

Taking care of every journey

Go-Ahead Singapore
Sustainability Report 2020



"All checked for the bus!"

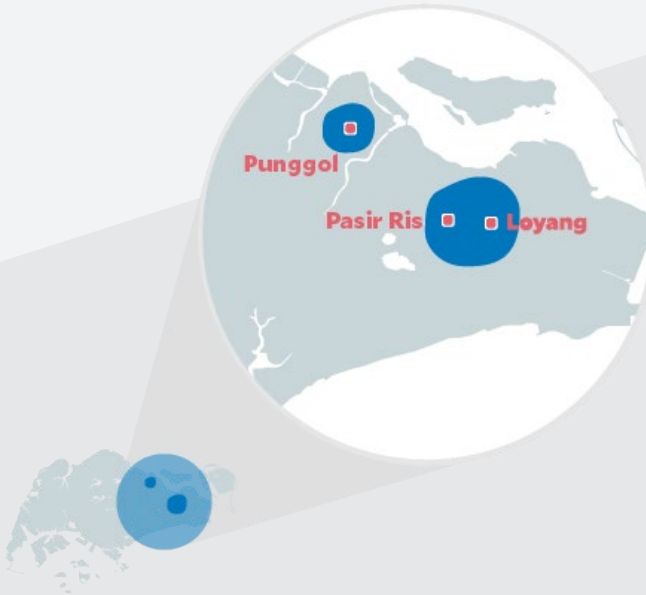
"That's great! Safe journey."

"Done for the day, time to log off!"

Go-Ahead Singapore has operated the Loyang Bus Package since it commenced operations in 2016. Managing its routes out of the Loyang bus depot, a team of more than 1,000 colleagues work collaboratively to deliver an outstanding service for commuters.

The initial five-year contract, which was due to expire in 2021, was recently granted a two-year contract extension by the Land Transport Authority (LTA). The extension, granted on the basis of strong operational performance, will begin in September 2021 and run until September 2023.

Undoubtedly, the challenges the world has faced this year are unprecedented with the ongoing COVID-19 situation still affecting many aspects of our daily lives. Nevertheless, public transport has remained a constant throughout this period, continuing to provide commuters with a safe mode of travel, enabling their essential activities. Go-Ahead Singapore is proud to be operating in Singapore's world-class public transport network and endeavours to be a long-term contributor towards it.



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- 04 Stronger communities
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Find out more...

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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 increase positive and proactive engagement with the communities we serve

→ Read more on page 04

Happier customers

To provide a safe, reliable service to our customers

→ Read more on page 06

Better teams

To constantly develop our people

→ Read more on page 08

Cleaner environment

To look at the way in which we can reduce our impact on the environment

→ Read more on page 10

Safer working

To provide safe working environments for our people and our customers

→ Read more on page 11

Managing Director's message



2020 highlights

- Excellent performance amid COVID-19
- Contract extension
- A new bus service
- Helping Hand scheme
- Developing relationships with the community

Although history will forever record 2020 as the year in which the world fundamentally changed, it is important that we recognise how quickly, and successfully, society has adapted to a new way of living and working.

Before explaining the practical impact of coronavirus on the organisation that I am honoured to lead, I must pay tribute to the dedicated team of over 1,000 colleagues at Loyang Depot who make Go-Ahead Singapore a truly world-class bus operation, and the services that we deliver to commuters would not be possible without their professionalism.

The country is fortunate to have such talented individuals at its disposal and their willingness to do the right thing has ensured a calm approach to service delivery, which has been apparent throughout the coronavirus pandemic.

“I am proud that our dedicated team has risen to the challenge and been able to maintain safe and reliable services throughout this challenging period.”

Andrew Thompson
Managing Director

Despite the very real challenges posed by coronavirus, I remain firmly of the view that happier, and healthier, days lie ahead. I say this because as a business, as a sector and as individuals, recent events have proved how resilient we ultimately are. No one could have predicted the impact of this pandemic as 2019 turned into 2020. And yet, just a few weeks into the new year, the country was required to take action to keep its people safe. In doing so, the public transport system underwent change in a unified, flexible and determined manner with a carefully designed strategy at its core, thanks to excellent groundwork laid by the Land Transport Authority (LTA).

The last year has repeated the pattern of those that went before – continuous improvement, industry transformation, ongoing stakeholder engagement, recognising colleague excellence and bidding for additional work, while all the time delivering a safe network of dependable services.

The company was delighted to be granted a two-year contract extension from the LTA for the Loyang package during the summer of 2020. This decision is a vote of confidence in Go-Ahead Singapore's ability to deliver high quality public transport and it ensures that we will continue to have a presence until at least 2023.

While reviewing the last year, it is important to showcase the many enhancements, some tangible, others less obvious, that Loyang has delivered. Commuters on Service 15 are now transported in environmentally friendly electric buses. Go-Ahead's industry leading experience in e-buses, especially in London, has proven invaluable and we look forward to seamlessly introducing more vehicles of this type over the coming years. Our Bus Captains (BCs), who make up the overwhelming number of employees, now plan their work schedule around a company-issued mobile phone app called 'BC Click'. Not only does this reduce paper use, it delivers a range of up to date user information instantly. Designed to meet the needs of a diverse demographic, the app has been well received by BCs.

We are also active participants in the newly established 'Caring Commuters SG Committee', which has been created to make an already respectful public transport system even more caring, inclusive and welcoming. A new Caring SG Commuters webpage has gone live and features inspiring real stories of care demonstrated by commuters.

Singapore showcases the best of public transport and although the last 12 months have inevitably been challenging, we can look forward with optimism, based on experience to date. If you are interested in finding out more about Loyang or the company's wider aspirations, please contact me via mdfeedback@go-aheadsingapore.com and I will personally respond.

Thank you for taking the time to review our latest Sustainability Report.



Our team of volunteers at a corporate social responsibility event organised at the Gardens by the Bay

Stronger communities

British High Commissioner visit, Kara Owen

We had the privilege of hosting Kara Owen, British High Commissioner to Singapore, and members of her team to the Loyang Bus Depot. Ms Owen was given a tour of the depot where she was introduced to key aspects of bus operations and maintenance.

She thoroughly enjoyed meeting our people, particularly stopping by the operations control centre, dispatch office and engineering workshop. She spoke with colleagues who talked about their jobs and work processes, offering her an insight into the different roles played within the organisation. Collaboratively, these teams contribute towards the delivery of a safe and reliable service.

The Commissioner concluded her visit with a trip on service 6, where she tried out the new contactless card payment option, and successfully paid for her ride to Pasir Ris bus interchange.



British High Commissioner to Singapore, Ms Kara Owen engaged in a discussion with Senior Engineering Supervisor, Alfian Bin Noordin

Depot visit by Cerebral Palsy Alliance Singapore (CPAS) students

Being the main public bus service provider within Pasir Ris, our customer service team reached out to selected community agencies within the town to explore how we can better serve them.

When contact was made with the CPAS School, it was brought to our attention that they had students who faced challenges when boarding and alighting from buses with their mobility devices.

After further discussion, a familiarisation session was proposed to enable these students to practise boarding and alighting from a bus at their own pace whilst building their confidence in performing the activity.

This materialised through a visit at Loyang Bus Depot where two buses were positioned by a kerb, to simulate a bus stop setting, providing a stress-free environment for students to manoeuvre comfortably.

At the end of the session, our team shared safe commuting tips with the group over snacks and drinks, answering questions and engaging in conversation.

“Students were given a chance to practice tapping their Ez-link cards on the bus. Our ambulant students also had a stress-free environment to learn and problem solve, manoeuvring their mobility aids (kayewalker) during the boarding and alighting simulation at the bus depot. I believe it was a great experience and exposure for my students. We are heartened to see how the staff engaged in conversations with them, and most importantly, allowing them time to problem solve and try before jumping in to help. Once again, thank you for this valuable experience given to our students!”

Ms. Kelly Chew
Teacher

Helping Hand

The 'Helping Hand' initiative is aimed at enhancing the commuting experience for people with physical or invisible mobility impairments. Through the display of a message on a discreet pocket-sized card, a user can inform the bus captain of any additional assistance required.

Bus Captains are trained to identify these cards and render appropriate help according to the messages, providing users with as seamless a journey as possible.

A three-month trial has been planned to evaluate the effectiveness of this initiative and gather findings on its feasibility for a launch across all



our bus services. Three key messages have been selected for the trial following consultations with relevant agencies. These enables quick communication of the passengers needs to the Bus Captain.

Caring Commuter Steering Committee

Go-Ahead Singapore is a member of the newly established 'Caring Commuters SG Committee', represented by our Managing Director, Andrew Thompson. Set up with the objective of transforming our local public transport system into a more caring, welcoming and inclusive one, other committee members comprise key industry players, relevant ministries and agencies.

It has been observed that commuters are already stepping up to help those with mobility needs on public transport, with five of these commuters

recognised for their caring behaviour at the inaugural Caring Commuter Awards.

The committee will further plan, conceptualise and implement initiatives to support the community, starting with seniors, persons with disabilities, and families with young children.

COVID-19 community support

We have received heartfelt public support amidst the COVID-19 pandemic, with various community groups reaching out to encourage our colleagues and showing appreciation for their daily contribution of keeping our public buses moving.

Youths from Pentecost Methodist Church boarded buses to personally distribute care packs and handwritten notes to Bus Captains, thanking them for their commitment during this period. This gesture was much appreciated by the drivers and lifted their spirits.

Students and teachers from Anglo-Chinese School (Barker Road) prepared colourfully decorated personalised messages for our colleagues, in recognition of their efforts to deliver safe and clean journeys for commuters. These messages were shared with our departmental teams who were all very pleased to read the reassuring notes, which are now displayed at the depot to serve as a cheerful reminder for any colleague who needs a pick-me-up.

In addition to the personal touches above, corporates have also collaborated with us to back the larger community in its fight against COVID-19.

In another initiative, Unilever supplied Lifebuoy hand sanitisers for public use, installed at accessible points around our bus interchanges.

The Temasek Foundation has organised the distribution of free reusable masks to Singaporeans and we have placed vending machines at our interchanges where members of the public can collect their masks.

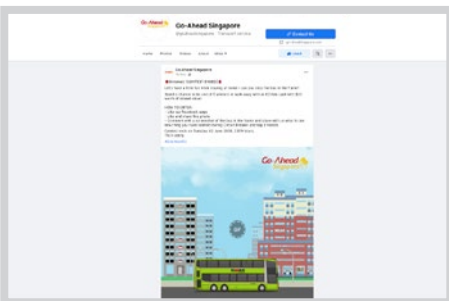
Happier customers

Commuter engagement

This year, Singapore has faced the unprecedented challenge of managing and curbing the spread of COVID-19. A circuit breaker period commenced in early April, whereby most offices were ordered to close and employees worked from home, except for those providing essential services. Schools also transitioned to a full home-based learning approach.

During this time, we heavily utilised our social media platforms to spread awareness of mask-wearing when commuting by public transport. Photos of our intensive cleaning regime were shared too, aiming to build confidence of a safe commute on board our buses.

Adding a touch of fun, a COVID-19 #Stayathome contest was organised on our Facebook page to simply engage our audience with a prize attached. A gif video was designed where users had to screenshot a moving bus in an outlined frame to participate. This activity was widely received with more than 220 participation comments and the same number of shares.



Go-Ahead Singapore's Facebook page

In strengthening our desire to stay connected with commuters, our customer service department planned a distribution of pocket-sized hand sanitisers at our interchanges when phase two of the country's re-opening commenced. Upon receiving the sanitisers,

commuters were reminded to practise good personal hygiene and clean their hands frequently, especially after coming in contact with frequently touched surfaces.



Hand sanitisers were given out to commuters at Pasir Ris and Punggol bus interchanges

COVID-19 cleaning and disinfection regime

The Ministry of Health (MOH) raised the Disease Outbreak Response System Condition (DORSCON) from Yellow to Orange in early February, following several unlinked COVID-19 cases. Since then, we have stepped up the cleaning regime of our vehicles to provide a clean and safe commuter service.

Buses undergo disinfection twice daily, once before the first revenue service of the day, and then another before the second revenue service begins at the interchange or depot. Our cleaning team targets the frequent human contact points such as grab poles, handles, seats as well as fare equipment.

In addition, a high-performance antimicrobial coating is applied across our entire bus fleet to supplement the current cleaning and disinfection regime, and prevent microorganisms from staying on surfaces for up to a few months.



Awards

Singapore Road Safety Award – Safe Driver Award (Merit)

Our Bus Captain, Ong Ah Soon won the Merit award in the Safe Driver category of the Singapore Road Safety Award. It is a formal recognition of his exemplary driving records. We are proud of Ah Soon for his continuous commitment to display safe driving behaviour and be a respectable role model for his peers.

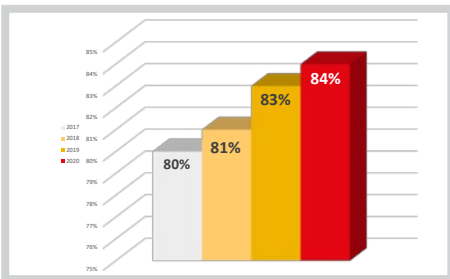


Bus Captain Ong Ah Soon receiving the Safe Driver Award (Merit) at the Singapore Road Safety Award 2019

Customer satisfaction survey

An annual customer satisfaction survey is conducted to understand the satisfaction levels that commuters experience when they are served by our colleagues on board buses or at bus interchanges. Five hundred commuters from both Pasir Ris and Punggol bus interchanges were approached to complete a survey which includes several metrics such as safety, reliability, cleanliness and comfort.

The overall satisfaction score has increased steadily over the years, affirming our dedication to provide quality service to commuters.



Customer survey scores from 2017 to 2019

Driver of the Year Award

The achievements of our Bus Captains are celebrated every year at the Go-Ahead Singapore Driver of the Year award ceremony, recognising their continuous efforts in delivering exceptional journeys to commuters. This year's award was an exception without a physical celebration due to the ongoing COVID-19 situation in Singapore.

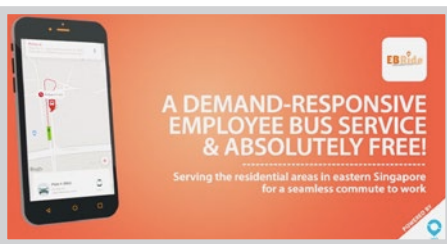
Qualifying criteria include safe driving performance, excellent customer service delivery and other relevant conduct records. Forty bus captains were presented with awards which comprised a cash prize, certificate and a specially designed collar pin. Repeat winners received an upgrade in the colour of their collar pins from bronze to silver or silver to gold. Mohd Nizam Bin Haron topped the list again this year and with an outstanding record of less than 20 negative events in more than 2300 hours of driving.

Better teams

Digital transformation

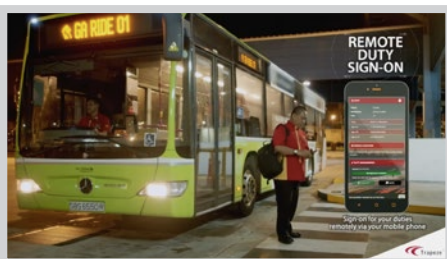
Go-Ahead Singapore embarked on a digital transformation journey two years ago and we are seeing substantial benefits gained from going digital.

EB Ride, an app supporting on-demand night-time employee transport service, has enabled us to do away with traditional fixed routes and stops when picking employees up. Utilising an algorithm to plan routes according to colleagues' individual journeys, they can now find pick-up and drop-off at points closer to home. This app has minimised wait and travel time, resulting in more rest hours for its users.



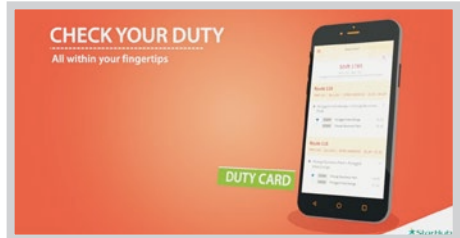
The EB Ride mobile application

Remote duty sign-on, an app that facilitates signing-on for duty for our Bus Captains at any location with a company-issued mobile phone, has been well-received since its implementation. Reducing point-to-point travel before and after shift hours, each bus captain saves an average of five minutes from each duty, translating to a more efficient operation.



The Remote duty sign-on mobile application

BC Click is an app designed to digitise the day-to-day manual activities of our Bus Captains. These include tasks such as paperwork submission, vehicle condition checking, accident or incident reporting and accessing duty cards and log cards. Its implementation has supported our progression into a paperless operation, saving 216,000 sheets of A4 sized paper in a year. Additionally, it eliminates the daily collection and sorting out of physical vehicle condition reports, log cards and duty cards, freeing up close to 1,400 man-hours per year.



The duty card function in the BC Click mobile application

Certification for Technical Specialist (CTS)

Introduced in 2018, the Certificate for Technical Specialist (CTS) was conferred by the Singapore Bus Academy and the Institute of Engineers Singapore. It offers a systematic programme where bus technicians will further develop their technical skills and competencies.



CTS (Level 1) graduates with Senior Minister of State, Ministry of Transport, Janil Puthucheary and Managing Director, Andrew Thompson

We strongly support our colleagues' participation in this programme and their continuous learning. Five of our technicians have graduated from level one and completed level two of the programme, improving their technical capabilities and knowledge.

Bursary awards for colleagues' families

Go-Ahead Singapore first set up its bursary awards in 2019 to support the schooling children or grandchildren of our colleagues, defraying their costs in purchasing educational materials.

With the belief that every child should be provided with a fair opportunity to pursue learning, this bursary award serves to encourage them to realise their full potential.

An inaugural ceremony was held in November where 46 bursary awards were presented to recipients in the presence of their families who were invited for the special occasion.

Long Service Award

Colleagues who have dedicated years of their lives to serve the public were honoured for their effort and commitment during a long service award ceremony.

In an appreciation get-together, Managing Director, Andrew Thompson presented them each with a certificate, token of appreciation and cash gift. Special mentions were given to two Bus Captains, Liew Nan Kiong and Tan Chen Hai, who have been contributing to the public bus industry for four decades.

Company's response towards COVID-19

As the ongoing COVID-19 pandemic continues to make an impact on our everyday lives, steps taken to protect the health and safety of our colleagues include:

- Split work teams and separate work environments
- Working from home arrangement for non-frontline colleagues

- Provision of hand sanitiser, reusable face masks and face shields

Common areas such as spaces between workstations, the canteen, rest lounges and training rooms, have their seats set apart to ensure social distancing is adhered to. Clear partitions have also been fixed onto canteen tables to act as a shield and minimise any form of contact as colleagues consume their meals.

All colleagues have their temperatures taken twice a day by our designated Safe Entry Officers, who also ensure that the Safe Entry management system is used properly to record the entry of any person entering the depot and interchanges.

Wellness and grocery allowances have been provided to all colleagues as we seek to support them during these challenging times, offsetting any unforeseen costs that may have stemmed from COVID-19.

Our Malaysian colleagues who commute daily from Johor Bahru to Singapore found themselves stranded here, following the implementation of Malaysia's two-week movement control order. The business continuity plan was activated when this happened, securing alternative housing for colleagues with no local living arrangements. We recognise our team's dedication in providing a public service and are committed to taking care of their well-being.

Overall gender diversity



Senior management gender diversity



Cleaner environment

Living green wall

Punggol bus interchange has recently been rejuvenated with a fresh installation. Recognising the higher levels of exhaust emissions within the interchange, the team sought a way to mitigate this and installed a living green wall.

Besides the positive effect it has on the environment, the wall has no doubt contributed towards a more aesthetically pleasing space. It purifies the air, reduces the ambient temperature and creates a calming atmosphere.

Built with an automated irrigation system which delivers a precise measurement of water to each pot, the wall is self-sufficient and does not require much manual maintenance.



Representatives of Go-Ahead Singapore posing happily at the living green wall with Group Chief Executive, David Brown

Electric buses

Electric buses began operating on our roads this year following the procurement of 60 vehicles by the LTA. These buses reduce the negative impact that buses have on the environment and will significantly lower carbon emissions by 7,840 tonnes a year, once all buses are deployed.

In addition to the environmental benefits, commuters enjoy a quieter and smoother ride onboard these buses. Added features, such as



The single deck electric bus parked at the charging bay

the Passenger Information Display system, provides further convenience with route details clearly displayed.

Recognising that Bus Captain adaptation is key to easing the transition towards a new vehicle type, tailored publicity material was designed to provide information about the electric buses and how workflows would be affected with its implementation. A video was also filmed at the UK's first all-electric bus garage in Waterloo to showcase Go-Ahead's expertise in operating electric buses. This further served to reassure colleagues that they would be provided with the necessary knowledge and practical support required to work with these vehicles.

The GreenRoad telematics system is also installed in all of our buses, continuing our efforts to promote safer driving to the bus captains.



An in-house video about the electric buses in the UK

Safer working

Health and safety initiatives

A robust safety culture and constant improvements to health and safety standards, is key to achieving our target of zero workplace accidents and injuries.

Reinforced by our safety motto 'Think Safe Act Safe', we seek to encourage all stakeholders to act accordingly, realising the vision together that all workplace injuries are preventable.

We also strive to build strong safety values in everyone who works at Go-Ahead Singapore, where every member assumes personal responsibility for their own health and safety as well as those around them.

Go-Ahead Singapore safety values

Think	Safe	Act	Safe
Target Zero Injury	Safety our First Priority	Be Aware & Alert	Safety starts with Me
Together we can be Safe	Ensure a Safe & Secure Workplace	Always check when in doubt	Safety our DNA
Think Safe before you start	Supervise to ensure Safety	Report hazards & suspicious activities or people	Take time for safety

2019's safety campaign took place in all three of Go-Ahead Singapore's depot and interchanges, with the objective of promoting safety culture, raising safety awareness and engaging employees on how they could adopt safe practices in the workplace. The campaign focused on the following topics throughout the year:

- Go-Ahead Singapore's Safety Motto
- Wearing high visibility safety vest
- Slip, trip and fall
- Use designated pedestrian crossings and footpaths



Our team of technical specialists attending a safety briefing

- Manual handling
- Maintaining 3-point contact
- Contact with objects
- Conduct pre-operations check and surrounding hazards
- Conduct post-operations check and surrounding hazards

Activities included displaying posters which emphasised key safety messages, briefings and video clips offering safety advice, concluding with a quiz for employees to reaffirm their learning. Appreciation gifts were distributed to staff and a grand prize presented to one participant at the end of the year. On average, 400 staff members took part in the safety programme every quarter in 2019, demonstrating the campaign's employee engagement level.



Our bus captains participating in the activities of the safety campaign

Safer working

COVID-19 Safe Management Measures (SMM)

The health and safety of every staff member is of utmost importance. In enforcing this, Go-Ahead Singapore stepped up on preventive measures to create a safe working environment for all colleagues.

At Loyang Bus depot, Lexbuild trialed a new solution, TracStem, a containment booth designed to provide precise and contactless measurement of a person's temperature. It also features automatic hand sanitisation and body mist disinfection functions. This is especially convenient now that it is mandatory for every person to undergo temperature taking when entering the premises.



Our bus captains have their temperatures taken prior to entering the depot

- Mandatory temperature checks and declarations twice daily
- Mandatory travel and health status declaration upon entering the workplace
- Supporting contact tracing efforts with the 'SafeEntry' software application, upon entering and exiting the workplace
- Supporting contact tracing efforts with the 'TraceTogether' mobile application
- Encouraging staff to telecommute from home where possible
- Facilitating split teams or shift working arrangements



Wall-mounted hand sanitisers are made available across several locations at the bus depot and interchanges

- Staggering work and lunch break timings
- Provision of wall mounted hand sanitisers across the bus depot and interchanges
- All staff are reminded to upkeep a high level of personal hygiene by washing their hands properly and frequently
- All staff are required to wear their masks at all times
- All staff are to maintain a one meter physical distance at all times
- To facilitate safe distancing at the workplace; tables, chairs, and seats are crossed out
- Stepped up cleaning and disinfecting regimes; especially on frequently touched surfaces such as lifts and their buttons, door handles, toilet taps, etc.
- Ensuring cleaning agents such as soaps are available at hand washing stations
- Table shields installed on tables inside the canteens to further reduce cross-infection when colleagues are having meals
- Regular SMM audits on the ground are conducted to ensure compliance

Key data: Go-Ahead Singapore

	2020	2019	2018
Stronger communities			
Stakeholder events	18	21	31
Cleaner environment			
Carbon emission per vehicle mile (kg)	2.54	2.59	2.59
Average age of bus fleet*	4.9	4.16	3.34
Happier customers			
On-Time Adherence (OTA)	94.87	93.49	89.54
Excess Wait Time (EWT)	0.41	0.43	0.49
Safer working			
Bus accidents per hundred thousand kilometres	21.72	25.46	26.89
Fleet with CCTV (%)+	100	100	100
Number of reported crimes+	7	11	2
Bus fleet which is fully wheelchair accessible (%)*	100	100	100
Accidents per 100 employees+	1.5	1.4	2.2
Better teams			
Average number of employees+	1050	1021	1011
Turnover rate (%)+	17.4	15.7	15.7
Absenteeism rate (%)+	5.19	4.79	5.73
Average training spend per employee (SGD)	824	995	1253
Female employees (%)	9.4	9.4	9

Key

+ For the reporting period

* as at the reporting period end

All data displayed are Go-Ahead Singapore Management Estimates.



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 Singapore by visiting our website

www.go-aheadsingapore.com

More information on how Go-Ahead Group manages sustainability can be found by visiting:

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:

Go-Ahead Singapore
2 Loyang Way
Singapore 508776
Email: 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 30 June 2019 to 27 June 2020.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality can be found on the Go-Ahead Group website:

www.go-ahead.com



Bureau Veritas UK Ltd
October 2020

Designed by:

designportfolio