

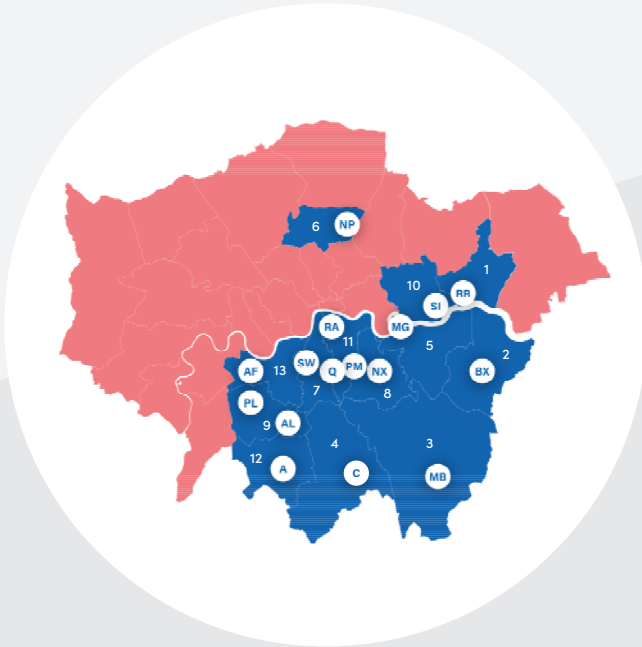
Taking care of every journey

Go-Ahead London
Sustainability Report 2019



The majority of 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 presently operate 199 routes across most parts of London (see map below). 27 are school routes which have their own route number and 35 are night services. As well as being the largest bus operator in London with over 24% of the market, we also operate a small number of bus services on behalf of Surrey and Essex County Councils, a major construction company and a national supermarket.



- A** Sutton
- AF** Putney
- AL** Merton
- BX** Bexleyheath
- C** Croydon
- MB** Orpington
- MG** Morden Wharf
- NX** New Cross
- NP** Northumberland Park
- PL** Waterside Way
- PM** Peckham
- Q** Camberwell
- RA** Waterloo
- RR** Riverside Road
- SI** Silvertown
- SW** Stockwell

In this report

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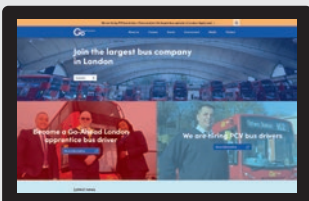
Find out more...

Social media:

@Go_Ahead_London
#GoodGALbusdriver

Website:

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.

➔ Read more on page 04

Stronger communities

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

➔ Read more on page 05

Happier customers

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

➔ Read more on page 06

Better teams

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

➔ Read more on page 08

Cleaner environment

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

➔ Read more on page 10

Smarter technology

To implement new market leading technology and adapt it accordingly.

➔ Read more on page 12

Managing Director's message



2019 highlights

- Successful implementation of the GoSutton trial (Demand Responsive Transport)
- New Woolwich sign-on hub now open for Morden Wharf drivers
- Company CCTV operations now centralised
- The company's first apprentice driver was passed to garage and achieved six commendations in two months
- New Cross driver Frank Murray passes the IAM Masters Driving Qualification
- New Recruitment and Training Academy opened in March 2019
- Silvertown team presented with the Brand Ambassador Award in recognition of their hard work and commitment to the service
- Raj Viswanathan wins Best Go-Ahead Group Driver and Top London Bus Driver at the 52nd National Final of the UK Bus Driver of the Year (2018) competition

“A visibly busy year with many changes in the business, including tender wins and a further noticeable increase in public commendations for our drivers who are the face of Go-Ahead London, I would like to thank all colleagues who continue to put in undeniable efforts and hard work.”

John Trayner
Managing Director

Welcome to our thirteenth annual sustainability report.

It has been a truly eventful 12 months here at Go-Ahead London with a specific challenging moment which could have resulted in much further devastation if it wasn't for the quick thinking, dedication and outstanding team work from colleagues at Orpington. I refer to the fire which broke out at the garage in the early hours of 2 November 2018 which was swiftly doused by the local emergency services. I am pleased to report that despite damage to a number of vehicles, none of our colleagues were injured as a result of this incident and impressively, our services were able to resume by 1045 that morning. This is a true reflection of an amazing team of colleagues working together effectively and efficiently and I thank them tremendously for their outstanding efforts.

It has also been a year to celebrate with great results from colleagues who have represented Go-Ahead London in the London Bus Awards and the National Final at the UK Bus Driver of the Year 2018. The latter competition which took place over two days on September 1 and 2 came with fantastic achievements again from Croydon driver Raj Viswanathan who came top in the Best Go-Ahead Group driver category and claimed 3rd place for Bus Driver of the Year. Stephen Appiah, Mentor at Merton garage also performed well and came 2nd place in the Best Go-Ahead Group Driver category. Both Steven

and Raj were also placed 1st and 2nd in London. These are two colleagues with outstanding records who richly deserve their achievements.

It comes with further pleasure to announce that our team at Northumberland Park garage who operate the prestigious Here East contract which is a free shuttle bus service connecting customers from Stratford City station and Stratford International to the Here East site were presented with the Brand Ambassador Award in recognition of their hard work and commitment to the service.

Positive change at Morden Wharf garage comes with the introduction of a new multi-sign on site based at the new Woolwich hub. The purpose was to improve work/life balance for drivers who live in and around the area. The room is used solely for Go-Ahead London drivers and in terms of location, it was the perfect spot as it is close to changeover points and other main transport hubs. Facilities include toilets, a kitchen and a comfortable resting area with a large sofa. Feedback so far has been positive.

The GoSutton project which after a year of working closely with Transport for London and ViaVan was successfully launched in May 2019 and the trial will be in place for 12 months. The service known as Demand Responsive Transport uses comfortable 13 seated, air-conditioned Mercedes Benz mini buses, boasting Wi-Fi and USB ports. Through the GoSutton app, this new and innovative way to travel allows passengers to pre-book the service from a specific location within the borough of Sutton and be transported to a location of their choice.

A visibly busy year with many changes in the business, including tender wins and a further noticeable increase in public commendations for our drivers who are the face of Go-Ahead London, I would like to thank all colleagues who continue to put in undeniable efforts and hard work which help make us the successful bus company that we are.



Head Office: Go-Ahead London Head Office: located on Merton High Street.

24%

of the London bus market share

Europe's

largest fully electric fleet of buses

130

miles can be covered on a single charge of an electric bus

“We'll take care of our customers' changing needs today, tomorrow and always.”

Finance

We are an employer of over 7,000 staff and actively invest in training and development.

Forward looking

Go-Ahead London remains the largest bus operator and is the leading transport provider owning 24% of the London bus market share. With this responsibility, we play a key part in London's economy enabling people to travel to and from work and leisure, whilst transporting thousands of children, young adults and those in further or higher education to school, college and universities in London and Greater London. Despite a fall in bus usage in recent years, positive customer feedback has increased.

We are an employer of over 7,000 staff and actively invest in training and development. In order to remain the best operator in London, we continue to provide the knowledge and tools for our colleagues to carry out their duties to the high standard expected by the Company.

One such example was the launch of the driver apprenticeship scheme earlier this year which supports and develops new drivers to reach their full potential and be able to provide excellent service to London passengers.

During the year, we have also worked with TfL on a retrofit programme to convert buses to Euro VI emission standards. 85% of our buses comply with Euro VI emission standards or are electric. This helps London improve air quality with cleaner buses being operated on the most polluted routes. We are also proud to own Europe's largest fully electric fleet of buses at our Waterloo depot and have further plans to operate with fully electric vehicles on routes most affected by poor air quality.



Key highlights

3.6%

increase in fuel efficiency

7,000+

average number of employees

85%

Euro 6 emissions or electric

45%

fleet are electric or hybrid



The future: Electric and Hybrid buses are shaping the future of London transport.

Stronger communities

Go-Ahead London colleagues have been kept busy raising money for a variety of causes over the last 12 months.

Bexleyheath Satellite Manager Edward Howard has worked for Go-Ahead London for just shy of 40 years and in September 2018, he ran the Great North Run in support of Marie Curie who provide care and support for those with terminal illnesses. This was in memory of a good friend who passed away in 2017.

River Road's Emma Gustave-Herman organised a coffee morning at the garage in aid of Macmillan Cancer Support. Emma's aunt lost her battle with cancer, so she decided to help raise funds for them and provided cakes and prizes which included toys and jewellery. Colleagues at the garage were supportive and helped make the event a success. They raised just under £400 and Emma said: "I'm so proud to work in a garage that can come together and support a charity like Macmillan. Thank you to everyone who supported us on the day."

Run-Out Controller, Damien Sewell from Merton supported the Royal Marsden Cancer Charity. In March 2019 he completed the 15 mile walk from Chelsea to Belmont along with his family, in support of his mother who underwent treatment at The Royal Marsden some three years ago. Damien said: "This has become an annual family event – we find it as a way to give back to the amazing team that helped look after and provide care for my mother whilst she underwent treatment at such a difficult time."

RML2305 from Putney bus garage made a special appearance for Comic Relief 2019. Colleagues from our Commercial department produced some authentic route 14 destination blinds and once they were fitted, the bus was primed for the event. The Schedules department produced a bespoke timetable



Left to right: Lance McFarlane, Pierre Lansiquot, Hannah Man and Hema Russell showing off the red hoodies donated by our uniform suppliers.

and duty card. Steven Perrett from Croydon garage who was the conductor on the day said: "It was a brilliant way of raising money. Passengers were pleasantly surprised to see a Routemaster and conductor on route 14 again after so many years and donated generously."

Go-Ahead London also ran a company-wide campaign to help the homeless. This was in preparation for a team of colleagues from the Communications department, along with colleagues from Stockwell garage to visit parts of London most affected by homelessness. For approximately one month, a message on digital signage displays at each garage requested the need for donations which included jeans, jumpers, shoes and blankets. Donations from around the company arrived at Stockwell garage in their droves; it was enough to fill the top deck of a bus. Our uniform supplier also donated boxes of new unbranded jackets, jumpers, trousers and tops. OCS catering services provided sandwiches and mince pies, and hot drinks were organised by the company. This pilot scheme was a resounding success and it was fantastic to see how the company came together to help support the homeless community in London.

Happier customers

Social media is one of many channels which allows passengers to inform us of their satisfaction with our services. Many now visit sites such as Twitter to offer praise to a driver or our service as a whole. The company Twitter account: @Go_Ahead_London is where such comments can be found.

Customers will also contact Transport for London to offer further praise to our driving team. These comments will be processed and passed on to our Communications team for logging. Each positive comment is sent to the relevant garage so the driver can be traced and commended for carrying out his or her duties to the high standard expected by the company.

Email is another tool used by customers to praise our drivers. This simple and effective way to communicate allows our Communications team to pass on each comment to Transport for London to process. The team at Communications will also respond

direct to the customer thanking them for taking the time to inform us of their feedback and show gratitude for their kind words.

One such driver who has an impressive number of commendations is Simon Ellis, Go-Ahead London's first apprentice driver. Simon is known to be a very likeable character by his co-workers and is described as a 'humble colleague' by his management team.

Simon received six commendations in a mere two months clearly showing that he is striving to make his customers happy. **See below:**

- "He is the best driver I have had all year, the most enthusiastic."
- "This driver really made my day."
- "Fantastic customer service!"
- "He waits for the elderly to sit down and buggies to get into place before he moves off!"
- "Everyone left the bus with a smile on their face."
- "Please give him a massive pat on the back!"



Simon Ellis: Go-Ahead London's first apprentice driver, is stacking up the commendations.

Customer feedback



“Very impressed by how the driver went above and beyond for my toddler and I.”

30 July 2019



“Thumbs up to the very friendly and informative driver on the 57 while it was on diversion.”

17 July 2019



“I am on the bus 36 in London and you have a perfect driver! This lovely lady stopped to pick up 40 odd toddlers, waved and smiled at them all.”

22 May 2019



Connect with us on social media:

@Go_Ahead_London

#GoodGALbusdriver



Accessibility Awareness Event: Special thanks given to drivers who pull in close to the kerb.

The tendering process, as with recent years, has again been challenging but with a dedicated team of drivers who strive to build relationships with daily customers, we have retained a number of routes including the 244 (12 PVR), 286 (14 PVR), 364 (14 PVR) and 657 (1 PVR). We have also successfully won routes including the 178 (9 PVR), 227 (12 PVR), 291 (6 PVR), 208 (16 PVR) and 232 (16 PVR).

In January 2019, Croydon garage were the hosts of an Accessibility Awareness Event. Local passengers with disabilities were invited to share their experiences and learn more about what Go-Ahead London do to accommodate passengers with disabilities. Discussions took place including driver training and the overall consensus was that local passengers were satisfied with the service provided on Croydon routes.

This positive feedback from customers is confirmation that Go-Ahead London is heading in the right direction. Our vision to strive to provide a reliable service which people can trust is always ongoing and as a business, we will continue to always be London's Bus Operator of choice.

Better teams

In line with the Company's values, we have a team of dedicated colleagues who respect each other and take personal responsibility.

People who are can-do, open and approachable. Colleagues who build relationships and work together as one team, who are both forward looking and adaptable. But we understand that there are always areas where we can improve. The company currently has over 6,000 drivers and an additional 1,400 staff on books. We remain the largest bus operator in London and have the responsibility to ensure we have the best people for every role within the business. Go-Ahead London has an open-door policy in regard to training. We understand that each respective role has its own challenges and any colleague who requires assistance can approach their line manager who will either offer guidance or make the relevant plans to provide further training to enhance the colleague's suitability for the role.

Employing new recruits to our driving team is ongoing and we are proud to announce the opening of our new Recruitment and Training Academy. The opening event took place on 5 March 2019 and those who attended included Managing Director John Trayner, TFL Commissioner Mike Brown and TFL's Director of Bus Operations Claire Mann. Whilst works took place, it was business as usual as Go-Ahead London continued to take on new recruits to join the largest bus operating company in London.

We are proud of the image held by the company and this is reflected by recent achievements at various award ceremonies over the last 12 months.

Dean Golding, driver at Bexleyheath and Natasha Smith, driver at Camberwell (who now works in the new Recruitment and



Key highlights

6,000+

bus drivers across 16 garages

1,400

additional staff on books

New

recruitment and training academy

Sign-on

the Woolwich multi sign-on site has been a huge success



The academy team, from left to right:

Caroline Welch, Eric Dale, Christine Quinn, Keith Wood and Paul McKenzie.



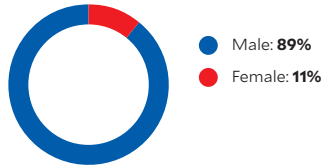
Recruitment and Training Academy: Our Recruitment and Training Academy located in Camberwell receives a makeover.

Training Academy), both made it to the final of the UK Bus Awards to represent Go-Ahead London in the category of Top London Bus Driver in November 2018.

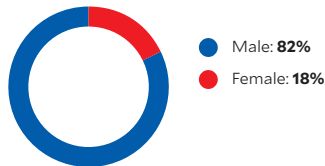
Following on from research at Morden Wharf (MG) garage, which is not located in close proximity to any major transport hubs during unsociable hours, it was discovered that most colleagues commuted over ten miles to reach the garage. After collating all data from colleagues, it was decided that drivers required a safe and secure location to sign on for their duty and take their meal relief which was close to changeover points in an area that provided vast amounts of public transportation and facilities.

Once the proposal was accepted, Woolwich was the agreed location and on 29 June 2019, a new sign-on site opened for drivers on MG routes 178 and 291. It provides an excellent facility for drivers on meal relief and is located conveniently close to driver changeover points as planned. Facilities include a pool table, TV, toilets and kitchen, making it a beneficial and comfortable place for Go-Ahead London drivers to rest in-between duties. The Woolwich multi sign-on site has been a huge success and benefits drivers tremendously.

All employees



Senior management



Gender pay gap



Median pay for men is **3.3%** higher than that of women, compared to the national average of **17.9%**.

Cleaner environment

Go-Ahead London is proud to be the first operator to have a garage with an entire fleet of fully electric buses. Waterloo has been running with 51 SEe electric buses since 2016 on routes 521 (Waterloo to London Bridge) and 507 (Waterloo to Victoria).

Reducing our carbon footprint

In the same year, the garage was transformed to accommodate 43 charging units supplied by BYD (Build Your Dreams). The two fast chargers included have the ability to fully re-charge a bus within four hours. Overnight charging reduces pressure on the National Grid and is more cost effective.

Maintenance on electric buses is less taxing than a diesel vehicle as there is no oil wastage to dispose of. Furthermore, these vehicles are more efficient by 700 tonnes of CO₂ per year, clearly benefitting London's air since they were introduced to Go-Ahead London's fleet.

With Waterloo being Europe's first fully electric bus garage, we are delighted to operate with emission free vehicles, and have been busy introducing further electric buses to the company.

Camberwell garage now operates a total of 18 electric vehicles which are also manufactured by BYD who build the chassis and the electric technology. BYD are dedicated to building a zero-emission ecosystem and strive for a sustainable future through electrification. To enable us to operate additional electric vehicles in the future, the garage has an extra 12 charging units which also includes fast chargers.

The electric vehicles used at Camberwell operate on routes 360 (Elephant and Castle to Royal Albert Hall) and (x5) 521 routes each day. After covering over 100 miles depending on the duty cycle, these buses will return to the garage with over 30% charge.

Camberwell Engineering Manager Mick Reavill said: "Since operating with electric vehicles we have seen servicing time reduced and have noticeably seen reliability increase, in comparison to their diesel counterparts. As a business, we our doing our part to provide a cleaner environment which I am very proud of."

Moving on to our most northerly garage, Northumberland Park runs with London's first electric night bus route; the N214, along with two day routes, the 214 and 153. The 153 has operated Monday to Friday since February 2018 and has a PVR 11. The 214/N214 has a peak vehicle requirement of 19. Including spare buses, the total electric fleet at Northumberland Park consists of 34 buses.



Route 507: Electric bus operating from Waterloo Garage.



Awards

UK Bus Awards 2018

Representing Go-Ahead London was Dean Golding (Bexleyheath) and Natasha Smith (Merton) who were both shortlisted for the Top London Bus Driver category out of 25,000. This is a fantastic achievement for both drivers who have achieved extremely high standards in their roles over the past 12 months.

London Bus Awards 2018

Stockwell driver, Yacine Lazzouguene received the prestigious, 'Actions beyond the call of duty' award. Yacine was involved in an incident which involved a child being run over by a motorcyclist. Prior to informing passengers of the incident, he carefully positioned the boy in the recovery position and stayed with him until the emergency services arrived.

“From the moment he witnessed events unfolding, Yacine took charge and it is fair to say his quick thinking averted a potentially catastrophic situation. He is the epitome of, ‘Keep calm and carry on’. A popular figure with his colleagues, this man sought no recognition, but richly deserves it.”

John Trayner
Managing Director



Charging point: One of 34 charging points for the new electric bus fleet.

There are currently 34 charging points at the garage, which are all fast chargers. Once fully charged, electric buses can travel up to 130 miles on a single charge.

Driver feedback has been positive with many stating they prefer the responsive nature and high torque from the electric system, which provides more power than a conventional diesel or hybrid set up.

Peter Russell, General Manager Waterloo & Northumberland Park says: “The electric fleet is cutting edge technology and a good view of how bus operations in London are evolving with regards to clean air expectations and legislation. There is a large infrastructure that needs investment before a garage can be electrified such as substations and chargers, but longer-term benefits and the visible commitment from the company with regards to sustainability show we are committed to long term clean air and sustainable power.”

Smarter technology

Go-Ahead London relies on the advances of technology and will use it where suitable for the benefit of our colleagues and the business. One such area which we identify as safety critical is driver fatigue.

Driver fatigue

Driver fatigue has contributed to some of the most serious accidents which involve our buses. With unknown side effects from medication and unidentified illnesses (such as diabetes), drivers may be unaware that they are unfit to drive. Other personal issues can also contribute to a driver's ability to carry out his/her duties safely which are caused by tiredness. This can result in micro-sleep which may only last for a few seconds, but dependent on the speed of the vehicle, could have devastating consequences.

In order to tackle this very serious issue, Croydon garage has introduced an initiative that can potentially assist drivers in cases of fatigue. 'Seeing Machines' is a driver fatigue warning device and has been selected for a six-month trial on 20 buses to evaluate its effectiveness. The objective of the trial is to both evaluate the technology and to gain a greater understanding of the issues of fatigue in bus driving, and to ultimately combat fatigue related incidents.

'Seeing Machines' uses a combination of in-cab sensors fitted with world leading algorithms that measure the amount of eyelid closure and the position of the driver's head as they are operating the vehicle. When the system detects eyelid closures or head movements that exceed the set parameters, the fatigue or distraction event is recorded. This also triggers an alert to the driver which consists of an audible alarm in the case of a distraction

event or an alarm and vibration of the driver's seat in cases of fatigue. When it detects fatigue or distraction, it records the three seconds prior to the alarm to enable the incident to be investigated.

Data for the events is sent to trained analysts at the Seeing Machines SafeGuard Centre for immediate analysis. Events are reviewed, classified and Go-Ahead London will be contacted for confirmed fatigue events. This device is currently used on Croydon Trams following the serious safety incident on 9 November 2016.

The trial is still in its early stages so in order to produce robust statistics we must generate more data. Driver feedback to date has been positive, and we have even identified medical conditions as a result of the device being triggered.

We intend to use the findings collaboratively to better educate both managers and drivers in the management of fatigue through coaching, training and guidance.



Driver fatigue: Croydon garage has introduced an initiative that can potentially assist drivers in cases of fatigue.

Key data: Go-Ahead London

	2018/19	2017/18	2016/17
Stronger communities			
Community investment per employee (0.00p)	2.07	0.63	1.17
Stakeholder engagement score (%)/ Stakeholder events	64	31	34
Happier customers			
London excess bus waiting time	0.86	0.91	1.04
Passenger volume growth (%)	-2.8	0	-3.2
Expenditure on new buses in financial year (£m)	2.6	42.3	63.8
Average age of bus fleet*	6.1	5.7	6.6
Safety			
Bus accidents per million miles	65	65	72
RIDDOR accidents per 100 employees	0.30	0.43	0.32
Fleet with CCTV (%)	100	100	100
Number of reported crimes	1,644	1,300	1,120
Accessibility			
Bus fleet which is DDA compliant (%)*	99.7	99.3	99.1
Better teams			
Average number of employees	6,974	7,122	7,069
Employee engagement (%)	62	66	58
Training spend per employee	1,170	1,100	1,200
Employee turnover rate (%)	14.0	15.6	14.2
Absenteeism rate (%)	3.8	3.4	3.6
Diversity			
Female employees (%)	11.8	11.1	10.8
Black, Asian and Minority Ethnic employees (%)	50.2	50.8	49.9

Key

* 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

More information

You can find out more about Go-Ahead London by visiting our website goaheadlondon.com and more information on how Go-Ahead London manages sustainability can be found by visiting: 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 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

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Bureau Veritas UK Ltd
August 2019

