

# Go Ahead



**Taking care of  
your journey**



COMMUNITIES

PEOPLE

ENVIRONMENT

TECHNOLOGY



# Taking care of journeys

The Go-Ahead Group takes care of more than a billion journeys by bus and rail every year.

We collaborate with partners to deliver services that strengthen communities and contribute to economic growth.

Our approach involves devolved management of our bus and rail companies,

with their own brands, accountable to their local stakeholders, serving their own customers' needs.

We go beyond the UK, with operating contracts in Singapore, Germany and Ireland.

Go-Ahead is a responsible business. We use smarter technology to deliver clean, efficient transport services

and help customers take more control of their journeys.

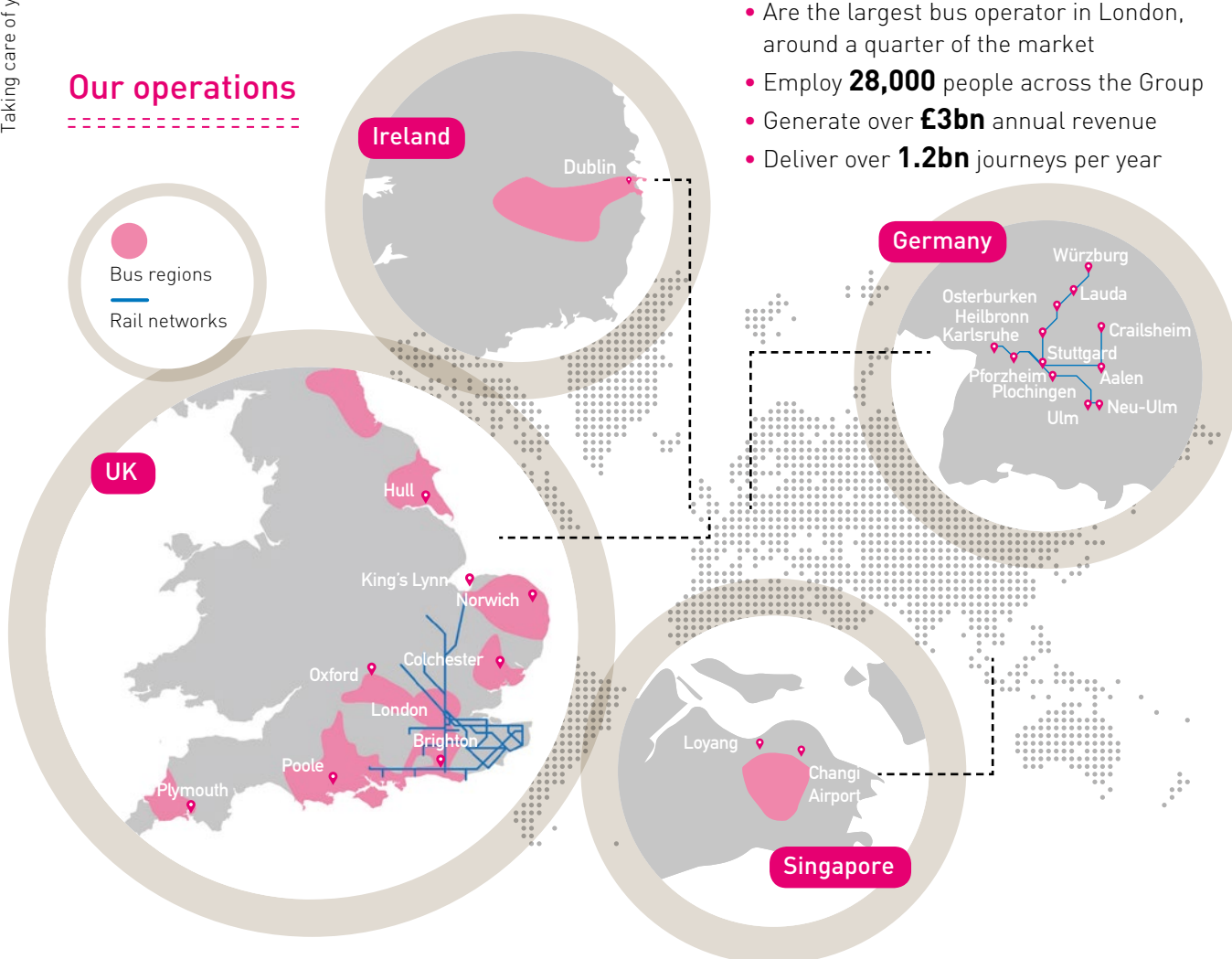
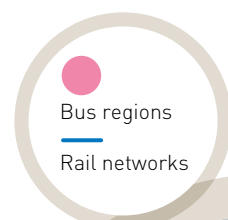
Our vision is to deliver a world where every journey is taken care of.

## We

- Carry **30%** of all rail passenger journeys in the UK
- Hold an **11%** market share of regional bus services (**2,600** vehicles) across the UK
- Are the largest bus operator in London, around a quarter of the market
- Employ **28,000** people across the Group
- Generate over **£3bn** annual revenue
- Deliver over **1.2bn** journeys per year

## Our operations

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# Strong connections

SOME OF THE MARKET-LEADING INNOVATIONS THAT ARE GIVING CONTROL AND CONVENIENCE TO OUR CUSTOMERS

## Smart bus ticketing

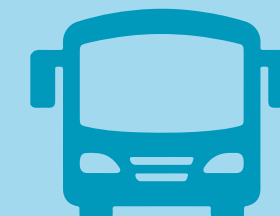
**1.6m**  
TRIPS USING  
MOBILE TICKETS

**42m**  
KEY SMARTCARD  
JOURNEYS MADE  
LAST YEAR

**WON THE  
SMART  
CITIES 2018  
TRANSPORT  
AWARD**



**ALL OUR BUS  
COMPANIES OFFER  
CONTACTLESS  
TICKETING**



## Our regional buses

**50%**  
HAVE WIFI



**38%**  
HAVE NEXT STOP AUDIO

## Our trains



**GTR PROVIDES AUTO DELAY REPAY FOR ALL  
DELAYS OVER 15 MINUTES FOR HOLDERS OF  
THE KEY SMARTCARD**

**500k+**  
DOWNLOADS OF OUR ON TRACK RAIL APP

**REAL-TIME  
SERVICE  
AND TRAVEL  
UPDATES**





## DESTINATION: DELIVERING FOR OUR CUSTOMERS, BUILDING STRONGER COMMUNITIES

We want everyone in our communities to thrive, and achieve this by collaborating with local partners and providing services that work for all sections of society.

# Flat-rate raises bar for young persons' bus travel

OUR PIONEERING FLAT-RATE BUS FARE SCHEME HAS REINVIGORATED COMMUNITY ROUTES IN THE NORTH EAST

An initiative to allow young people to travel by bus for £1 has boosted confidence and breathed new life into the North East network.

Go North East launched the £1 flat rate fare two years ago to simplify bus travel for under 18s and connect towns and villages with the

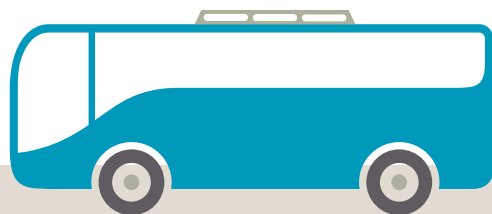
cities of Newcastle, Durham and Sunderland. An easy to communicate message and strong marketing has helped us to achieve double digit growth in youth bus travel in the region.

Now other operators in the North East Combined Authority area are following our lead.



### Voting with their feet...

Research shows that young people in Sunderland are willing to walk further to use Go North East's services due to the £1 fare



# Serving communities

GO-AHEAD IS PROUD OF THE CONTRIBUTION WE MAKE TO OUR COMMUNITIES AND TO WIDER SOCIETY

Our annual **community investment** programme provides more than £1m for good causes, including cash and time contributions. As a Group we support two UK-based international charities with a transport focus: Railway Children and Transaid.

Our help for communities across the network includes:

**Travel for all** – Our award-winning initiative, Helping Hand, allows bus customers with hidden disabilities to receive extra assistance on buses without having to ask for it.

**Tackling loneliness** – Many of our services provide a vital lifeline for people to access shops, services and social interaction. Our Bluestar service in South Hampshire is working with charity MHA to further reduce isolation among older people by promoting its Live at Home scheme. The scheme helps older people live independently as long as possible and with the best quality of life.

**Audio technology** – The charity Guide Dogs campaigned for audio-visual information systems on our buses in Oxford, and we listened.

Thanks to smart technology from our innovation division, Hammock, we have a growing fleet of 'talking buses' that announce next-stop and final destination information, giving clarity and reassurance to more passengers than ever.

**Diversity and inclusion** – Go-Ahead is working to improve our gender balance in a male-dominated industry, with a strategy to attract more females across the business. Our companies took part in a range of events to mark Pride with many trains and buses given local Pride liveries to raise awareness of LGBTQ+ causes.







## DESTINATION: ENVIRONMENTAL WELLBEING

Go-Ahead's activities help the environment; a fully loaded double decker bus can reduce congestion and pollution by taking 75 cars off the road. Our investment in cleaner vehicles has helped us reduce our carbon emissions per passenger by 14.9% since 2014/15.

# Green means Go-Ahead

LONDON'S BUSES MAY BE FAMOUSLY RED, BUT THEY'RE TURNING GREENER. GO-AHEAD CONTINUES TO OPERATE AND GROW ONE OF EUROPE'S LARGEST FLEET OF ELECTRIC BUSES ACROSS THE CAPITAL

Our commitment to greener journeys, smarter low emissions technology and better air quality is helping to change the face of London's bus network.

In early 2018 we added 11 new electric buses in the capital, already the largest fleet in Europe.

We operate almost 200 fully electric buses that serve key commuter journeys across London. They travel over one million miles on routes that carry around seven million passengers each year. Each electric bus saves around 187 barrels of diesel a year.

Go-Ahead built the UK's first all-electric bus garage, based in Waterloo. It has generated worldwide attention with over 120 stakeholder visits including officials and politicians from international governments.

The Mayor of London's transport strategy includes a target for all buses to meet Euro 6 diesel standards for low emissions by 2020.



Electric buses

43

recharging posts at the Waterloo depot

power

46

buses

saving over

900

tonnes of CO<sub>2</sub> since 2016

## DID YOU KNOW

Brighton & Hove Buses collaborated on a public art show of images made using live air quality data.



Fill the bus, clear the road.

Brighton & Hove Bus

# Driving a cleaner environment

OUR PARTNERSHIPS AND FUTURE PLANNING HELP US TO DELIVER CLEAN AND EFFICIENT TRANSPORT SYSTEMS

Brighton & Hove Buses is one step ahead in shaping emissions-free, congestion-free transport, led by a clean and efficient bus network. Their proactive strategy was a key part of being named the best bus company at the 2017 National Transport Awards.

The company aims to reach a zero emissions fleet by 2030 and continues to invest heavily in nearly emissions-free buses.

Brighton & Hove's fleet of 265 buses run across 25 routes and 2,000 bus stops. The fleet is one year ahead of target to comply with the

city's low emission zone and will meet the Euro 5 standard by the end of 2018.

These measures allow the company to help shape the debate around air quality, aiming to tackle air pollution that causes 50,000 early deaths in the UK.



"A good bus service plays a critical role in the health and welfare of the community by making strenuous efforts to improve the environment."

Martin Harris, Managing Director, Brighton & Hove Metrobus





## DESTINATION: SMARTER TECHNOLOGY

Passenger and customer needs are changing and so are we. We develop solutions to put customers in control and deliver in areas like smart ticketing, the digital railway and bus priority.

# Fastway is the smart way

Our passengers and customers require smart thinking and flexible solutions.

An award-winning bus service designed to avoid congestion hotspots is part of our commitment to make smarter travel standard practice.

Fastway is operated by Metrobus and runs on routes around Crawley, Horley and Gatwick. Buses



travel along sections of guided busway and dedicated bus lanes – developed in partnership with West Sussex County council – with the aim of speeding past congestion hotspots. The service has seen 160% growth in passengers over 10 years,

and a 19% reduction in car trips.

Smart, satellite-based, on-board technology means passengers get the same up-to-the-minute timetable tracking information and connecting train times, available at bus stops or online.

## Hi-tech, hi-spec trains

Govia Thameslink Railway has introduced an entirely new fleet of trains on Thameslink routes across London and the South East.

The Class 700 trains create more space on busy commuter services, provide live on-board information and are up to 50% more energy efficient than previous train fleets.

The trains use pioneering 'self-drive' technology through the central section between St Pancras and London Bridge.

**"We are embracing digital technology to boost capacity through the heart of London, an historical bottleneck that has held back rail expansion across the south of the country."**

Gerry McFadden, Engineering Director, GTR



**?  
DID YOU  
KNOW**

Go-Ahead has a 10% stake in the Frankfurt-based car-sharing company, Mobileeee and is teaming up on environmentally friendly schemes providing end-to-end journeys for customers.



OUR SMART, ON-DEMAND BUS SERVICE IS URGING PASSENGERS TO 'PICKMEUP' WHEN AND WHERE THEY WANT

**T**he future of bus transport is now and it says, 'PickMeUp'. Our technology gives passengers in Oxford more control than ever over how they travel.

**Where?** PickMeUp is run by the Oxford Bus Company around eastern Oxford and surrounding districts.

**How?** Passengers request their journey in the app and travel via virtual bus stops within the service zone. They choose the start and finish points.

**Who?** We joined forces with Via, a New York start-up and global leader in smart ride-sharing, to deliver the service.

### Bonus for local business:

We work with local employers to provide free or discounted travel to work for their employees to reduce car parking issues.

PickMeUp is a viable alternative to cars, helping to reduce congestion.

**Affordable, comfortable:** At £2.50 per journey, the service is cheaper than a taxi and more tailored than a traditional bus. The 17-seat minibuses have USB sockets, on-board WiFi, wheelchair accessibility and high-back seating.





## DESTINATION: OUR PEOPLE, DELIVERING FOR OUR CUSTOMERS

Our ultimate commitment is to practical delivery. We invest in our people to enable them to deliver for our customers and take care of their journeys.

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Taking care of your journey

## Can-do people

Go-Ahead is the first provider of bus and rail services to be nationally recognised for the quality of its apprenticeships across the business.

We equip young people with a broad set of skills, including unique certification from the Education and Skills Funding Agency.

In 2017/18, our bus and rail operating companies have trained more than 330 young apprentices to help them take an active role in our business.

We aim to be the employer of choice in the transport sector and we are always seeking ways of bringing new people into our companies. Our vision and values are central to how we run our business.

**We believe in...** Trusting people; being can-do people; building relationships; being one step ahead

**We are...** Accountable; down to earth; collaborative; agile

**GTR and The Prince's Trust: Partners since 2015**

- 3 'Get into' programmes each year (Level 2 Customer Service qualification)
- Completed by 137 young people aged 18-30 from diverse backgrounds
- 115 appointed into permanent roles
- 90 GTR colleagues have contributed mentoring or training

"This time last year, if someone told me I would be working in the rail industry and able to drive a train by 2019, I wouldn't have believed it."

Hannah Lawlor, Southeastern's first ever female Train Movements Apprentice

## Our trusted ambassadors

WE KNOW STRONG RELATIONSHIPS WITH OUR PASSENGERS RELY ON HAVING HELPFUL STAFF AVAILABLE WHEN THEY ARE NEEDED MOST

Southeastern has freed up colleagues to focus on helping customers at two busy London stations.

Passengers welcomed the new customer ambassadors at Charing Cross and Cannon Street as friendly and proactive, prompting the scheme to be extended to Victoria and London Bridge.

We know our customers want helpful, down-to-earth staff at stations as services are modernised with new trains and better technology.

The ambassadors freed up station staff to do operational tasks during disruption. Station team leaders were more visible and managed the customer facing station teams more effectively.

### CUSTOMER AMBASSADORS

- Provide on-the-spot assistance and train information
- Arrange taxis
- Can issue coffee vouchers and immediate compensation to people whose journeys have been delayed

WINNER OF THE CUSTOMER EXCELLENCE AWARD AT THE NATIONAL RAIL AWARDS 2017

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Taking care of your journey

"It's good to have more people out on the concourse, especially during times of delays. People are more likely to approach ambassadors with queries than having to queue up at ticket office to ask a question."

(Cannon Street customer)



# Go-Ahead

95%

LEADING SCORE  
ON BUSINESS IN  
THE COMMUNITY  
SUSTAINABILITY  
INDEX

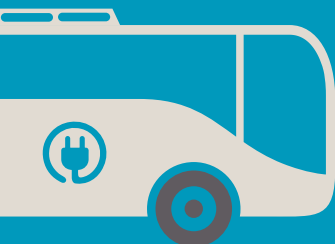


ACHIEVEMENT OF OUR

10%

CO<sub>2</sub> EMISSIONS  
REDUCTION TARGET  
AHEAD OF SCHEDULE

FIRST  
FTSE 350  
COMPANY  
TO BE  
AWARDED  
THE 'FAIR  
TAX' MARK



WE OPERATE ONE OF  
THE LARGEST ELECTRIC  
BUS FLEETS IN EUROPE  
AND CONTRIBUTE TO  
IMPROVING AIR QUALITY



INVESTORS IN  
PEOPLE (IIP) GOLD  
ACCREDITATION



FIRST BUS COMPANY OUTSIDE  
LONDON TO INTRODUCE  
LATEST PAY AS YOU GO  
CONTACTLESS PAYMENTS

RECERTIFIED WITH THE FTSE4GOOD  
ACCREDITATION FOR SEVEN CONSECUTIVE YEARS

SMARTRAIL WORLD INNOVATION  
AWARDS 2018 – PASSENGER  
INNOVATION OF THE YEAR  
(FOR AUTOMATIC DELAY REPAY)



MAINTAINED  
SECTOR-LEADING  
CUSTOMER  
SATISFACTION  
SCORE IN  
REGIONAL BUS AT

91%

[go-ahead.com](http://go-ahead.com)  
[communications@go-ahead.com](mailto:communications@go-ahead.com)

