

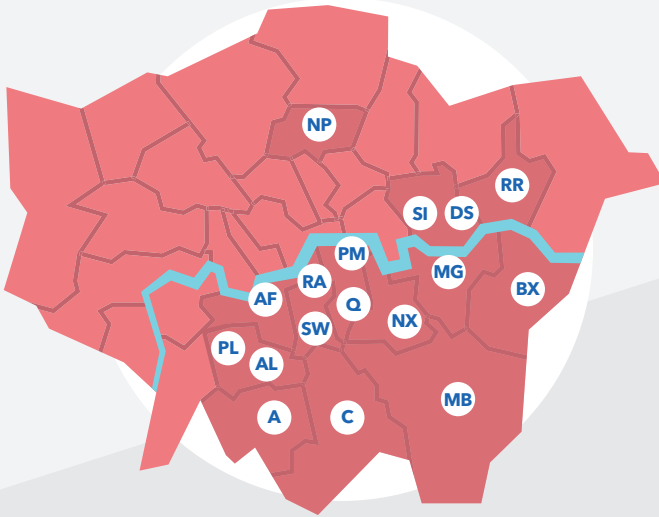
Taking care of every journey

Go-Ahead London
Sustainability Report 2021



Go-Ahead London predominantly operates bus services on behalf of Transport for London (TfL), with contracts awarded via a competitive tendering process for a seven-year period, subject to operational performance.

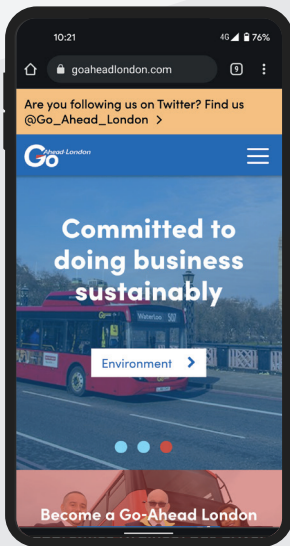
We currently run 162 TfL routes and the company presently has a 25 per cent market share, making it the biggest in London. Our commercial services include the operation of a shuttle service for Luton Airport and transport services offered to local authorities, universities and a business park.



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

In this report

- 02 Managing Director's message
- 05 Happier customers
- 06 Stronger communities
- 08 Better teams
- 09 Individual excellence
- 10 Safer working
- 11 Cleaner environment



Find out more...

Social media:

Twitter.com/Go_Ahead_London
LinkedIn.com/company/Go-Ahead-London

Website:

www.goaheadlondon.com

Our key values

We are committed to operating our buses in a way which puts our services at the heart of the communities they serve. This report is split into five sections:

Happier customers

To be recognised for providing a safe and reliable service to users.

[Read more on page \[05\]](#)

Stronger communities

To increase positive and proactive engagement with the communities we serve.

[Read more on page \[06\]](#)

Better teams

To constantly develop our people and the tools we provide to the business.

[Read more on page \[08\]](#)

Safer working

To ensure we maintain a COVID-19 secure and safety-first business.

[Read more on page \[10\]](#)

Cleaner environment

To adapt our operation to recognise and address climate change.

[Read more on page \[11\]](#)

Managing Director's message



“I make no apology for introducing this year’s Sustainability Report in the same vein as that of 2020, namely by acknowledging the impact coronavirus continues to have on the capital’s public transport community, especially our workforce, passengers and suppliers. The threat remains real and it is wholly appropriate that we maintain a cautious approach to service delivery.”

John Trayner
Managing Director

2021 highlights

- 560 driver apprentices in the last financial year.
- 16 electrified bus routes now running.
- £8.3m investment in 20 new double-deck electric buses for Route 69.
- 70 new all-electric buses introduced in the last financial year.
- Employee Assistance Programme launched.
- Partially opened new, purpose-built, electric bus garage in East London, our third since 2016.
- Approximately 275 e-buses in the London fleet, making us the largest Zero-Emission (ZE) bus company in the UK.
- Refurbished Training Academy premises.
- Recorded second COVID-19 film and distributed it internally to all colleagues.

Despite the understandable focus on COVID-19, the last 12 months have been another of continuous improvement and innovative firsts at Go-Ahead London, supported by investment in our colleagues, systems, buildings and equipment. None of this would be possible without the efforts of the approximately 8,000 or so people who work for the company and our capital is fortunate to have such a dedicated team at its service.

I am pleased that this year’s Sustainability Report includes a ‘Cleaner Environment’ chapter, which in turn paves the way for the creation of Go-Ahead London’s first ever Climate Change Strategy (CCS). Although public transport is, by its very nature, an efficient, cost effective and increasingly clean way to keep our cities free flowing, it is right that we revisit our internal processes and associated purchasing policies, to ensure both remain environmentally sound.

Faced with numerous competing demands, and patronage that remains well below pre-pandemic levels, the government has entered a series of short-term financial arrangements with Transport for London (TfL) over the last year or so. These settlements have generally

maintained the high quality, frequency and volume rightly expected by our users, but it is also apparent that despite calls to the contrary, the capital is experiencing a car led recovery at the same time as service frequency reductions are being applied to the bus network.

The investment in people that I referenced earlier especially continues at the company's Camberwell-based training academy, which, in the last 12 months, has successfully developed approximately 560 driver apprentices (at various stages of learning). I am pleased to add that the pioneering work undertaken by the academy team was externally recognised in 2021 when Caroline Welch, Go-Ahead London's Apprenticeship Manager, won the prestigious 'Industry Champion' category in the Everywoman in Transport Awards.

Investment in premises recently manifested itself with the partial opening of Go-Ahead London's third new garage site since 2016 at Henley Road, Silvertown. When complete, the facility will be the capital's first, purpose built, all-electric fleet bus garage and it will, in time, showcase what modern public transport infrastructure is capable of. Operations at

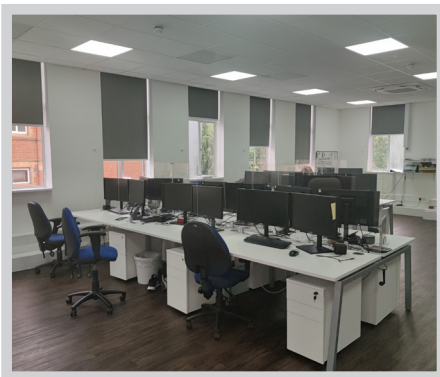


Henley Road: New garage build in progress.

Henley Road commenced in May 2021 with a single service, Route 69, since joined by others, and the site adds to our Zero-Emission (ZE) expertise across multiple locations. With a fleet currently comprising around 275 e-buses, Go-Ahead London has reinforced its position as the largest, and most experienced, ZE operator in Britain.

I have enjoyed engaging with a range of stakeholders in the last year to discuss topical issues, including the projected impact of the Elizabeth Line on other transport modes and the long-term mobility issues facing our capital city. Although it is impossible to predict the future, I am struck by the passionate commitment that so many individuals and/or organisations have for the generally world-class London bus system.

Go-Ahead London's commitment to continuous internal improvement largely reflects the priority we are giving to supporting colleagues through these challenging times. In the period reported, we had two distinct initiatives worth highlighting. First, we introduced an Employee Assistance Programme, independent of the



Training Academy: Reopening of our Training Academy after undertaking a makeover.

Managing Director's message continued

company, free of charge and easily accessible 24/7, with resources including bereavement support and financial advice. Second, we rolled out so-called 'wellness' pods at all locations, designed to encourage colleague feedback on mental health and welfare. The system is predicated on red, amber and green scores, with immediate management intervention required for anyone registering a red return.

London continues to demonstrate the best of public transport and although the last 12 months have, inevitably, been challenging, there is cause for cautious optimism. Although passenger numbers have not returned to pre-pandemic levels, they have grown steadily to around 75 per cent and provided we avoid further lockdowns, I have no doubt that they will increase further, although peak hours will, most likely, be spread over a lengthier timeframe, to reflect revised work arrangements.

It is also important that the entire public transport sector, especially buses, vocally make the case for the vital role they play, not least because our health, and the efficiency of our cities, is damaged by long-term private car dominance. Against a backdrop of the UK hosting the COP26 conference I believe buses have a generational opportunity to make radical change happen and we should not be fearful of saying so.

COVID-19 continues to affect everything we do. From an established, and constantly enhanced, 'safety first' approach to running the operation, to reduced ridership and the impact of the virus on TfL's funding, these are clearly challenging times. The events of the last 20 months or so have demonstrated that a comprehensive bus system is integral to London's wellbeing and the red bus network has an important role to play as the capital recovers. The men and women engaged across numerous disciplines, especially those on the



We're all in this together: Supporting key workers during the Coronavirus pandemic.

frontline, have literally kept our capital city moving and society owes them a debt of gratitude.

Having started this message on a coronavirus theme, I am compelled to end it on the same topic. My organisation knows all too well the devastating impact of the virus and we will continue to face the threat with a resolute determination to protect our employees and communities, based on the very latest medical and government advice. Nothing is more important than safety and it will never be compromised. As a result, we will rightly remain vigilant, while working hard to mitigate the impact of such a deadly disease.

The pages that follow provide a range of additional company information, but if you are interested in finding out more, please contact me via mdcomms@galbuses.com and I will personally respond. In the meantime, thank you for taking the time to review Go-Ahead London's 2021 Sustainability Report.

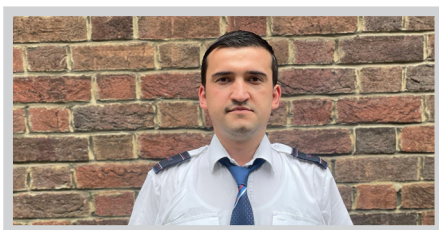
November 2021

Happier customers

We are committed to excellent customer service and received 563 passenger commendations in the last financial year. The efforts of our colleagues are recognised and celebrated across a range of internal and external channels, such as our internal Hub site and social media channels. Below are examples of exceptional customer service, where colleagues have gone above and beyond to assist passengers.

On Friday 4 June 2021, a senior was walking home in Battersea when he tripped and fell.

Yusuf Orhan was driving a Route G1 bus in service and noticed someone had fallen. He safely stopped his bus and assisted the man to his feet. Yusuf then walked the man across a road to his home. A family member shared the following message: "I would like to pass on my gratitude and thanks to the driver who assisted my father. Although his injuries were superficial, it is comforting to know that someone came to his aid."



A helping hand: G1 driver, Yusuf Orhan assisted a vulnerable passenger.

Christopher Friend, a Sutton-based bus driver was commended earlier this year while driving a Route 213 bus.

Having observed a young passenger suffer a medical episode on his bus, Christopher contacted the London Ambulance Service via the bus radio. He also kept his passengers briefed and safely transferred them onto a following bus. As a result of his intervention, the young passenger was soon on the way to hospital and Christopher calmly carried on with his duty.



A friend indeed: Christopher Friend from Sutton Garage commended for assisting a young passenger on his bus.

Customer feedback

Go-Ahead London
@Go_Ahead_London

We are so pleased to hear you had a such a wonderful experience with our driver, we are currently in the process of passing on your compliments 😊

Jac Ni Oireachtach @JacniOireachtac · Oct 25
@LonTravelWatch Had the most amazing bus driver. Not only did he stop and wait for us to get to him, he showed us where to get off. Was incredibly helpful, polite and a real asset to TfL. Driver LFB9 UZB is a real English gent and exemplifies all that is good of London Transport

Stronger communities

Honouring those we have lost

On 23 March 2021 the Mayor of London, Sadiq Khan, commemorated the one-year anniversary of the nation's first national lockdown by planting 33 memorial trees, one for each of the capital's boroughs, at the London Blossom Garden, located at the Queen Elizabeth Olympic Park and geographically close to the Nightingale Hospital.

Designed as a lasting and living focal point for people to reflect on the pandemic, the Mayor was joined by representatives from the National Health Service (NHS), National Trust and TfL. Stockwell-based driver mentor Claude Parchment was honoured to attend on behalf of the company and he planted the final two trees in memory of those who have sadly died due to the pandemic.

Claude was interviewed by the media at the time and he said: "People's behaviour toward drivers has changed significantly since the pandemic. They are more polite, more thankful, more appreciative of the job we are doing. When passengers get on and off the bus, we really appreciate that they say 'good morning driver, thank you driver or stay safe driver' as it makes a difference and we feel motivated to come back the next day and do the job over again. Thank you all for that."



Mayor of London, Sadiq Khan: Commemorating the one-year anniversary of the first national lockdown (Claude Parchment third on the right).

Community outreach

In May 2021 the Camberwell Garage Risk Team partnered TfL, the Metropolitan Police and Southwark Council on a roadshow designed to demonstrate to our communities the numerous safety measures in place across the network, all of which contribute to making bus travel secure.

Titled 'Able to Travel', the first event took place in mid-May 2021 at a busy bus stand in Southwark and, among other things, it enabled new wheelchair users to practice safe boarding and alighting. Colleagues also met people with autism, who shared their experiences of bus travel. Dialogue of this kind is beneficial as it enables our drivers to better understand that some passengers have specific needs and to look out for them.



Camberwell Garage as a caricature: Art by local artist Augustine Coll.

Younger bus travellers were also engaged and advised on how to prepare for unaccompanied travel to and from school, as were children with hidden disabilities, who learned from Go-Ahead London about the systems, and ongoing driver education, that have been designed to make London's buses secure for all. This included reassuring the children that bus drivers are there to help, irrespective of the issue and encouraging them to do so should they feel the need. The roadshows additionally highlighted the importance of wearing a face covering on public transport when old enough to do so.

Alan Comty, a Camberwell-based driver led the sessions and stated: "I do my best to be approachable and I always want to help. It's great to undertake these sessions in our community and they are for everyone."

"I love what I do and this initiative makes a big difference to our diverse range of passengers. It's lovely to get feedback and I don't mind the name 'Wonderful Alan', as even my manager thinks I'm wonderful!"

Local recognition

In June 2021 Camberwell Arts, a registered charity that aims to represent and promote the diverse cultural geographies of the area, launched a creative digital and physical festival. It featured the works of Spanish artist Augustine Coll, who drew caricatures of iconic local buildings, including the 107-year-old Camberwell Bus Garage.

Augustine's image was one of a number within a collection that when QR code scanned (including outside the garage), appeared on a smart device. Augustine Coll said that he included the bus garage as he considers it to be an iconic landmark instrumental in keeping the area connected.

Finally, Stockwell Garage received a parcel in early March 2021 from the residents of Thrle Road, Tooting. The package included numerous cards and treats, some of which were handmade from children, thanking and commending Route G1 drivers, who diligently serve the area.



Stockwell: Colleagues were delighted to receive a heartfelt thank you from local residents.

Better teams



The Pod: Out of 6,027 responses, 75% of colleagues feel great coming into work every day.

We recognise that the wellbeing of colleagues both at home and while on duty contributes immensely to the overall success of the business. As a result, Go-Ahead London has introduced support mechanisms to will help to build a healthier workforce.

The business also continues to deploy innovative technology to deliver timely information to its people. Wherever possible, the workplace is being digitised, in the process eliminating the wasteful use of precious resources, such as paper.

2021 saw the introduction of Go-Ahead London's Employee Assistance Programme (EAP), a free and confidential 24/7 service (online and by phone) providing impartial advice and resources on a host of practical matters such as health, wellbeing, child/dependent care and legal/financial guidance. Since its launch in April 2021, many colleagues have benefitted from accessing the EAP.

A desire to keep its people fully informed, especially important during the coronavirus pandemic, resulted in the creation of a new company intranet titled 'The Hub'. Designed with all colleagues in mind, the internal portal acts as a focal point for news and documents by locating a library of relevant source material in a single online location. Conscious of cyber threats, one of The Hub's many features is its enhanced security, which provides each user with a personalised and unique login.

With an established track record of investing in apprentices, the company honoured its latest fully qualified driving and engineering graduates at a celebration event in late July 2021 that took place at The Oval cricket stadium. Having previously been compelled by COVID-19 to host an online graduation ceremony earlier in the year, The Oval allowed people to safely gather in person. Hosted by Managing Director, John Trayner, guests were joined by David Brown, Go-Ahead's Chief Executive, and representatives from each of Go-Ahead London's 17 garage teams, plus colleagues from various Head Office functions.

John Trayner, currently in his 46th year of service, and who himself entered the bus industry as an apprentice, spoke of his career journey, praising the structured learning and development afforded by apprenticeships. In his introductory remarks at The Oval, John said: "Our apprenticeship graduation ceremony rightly celebrates people completing their bus driver or engineering apprenticeships. Sadly, we had to undertake February's event online, but that does not detract from the hard work put in by the 120 or so who graduated. Here we are at the hallowed Oval, in person and face to face, albeit while always being mindful of COVID-19. The past 18 months or so have been very challenging for everyone, but not only have you graduated, you have also helped to keep London moving in difficult circumstances. Well done to you all."

Individual excellence

The 14th annual Everywoman in Transport and Logistics Awards took place in early July 2021. Due to the pandemic, the ceremony was streamed online, but this did nothing to detract from celebrating the many outstanding women who work across various disciplines in different business sectors.

This year's winners encompassed a wide range of career experiences and journeys – from an ex-apprentice who started her role just before lockdown to senior leaders navigating the challenges of a global pandemic – along the way revealing the breadth of opportunities available for women in an industry wrongly seen as male-dominated. These individuals not only make positive contributions to the businesses for which they work, but also encourage other women into the industry by supporting and mentoring young talent.

Go-Ahead London's Caroline Welch was nominated in the 'Industry Champion' section of the event, which recognises women who harness and develop other females. In recognition of Caroline being shortlisted as one of three potential winners, a small and socially distanced gathering took place at the Camberwell Training Academy, allowing colleagues from Caroline's team, as well as Managing Director, John Trayner, and Operations Director, David Cutts, to collectively view the live stream. Caroline was pleasingly also joined by her three daughters. Upon being announced as category winner, the room erupted in celebration.

Caroline is at the forefront of a training revolution in the transport industry that in late 2018 manifested itself in the form of a refreshed and bespoke bus driver education



Success: Caroline Welch was an award winner for her pioneering work in delivering bus driver apprentices at the annual Everywoman industry awards.

programme, uniquely managed in-house by accredited industry professionals. A highly respected member of the Go-Ahead London family, Caroline contributes to many senior management strategy committees and, as a result, she influences company policy. Caroline is a role model for all, irrespective of background, who additionally acts as a proud brand ambassador for the capital's largest and most successful bus company.

When speaking to Caroline about this award submission, she said: "London's buses provide an invaluable service and they rightly reflect the wonderfully disparate city we are. It is the sign of a forward-thinking organisation that it chose to review a successful training programme, to make the service provided even better than before. My proudest achievement is raising my children, which I have done while working full-time and rising through the ranks of an industry very often ignored by women, but I am also really proud of what this project is accomplishing".

John Trayner, Managing Director of Go-Ahead London added: "This is a well-earned achievement for Caroline and the apprenticeship team. We are the only company to educate apprentices in-house and the programme we deliver has been created by Caroline, who leads with professionalism and boundless enthusiasm."

Safer working

In early June 2021 Merton Garage hosted a pop-up mobile COVID-19 vaccination unit for colleagues, in partnership with a local NHS trust. Jabs were administered from inside a deep cleaned double-deck bus, with a so-called ‘comfort’ bus co-located to provide a safe space for a post-jab rest. The aim was to make it as convenient as possible for colleagues to receive a COVID-19 vaccine, with on-site support and advice additionally to hand.

48 injections were administered on the day and one of those receiving his second jab was David Cutts, Go-Ahead London's Operations Director. David commented: “I was delighted to see so many frontline colleagues receiving their COVID-19 vaccination. I took the opportunity to have my second jab and would like to thank all involved for making it straightforward and stress free.”



Vaccines: Colleagues took advantage a pop-up vaccination bus at their workplace.

As the Government relaxes lockdown rules, **hands face space is still in place at this garage.**

HANDS **FACE** **SPACE**

You are also **still required** to wear a **face covering in the garages** and to **maintain social distancing of 2m where practical.**

GoAhead-London **LET'S ALL PLAY OUR PART**
AND HELP REDUCE THE SPREAD OF COVID-19

COVID-19 messaging: Keeping our messaging up to date and relevant across the company.

The company continues to adopt a rigorous safety-first approach to keeping its colleagues, users and suppliers safe as we collectively address the challenges presented by the coronavirus pandemic. In practice, this means pro-actively managing 17 distinct work locations to maintain the numerous good practice measures that have been adopted over the last 20 months or so. Although bus patronage has increased to around 75 per cent of pre- levels (as of November 2021) more needs to be done to showcase that travel on the network is safe, otherwise we risk a long-term car-led recovery, which will impact TfL's finances and harm our capital's competitiveness.

Our climate change strategy

Public transport is a means to an end, allowing millions of people the freedom to connect.

Although the bus is the ultimate people carrier, Go-Ahead London pro-actively reviews what it can do to minimise its effect on the environment. This year's Sustainability Report also specifically highlights Go-Ahead London's first ever Climate Change Strategy (CCS).

In July 2021, our parent company, the Go-Ahead Group, launched its first Climate Change Strategy (<https://www.go-ahead.com/sustainability/climate-change>) and in doing so it set an ambitious target for the entire business to be carbon net zero by 2045.

Our Group Climate Change Strategy addresses 5 priority areas:

- 1** Climate change adaptation: identify how climate change is affecting us and plan how we are managing those impacts and opportunities.
- 2** Decarbonisation: of our premises, ancillary fleet and bus fleet. Our Group target is to reduce our carbon footprint by 75% by 2035 and achieve Net Zero Carbon by 2045.
- 3** Air quality, from our fleet but also cleaning air via our innovations such as air filtering bus. We have a series of ambitious reduction targets for carbon monoxide (17%), hydrocarbons (49%), nitrogen oxide (63%) and particulate matter (50%) by 2025.
- 4** Water, including our use, leaks and sourcing. As a Group we are aiming to reduce water use by 25% by 2025.

- 5** Waste, including recycling and waste to landfill. As a Group we are aiming to increase recycling rates to 60% by 2025.

As London's largest bus company, with around 2,300 buses and 100 ancillary support vehicles, we are publicly committed to making public transport an ever more attractive proposition. This includes revisiting our internal processes and associated purchasing policies, to ensure that both remain environmentally fit for purpose.

Governance and management are crucial to delivery and for these reasons we have created a Climate Change Taskforce, chaired by the Managing Director, and supported by other senior managers, including the procurement and premises teams. Progress will be considered against stated actions and measured by Key Performance Indicators (KPI). This is in addition to climate-related matters being key features of our corporate planning and monthly board report.

The government's latest data (2021 Transport and Environment Statistics) shows that transport produced 27 per cent of the UK's total emissions in 2019. Car usage represented 55 per cent of this figure, while bus travel represented less than 3 per cent. These numbers show that bus travel forms part of the solution in addressing climate change by offering an option to shift away from cars.

As a responsible operator we want to go beyond that and play our part in addressing climate change and it is for this reason we are publicly committed to eliminating our carbon footprint in the next decade and a half.

Since 2013 we have made tangible steps in transitioning our buses to Zero-Emission (ZE) vehicles and we plan to significantly increase their number over the coming years, so that by 2034, possibly earlier, the entire fleet will be ZE and no longer powered by fossil fuel.

Here at Go-Ahead London, our strategy focuses on climate change adaptation, decarbonisation, air quality, water and waste because of the potential threats posed and our responsibility as London's largest bus operator.

Our strategy highlights include:

- 1 Climate change adaptation: flooding/excessive heat mitigation based on a risk register and engagement with key stakeholders and a regular director-led Climate Change Taskforce.
- 2 Decarbonisation: ongoing investment in a zero-emission bus fleet, as part of the Mayor of London's 2034 target date of carbon free bus travel. The continuing development of Henley Road, London's first purpose built all-electric bus garage.
- 3 Air quality: being at the forefront of new and emerging technologies such as London's first top-up pantograph charged buses due in early 2022 and third-party electric vehicle charging at one of our sites.
- 4 Water: decreased water usage via 'sensitive taps' and a 'one coat' bus wash trial during 2022.
- 5 Waste: working with Go-Ahead Group to pro-actively increase recycling rates across our operation, including a waste management trial in 2022.



Key commitments

By 2034

all of our buses will be Zero-Emission

By 2045

Go-Ahead Group will be carbon net zero



Northumberland Park Garage: Home to around 120 electric buses and will soon have the ability to return unused power to the National Grid.

Our climate change strategy



Climate change adaptation

1. Identify risks and vulnerabilities
2. Quantify costs and source funding
3. Identify risks to properties
4. Work with suppliers to identify and reduce exposure and vulnerabilities
5. Develop business cases for adaptation measures
6. Work with partners

We are:

1. Reviewing and updating our risk register
2. Holding regular director-led Climate Change Taskforce meetings
3. Working with stakeholders to ensure a joined-up approach

Group targets:

1. Risk management: Risk assessment, mitigation plan, and measures embedded by 2023
2. Review supply chain: Identify mitigation activities for critical suppliers by 2022
3. Property assessments: Identify local extreme weather predictions, develop premise safeguarding plan, assess high-risk areas, and embed actions and reviews by 2022



Mitigation: Decarbonisation

1. Bus fleet decarbonisation
2. Ancillary fleet decarbonisation
3. Decarbonisation of properties
4. Develop net/carbon zero commitment

We are:

1. Working to deliver 430 new zero-emission buses by 2024 as part of TfL's 2034 target
2. Continuing development of London's first purpose built all electric bus garage
3. Upgrading the lighting at all premises to LED by 2035

Group targets:

1. Net zero business by 2045
2. Zero-emission bus fleet in the UK by 2035
3. Non-diesel rail fleet by 2035 Non-diesel rail fleet by 2035
4. By 2035 reduce carbon emissions by 75%



Mitigation: Air quality

1. Improve bus fleet by procuring electric vehicles
2. Purchase new buses at the latest emissions standards
3. Remove older lower emissions standards vehicles from the fleet
4. Work on bus priority solutions with local authorities

We are:

1. Developing plans for the first top-up pantograph charged buses
2. Developing in-service electric bus charging
3. Making third-party electric vehicle charging available at one of our sites

Group targets:

By 2025, reduce:

1. Carbon monoxide (CO) by 17%
2. Hydrocarbons (HC) by 49%
3. Nitrogen oxides (NOx) by 63%
4. Particulate matter (PM) by 55%



Mitigation: Water

1. Address leaks better
2. Reduce third party use of our water
3. Reduce water use
4. Improve water sourcing

We are:

1. Introducing 'sensitive taps' to reduce consumption
2. Trialling 'one coat' bus washing
3. Incorporating rainwater harvesting at our sites

Group target:

1. By 2025, reduce water use by 25%



Mitigation: Waste

1. Improve rail and bus waste management contracts
2. Increase recycling rates
3. Behaviour change programmes for customers and colleagues
4. Reduce waste in supply chain and operational

We are:

1. Working to pro-actively increase recycling rates
2. Launching a waste management trial
3. Working to increase the recycling of newspapers

Group target:

1. By 2025, increase waste recycling rate to 60%

Climate strategy summary



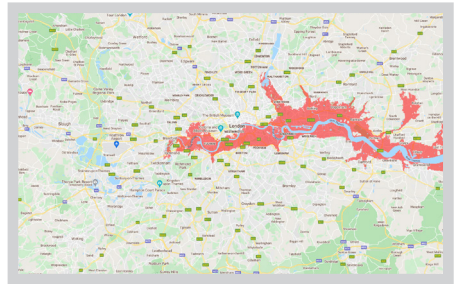
Adaptation

Climate change is already upon us. Here at Go-Ahead London, we have already experienced (e.g.) hotter summers impacting on our drivers and passengers; and wetter winters affecting road flooding and accelerated vegetation growth which has increased bus strike incidences.

We continue to work closely with Transport for London (TfL) and local authorities to ensure a co-ordinated approach.

As the planet warms, the number of extreme weather events in London is increasing and poses a threat to our operations. These include flooding (on street and at premises) and excessive heat (potentially affecting drivers and passengers). We have therefore further developed our risk register that identifies threats and considers practical solutions to them, set against a realistic timeframe. The register covers matters such as bus garage flooding, vehicles being driven in deep water, tree strikes, how the weather influences bus driving cabs and emergency preparedness climate plans.

In considering appropriate polices, we are mindful of the role other parties, such as TfL, local authorities and the government play. For example, tree strikes increase if vegetation is not maintained, which is something that does not fall within the company's remit. This one example highlights the need for a partnership approach, based on joined up thinking, as we cannot address climate change-related challenges on our own. It should also be acknowledged that increased costs arise from insurance claims and this is another rationale for affirmative action. We have therefore started to engage with our supply chain and will, over the next two years, identify the most likely climate change related interruptions, develop companywide contingency plans and put in place a series of mitigations.



London flood risk map: Land projected to be below annual flood level in 2050.



Decarbonisation

As the UK's largest, and most experienced ZE operator, with approximately 275 electric vehicles in our fleet, we are on target to meet the Mayor of London's 2034 target of carbon free bus travel (subject to funding). We are additionally pioneering so-called 'Bus2Grid' technology, again at Northumberland Park, which will see electric buses return power to the National Grid.

As we electrify the fleet, every garage requires a thoughtfully considered building conversion plan, focused on the installation of key equipment (chargers) and the removal of other kit (fuel tanks). Zero-emission technology is fast evolving and we are incorporating this into how we plan our buildings.

With this in mind, we intend to develop a long-term premises plan by 2025. Decarbonisation goes beyond the buses themselves and it includes the premises in which they are housed, some of which are over a century old. As we typically bid for work on a route-by-route basis, so we are compelled to transition buildings in a piecemeal manner, rather than by adopting a whole garage conversion approach.

Established KPIs exist in areas such as energy use and they continue to be examined, in addition to the creation of some new ones, as part of the company's management refreshed oversight processes.



Irizar Route 358: Mock up of a new e-bus, as part of the route's future conversion to zero-emission vehicles.

Air quality

As London's largest bus company, we are acutely aware of our responsibility to reduce harmful vehicle emissions, which is why we exclusively operate Euro 6 diesel/diesel-hybrid and ZE e-buses on TfL services.

We are committed to the current structured timetable of fleet replenishment, starting with 430 new zero-emission vehicles by 2024. They will benefit from innovations such as in-service charging in a series of new firsts for London.

Approximately 11 per cent of the vehicles we deploy are currently ZE and we will continue to invest in the latest technologies. Our commitment to continuous improvement includes being open minded and maintaining an awareness of emerging innovations. Further evidence of this is scheduled to happen in early 2022, when we deliver London's first top-up pantograph charged buses.

It is worth noting that air quality improvements can also be achieved via our buildings. Working with local authorities and business, we propose to offer third-party electric vehicle charging at Northumberland Park Garage, which will allow private vehicles to utilise the site when we do not require it for our buses. This will help to encourage the switch to e-vehicles and ultimately improve air quality in the locality.

During 2022/2023 we will also monitor air quality at several London locations, in line with the methodology and procedures set out by Group.

Water

In 2020/2021, we used 105,227 litres of water. One of our largest areas of water use comes with the daily requirement to wash over 2,000 buses. In a bid to reduce water use and simultaneously keep the fleet looking smart we will, during 2022, trial the use of a new chemical 'one coat' system that claims to reduce the need for daily water-based cleaning. If successful, we anticipate a large decline in water usage. Our existing bus washes will also benefit going forward from a new maintenance contract delivering more health checks than was previously the case.

We will also be introducing 'sensitive taps' across our premises, which cut off automatically after a set period of time, thereby reducing excess water usage.

Our immediate water improvement plan focuses on recommissioning rainwater harvesting at Croydon Garage and incorporating this technology at Henley Road.

A director-led taskforce, also involving senior managers, meets regularly to review water consumption and associated key data. It is a forum at which best practice and innovation are debated and it delivers output, such as the companywide installation of 414 'sensitive taps'.

We now analyse weekly water usage and senior managers have tangible water (and waste) improvements targets built into their annual appraisals.

Our partially opened site at Henley Road, Silvertown, London's first purpose-built all-electric bus garage, has been designed to showcase new build best practice (water efficient toilets and lights that automatically deactivate) and we intend to introduce similar features at other locations in due course.



Waste

In 2020/2021, we produced 2,237 metric tonnes of waste, with a recycling rate of 40.2%. Our tactics to reduce waste include looking at sources of waste (e.g. from suppliers packaging), improving how we manage waste (e.g. putting waste into recycling bins) and how waste is managed when taken from our premises.

We have engaged with the distributors of Metro newspaper, to ensure unused copies are promptly collected and responsibly disposed of.

Working with Group, we are pro-actively reviewing our existing contract to identify where improvements can be made. Some potential quick wins, based on behavioural change, are possible (such as dedicated waste bins) and this will be encouraged via an ongoing communications campaign.

We have recently hosted Group colleagues to consider where best practice currently resides and a London delegation will shortly visit Brighton Station (where a waste trial is in place and achieving significant results) to better understand their impressive uplift in recycling. The intention is to then undertake a trial at Go-Ahead London.



Key highlights

430

new ZE buses projected between 2021/2022 and 2023/2024

414

'sensitive taps' installed to reduce water consumption



Merton Garage: Launch of new ZE buses on Route 200, May 2021.

Key data: Climate Change

Overall decarbonisation	2020/2021	2019/2020
CO₂ usage		
CO ₂ total from all scope 1&2 sources (tonnes)	131,066	130,797
CO ₂ per vehicle mile (all bus) (Kg)	1.450	1.578
CO ₂ per vehicle mile (all electric) (Kg)	0.313	0.441
CO ₂ per vehicle mile (all diesel) (Kg)	1.530	1.614
CO ₂ per vehicle mile (all sources) (Kg)	1.5362	1.656
Diesel fleet efficiency		
Average fleet diesel efficiency (MPG)	7.49	7.20
Electric fleet efficiency		
Average fleet electric efficiency (kWh/mile)	1.47	1.89
Water		
Water use (litres) ¹	105,227	102,918
Waste and recycling		
Total waste (tonnage)	2,237	2,532
Recycling rate	40.2%	38.3%
Landfill diversion rate (%)	93.0%	99.4%
Climate change adaptation		
Yearly target completion: 2020/21 risk register & mitigation plans for top risks (Y/N)	Yes	N/A

Key

¹Water leaks identified N/A

Total - Fleet Profile (including TfL, commercial and training buses)

Buses	2021		2020		2019	
	Number	Percentage	Number	Percentage	Number	Percentage
Electric	243	10.1%	173	7.2%	101	4.3%
Diesel - Hybrid	952	39.4%	949	39.5%	943	40.4%
Euro 6 TfL Compliant Diesel	1,221	50.5%	1,279	53.5%	1,291	55.3%
Totals	2,416	100%	2,401	100%	2,335	100%

Key data: Go-Ahead London

	2020/21	2019/20	2018/19
Stronger communities			
Community investment per employee (0.00p)	1.04	3.21	2.07
Stakeholder engagement score /Stakeholder events	9	15	85
Happier customers			
London excess bus waiting time	0.83	0.83	0.86
Average age of bus fleet	7.2	6.5	6.1
Safety			
Bus accidents per million miles	51	58.5	65
RIDDOR* accidents per 100 employees	0	0.2	0.3
Fleet with CCTV (%)	100	100	100
Number of reported crimes	1,688	1,587	1,644
Accessibility			
Bus fleet which is DDA+ compliant (%)	100	100	99.7
Better teams			
Average number of employees	7,867	7,228	6,955
Employee engagement (%)	74	62	62
Training spend per employee	1,284.7	1,137.3	1,169.9
Employee turnover rate (%)	13.5	12.5	14.0
Absenteeism rate (%)	6.9¹	6.4 ¹	3.8
Diversity			
Female employees (%)	11.5	12.4	11.8
Ethnic minority employees (%)	53.2	49	50.2

Key

¹ Impacted by Coronavirus

* 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:

Communications
No. 18 Merton High Street
London
SW19 1DN
T: 020 8545 6100
E: communications@goaheadlondon.com

Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Limited (Bureau Veritas) has provided verification for The Go-Ahead Group plc (Go-Ahead) over selected sustainability indicators contained within the Group Sustainability Report. The information and data reviewed in this verification process covered the period 28th June 2020 to 3rd July 2021.

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

www.go-ahead.com



Bureau Veritas UK Ltd
November 2021

Designed by:

designportfolio