

# More than a great bus service

Brighton & Hove  
Sustainability Report 2019



Brighton & Hove

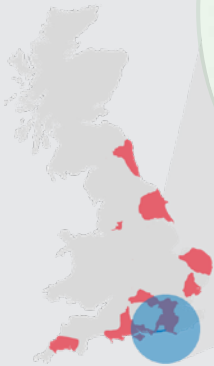
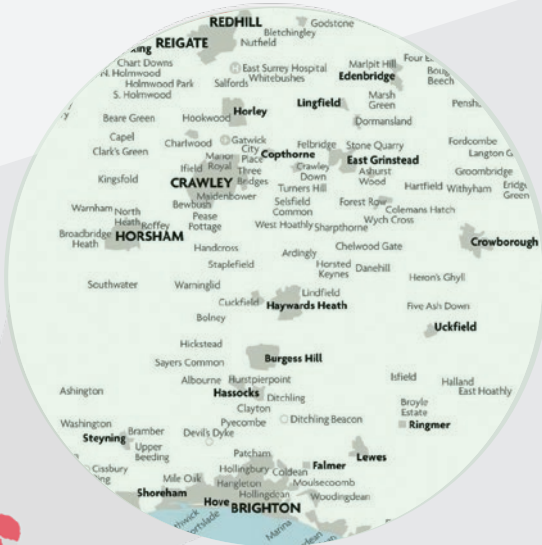
METROBUS

Brighton & Hove Buses operates 289 buses across a network of 25 routes and 2,000 bus stops, serving the urban area of Brighton & Hove and connecting the city to Crowborough, Eastbourne, Lewes and Tunbridge Wells.

Metrobus operates 147 buses across 50 routes through Sussex, Surrey and Kent. Metrobus runs urban services in Crawley, Horsham, East Grinstead, Redhill and Reigate, and more rural services across to Kent and as far down as Brighton.

Our Spirit of Sussex brand provides bespoke coach, bus and minibus services, including days out, wedding and group hire.

Between us, our passengers made more than 67.5 million journeys last year. In Brighton & Hove, there are more journeys per head of the city's population than anywhere in the UK outside London.



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## We don't just run buses

Our purpose is to give everyone the freedom to connect with the people and places they care about most, so they can live their lives to the full.

We put heart and soul into everything we do and while our first priority is to run a safe, reliable, frequent, clean, comfortable, value for money bus service, we equally want to help the communities we belong to grow stronger.

Our drivers are more than 'just a driver'. They get our passengers safely to their destinations around the clock. They are out in our communities day and night. Sometimes they're the only friendly face somebody might see all day. They take people on first dates, to family reunions, to parties in town and on day trips to the Downs. Sometimes we've even taken mums in labour to the hospital!

Climate change, poor air quality, loneliness and deprivation are included in our core business concerns and communities and economies benefit most when these issues are tackled together.

We view the opportunity to make a wider impact on communities as a privilege. In addition to running good bus services, we can empower people to live their lives to the full by making buses more accessible and inclusive, and we can help improve air quality by investing in ultra-low and zero-emissions buses.

The impact we can have on people's lives is much more powerful when communities, councils and businesses work together.

When we invest in the future of the people and places we serve, we invest in our future too. We believe we are still just scratching the surface of what we can achieve together.

This report is a snapshot of where we are right now but we will continue to listen and learn from the experts: our passengers, our communities and our stakeholders. We will always aim to be more than just a bus company.

I hope you enjoy this report. I would like to hear from you and find out how we can support your part of our community more.

Contact me at [martin.harris@buses.co.uk](mailto:martin.harris@buses.co.uk)

**Martin Harris**  
Managing Director



# 1. Putting passengers at the heart of what we do

## 1.1 Listening and acting

We want everybody to be able to catch the bus so we work hard to make bus travel as attractive and accessible as possible.

At the heart of it all is customer service and a willingness to listen and act on what our customers and colleagues say; whether that's adding new routes and extra services or introducing more convenient ways to pay.



**ANIMAL MAGIC:** Drusillas' bus.

One of our drivers suggested a summer service between Brighton and Eastbourne, creating direct links to popular attractions including Drusillas Park. The service launched in Easter and has proved popular ever since.

Our Community Spirit minibus pilot began in April 2019 in response to local demand, providing a flexible, night-time bus service between East Brighton and the city.

Routes 4 and 5 were extended to Gatwick in September 2018 while the 24-hour route 200 to Gatwick was extended to Horsham.

This collaborative process has been a fantastic one for all of us. We felt respected and treated as equals throughout. Our campaign resulted in drastic changes to timetables on key routes, new routes to student-heavy areas to reduce strain on the 25 and 25X bus routes, and a commitment to meeting termly to ensure a good working relationship.

**Talia Fogelman, Student**



## Key highlights

# 67.5million

journeys taken by our passengers  
a year

# 91.5%

customer satisfaction levels

# £11.5million

spent on ultra-low emissions buses  
in 2019

# 83%

best ever punctuality performance

A recent Sussex University Student Union campaign around bus punctuality and capacity led to important service changes after our senior management team met with students.

We're currently in discussion with the student union to offer more flexible payment options so students can buy cheaper, longer term tickets before student loans arrive.





**HIGHER EDUCATION:** We visit schools and freshers fairs talking about our bus services.

Unlike most other companies, we've actually increased our presence on the high street.

We have travel shops at Brighton & Hove, Crawley, Gatwick and Redhill, and information booths at Brighton Station and Churchill Square.

Our customer service team is at the other end of the phone and on social media seven days a week. Colleagues have in-depth local knowledge of bus tickets and routes. They also take constant feedback on our services to keep us responsive to customers.

Customer service is about far more than selling tickets, especially as so many passengers now buy their tickets before they get on the bus. In fact, 84% of our Brighton & Hove passengers have a ticket before boarding.

This year, we've piloted our Neighbourhood Travel Advisors' service, covering East Brighton and the universities. Two customer service colleagues do community outreach work and attend local events, giving advice on journey planning, tickets and accessibility and encouraging feedback.

Martin said: "We always do best when we listen to people with an open mind and take their ideas on board. A number of great

suggestions from passengers and colleagues have been brought to life, like 60-minute tickets and our M-Ticket app. We don't have all the answers, but what we do have is humility and the will to keep improving."

### 1.2 Making sure everyone can get the bus

Getting the basics right ensures our buses are accessible for everybody, whether that's training drivers, giving out clear information or changing bus design.

There are audio-visual next stop announcements on every bus and major bus stops have real-time information screens. We're currently rolling out our hearing loop system, which has been developed with industry partners and Action on Hearing Loss, so we know it works properly for users.



**HOUSE OF CARDS:** Children and young people can now choose from six designs for their new bus ID while saving money.

# 1. Putting passengers at the heart of what we do continued



**LET'S CELEBRATE:** Disability Pride 2019.

Every bus is wheelchair and pram accessible, while new buses have dementia-friendly floors with a separate space for a wheelchair and extra room for prams, luggage and shopping.

User-led driver training, devised with the help of organisations including Guide Dogs for the Blind, has improved drivers' understanding of disabled people's needs. That could be giving passengers extra time to sit down or helping them scan their passes.

Our award-winning Helping Hand card, developed with disabled passengers, empowers the holder to advise drivers of any help they might need. If a wheelchair user can't board the bus for any reason, we'll get them

an accessible taxi and pay for it under our Taxi Guarantee Scheme.

Around 90% of our drivers and customer service colleagues are trained Dementia Friends, so they've been trained to respond when someone obviously needs help or is confused. They'll also know who to contact if more specialist help is needed.



This ties in with our three Safe Havens, run in partnership with the Alzheimer's Society and local group Speak Out, where people with learning disabilities can sit until they feel more secure.

Our Communities and Accessibility Manager – the first in the UK bus industry – works directly with passengers and their families

and community groups on accessibility, community events and our community grants.

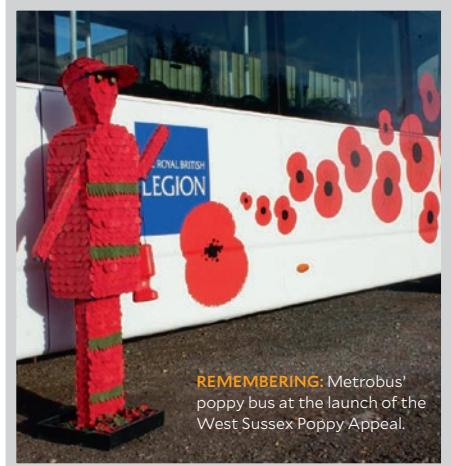
Brighton and Hove's Grace Eyre Foundation runs its Travel Buddy scheme, Drama on the Bus, on board our buses to help people with learning disabilities get more confident when they travel. The scheme is set to be scaled up elsewhere in the UK.



**DRAMA ON THE BUS:** Building confidence to travel for people with learning disabilities.

It gives our clients the chance to interact with drivers and break down any barriers. Brighton & Hove Buses' support means we can deliver travel training to potentially isolated individuals, increasing their independent skills and quality of life.

**Shaun Washington from Grace Eyre**



**REMEMBERING:** Metrobus' poppy bus at the launch of the West Sussex Poppy Appeal.

### 1.3 Keeping buses affordable

Part of making buses accessible is to make them affordable for everyone. That's where our Community Deals come in.

We offer discounted travel to families; students; carers and people with disabilities; free travel for jobseekers under the Routes to Work scheme and for homeless people to get to appointments. We work with employers across the city to offer new employees free travel for their first four weeks.

We also donate thousands of bus tickets every year to a huge range of local groups, including groups who work with refugees, BAME groups, disabled groups, schools and students in financial difficulty. This free travel to particular events, like the Trust for Developing Communities' (TDC) BME Wellbeing Fair.

Ratna Jan Bibi from TDC said: "Many people at the BME events were ever so pleased to attend because this allowed them to connect with organisations and services set up to improve their health and wellbeing. This wouldn't have been possible without the generous donations of free tickets from Brighton and Hove Buses."

Our partnership with East Sussex Credit Union (ESCU) allows people on lower incomes to buy annual tickets at an extra 20% discount. They can spread the cost over a year with a credit union loan, if they wish. This year with ESCU we added a children's annual ticket with an extra 10% discount.



## 2. Helping communities grow stronger

### 2.1 The Chatty Bus and End Loneliness campaign

Very few services these days reach right into the heart of local communities; buses and local council services still do.

A reliable and accessible bus network is valuable community infrastructure that can help address inequality and social exclusion by enabling people to travel for work, education, volunteering and leisure. Buses also help people get out and about and boost their physical and mental health.

#### Connecting people

- One-third of people say they deliberately catch the bus to have some human contact
- Two-thirds of bus users say services create strong community ties
- 8 out of 10 people know someone who depends on the bus



**TRAVEL COMPANION:** Metrobus Chatty Bus in Horsham.

It means we can have a broader impact on people's lives than running an efficient bus service.

Our parent company Go-Ahead launched its Chatty Bus initiative in January 2019 in response to the government's first loneliness strategy, which called loneliness 'one of the greatest public health challenges of our time'.

More than 9 million people in the UK said they were often or always lonely in a 2016 study by The Co-op and the British Red Cross.

We ran with Chatty Bus locally, acknowledging the natural fit buses have with promoting social interaction.

In January, Metrobus partnered with the Royal Voluntary Service (RVS), inviting people on its Chatty Bus for a cuppa and offering advice about local services.

Helen Kirkham, RVS Manager, said: "The importance of creating opportunities for people to connect with others in their local community cannot be underestimated. It's really encouraging to see more local businesses looking at what they can do to tackle





**LAUNCH:** Sussex uni students with our Togetherness Bus.

loneliness. Company, and a little practical help from our volunteers, like support to go out or attend a club, can make all the difference and help people retain their independence.”

In Brighton, we sent a colourful bendy bus to Sussex University’s One World Week celebrations in March, working with Together Co and working with student counsellors, who spoke to students who were struggling.

The bus was designed by local artist Lois O’Hara to promote positive mental health and well-being, with the final design chosen by students.

Together Co CEO, Jo Crease said: “Social isolation and loneliness can affect anyone, at any age. We were delighted to be part of Brighton and Hove Buses’ Chatty Bus initiative at Sussex University to raise awareness of how we can work together to change lives.”

In 2018, local youth radio station Platform B broadcast live. Platform B’s Nats Spader says: “It meant we could engage with young people from diverse backgrounds across the city and featured DJs, MCs, spoken word and talk shows discussing topics such as youth, mental health, the housing crisis and gender politics.”

We’re now working with Brighton organisation Table Talk, which encourages people to chat in local cafes where they see a ‘table talk’ sign. We are taking part in the initiative on our route 5 and 12 buses, which have tables, and producing a map showing which buses serve each participating café.

## 2.2 Equality and diversity

Brighton & Hove and Metrobus support local councils and community organisations committed to reducing inequality and increasing diversity with our biannual Community Support Grants. These can be for individuals for example, to buy a wheelchair or groups. We also provide support to scores of community events with colleagues’ time, buses and free tickets.

For example, we support: Brighton Housing Trust; Disability Pride; Brighton & Hove Racial Harassment Forum; Brighton & Hove Black History Group; Brighton & Hove Pride; Amaze; Mind Out LGBTI; the Clock Tower Sanctuary and the Ageing Well Festival.

We’ve been an integral part of the Martin Fisher Foundation’s campaign to end stigma around HIV, wrapping a bus and providing a way for the Foundation to share information with people about HIV transmission, testing and treatment.



**SMASHING STIGMA:** Martin Fisher Foundation Bus.

## 2. Helping communities grow stronger continued

Metrobus is at the heart of our community in Crawley. It's admirable what they're doing to champion a top all-ladies sports club striving to become a real success story in women's sport and something special for Crawley.

**Paul Walker, Chairman of Crawley Wasps FC**



We support sports teams committed to reducing inequality too. Metrobus sponsors the Crawley Wasps Ladies Football Club's pre-match training kit and matches. We're determined to keep pushing for more diversity and equality in our workforce too.

Although the percentage of women working for us has slightly increased, it's still not enough. Our target is for women to make up at least 20% of our workforce by 2024.

To address this imbalance we hold regular Women Behind the Wheel recruitment events, where our female drivers talk about what it's like out on the road and challenge

preconceptions. Some of them instruct and mentor new drivers too.

Our recruitment campaign, People Like You (shortlisted in the UK Bus Awards), showed the talents and diversity of our drivers, and helped people realise they could become bus drivers too as they, perhaps recognising themselves in the campaign. Our apprenticeship program has also helped draw more women into the company.

Our Diversity and Inclusion Forum meets monthly to boost participation from under-represented groups, including disabled people, women and black and ethnic minorities.



**CHANGING BUSES:** Women Behind the Wheel.

### 2.3 Anti-Hate Crime campaign and public safety

Our commitment to equality is reflected in our ongoing Anti-Hate Crime campaign, launched in October 2018 in partnership with Brighton & Hove City Council, Sussex Police and community groups.

We want people to feel safe when they catch our buses.

We encourage passengers to report hate crime and we act when incidents occur. Feedback from local groups has been overwhelmingly positive, with people saying they would be more likely to report future incidents.

We're also a founder member of the new Brighton & Hove Upstanders Network, which brings together local councils, Sussex Police, the Home Office and community organisations, with an ongoing remit of tackling hate and extremism.

Still on public safety, we fund a police patrol car and a Public Transport Liaison Officer at Sussex Police, who looks after passenger safety, investigates incidents and provides missing person's support. Our Parking Enforcement Officer keeps buses moving, e.g. by enforcing double yellow lines at bus stops.

Our Response team and our 24-hour control room, deal with incidents, like buses affected by snow, attending accidents, managing diversions and helping passengers who have fallen ill. Importantly, it means our drivers get constant support too. There's also CCTV on all our buses.

Together we've developed the Hate Crime bus poster campaign and cards with hate crime reporting information to raise awareness on this important topic and we've received excellent feedback from groups.

**Mel King communities co-ordinator  
Brighton & Hove City Council**



### Key highlights

**£128,605**

donated to the community

**289,543**

people directly reached  
with our community  
contribution

**164**

stakeholder events attended by  
colleagues



POWERFUL MESSAGE: Hate Crime poster.

### 3. Heart and soul: building resilient teams

Each depot and travel shop has set up colleague forums with drivers, union reps and senior colleagues to tackle the issues raised.

Whether it's about improving communal areas; identifying training needs or boosting morale, they've come up with some great ideas and continue to meet monthly, setting targets and keeping colleagues updated on their progress.

Now there's a central fund for sports and social clubs; freshly painted drivers' rooms, paying-in rooms with healthier snacks and updated lockers. Depots hold barbecues, pool competitions and Easter egg hunts while thousands of pounds continue to be raised for local charities through cycle rides, zip-wire challenges and wearing tropical shirts,



TOTALLY TROPICAL: Metrobus' Hawaiian Day.

Christmas jumpers and woolly hats. You name it, our colleagues do it!

We're also working hard to get mental health first aiders into every workplace. Colleagues can also access phone support via our Employee Assistance Program, covering health,

personal issues, finance, work and retirement.

We run continuous safety campaigns, recognition and rewards for safe driving and quarterly STAR Awards. Meanwhile, our annual awards recognise long service, dedication and achievement.

PC Jay Jackson was the first winner of our new Heart & Soul Award. He's been first responder in emergency situations and pivotal in using CCTV footage to aid murder investigations, and developed our evacuation procedure during emergencies.



BLUE AND WHITE DAY: Fundraising for Albion in the Community at Whitehawk Garage.



**TOUR DE FORCE:** Colleagues from Lewes Road, Whitehawk, Newhaven and Crawley depots make it to Paris in aid of the Trevor Mann Baby Unit.



Live Yammer sessions, where senior colleagues answer questions in real time, have been well received and are now going local, into depots. Other communication channels include a frequent in-house magazine, e-newsletters, intranet, depot notice boards, regular appraisals, union and depot meetings.

Jay puts himself out there on the line in the real world. He's a first responder, a crime buster, a safety officer, a guardian. He's the essence of everything we stand for.

**Martin Harris**



**BUS BEAT:** Brighton & Hove Buses' PC Jay Jackson.

## 4. Creating clean-air communities



### 4.1 Investing in ultra-low emissions buses

Domestic transport, including private cars, is the sector responsible for the highest greenhouse gas emissions (GHG) in the UK, accounting for 28%.

The independent Committee on Climate Change says buses contribute just 1% to

the total, cars make up 15%. What's more a full double decker can take up to 75 cars off the road. We actively recognise our moral obligation as a bus company to improve air quality for the people in our communities and help slow down climate change by constantly cutting emissions and reducing our fuel and energy use.



**NEW BUSES:** Brighton and Hove has the UK's first fleet of buses combining zero-emissions with geofencing technology.

We've been investing millions year on year in very low and zero-emissions vehicles. It's a long-term investment in our fleet and in the health of the communities we serve and it's the right thing to do.

We will have spent more than £11.5m on ultra-low emissions buses in 2019, made up of 30 Enviro400 extended range electric buses for Brighton and Hove, and 10 single-deck Euro VI Micro Hybrid StreetLites for Metrobus.

In October, we introduced 30 Enviro400 buses on route 5, one of our most popular routes in Brighton, accounting for 7.6 million passenger

journeys a year. They're the first fleet of buses in the UK that can be set to run in zero-emissions mode every time they enter a sensitive area, a practice called geofencing.

These buses will operate in zero-emissions mode throughout the city's Ultra Low Emissions Zone (ULEZ). Up to 24 route 5 buses an hour run through the ULEZ, equating to 133,104 miles a year of emissions-free journeys in the zone. They're a really important part of our ambition to create a clean air zero-emissions city by 2030.

### Live & Breathe campaign

The launch of our new extended range electric buses signalled the start of our Live & Breathe community environmental campaign, aimed at engaging local people in a dialogue about climate change and air quality in Brighton & Hove. Live & Breathe will include a schools' competition, social media campaign, interactive webpage and pop-up events.

In 2019 Metrobus secured £4.36m under the government's Ultra Low Emission Bus Scheme

# 2024

target for all our buses Euro 6 standard

# 1%

the amount buses contribute to the UK greenhouse gas emissions (GHG)

# 15%

the amount that cars contribute to UK GHG emissions

as a contribution towards 20 zero-emission hydrogen fuel cell electric buses.

These buses will run on our 24-hour, high frequency Metrobus Fastway services to and from Gatwick Airport and Manor Royal Business District, Crawley, Horley and residential suburbs. It will be the first commercially-operated hydrogen bus fleet in Europe.



## 4. Creating clean-air communities continued

### 4.2 Cutting energy and fuel consumption

Our drivers are trained to drive smoothly and to avoid harsh braking, acceleration, over-revving and engine idling. Onboard technology relays data to drivers and supervisors about their driving, encouraging low impact driving techniques e.g. by alerting drivers if they brake harshly.

It's a smoother ride for passengers on the bus and cuts down fuel, reducing our fleet's carbon footprint. This also means better air quality for everybody, because it cuts NOx emissions, formed during fuel combustion.

In 2018, we were awarded ISO 50001, an international accreditation for excellence in energy management, after cutting carbon emissions by 30% in three years, and nearly 70% over the past ten years.

We've reviewed how we use energy and set targets to reduce consumption and improve performance, using energy improvement plans and internal audits keeping us on track.



GET SET FOR SUMMER: My Favourite Places campaign.

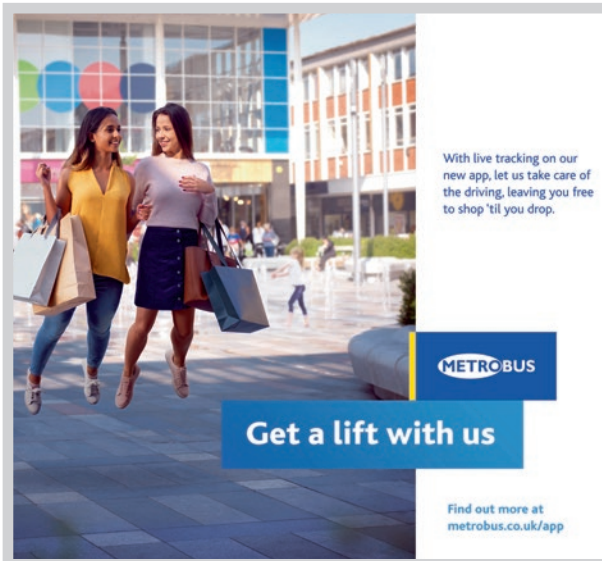
ISO 50001 covers the entire business. Our engineers service buses more frequently than recommended because they know it keeps buses running efficiently. Office colleagues play their part too, turning off lights, air conditioning, heating and computers when they leave the building.

### 4.3 Behaviour change

Investing in new buses and driving down our energy and fuel use can only go so far towards creating clean air communities and safer, less congested, spaces for people to live and breathe.

Our mission is to encourage more people to change their behaviour, walk, cycle and catch public transport and by making buses as attractive, comfortable and convenient as possible.

The knock-on effect of fewer private cars on the road is to make bus travel even more attractive as traffic flows better and buses are more reliable. Air quality also improves, as emissions peak when vehicles pull away and accelerate short distances, as they do when stuck in traffic.



LET US GIVE YOU A LIFT: Behaviour change.



**ENVIRONMENTALLY FRIENDLY:**

Surrey Hills AONB



We regularly work with local councils on active travel campaigns, promoting events like National Walking Month, which inspires people to take the bus to the start of guided walks and the Meerkat Discovery Trail, encouraging families to get out and about.

Our services like Breeze up The Downs inspire people to 'get on, go somewhere' and special edition bus wraps promote travel to places like the Surrey Hills Area of Outstanding Natural Beauty (AONB) and Tilgate Park.

Our Summer holiday campaign My Favourite Places combined loads of ideas for family outings with special ticket deals.

#### 4.3.1 Humanising technology

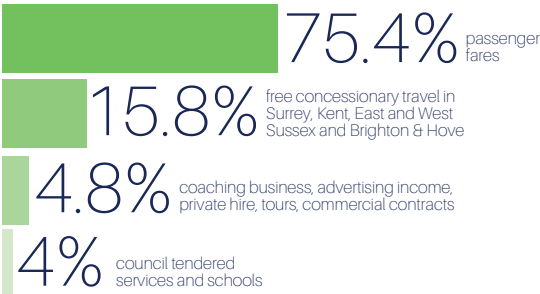
Technology can be a great tool to encourage behaviour change by making bus travel more convenient. Contactless payments came in last year and tap, tap off in September. It's the first time tap on, tap off has been used on buses outside London. It gives customers more choice of how to pay, speeds up boarding and journey times.

A new ticketing and live journey planning app, and our new website have meant better journey planning for passengers. Real-time information screens at bus stops and free Wi-Fi and USB charging points on buses are all there to improve our customers' bus journeys and deliver brilliant basics.

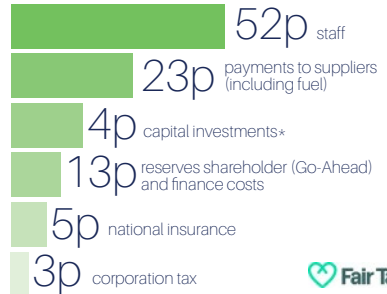


# What's the value of your fare?

Where does the money come from?



Where does every £1 go?



Fair Tax  
AUDITED ACCOUNTS 17/18



# Key data

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

	2018/19	2017/18	2017/16
<b>Society</b>			
Community			
Community spend per employee (£)	<b>85</b>	108	63.58
Environment			
Carbon emissions per passenger journey (kg)	<b>0.52</b>	0.54	0.53
Carbon emissions per mile (kg)	<b>1.69</b>	1.73	1.74
<b>Safety</b>			
Bus accidents per million miles	<b>10</b>	9	8.5
Fleet with CCTV (%) <sup>+</sup>	<b>100</b>	100	99.8
Number of reported crimes <sup>+</sup>	<b>137</b>	175	185
<b>Customers</b>			
Customer satisfaction (latest passenger focus score) (%)	<b>91.5</b>	91	92
Deregulated/local bus punctuality (%) <sup>+</sup>	<b>83</b>	85	79
Expenditure on new buses in financial year (£'000) <sup>+1</sup>	<b>1,550</b>	7,679	5,172
Average age of bus fleet <sup>**</sup>	<b>8.1</b>	7.1	7.6
Accessibility			
Bus fleet which is DDA compliant (%) <sup>*</sup>	<b>100</b>	100	100
<b>Our people</b>			
Average number of employees <sup>+</sup>	<b>1,513</b>	1,519	1,464
RIDDOR accidents per 100 employees <sup>+</sup>	<b>0.7</b>	0.26	0.89
Employee engagement index	<b>53</b>	66	52
Employee turnover rate (%) <sup>+</sup>	<b>16.3</b>	14.4	13.6
Absenteeism rate (%) <sup>+</sup>	<b>3.3</b>	3.1	3.4
Training spend per employee (£)	<b>790</b>	707.20	615.73
Diversity			
% of female employees	<b>11.6</b>	11.3	12.1
% of Asian, black and other ethnic group employees	<b>3.5</b>	3.6	3.3
<b>Finance</b>			
Passenger Journeys (m)	<b>67.5</b>	65.30	66.22
Passenger volume growth (%)	<b>3.3</b>	-1.4	1.3

<sup>1</sup> We will have spent £11.5m+ by the end of 2019.

### 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: [go-ahead.com](http://go-ahead.com)

## More information

Find out more about Brighton & Hove Buses at [buses.co.uk](http://buses.co.uk) and Metrobus at [metrobus.co.uk](http://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:

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For copies of this report or enquiries, please email Communications Manager Marie Sansom: [marie.sansom@buses.co.uk](mailto:marie.sansom@buses.co.uk)

## 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 1 July 2018 to 29 June 2019.

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: [go-ahead.com/sustainability](http://go-ahead.com/sustainability)

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Bureau Veritas UK Ltd  
August 2019

