

# The new future

Go-Ahead Singapore  
Sustainability Report 2018



# About us

Go-Ahead Singapore is a leading local public transport operator.

Headquartered at Loyang Bus Depot, we are equipped with a skilled in-house engineering team and onsite Operations Control Centre which manages bus services remotely. Over 1,000 colleagues work collectively to ensure a smooth-running operation.

We operate 28 services, which includes the addition of two new routes in 2018. These are 12e, introduced for two years to provide a faster connection from Eastern to Central Singapore, and 68, designed to enhance connectivity for residents living in Pasir Ris West.





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For more information,  
visit our website:

[www.go-aheadsingapore.com](http://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 five sections:



### Stronger communities

To support colleagues with fundraising events which support the local community.  
p4



### 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.  
p8



### 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



# Managing Director's Message



"2018 has been a year of sustained growth at Loyang and I am pleased to report that our new or enhanced services commenced seamlessly during the last 12 months. We continue to engage with the communities we serve and are delighted to have raised almost \$10,000 through Hair for Hope. As 2019 approaches, work has started on what we believe will be a competitive tender bid for the upcoming bus package."

**Andrew Edwards**  
Managing Director

Welcome to Go-Ahead Singapore's second sustainability report.

The last year has been an exciting one, with additional services 2A, 12e and 68, new vehicle types and more colleagues invested at Loyang, which means the depot is now home to 28 routes, operated on behalf of the Land Transport Authority (LTA). During this period we also concluded a multi-year Memorandum of Understanding with the National Transport Workers' Union (NTWU) on some key elements of our employment package, while evidence of our ongoing community engagement came in the form of a superb \$9,676 contribution raised through Hair for Hope, a Children's Cancer Foundation initiative. We were also pleased to be recognised by the LTA with a Merit Award at their annual safety convention.

Go-Ahead Singapore's second year has delivered steady and sustained progress across all disciplines. In addition to the growth I referenced earlier, our attrition

rate is low compared to the national average, we continue to innovate, especially with our backroom IT processes, and most importantly, the end user experience is a positive one. None of this would be possible without the dedicated support of around 1,100 colleagues who work at Loyang Bus Depot and I thank them for their efforts.

I am delighted to report that Loyang and London continue to share best practice, which enriches both organisations, as each learns from the other. Focused on a cross-cultural education programme, a select number of personnel from operations, engineering and IT have visited the UK in 2018, while Singapore benefits from an ongoing dialogue with London, especially across Communications and Service Control.

We live in an age of relentless change, much of which is technologically driven. It is for these reasons that we are exploring the possibility of Bus Captains reporting for duty away from the depot under a system called Remote Sign On.

The system uses a smartphone that allows colleagues to register for work at defined locations along the bus service, in the same manner as if they were physically reporting for duty at the depot. Its use in London, where it was introduced in 2017, has proved popular with staff, who enjoy the flexibility and often easier work commute that it entails.

Technology has also played an important role in delivering a 24 per cent reduction in preventable collisions year-on-year. Two pioneering safety devices have also been trialled at Loyang during 2018 and both are having a positive effect. First is the LTA/ST Engineering Land Systems' Integrated Smart Advanced Warning Unit (I-SAW-U), which identifies potential hazards around the bus.

## 2018 highlights

- Recorded a 24% reduction in preventable collisions year-on-year
- Improved Excess Wait Time (EWT) performance by 27%
- Introduced two new bus services – 12e and 68
- Organised Go-Ahead Singapore's first Kindness Week

Second is the 'Sleepy Eye' equipment, which, as the title suggests, constantly monitors eye movement while the vehicle is in motion. Both notify Bus Captains to potentially dangerous situations and they have been well received by colleagues and commuters alike.

With a stated desire to be in the country for the long term, 2019 presents Go-Ahead Singapore with an opportunity to grow the brand further, but all colleagues are aware additional work will only be secured if all the key ingredients are in place, including price. Preparatory work has therefore commenced on what will be a very competitive and sustainable bid for the Mandai package, scheduled next year.

This is an exciting time for transport in Singapore. In addition to the bus service enhancement programme, other modes continue to expand and demand-responsive bus travel will soon be available. Combined with technological advances, especially to the vehicles in which we travel and the manner in which they are regulated, Singapore's bus sector can be rightly proud of what it has achieved in recent years.

On a personal level, I was honoured to be appointed Managing Director this year and along with the whole team, am working hard towards delivering even better performance over the coming 12 months.

I hope you enjoy reading this document and I welcome any comments on it via [mdfeedback@go-aheadsingapore.com](mailto:mdfeedback@go-aheadsingapore.com).

# Stronger Communities



“It is heartening to know of the exponential rate at which the Hair for Hope initiative has expanded and especially so since we can all play a part in its continued success today.”

**Andrew Edwards**  
Managing Director

## Hair for Hope

Hair for Hope, the signature fundraising event of the Children’s Cancer Foundation (CCF), started in Singapore in 2003 with only nine volunteers and \$2,000 raised. Last year, a total of 5,507 participants took part nationwide and more than \$3.4 million was raised. Go-Ahead Singapore supported this cause with its second satellite event held at Punggol Bus Interchange. Close to \$10,000 was raised from the event this year, with colleagues representing 70% of shaves and members of the public making up the remaining 30%.



CCF Deputy Director of Community Partnerships, Ms Teo Mee Hong, receiving the cheque from Managing Director, Andrew Edwards.

## Chen Su Lan Methodist Children’s Home visit

In spreading some festive merriment, colleagues volunteered their time at the Chen Su Lan Methodist Children’s Home in February this year, during the Chinese New Year period. The home is a shelter for children and youths aged between 5 to 21, who come from low-income, broken, dysfunctional or abusive families in Singapore.

This was the first in Go-Ahead Singapore’s 2018 corporate social responsibility calendar, planned annually to promote positive social and environmental practices amongst employees. During this visit, a series of activities was put on to entertain and interact with the residents, including a lion dance performance, balloon magic show, variety of games and live sing-along session headed by our very own Technical Officers.

## Key highlights

**17**  
depot visits hosted for local and overseas organisations

**\$9,676**  
raised through the Hair for Hope satellite event

**4.39am**  
The earliest yushewng toss at Loyang Bus Depot

## Chinese New Year visit by Secretary-General of NTUC, Mr Chan Chun Sing

Secretary-General of the National Trades Union Congress (NTUC), Mr Chan Chun Sing, and Executive Secretary of the NTWU, Mr Melvin Yong, visited Loyang Bus Depot on Chinese New Year eve, 15 February, to distribute mandarin oranges to our Bus Captains and share their good wishes for the new year.

The atmosphere was bustling at 4am in the depot, and spirits were high. Everyone was excited to come together for lou-hei, also known as the Prosperity Toss, wishing for a year of good fortune and health.

## Iftar with Senior Minister of State, Dr Janil Puthucheary

Senior Minister of State, Ministry of Transport & Ministry of Communications and Information, Dr Janil Puthucheary, joined our colleagues for iftar, or breaking of fast, at Punggol Bus Interchange on 31 May with a hearty spread of local cuisine – nasi ambeng, kueh and dates.

Dr Janil thanked all Muslim colleagues for continuing to diligently perform their tasks during the fasting month and keeping the buses moving smoothly. Hosted by our management team, Dr Janil was taken on a brief tour of the interchange and found out more about our operations there.

## Public Transport Workers' Appreciation Day

Jointly organised by the LTA, NTWU and public transport operators of Singapore, the inaugural Public Transport Workers' Appreciation Day celebrated each and every contributor to the industry.

Staff welfare activities, programmes and facilities implemented for our colleagues were showcased at the Go-Ahead Singapore booth. Members of the public were encouraged to pen appreciation messages for the public transport workers and pin them onto an appreciation wall. Healthy bento sets were distributed internally to show our appreciation to all colleagues.



Transport Minister, Mr Khaw Boon Wan, with our colleagues at the inaugural Public Transport Workers' Appreciation Day celebration.

# Happier Customers

The annual customer satisfaction survey was conducted with 500 commuters at both Pasir Ris and Punggol bus interchanges in June, the same time period as last year's exercise.

An overall improvement in customer experience has been observed with a score of 90%, up from previous results. Metrics used to measure satisfaction include, but are not limited to, reliability, cleanliness, comfort and safety.



Chief Bus Captain, Ng Hee Kwang, is ever ready to extend a helping hand, evident in his behaviour when interacting with commuters. A few occasions include the times when he waited for a mother-daughter pair to be safely seated before moving off, comforted a frightened child who lost his balance on the bus which nearly resulted in a fall and provided a lost passenger with accurate directions to her intended destination.

For going the extra mile, Hee Kwang was one of the recipients at the National Kindness Award - Transport Gold 2017.



Singapore Tourism Award 2018 finalist, Grace Lim (second from left) with Managing Director, Andrew Edwards, Marketing & Communications Manager, Jessica Cheang, and her family members.

## Singapore Tourism Awards 2018

The annual Singapore Tourism Awards serves to celebrate and recognise individuals and organisations in the tourism sector for delivering outstanding experiences.

Our Bus Captain, Grace Lim, was nominated in this year's award and placed as one of four finalists in the Best Customer Service for Transport category. Her cheerful personality coupled with an innate desire to deliver quality service has earned her praise from many, making her our top recipient for public commendations with a total of 33 in this reporting period.





Go-Ahead Singapore recipients at the National Kindness Award - Transport Gold 2017 award ceremony.

## National Kindness Award – Transport Gold 2017

Eight colleagues received awards at the ceremony held at Capitol Theatre, graced by Dr Lam Pin Min, Senior Minister of State for Transport and Health.

In endorsing his support, then Managing Director, David Cutts, shared that “Go-Ahead Singapore supports the Transport Gold Awards and the role it plays in motivating public transport staff to go the extra mile. The awards reward and encourage rising levels of customer service standards within the industry. We congratulate all award winners and encourage them to keep up the inspiring service they are delivering.”

## Launch of new bus services 12e and 68

Two new bus services, 12e and 68, commenced operation from Pasir Ris Bus Interchange this year, providing residents with improved connectivity to the city and neighbouring towns.

Service 12e was introduced as a limited stop service on 28 January, with more express sectors included as compared to its parent service. Commuters from the residential towns of Pasir Ris, Tampines, Simei and Bedok now have a faster connection to destinations such as Bugis, Clarke Quay and Chinatown.

Residents of Pasir Ris West have been provided with a direct link to Tampines with the introduction of service 68 and will be able to access key amenities such as shopping malls and Our Tampines Hub, an integrated community and lifestyle hub.

Mr Teo Chee Hean, Deputy Prime Minister and Coordinating Minister for National Security, graced the launch event on 1 April and joined in a bus ride with residents along the new route of 68, to the delight of many.



Deputy Prime Minister and Coordinating Minister for National Security, Mr Teo Chee Hean (second from left), together with then Managing Director, David Cutts, and grassroots leaders.

# Better Teams

← Featured in little magazine's fifth birthday special edition, Bus Captain Som Chuan Mei is motivated by the desire to offer commuters a reliable, safe and smooth journey to their destinations. During her course of work, she has encountered numerous commuters who acknowledge her service with a smile and warm word of thanks. However, there are times when she may not get the gratitude returned and instead bear the frustration of a few.

She revealed that what she finds especially fulfilling are the little greetings and notes of appreciation received from commuters. Once, she was left feeling down after being chided by an angry commuter for an unforeseen incident which took place on her bus service. To her pleasant surprise, a number of commuters onboard came to her defence, easing her disappointment and bringing her some comfort.



## Kindness Week

In line with our nation's collective desire to celebrate kindness, a roadshow was organised in May at Pasir Ris and Punggol bus interchanges and Loyang Bus Depot. Using the theme 'Kindness drives the way', activities in the week-long event included an internal Kindness Bingo contest where colleagues had to perform nine acts of kindness for others, aiming to create a happier, more gracious work environment. In encouraging participation and creating a lively atmosphere, those with a completed Bingo card were eligible to enter a grand lucky draw held at the end of that week, for a chance to win hotel stays and cash vouchers.

Commuters joined in the fun and wrote notes of appreciation to Bus Captains, receiving little packs of kindness candy in return.

## Media Profiling

Colleagues working in Go-Ahead Singapore have been showcased at industry events as well as in print and on social media. This collection of stories reflects their positive employment experience and aligns to the organisation's vision, beliefs and attitudes.

The LTA launched its Industry Transformation Map this year, along with the Skills Framework for Public Transport. Our colleagues – Depot Supervisor, Josephine Lee, and Service Controller, Alvin Wang – were invited to share their know-how and contributions towards an innovative land transport industry of the future.

In addition to recruitment efforts, we also feature in an annual career guide publication where a selected colleague profile will support an advertorial tailored to the year's recruitment theme.



## Long Service Award

Colleagues who have dedicated their contributions to the public transport industry for more than 15 years were celebrated at an appreciation ceremony to thank them for their efforts.

They have demonstrated their unwavering commitment in delivering excellent service to commuters and continue to do so daily.

In recognising their hard work, a certificate, token of appreciation and cash gift were presented to each recipient.



Long Service Award recipients gathering for a group photo with then Managing Director, David Cutts, and Human Resources Director, Wang Poon Liang.

## Key highlights

**1,011**  
employees

**\$1,253**

average training  
expenditure per  
employee

## Mentor Engagement Sessions

Experienced Bus Captains who display suitable qualities and the right aptitude are selected to be mentors, guiding new joiners and the very small number of colleagues who may require refresher training. Our Accident Prevention team closely monitors driving performance through the GreenRoad telematics system and those who display unacceptable driving habits will be assigned to a mentor who will conduct checks and assessments to determine the cause of their poor driving habits and rectify it on the spot.

Mentors also meet Bus Captains during interactive sessions to share safe driving practices and emphasise safety as a top priority. When there are changes to bus routes, they take the lead in holding familiarisation sessions and dissemination of information to keep Bus Captains updated.

## Team Building

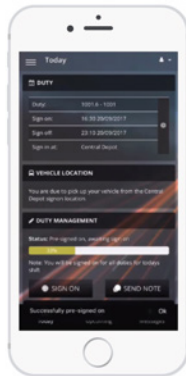
Employees are recognised as the core of our business and it is important for colleagues to build rapport and form effective work teams. An Emergenetics programme was developed to enable better understanding of each individual's own behavioural preferences. Through the programme, each employee is made aware of their own defined personality and empowerment for optimal thinking and action. This is key towards building an improved collective work environment, where the understanding of self and others will strongly impact the development of higher performing work teams.

# Cleaner Environment

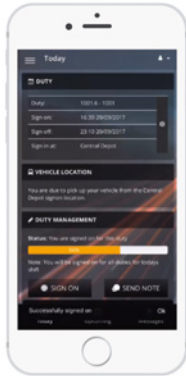


1st stage  
(pre sign-on)

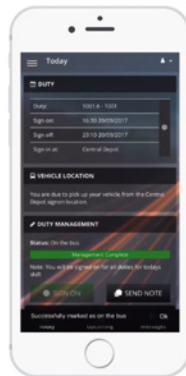
Remote duty  
sign-on screen



2nd stage sign-on  
(at the GPS location)



3rd stage sign-on  
(on the vehicle)



## Fuel Consumption Reduction

It is important to us that fuel is not needlessly wasted, and no pollution is created from vehicle engines being unnecessarily left on. A measure that we adopt in ensuring this is the regular monitoring of idling performance through GreenRoad, where any prolonged idling by Bus Captains will be identified and promptly addressed.

In line with other Go-Ahead bus companies, our vehicles are fitted with an automatic engine switch-off feature. It is fitted to 212 double-decker buses and by the end of 2018 it will be applied after five minutes, rather than the current ten. This device has contributed to saving precious resources and ensures engines operate at optimal efficiency, with improved fuel consumption as a direct result.

## Remote Duty Sign-on

A new initiative recently implemented leverages on technology to reduce duty, admin and supervision time, as well as contributes towards the environment and a paperless organisation.

Realised through the remote duty sign-on app, it allows Bus Captains to sign on at any location such as the interchange or terminal, with a company-issued mobile phone and customised app, instead of being able to do so only at the depot's dispatch office, as previously was the case.

Combining convenience, efficiency, and going green at the same time, colleagues who have used the app particularly appreciate the time savings that they experience now.



## GreenRoad

The GreenRoad telematics system provides Bus Captains with a tool that allows them to monitor their own driving behaviour and make proactive improvements based on feedback received through it. One year on since its fleetwide implementation, GreenRoad performance scores have indicated a significant improvement in driving behaviour, shown by the improvement in overall score from 61 to 16.

These figures reinforce tangible benefits observed such as the reduction in collision and idling rate as well as improvement in fuel consumption and the environment.



Managing Director, Andrew Edwards, receiving the award from LTA Chief Executive, Ngien Hoon Ping, at the 20th Annual Safety Award Convention.

## Awards

### Safe Bus Operator of the Year Merit Award

Go-Ahead Singapore participated in and achieved the Merit Award at this year's 20th Annual Safety Award Convention (ASAC). Inaugurated in 1999, ASAC was introduced to recognise proactive contractors who make the effort to promote Workplace Safety and Health practices within the organisation, ensure optimum standards for employees and duly consider protecting the public as well as the environment during work.

In our submission, we showcased initiatives such as campaigns and competitions encouraging safety practices amongst employees in an interactive manner. Details of our safety policies, standards and training were also provided to support the submission.

### Go-Ahead Singapore Driver of the Year Award

The first annual Go-Ahead Singapore Driver of the Year Award was introduced in 2018 to recognise Bus Captains who demonstrate good conduct and deliver exceptional performance. Shortlisted candidates were evaluated against judging criteria which consider driving behaviour, traffic offences and public feedback, amongst others. A total of 40 Bus Captains were presented with awards, where Vijaya Kumar A/L Sandarajan topped the list for this year's inaugural event, clocking zero negative events in over 1,000 driving hours.

For his outstanding work, Vijaya was rewarded with approximately \$5,000 in cash and prizes including an all-expenses-paid holiday to Club Med Bintan for him and three other family members, a 256GB iPhone 8+ and \$300 in cash, with thanks to support from GreenRoad.

It is anticipated that more Bus Captains will attain the company's 'gold' standard over the coming years, partly due to incentives and recognition such as this.

# Smarter Technology



## Integrated Smart Advanced Warning Unit (I-SAW-U)

Jointly developed by the LTA and ST Engineering Land Systems, a six-month trial of the I-SAW-U began in April, with the media launch taking place at Loyang Bus Depot, hosted by Go-Ahead Singapore.

Designed to act as an added precaution for Bus Captains, smart cameras and sensors have been fitted around the bus to analyse and detect vehicles, pedestrians or cyclists located at its front and sides, identifying them as obstacles. Making use of an algorithm, the system filters out irrelevant objects and will only alert a Bus Captain when one of the above obstacles is within or approaching its blind spot. A screen installed on the bus's dashboard will display a visual signal and an alarm will sound when any obstacle is detected too close to the vehicle.

This includes two levels of alert, red and amber. An amber alert indicates that the obstacle is 1m away from the bus and a red alert means that the obstacle is only between 0.5m – 0.8m away from the bus.



A mannequin was used to demonstrate the effectiveness of the system's side-mounted sensors.

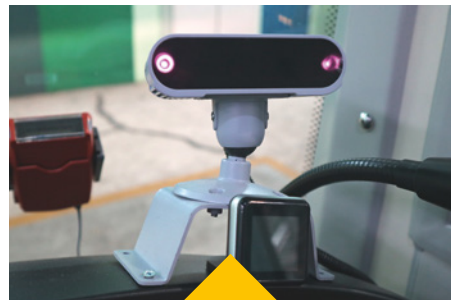
10 MAN A22 and 10 MAN A95 buses across the four local public transport operators have been fitted with this system for the trial.

## Sleepy Eye

Currently on trial is a driver fatigue monitoring tool that focuses on detecting driver fatigue and distraction. As part of our continued commitment to safety practices and nurturing pro-active good practices amongst our staff, a Sleepy Eye sensor has been installed on a bus's dashboard which will sound an audible warning to a Bus Captain when any of the following occurs while the vehicle is in motion:

- Eyes closed for two seconds.
- Eyes look down for two seconds.
- Eyes look away from the front for three seconds.

All data captured is accessible for further review by relevant teams to assess driving behaviour as well as areas of excellence or improvement. Pending results of the trial, a fleetwide implementation of this system will be considered.



The Sleepy Eye sensor that is installed on board one of our buses.

# Key data: Go-Ahead Singapore

2017/18 2016/17

## Society

### Safety

Bus accidents per hundred thousand kilometres	<b>25.46</b>	26.89
Fleet with CCTV (%) <sup>+</sup>	<b>100</b>	100
Number of reported crimes <sup>+</sup>	<b>11</b>	2

### Environment

Carbon emissions per passenger journey (kg)	<b>0.43</b>	0.43
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### Community

Stakeholder events (number)	<b>31</b>	13
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## Customers

On-Time Adherence (OTA)	<b>89.54</b>	80.93
Excess Wait Time (EWT)	<b>0.49</b>	0.67
Average age of bus fleet <sup>*</sup>	<b>3.34</b>	2.23

### Accessibility

Bus fleet which is fully wheelchair accessible (%) <sup>*</sup>	<b>100</b>	100
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## Our people

Average number of employees <sup>+</sup>	<b>1,011</b>	986
Accidents per 100 employees <sup>+</sup>	<b>2.2</b>	1.2
Employee turnover rate (%) <sup>+</sup>	<b>15.7</b>	15.2
Absenteeism rate (%) <sup>+</sup>	<b>5.73</b>	5.52
Average training spend per employee (SGD)	<b>1,253</b>	1,620

### Diversity

% of female employees	<b>9</b>	10
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## Finance

Passenger journeys (m)	<b>105</b>	81
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Key

+ For the reporting period

\* as at the reporting period end

 For information on the full Group data, please visit our corporate website [www.go-ahead.com](http://www.go-ahead.com)

## More information

You can find out more about Go-Ahead Singapore by visiting our website

[www.goaheadsingapore.com](http://www.goaheadsingapore.com)

More information on how Go-Ahead Singapore manages sustainability can be found by visiting [www.go-ahead.com/sustainability](http://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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Singapore 508776  
Email: [media@go-aheadsingapore.com](mailto:media@go-aheadsingapore.com)

## 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](http://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