



**A world where every journey is taken care of**



**Delegation**

**Accountability**

**The Board**

**The role of the Board**

Go-Ahead is headed by a Board that is collectively responsible for creating and delivering long term sustainable value for the business. The Board is accountable for balancing the interests of the Group, including our shareholders, colleagues, customers and the communities we serve.

**Key responsibilities of the Board**

- Strategy development, targets and objectives
- Corporate planning and KPIs
- Health and safety
- Stakeholder engagement
- Corporate culture and reputation
- Contracts, bids and acquisitions
- Risk management, appetite and internal controls
- Governance and regulatory compliance
- Board development and effectiveness

**Nomination committee**

- Board and committee composition
- Succession planning
- Inclusion and diversity policies
- Talent strategy
- Development opportunities

Read more on pages 72 to 75.

**Audit committee**

- External audit
- Financial reporting
- Risk management and internal controls
- Internal audit
- Whistleblowing and anti-bribery procedures
- Health and safety auditing

Read more on pages 76 to 81.

**Remuneration committee**

- Remuneration policy
- Remuneration principles
- Incentive design and setting of targets
- Executive and senior management remuneration
- Chairman fees

Read more on pages 82 to 105.

**Operating company boards**

- Operated autonomously by local senior management
- Local senior management reports to the executive directors directly on day-to-day management issues including risk
- Local senior management ensure operating compliance with Group policies and procedures
- Executive directors appraise the Board

**Cross-business rail and bus steering groups and forums**

- Comprise the managing directors in each operating company
- Meet with the executive directors on a regular basis to explore and identify new opportunities and initiatives
- Share knowledge, experience and best practice across operations
- Are supported by cross-business forums such as health and safety, engineering, HR and diversity forums

**Group executive committee**

- Comprises senior managers responsible for the key centralised Group functions
- Meets monthly with the executive directors to review the business and policies
- Identifies synergies which can then be cascaded through cross-business groups and forums
- Functions include, but are not limited to, the areas of IT, procurement, bus and rail business development and marketing