches every area of our business; whether it's about investing in ultra-low emissions buses, simplifying ticketing or partnering with councils and police to tackle congestion, air pollution and crime. Our independent customer satisfaction survey suggests we're on the right track: 91% said they were satisfied or very satisfied.

Responding to customers' needs

This year, once again we've extended routes and added services in response to passenger demand, especially Metrobus Fastway services to and from Gatwick Airport, and extended 24-hour services to Horsham. Brighton & Hove Buses has increased bus frequency on Route 6 and added early morning journeys on five other routes.

The powerful combination of our new app, merging live travel information and ticketing and new ticket machines, shows our commitment to using technology to enhance our customers' experience. All our buses have Wi-Fi and 60% have USB charging points. It's a cleaner ride too. We've invested millions in nearly emissions-free Euro 6 buses and there will be 166 of them on the road by the end of 2018. The whole fleet in Brighton & Hove will be Euro 5 standard or better by 2019 and moving towards Euro 6 standard by 2024.

Key highlights

£108

community spend
per employee

83.5%

buy a ticket
before boarding

Leading the way
on accessibility



Communicating clearly

Our bus service is not just about getting people safely, reliably and comfortably from A to B; we aim to communicate early, clearly and frequently with our customers.

All our buses have next stop audio-visual announcements and we relay live travel information via digital screens at bus stops, our app and website. Our social media following has grown to 82,000 across Twitter, Facebook and Instagram, providing running updates on roadworks and diversions. We have a student and young persons' web portal and we recently attended five university events, providing information on services and student deals on key cards and M-tickets.

Customer service

Our customer service team works seven days a week and this year answered 96% of all calls, with an average wait time of 22 seconds.

We are now developing plans to bring customer service advisers out into the neighbourhoods we serve to foster in-depth



1 Stop Travel Shop, Brighton

local knowledge and connections. We have five travel shops in Gatwick, Crawley, Redhill, Hove and Brighton supplying information, tickets and key cards and two information points in central Brighton. We also print 80,000 copies of our Bus Times magazine for both brands every six months, also available in large print.

Accessibility

Accessibility is our core business so we embed it in our company values, our training and our actions. Our main aim is to lead by example, with initiatives like our award-winning Helping Hand card, which gives drivers pointers about any help a passenger might need without them having to verbalise this. It's increasingly being adopted by other transport companies.

Our Accessibility and Communities Manager works closely with disabled people and representative organisations to understand their needs. We're one of the few companies offering a taxi guarantee scheme for any passenger in a wheelchair who can't board a bus for any reason. We partner with Guide Dogs, Action on Hearing Loss and Dementia Friends to deliver training that equips colleagues with the skills, empathy and confidence to help passengers.

We've spent three years developing a hearing loop system with our industry partners, which has been given the thumbs up by service users. Our travel shops have hearing loops and they're safe havens for people with learning disabilities and living with dementia. All our buses are low-floor and wheelchair accessible, while all our new buses have dementia-friendly floors. Discounts are offered for Carers' and Compass card holders on all our buses across the entire network.

Delivering social value...

We are part of the communities we serve so when we deliver a great bus service, we also try to add social value to the communities to which we belong.

Social value is about securing maximum impact on local priorities from public investment. It is the social and environmental benefits, as well as economic (Brighton and Hove City Council).

For example, we work with the Grace Eyre Foundation on their Travel Buddy scheme, helping disabled people catch the bus and to navigate scenarios (like missing their stop) so they become more confident. You can't easily quantify freedom, independence, social connection and self-confidence but that doesn't make them any less real or any less valuable.

Community deals

Social value is the foundation of our community ticket deals – discounted travel for families, students, carers and people with

disabilities. We offer free bus passes under a back-to-work scheme for jobseekers and help homeless people travel to important appointments and donate tickets to student hardship funds. We also gave lots of people free travel on a number of days this year, including the NHS' 70th birthday and Car Free Day.

In the last financial year, we distributed £164,193 to local community groups, schools and charities. Around three-quarters of this was in kind (mainly buses and colleague time); 20% of this was tickets donated to charities and community groups and around £8,000 via our community support fund.

Our colleagues get involved too. One team spent three years turning an old bus into a library and play area for a local primary school, while our science bus went to the Big Bang Fair to promote scientific careers to kids. Whether it's golfing for Macmillan Cancer Support, the London 2 Brighton bike ride for the British Heart Foundation or baking cakes for St Catherine's Hospice, it's a team effort.

Three years of hard work by Brighton & Hove Buses' engineers and the school resulted in this amazing bus transformation at St Nicholas Primary School, Portslade.





Our Thomas Highflyer bus with children from Thomas' old school, St Mark's CE Primary School, Brighton.

Partnerships for community well-being

We make sure we look after the well-being and safety of our customers too. We fund a police liaison officer for public transport who works on safeguarding, incident investigation, anti-social behaviour and missing person's support and a parking enforcement officer to enforce no parking and double yellow lines at bus stops to keep buses moving and passengers safe. We are partnering with Sussex Police and Brighton & Hove City Council on an anti-hate crime campaign, and we're exploring the idea of co-funding a further liaison officer with Sussex Police to extend community engagement.

We partner with councils on active sustainable travel campaigns and sponsor a range of sports activities, e.g. Lewes FC, where the men's and women's teams are paid equally.

Our guiding principle is genuine and consistent community engagement and action over words.

Events and bus wraps

Brighton & Hove Buses and Metrobus are active participants at community events including Eastbourne Pride, Paddle Round the Pier and Brighton & Hove Pride and we're out there helping promote events like Carers Week. Our hugely popular Santa Bus spread Christmas cheer while raising £35,000 for The Argus Appeal and Martlets Hospice.

Our special edition bus wraps, like our diversity bus, reflect the different communities we work alongside and our enduring commitment to equality and diversity. Our Thomas Highflyer bus tells the story of an African boy rescued from slavery who settled in Brighton, helping to mark Black History Month. The St Catherine's Hospice bus promotes their work and two of our double-deckers champion the Surrey Hills Area of Outstanding Natural Beauty. Our striking meerkat bus recognises Tilgate Nature Centre's work with endangered species.

Metrobus meerkat bus



Growing sustainably

Brighton & Hove Buses and Metrobus have set an industry-leading goal to operate a zero emissions fleet by 2030 in a particularly demanding environment.

Our 2018 air quality strategy, Brighton & Hove: the clean air city, sets out our ambitions to transform Brighton & Hove into a city where mass transport is king, air quality is high and congestion is reduced.

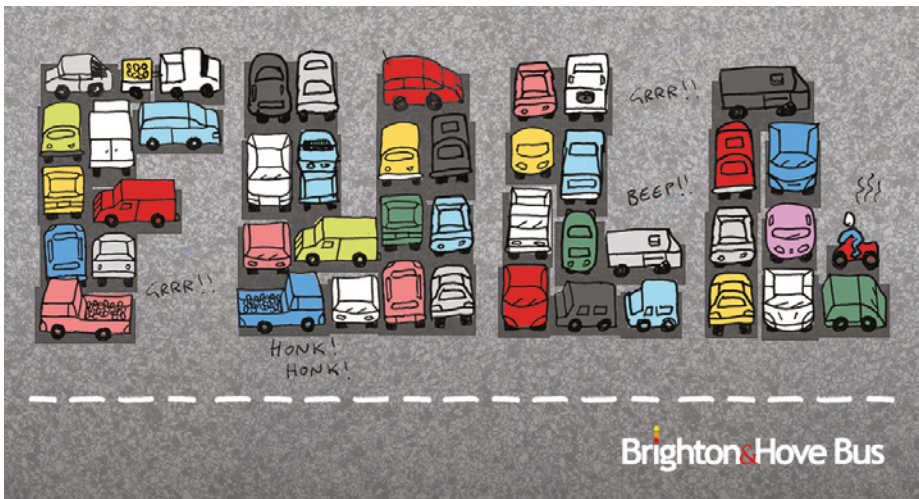
But an air quality strategy and ambitions for a zero-emissions future mean nothing unless you're prepared to back that up with investment and effort.

We've recently invested another £7.6 million in 31 more almost emissions-free Euro 6 standard buses. That's a 48% increase from last year (up £2.5 million). All Brighton & Hove buses will be Euro 5 standard (or better) by 2019, six months ahead of the city's Low Emission's Zone target. Our fleet investment drives

improvements in our environmental performance, where we've seen around a 25% rise in our miles per gallon and falling CO₂ and NO_x emissions.

We operate in a demanding environment running a high frequency, comprehensive bus network. Major infrastructure projects and a strong, growing local economy present the greatest challenges to the way we deliver our services, unless we take measures to keep traffic moving.

We take a multi-faceted approach to tackling congestion, partnering with Brighton & Hove City Council and other councils to mitigate its impacts, improving road layouts, adding bus lanes, and enforcing parking controls. Air quality impacts from congestion are increasingly being recognised in the strategies we help develop in partnership with local authorities and other partners, such as Gatwick Airport.





In-house, we make a continued effort to improve our planned and day-to-day responses to changing road conditions, through our GPS Control Room, response teams and keeping customers informed about where their bus is. We run campaigns, like our 'fill the bus, clear the road' campaign to encourage more people to travel sustainably.

Our engineers are always on the lookout for new ways to lower our emissions and make our buses more fuel efficient, testing different technologies in a range of scenarios.

In Brighton, we've been trialling Hybrid Electric Vehicles, buses which use geo-fencing to drive in full electric mode in pre-defined zones. We have also trialled electric buses in Crawley. Another exciting prospect is our funding bid to the government's Ultra Low Emissions Bus Scheme for 20 hydrogen fuel cell buses. If successful, these buses, which use renewable energy, will be introduced on the Metrobus Fastway network around Gatwick Airport and Crawley's Manor Royal Business District in early 2020.



Trialling the HEV bus in Brighton, 2018.

We use a lot of energy powering our buses using biofuel diesel but also increasingly for electricity and gas as we power, heat and cool our buildings. That's why the company has been working towards accreditation under energy management standard ISO 50001.

This covers a range of behaviours, like driving smoothly to reduce fuel use and air pollution; switching off heat, air, lights and computers when not needed to save energy; and maintaining our buses to ensure they run efficiently.

Key highlights

£7.67m

invested in almost emissions-free Euro 6 standard buses

Working towards ISO 50001 accreditation

Trialling new technology including hybrid electric and electric buses

Building a better place to work



What makes a company a good place to work? At Brighton & Hove Buses and Metrobus we're working hard to help our people feel like they belong, that they're part of something bigger and their contribution is significant. It's about people feeling accepted, listened to and respected and confident their training and career progression is taken seriously.

Last year we focused on developing and cementing our values, like mutual respect; embracing change responsibly; relationship building; and continually setting new standards. This year has been about making sure these values are communicated and understood at every level: honest and open communication translated into action. Central to this is how we communicate with our 1,519 employees, around 1,150 of whom are drivers.

Communicating

We've introduced regular MyVoice Live Yammer sessions, a real-time Q&A with our directors. It's already generated interesting debates and ideas from combatting summer heat in our buses to how our ticketing apps



are working. Our new digital communications tools all help colleagues share ideas, collaborate and connect and our intranet steering group is on a mission to ensure everybody uses these tools in the future.

Our in-house magazine, Infolink, showcases great work and keeps people informed, as does our regular Bulletin Board information sheet. We celebrate our colleagues' achievements throughout the year with our quarterly STAR awards and with our annual awards covering areas like contribution to the community and customer service champion. Our annual employee survey achieved 66% colleague engagement last year and we continue to act on its results.

Diversity

We're serious about diversity and equality. Currently, 11.3% of our colleagues are women, which doesn't reflect the communities we serve. We pledge to increase this to at least 20%, moving forward. We have diversity champions, driver training on equality, inclusion and diversity and held a diversity and inclusion conference earlier this year. Our apprenticeship programme has also been successful in boosting the number of women in the business and our recruitment drives continue to target under-represented groups.

Training

All drivers are provided with opportunities for regular in-house training for their Certificate of Professional Competence, including driving bendy buses, defensive driving, customer interaction and accessibility

Innovating for our customers



awareness and MyGuide and dementia awareness training.

We're always exploring new ways of innovating and adopting new technology but it's not an end in itself. Technology and innovation are only useful if we can harness them to make our customers' journeys better: it must have a human impact.

Ticketing is a good example. We've introduced multi-operator smart card and M-ticketing in Brighton & Hove and our new app combines live travel data, journey planning and ticketing. Alternatively, passengers can top up their key cards online. Contactless payments will be another major shift in January. It's about making ticketing and boarding as seamless as possible and our drivers' lives easier. Ultimately, it makes bus travel more convenient and sustainable.

We make practical use of technology too, communicating with customers via next



USB chargers are now standard on most of our buses

stop audio-visual announcements, live travel updates on bus stop digital screens and website and social media travel updates. All our buses have Wi-Fi and 60% have USB charging points.

The behavioural shift is working: 83% of passengers in Brighton & Hove already have a ticket before they board. Of all the ticket

sales off the bus in Brighton & Hove, 83.5% were mobile tickets using our app. The results are equally encouraging at Metrobus: 76% of passengers on Fastway routes already had a ticket before boarding.

Improving our customer journeys isn't all about technology. Customers expect a multi-channel, 24/7 approach so online and offline customer service must be integrated. We invest in colleague training so we're as efficient offline as we are online, whether that's customer service colleagues, drivers or managers.

We spent more than £1 million last year, or £707 per head, training our colleagues.

Brighton & Hove Buses is a co-sponsor of Go-Ahead's rail and bus Billion Journey Project, looking at practical solutions from scale-up companies to common transport problems. Whether it's about using a military-grade decontaminant to clean buses, an app to help drivers conduct pre-service checks or data analytics to optimise urban bus networks, these ideas have the potential to improve the lives of our customers and staff.

National Bus Strategy



Brighton & Hove Buses echoes Go-Ahead's call for a national bus strategy to reduce congestion and to secure the future of the most sustainable and socially cohesive mode of transport we have: buses.

Spending your money responsibly

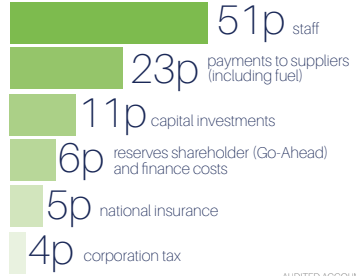


What's the value of your fare?

Where does the money come from?



Where does every £1 go?



AUDITED ACCOUNTS 16/17



Rebecca Burns/Presepit.com

Key data

Brighton & Hove and Metrobus (sister-company) combined data

2017/18 2016/17 2015/16

Society

Safety

Bus accidents per million miles	9	8.5	11.9
Fleet with CCTV (%) ⁺	100	99.8	99.3
Number of reported crimes ⁺	175	185	228

Community

Community spend per employee (£)	108	63.58	23.12
----------------------------------	-----	-------	-------

Environment

Carbon emissions per passenger journey (kg)	0.54	0.53	0.55
Carbon emissions per mile (kg)	1.73	1.74	1.79

Customers

Customer satisfaction (latest Passenger Focus score) (%)	91	92	93
Deregulated/local bus punctuality (%) ⁺	85	79	80
Expenditure on new buses in financial year (£'000) ⁺	7,679	5,172	3,553
Average age of bus fleet*	7.1	7.6	7.4

Accessibility

Bus fleet which is DDA compliant (%) [*]	100	100	98.4
---------------------------------------------------	-----	-----	------

Our People

Average number of employees ⁺	1,519	1,464	1,451
RIDDOR accidents per 100 employees ⁺	0.26	0.89	0.83
Employee engagement index	66	52	35
Employee turnover rate (%) ⁺	14.4	13.6	15.5
Absenteeism rate (%) ⁺	3.1	3.4	3.3
Training spend per employee (£)	707.20	615.73	393.80

Diversity

% of female employees	11.3	12.1	11.5
% of Asian, black and other ethnic group employees	3.6	3.3	2.8

Finance

Passenger journeys (m)	65.30	66.22	66.63
Passenger volume growth (%)	-1.4	1.3	2.46

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

Find out more about Brighton & Hove Buses at buses.co.uk and Metrobus at metrobus.co.uk

If you would like to speak directly with the company's Managing Director Martin Harris, please write to him at the following address:

Brighton & Hove Buses
43 Conway Street
Hove
BN3 3LT

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

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



Bureau Veritas UK Ltd
August 2018

We're part of the
Go-Ahead
Group