




METRO

Moving with our people...

Corporate Responsibility Report 2011

METROBUS



With our passengers making over 77 million journeys a year Metrobus is very much part of the local community. We take our responsibility to that community very seriously and are continuously looking at ways to reduce our environmental impact.

We're a part of the
Go-Ahead
Group

www.metrobus.co.uk

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ABOUT METROBUS

Metrobus is part of the Go-Ahead Group plc, a major provider of transport services across the UK. The Group's operations span bus and rail and they recognise that local people make the best decisions about running local services. Metrobus operates some 450 buses and employs around 1,500 staff.

2011 HIGHLIGHTS

- We have achieved passenger growth of 7% in our Horsham network since acquiring that business in 2009
- All of the vehicles in our fleet are of easy-access low floor design
- CO₂ emissions per passenger journey have reduced by 1.64%.

WHERE WE OPERATE

Metrobus operates in Sussex, Surrey and parts of Kent as well as operating tendered services for Transport for London (TfL) in and around Croydon and Orpington.



MESSAGE FROM
ALAN EATWELL,
MANAGING
DIRECTOR



Welcome to the Metrobus Corporate Responsibility Report for 2010/2011. In this report I outline the steps that we have taken to reduce our impact on the environment and explain our contribution to the communities that we serve.

We employ nearly 1,500 people across our three depots. One third of our business consists of own-account operations in West Sussex, Surrey and Kent, while the balance is contracted services for Transport for London (TfL). This year our passengers made 77 million journeys upon our buses.

Our TfL services are predominantly in the Croydon and Orpington areas of South East London, while our commercial services are concentrated on the urban populations in Crawley/Gatwick, Horsham and Redhill/Reigate together with rural routes that link many of the smaller communities of West Sussex and Surrey. The significant majority of our own-account services are fully commercial and receive no subsidy from the taxpayer; though we are pleased to also satisfy the needs of local authorities for tendered services when invited.

In order to attract and keep our passengers, we set ourselves very high standards for our services. In our tender bids for Local Authority bus routes we are always noted for the quality of service that we offer; whether it is the well maintained condition of our vehicles, high reliability or the availability of quality travel information. Upon our commercial services we focus on getting the essential basics right, by for example, maintaining up to date timetables and mapping information at bus stops and additionally making sure that timetables are widely distributed and easily accessible online. We have implemented small things like making sure where we can, that bus times coincide with train arrivals or departures – a lot of our customers commute to London and to that end we have extended the discounted rail/bus ticketing

scheme PlusBus across our area, Dorking being the next to be provided. We have worked with sister Go-Ahead company, Southern in affixing posters at railway stations as well as on our own vehicles to encourage integrated travel. All very simple ways to encourage people onto our buses.

We are charged with meeting high standards by Transport for London regarding timeliness, driver attitude and appearance. This year we met and exceeded those targets and we consistently feature near the upper end of their operator performance tables.

We provide a way for people to readily go about their daily lives thus contributing to their local economy; we appreciate however that we unavoidably impact upon the environment of those local communities and that we have to minimise such impact. We have productively invested our time and money in reducing our site energy usage and emissions from our vehicles through not only specifying those that meet the cleanest available standards from established drivelines, but by training our staff to drive more efficiently.

Some of the highlights of the past year include:

- In August 2010 our entire fleet became low-floor; this is an achievement that exceeds Government guidelines and has not been commonly reached in all provincial bus fleets.
- CO₂ per passenger journey has dropped from 0.58kg to 0.57kg.
- We have reduced onsite energy use by 7%
- Despite tough economic times we have managed to grow our passenger numbers by 2%.

Looking to the future, we realise that we have made all of the readily achievable savings in energy usage, so further progress will be harder to come by. Such progress is worth striving for however so we will continue to investigate further ways to minimise our energy usage, as we will continue to invest in our fleet to reduce emissions.

For passengers in our provincial operating area, we will be implementing Go-Ahead's smartcard, the key, providing an alternative easier way for passengers to pay for their journeys.

Alan Eatwell

Managing Director

OUR 2011 PERFORMANCE



SAFETY

14%

drop in bus accidents
per million miles

100%

of our fleet is
fitted with CCTV

Our aim is to provide a safe and secure environment for passengers, staff and everyone else upon whom we have impact.

Health and safety at our depots is constantly reviewed, our Directors, Managers and Supervisors all carry safety qualifications and regularly audit our depots' compliance, additionally those depots are annually audited by external inspectors.

Given 446 buses collectively operating over 20 million miles a year on busy roads, we are inevitably exposed to accidents, sometimes culpable, but more often as victim. We have however reduced such accidents from 56 per million miles last year to 47 per million miles this year.

Each of our depots employ a Driving Standards Manager, whose role is to promote safe and efficient driving techniques. They perform route risk assessments, refresher training for drivers and run campaigns highlighting particular issues such as awareness of the needs of the elderly, those with disability and users with buggies.

All of our routes are risk assessed with potential hazards revealed, then communicated to drivers through posters, route guides and training.

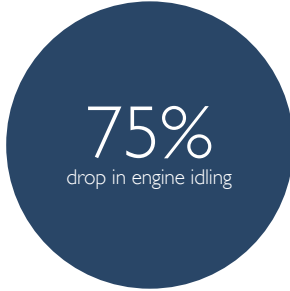
Our fleet is entirely fitted with CCTV both external and internal, which is not only a useful deterrent against anti-social behaviour and identification of responsibility for accidents, but has also been of help in defending fictitious claims and to the police during criminal investigations.

We meet regularly with local police in relation to issues affecting bus performance such as illegal parking and anti-social behaviour. Our drivers are encouraged to report such incidents with details being passed onto the police for further investigation and action.



A safe and secure environment for passengers is a high priority.

ENVIRONMENT



Buses are fitted with an engine idle shut down system to reduce emissions and noise pollution.

We continue to work to reduce our environmental impact both in our depots and from our buses on the road. We have reduced CO₂ per passenger journey by 1.64%.

After successful trials our entire fleet has now been fitted with an engine idle shutdown system – if one of our buses has been stationary with its engine idling for more than five minutes the engine automatically switches off. This system reduces fuel wastage, minimises emissions and reduces noise pollution. We have seen a 75% drop in engine idling since the system was introduced.

Regular use of tracking equipment to precisely align our front wheels is helping us to reduce tyre wear and also improve our miles per gallon.

Our drivers have been trained in efficient driving techniques, including the avoidance of passenger falls from driving more smoothly, which also contributes to the fuel efficiency of our fleet.

The Energy Management System that is installed at each of our depots now monitors and optimises our use of heating and air-conditioning to suit the different seasons. We have fitted illumination systems that variably react to the available natural light and save on the energy that we use.

We have focussed upon our water usage and all of our toilets have now been fitted with reduced flushes, while most wash basins now have push and return taps. Rainwater harvesting and water recycling in the bus wash systems have been in use for some years.

We have made many efficiency changes over the last few years and savings have been significant. While it will be difficult to repeat such savings, we have set ourselves the task of continually fine-tuning what has been achieved thus far and to exploit new technology as it comes along to further our advantage.

PASSENGERS

7%

passenger growth
in Horsham

11,000

Facebook fans

We consider clarity and easy access to accurate information as a very important means of encouraging people onto our services and then retaining them. Where we have responsibility for information at bus stops we provide timetables specific to that location, along with maps and other information. For many people the bus stop is their first acquaintance with Metrobus, so we believe it important to provide easily understandable information.

As a result of such effective communication and provision of a reliable service, we have seen passenger growth of 7% in our first full year of operation in Horsham.

We utilise GPS on all of our buses in order to maintain punctuality, this also facilitates real-time information from our website and through 'apps' that intending passengers can access themselves. Many of our bus stops are fitted with real-time screens to give those waiting confidence that their bus is on its way.

We have had a difficult year with the reduction in funding for off-peak and rural services in Surrey, though we have worked closely with the Council to re-structure our timetables and minimise the impact upon passengers. During that work with the Council we were able to introduce an entirely new bus route to areas that previously had at best an indifferent service.

This country-wide challenge continues in our year ahead as the reduction in local authority funding extends through West Sussex, East Sussex and Kent, counties with whom we are also working in order to minimise the impact upon our passengers.

We continue to strengthen our relationship with the owners of Gatwick Airport in order to improve bus services to benefit airport based employees. We also sell discounted tickets to Crawley employers in order to help them meet their own environmental objectives.

Our Facebook presence proves especially useful when communicating with passengers in times of major disruption, such as the heavy snowfall experienced in December 2010.

We will be introducing our smart card for our commercial services within the next year. The card will prove an alternative to carrying cash, will be topped-up easily online and if it is lost or stolen it can be cancelled immediately and the credit moved to a replacement card.

This year Passenger Focus, the independent passenger watchdog, carried out its first Bus Passenger Survey on Metrobus. We were encouraged to discover that 93% of our passengers surveyed were satisfied with our services. The survey does not mean we can relax our efforts but it gives us a benchmark for the future.



Horsham bus station real-time information screen.

EMPLOYEES

93%

of passengers surveyed were satisfied with our drivers' attitude and helpfulness according to Passenger Focus

We employ nearly 1,500 people, the significant majority being drivers. We were pleased to note that a recent Passenger Focus survey revealed that 93% of our passengers asked were satisfied with our drivers' attitude and helpfulness.

The company has long provided an apprenticeship scheme for workshop staff. Two of our current apprentices were among the top three performers in the City & Guilds scheme country-wide.

We provide drivers with their annual Certificate of Professional Competence (CPC) training and in our depots that operate Transport for London contracts, BTEC training. Both curricula cover topics such as defensive driving and customer care. We assign mentors to drivers in order to support them in their first few weeks behind the wheel once trained and qualified.

We offer the opportunity to gain an NVQ in Passenger Carrying Vehicle Driving in conjunction with Orpington College.

Long serving staff are recognised at an annual awards dinner where gifts are presented. Staff can be nominated by their peers for going 'above and beyond the call of duty' which is recognised by quarterly awards.

We are pleased to report that staff turnover has dropped to 13% from 19.1% last year, whilst absenteeism has remained steady at no more than 3.6% across the year.

We recognise Unite the Union and regularly consult with staff representatives and full-time officers over all aspects of the company's work.



Metrobus driver receiving his NVQ certificate.

COMMUNITY



This year we have helped a local disability group to produce a short educational film which is aimed at both bus drivers and those with disabilities to help with mutual understanding.

To support local charities we provide advertising space on our buses without charge and have attended local community events and schools in order to make the bus a more approachable opportunity for those unused to travelling at all or alone.

Our entire fleet is low floor; thus enabling easy access to our services for those with buggies or who are in wheelchairs.

Our Facebook presence has greatly improved the communication that we have with our passengers. Such communication is not just a facility for making announcements, as we encourage 'fans' to communicate with their suggestions and ideas. After complaints made on Facebook highlighted that people were being left behind due to a bus being full, an extra journey was added. We have also asked via Facebook for passengers to suggest new locations for bus shelters and real-time screens and have been able to accommodate some of those requests.

We actively use real-time screens in our operating area to help us communicate road closures or diversions; we can send specific messages to real-time screens tailored to that particular location, thus improving the availability of up to the minute information for our passengers.

We have worked closely with local authorities, planners and developers for Section 106 funding to be used for the benefit of local passengers. Section 106 funds have helped in schemes to pay for installing bus shelters and real-time screens, through to delivering complimentary tickets to households on new estates in order to acquaint them with the availability of the local bus service.



The Crawley Action Group and Metrobus staff who were involved in the Disability film.

| | 2010/2011 | 2009/2010 | 2008/2009 |
|---|-----------|-----------|-----------|
| Safety | | | |
| Bus accidents (per million miles) | 47.79 | 56.08 | 56.99 |
| Fleet with CCTV (%) | 100 | 100 | 98 |
| Environment | | | |
| Carbon emissions per passenger journey (kg) | 0.57 | 0.58 | 0.59 |
| Site energy savings | | | |
| – Gas consumption (kwh) | 1,625 | 1,767 | 1,643 |
| – Electricity consumption (kwh) | 1,229 | 1,286 | 1,130 |
| Fuel efficiency | | | |
| – Miles per gallon | 5.90 | 5.92 | 6.08 |
| Passengers | | | |
| Number of passenger journeys (m) | 77 | 74 | 63 |
| Fleet with low floor (%) | 100 | 99 | 96 |
| Web sales (%) | 2.2 | 1.4 | 0.93 |
| Employees | | | |
| Number of employees | 1,440 | 1,374 | 1,242 |
| Turnover rate (%) | 13 | 19.1 | 17 |
| Absence rate (%) | 3.6 | 3.5 | 4 |
| Number of staff training days | 8,626 | 6,102 | 5,391 |
| Diversity by ethnic group (%) | | | |
| – Asian, black or other origin | 18.8 | 18.3 | 16 |
| – White | 81.2 | 81.7 | 84 |
| Diversity by gender (%) | | | |
| – Women | 9.5 | 9.9 | 10 |
| – Men | 90.5 | 90.1 | 90 |
| Average length of service (yrs) | 6yr | 5yr 8m | 5yr 3m |
| Community | | | |
| Charitable giving and investment (£) | 4,953 | 5,627 | 5,370 |
| Number of stakeholder events | 80 | 59* | n/a |

* First year of data collection.

For information on the full Group data please visit our corporate website www.go-ahead.com

We're a part of the **Go-Ahead** Group

You can find out more about Metrobus by visiting our website www.metrobus.co.uk and more information on how Metrobus manages its corporate responsibilities can be found by visiting www.go-ahead.com/responsibility

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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BUREAU
VERITAS

Verification of Corporate Responsibility data

For the third year Bureau Veritas UK Ltd has worked with the Go-Ahead Group plc (Go-Ahead) to verify and to provide an independent opinion on selected corporate responsibility (CR) key performance indicators (KPI) data contained within the Go-Ahead Group's Corporate Responsibility Report 2011. The information and data reviewed for this verification process relates to the reporting period 1st of July 2010 to the 2nd of July 2011. The verification incorporated site visits, interviews, document review and checking of Group and Operating Company data.

The full Bureau Veritas verification statement is available in Go-Ahead's Corporate Responsibility Report and at <http://www.go-ahead.com/responsibility.aspx>

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