

Taking care of every journey

Sustainability Report
for the year ended 1 July 2019



Go Ahead

Our purpose is to be the local partner taking care of journeys that enhance the lives and wellbeing of our communities across the world

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Overview

2035

is the year when we aim to run a zero-emission bus fleet

92%

customer satisfaction score, the highest ever in the bus sector

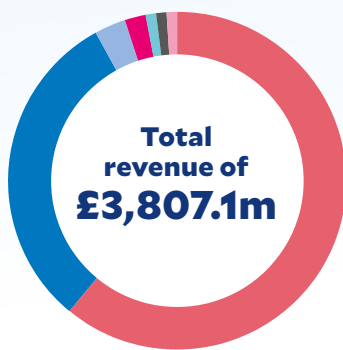
75%

employee engagement among rail colleagues

£400m

annual revenue from our international contracts

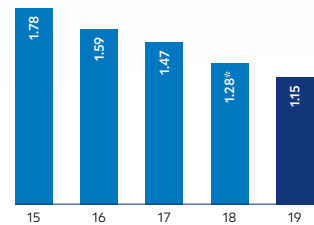
Revenue



- Payments to suppliers: **£2,363.7m**
- Employee costs inclusive of PAYE: **£1,161.5m**
- National Insurance costs: **£111.2m**
- Finance costs: **£6.8m**
- Capital expenditure: **£72.6m**
- Corporation tax payments to government: **£32.5m**
- Dividends paid to shareholders: **£43.8m**
- Retained in equity: **£15.0m**

Carbon emissions per vehicle mile (kg)

1.15



* Restated.

Financial highlights

Total operating profit (pre-exceptional items)

£121.1m

2018: £135.9m

Total operating profit (post-exceptional items)

£104.3m

2018: £161.0m

Dividend per share

102.08p

2018: 102.08p

Earnings per share (pre-exceptional items)

169.4p

2018: 181.6p

Our year in review

- Group operating result slightly ahead of expectations
- Good progress made against all three strategic pillars: protect and grow the core, win new bus and rail contracts and develop for the future of transport
- 92% bus customer satisfaction
- 22% reduced carbon emissions per vehicle mile in the last two years
- On track for a 25% reduction of carbon emissions by 2021
- £1m of community investment every year
- 20 start-ups taken through Billion Journey Project, with pilot schemes running with Citi Logik and Airportr
- On track to recruiting 1,000 apprentices in 2019

Go-Ahead's Chief Executive Officer, David Brown, was named the Best CEO in Sustainable Transportation Industry by the 2019 European CEO Awards



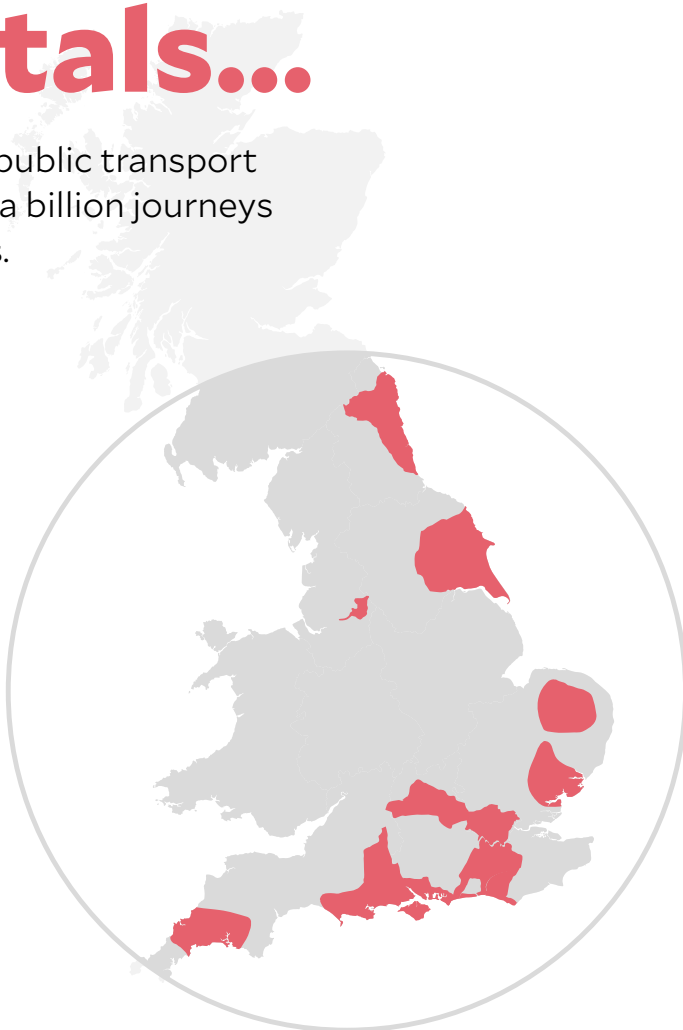
Watch a video that summarises our performance last year at: go-ahead.com/sustainability

Our business is based on strong fundamentals...

Go-Ahead is one of the UK's leading public transport providers, responsible for more than a billion journeys each year on our bus and rail services.

Growth and innovation in UK buses

- Achieved highest-ever customer satisfaction score for bus of 92%
- We are the largest operator of electric buses in the UK
- Operating as the largest bus company within London
- Continuing to be a local partner with regional communities
- Trialling new technologies and demand-responsive services



Employees: **1,513**
Buses: **438**



Employees: **696**
Buses: **292**



Employees: **6,955**
Buses: **2,169**



Employees: **372**
Buses: **190**



Employees: **2,086**
Buses: **679**



Employees: **563**
Buses: **177**



Employees: **1,923**
Buses: **803**



Employees: **841**
Buses: **286**



Employees: **557**
Buses: **190**

Delivering change in UK rail

- Leading change and transformation as the operator of the UK's busiest rail franchises
- Track record of UK rail franchises contributing to Group profits and cashflows
- Strong community ties with local areas

GTR

Employees: **7,220**
Daily services: **3,419**
Contract end date:
September 2021

southeastern

Employees: **4,383**
Daily services: **1,792**
Contract end date:
April 2020



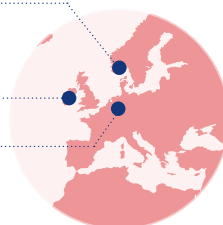
Growing international operations

- Clear strategy for international expansion
- Won ten international contracts to date in five countries
- Considering opportunities in targeted markets
- Setting a target to deliver 15–20% of Group operating profits from international activities by 2022

Norway

Ireland

Germany



Go-Ahead
BAHN & BUS

Employees: **118**
Contract end dates:
Late 2031 to 2034

Go-Ahead
Ireland

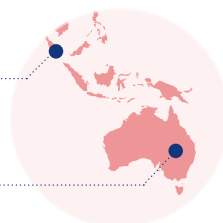
Employees: **421**
Buses: **140**
Contract end dates:
Late 2023 and 2024

Go-Ahead
NORDIC

Contract duration:
December 2019 to November 2027

Singapore

Australia*



Go-Ahead
Singapore

Employees: **1,020**
Buses: **433**
Contract end date:
September 2021

* Our consultancy contract in Australia is scheduled to end in 2024.

Our sustainability priorities are:

- **Building thriving communities**
- **Tackling climate change**
- **Raising supply chain sustainability**
- **Improving air quality**
- **Boosting diversity and inclusion**

➔ Read more on pages 12–21

Our credentials include:





Adapting to a changing world

Our commitment to the SDGs

We ask our suppliers to focus on Go-Ahead's Sustainability Strategy priorities. These are based on five of the UN's Sustainable Development Goals (SDGs). These are the five areas where we believe we can make the most impact on society.

SDGs:



Our priorities:

Building thriving communities

Tackling climate change

Raising supply chain sustainability

Improving air quality

Boosting diversity and inclusion

The significance of public transport is becoming increasingly important – not just as a means of travelling from A to B, but as a vital part of our social fabric.

Thirty years ago, Go-Ahead was a small bus operator in the north east of England. We are now one of the leading global public transport providers in the UK. We provide essential bus and rail routes that connect people with each other and help them get where they want to go.

As we continue to expand internationally, we do not forget our roots – being the local partner taking care of journeys that enhance the lives and wellbeing of our communities across the world.

A local partner

At the simplest level, that is the purpose of the Go-Ahead Group. We provide more than one billion passenger journeys every year. In the UK alone, almost one in three rail journeys take place on Go-Ahead-operated Southeastern or Govia Thameslink Railway services.

We are a force for good in the communities in which we operate and aim to do the right thing by our passengers. We are investing in anti-loneliness initiatives such as our Chatty Bus campaign, we're reducing our carbon footprint through innovative bus technology and we pioneered the first electric bus garage in the UK.

Across the South of England, we've launched the UK's most ambitious contactless Oyster-style ticketing scheme, bringing London-style fare caps to passengers.

We are committed to growing the business and providing services that meet the changing and diverse needs of our passengers. Our devolved approach means our local operating companies are empowered to innovate and develop solutions for their communities. This means they can be responsive to their local areas.

Core business

The core of our business remains the same today as 30 years ago. We are pleased that our campaign for a National Bus Strategy has been welcomed by the UK Government and incorporated into future investment plans. A Bus Strategy will revitalise high streets and rural communities, reduce loneliness and improve air quality through less congested roads.

Win business

This is an exciting time for us. We aim to build on our success in Singapore, where we have been running bus services for three years. Go-Ahead buses and trains are now in service in Ireland and Germany. Under Go-Ahead Nordic, we won the first private rail contract in Norway.

Future business

Innovation is at the heart of what we do, from developing new products and investigating ways of cutting congestion, to improving air quality. Across the South of England, we have launched the UK's most ambitious contactless Oyster-style ticketing scheme, bringing London-style fare caps to passengers.

In Southampton, we have expanded our landmark fleet of vehicles that clean the air as they move. In Oxford, PickMeUp, the UK's largest on-demand bus service, continues to grow in response to public demand. In Brighton, we have rolled out the first buses to automatically switch to zero-emissions in the city centre.

We are committed to using better technology to continue to evolve our offering to passengers. Most importantly, we're committed to collaborating with stakeholders to help to build a happier, more effective and greener transport environment.

David Brown,
Group Chief Executive

Our vision

A world where every journey is taken care of

Our purpose

To be the local partner taking care of journeys that enhance the lives and wellbeing of our communities across the world

Delivered by our three strategic objectives



Protect and grow the core



Win new bus and rail contracts



Develop for the future of transport

With responsibility as a business for safer and:

Better teams

We are committed to attracting, developing and retaining the best talent as well as engaging colleagues.



Happier customers

We aim to provide high levels of customer service across all our operations.



Stronger communities

We help communities flourish by providing access to education, retail, leisure and employment.



Smarter technology

We invest in technology and use our market-leading retail skills to drive innovation.



Cleaner environment

We encourage wider public transport use to improve air quality and congestion.

Underpinned by our core beliefs and attitudes

We believe in



Trusting people
Being can do people
Building relationships
Being one step ahead

We are



Accountable
Down to earth
Collaborative
Agile

Delivered through our strategy



Supported by a strong financial profile

Revenue generation

We generate revenue in two main ways:

- Through the fares we receive from our bus and rail passengers
- Through contract payments we receive from our transport authority customers for which we operate services

Cost control

At local and Group levels we closely manage our costs without compromising on safety or quality. We have a particular focus on good cost control around employee utilisation, fuel efficiency, contractual negotiations and management.

Capital allocation

Our capital principles ensure our focus on maintaining an investment grade rating, paying a dividend in line with our policy and remaining in the lower half of our target gearing range.

Reasons we're successful

Approach

- ▶ Clear strategy
- ▶ Customer focused decision making
- ▶ Innovative and agile approach
- ▶ Long-term focus on sustainable outcomes

Resources and relationships

- ▶ Empowered people
- ▶ Expertise, experience and influence
- ▶ Strong relationships with strategic partners and stakeholders
- ▶ Investment in fleets and depots

Management

- ▶ Devolved structure
- ▶ Financial discipline
- ▶ Risk appetite and management

Creates financial and non-financial value for all our stakeholders

Financial value		Non-financial value
We provide value for money services, offering convenient alternatives to car travel against a backdrop of rising costs of private motoring.	 Customers	Our services facilitate our customers' lives, connecting people with friends and family and enabling access to services, facilities, work and education. Our buses and trains provide safe and convenient places for people to use their travel time as they wish.
We look after our people, paying competitive salaries and offering attractive benefit packages.	 Our people	We create safe and enjoyable working environments in which people are empowered and enabled to develop personally and professionally. We offer occupational health and other wellness services for both physical and mental health.
We support suppliers in the UK and internationally through the procurement of goods and services. Our payment practices are aligned with the Prompt Payment Code.	 Strategic partners and suppliers	Through our Sustainable Supply Chain Charter we demonstrate high standards of integrity, responsibility and professional conduct. We endeavour to support our suppliers to improve the sustainability of their business.
Our contribution to the Government includes corporate tax, National Insurance contributions and contracted income generated through our rail operations. We are accredited by the Fair Tax Mark.	 Government	Through our experience and expertise we help shape policies at national and local levels through our contribution to reviews and consultations. Through our activities we support government targets and objectives in areas such as climate change, diversity and social inclusion.
Our services enable and promote economic activity in our communities, providing access to retail and leisure facilities, and work and education.	 Communities	We strive for our services to be accessible and inclusive. We promote social inclusion in our communities, often providing vital transport links to vulnerable people. We are a responsible business, committed to maximising the role we play in slowing climate change and improving air quality.
We are committed to driving strong shareholder returns. We have never cut our dividend.	 Investors	Shareholders' interests are safeguarded through the Board's strong commitment to good governance. Investor confidence in the long-term sustainability of the Group is built through our approach to operating responsibly, such as measuring and reducing our impact on climate change.

→ Read about our engagement with stakeholders on pages 22-23

Our strategic objectives

Here is how we drive our sustainable approach and underpin our growth.



Protect and grow the core

We have been a leading provider of bus and rail services across the UK for over 30 years. Our devolved management approach empowers our operating companies to deliver services that are valued by passengers, local authorities and communities alike.



Win new bus and rail contracts

We are focused on winning contracts internationally. We have made good progress towards our target for international operations to contribute 15 to 20% of the Group's operating profit by 2022.



Develop for the future of transport

Travel habits are changing, so we must explore new growth opportunities to secure the future of our business. This includes trialling demand-responsive bus services in Oxford and south London.



Read more about our strategic objectives on our website: go-ahead.com



Protect and grow the core



We will maintain a focus on customer experience, efficient operations and appropriate investment in our UK operating companies.

1st

company in the transport industry to launch a Sustainable Procurement Charter

22%

reduction in carbon emissions per vehicle mile in the last two years – we are on track for our target of 25% reduction by 2021

£1m

of community investment every year





Win new bus and rail contracts



One of our core aims is to expand our international operations by winning new bus and rail contracts in strategic locations across the world.

10

international contract wins to date in five different countries with more than £400m revenue

2

more rail contracts won in Germany, as well as our first rail contract in Norway and a consultancy contract in Australia

15-20%

operating profit from international activities by 2022



Develop for the future of transport



We will continue to adapt with the changing needs of passengers and consider innovative solutions to meet their needs.

20

start-ups taken through the Billion Journey Project, including pilot schemes with Citi Logik and Airportr

180,000

bus rides provided through our demand-responsive travel service, PickMeUp, in its first year alone

65g

of particulate matter was drawn from the air on our air-filtering bus in Southampton



Mapping our approach to sustainability

Delivering our vision requires tackling a range of complex issues. Some of these issues are within our control, some we seek to influence and others are more challenging to manage and require working in partnership with our stakeholders.

Sustainability materiality review

In 2017 we conducted our latest sustainability materiality review to help us focus on the issues that are most relevant for our key stakeholders and our business. It is important that we minimise any potential gaps between our stakeholders' expectations and our actions and performance. Identifying material issues ensures the right mechanisms are put in place to measure what matters to stakeholders and focus our attention on the areas that will help us achieve our vision.

Our sustainability vision

We review our material issues on an ongoing basis. It is important to map these issues against our strategy and our purpose. We are aware of our responsibilities as a global transport operator and understand the role public transport plays in tackling social isolating, connecting communities and taking cars off the road.



We have a clear vision of how we want to contribute to each of our sustainability priority areas:

Local communities	► To be at the heart of thriving high streets, in economically vibrant towns with public transport as the backbone
Climate change	► To reduce the carbon footprint of the organisation and move to a zero-emission bus fleet by 2035
Sustainable procurement	► To improve the sustainable credentials of our supply chain in areas including living wage, diversity and carbon emissions
Air quality	► To improve the air where we operate through sensors, filters and zero-emission vehicles that leave the air cleaner than we find it
Diversity and inclusion	► To become an employer of choice for a new generation who require greater flexibility in their career

Human rights

Our respect for human rights is embedded in how we operate. Our Code of Conduct states that all employees must be treated with respect, and their health, safety and basic human rights are protected and promoted.



Read all our sustainability policies on our website:
go-ahead.com/sustainability/policies

Strategic objectives



Protect and grow the core



Win new bus and rail contracts



Develop for the future of transport

Sustainability priorities	Material issues	SDGs
Stronger communities Building thriving communities → Read more on page 12	<ul style="list-style-type: none"> • Socioeconomic impact • Social isolation • Sustainable supply chain • Community investment • Volunteering 	11 SUSTAINABLE CITIES AND COMMUNITIES
Cleaner environment Tackling climate change → Read more on page 14	<ul style="list-style-type: none"> • Climate change • Waste • Water • Plastic 	13 CLIMATE ACTION
Smarter technology Raising supply chain sustainability → Read more on page 16	<ul style="list-style-type: none"> • Technology • Innovation 	8 DECENT WORK AND ECONOMIC GROWTH
Happier customers Improving air quality → Read more on page 18	<ul style="list-style-type: none"> • Customer satisfaction • Safety and security • Accessible transport for all • Air quality 	3 GOOD HEALTH AND WELL-BEING
Better teams Boosting diversity and inclusion → Read more on page 20	<ul style="list-style-type: none"> • Social mobility • Colleague engagement • Diversity and inclusion • Recruitment and skills development 	5 GENDER EQUALITY



Stronger communities

Building thriving communities

We provide vital links within the communities we serve. Bus and rail travel help to connect passengers with each other and get them where they need to go. Our devolved management approach means our operating companies can be responsive to the needs of local communities.

Material issues

- Socioeconomic impact
- Social isolation
- Sustainable supply chain
- Community investment
- Volunteering

KPIs

- Community investment per employee
- Stakeholder engagement score



Our local approach

Our devolved management approach means our operating companies can be a local partner, responding to the needs of their communities.

We work and consult with local authorities on topics that may affect our passengers, from roadworks and developments to events. We maintain strong partnerships with local councils to improve services for our passengers.

3

bus managing directors sit on the boards of their Local Enterprise Partnerships

Our charity commitment

Our operating companies work with local charities to raise awareness of important issues that affect their community. We strongly encourage colleagues to get involved with local charities and will match fundraising whenever possible.

At a corporate level, Go-Ahead supports two UK-based charities with a transport focus: Railway Children and Transaid. We have implemented the London Benchmarking Group model to evaluate and measure community activity.

This year, Go-Ahead London donated a bus to Transaid. It is now used in Zambia to deliver training to local bus drivers.

£1m

a year is invested in community engagement initiatives

Working in partnership

We participate in a number of technical committees with the Confederation of Passenger Transport. Both our UK rail franchises have a partnership plan or a BS11000 Collaborative Business Relationship Accreditation with Network Rail and Transport for London.

Our corporate charities

children RAILWAY
Fighting for street children

transaid
transport for life

Go-Ahead awarded with the Fair Tax mark for a fifth consecutive year. We were the first FTSE 350 company to receive the award in 2014.

Fair Tax

Chatty Bus



In 2019 Go-Ahead launched the "Chatty Bus" initiative. This scheme aims to fight against loneliness and social isolation. Research from Greener Journey shows that one in three people deliberately catch the bus to have some human contact.

Bus companies from across the UK have been getting involved with the initiative by working with local communities and charities. Activities have included placing a piano on a bus for a singalong and bringing therapy dogs on board buses to spark conversations.

This initiative has also been directed at Go-Ahead colleagues, notably to promote awareness around stopping the stigma around mental health discrimination.

Economic contribution

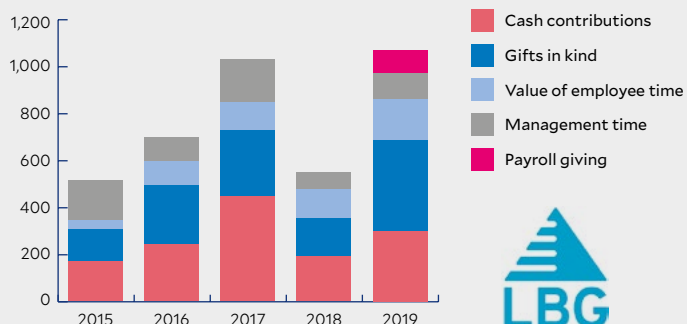
We are a major employer with a workforce of more than 29,000 people. We make direct contributions to the economy through the taxes, interest, salaries and dividends we pay and the payments we make to our suppliers.



Measuring our community programmes

We implement the LBG model to make sure we are measuring the impact of our community programmes and investing appropriately in the areas we serve.

Community investment (£'000)





Cleaner environment

Tackling climate change

Climate change and poor air quality are two of the most pressing issues of today. We believe that public transport must be part of the solution in improving air quality and congestion, and we must do all that we can to limit our impact on the environment.

Material issues

- Climate change
- Air quality
- Waste
- Water
- Plastics

KPIs

- Carbon emissions per vehicle mile
- Water per passenger journey (litres)
- Waste (%)



Find detailed reporting on our greenhouse gas emissions on: go-ahead.com

Improving our impact

We promote bus and rail travel as a force for good. This year we became the first transport company to secure the ISO 50,001 certification for the best practice in energy management after reducing carbon emissions by 30% in three years and by 70% over the past ten years.

22%

reduction in carbon emissions per vehicle mile in the last two years

Greener fleet

One bus can take 75 cars off the road. We are making significant investments into our bus fleets and upgrading to Euro VI buses, which are significantly better for the environment than diesel engines.

We are also investing in electric buses across our operating companies, and have made an investment in hydrogen fuel cell buses across our Metrobus fleet.

£200m

invested in Euro VI buses

New technology

Brighton & Hove Buses are running geo-location zero-emission buses that can run in zero-emission mode through the city's Ultra Low Emission Zone (ULEZ).

The buses are electric, with a small Euro VI diesel generator to charge the battery. This means that the bus can use a generator outside of the ULEZ area and can cover longer distances and manage steeper gradients than a traditional electric bus, but also means that the bus can switch to zero-emissions mode easily.

30

geo-location zero-emission buses in Brighton



1.15kg

Carbon emissions per vehicle mile
(2018: 1.28kg – restated)

25%

target reduction in carbon emissions
per vehicle mile by 2021

1st

transport company to have completed
a climate change assessment

ISO 50,001

energy management international accreditation
achieved for all our business units

ISO 14,001

Environmental Management international
certification for all our rail operations

Climate change assessment

We work with government institutions to tackle climate change, poor air quality and pollution. The table below summarises an assessment we conducted over the past year to understand the financial, operational and reputational impacts of climate change.

Topic	Impact	Risks	Mitigation
Transition to net zero	Stakeholder expectations Transport providers, governments and businesses will be expected to take actions if the earth's temperature rises between 1.5–2 degrees Celsius.	Government and local authorities will expect rail and bus operators to offer low- or zero-carbon solutions. We could risk being left behind if we do not demonstrate ourselves as a leader in this area.	We must be a leading voice in driving the change to low carbon. We can become a key partner for government and local authorities.
	Future of bus The transition to Net Zero emissions by 2050 will require a shift from diesel powered vehicles to cleaner alternatives – such as electric or hydrogen.	The acquisition of low-and ultra-low emission buses to meet emission requirements will significantly increase capital expenditure.	We are currently the leader in zero-carbon bus fleets. We will have nearly 200 electric vehicles in operation by the end of 2020.
	Future of rail The UK government has signalled its ambition to phase out diesel-only trains by 2040.	We could lose existing franchises and/or future bids if we cannot demonstrate how we aim to meet the decarbonisation challenge.	Continued investment and innovation in railway engineering will create more opportunities for routes to be decarbonised.
Adaptation to climate change	Damage and disruption Transport providers face rising costs from operational disruption and damaged infrastructure by weather- and climate- changes.	There are significant business disruption and costs associated with extreme weather events, as well as reputational risks.	Forward planning and investment in climate-resilient infrastructure and assets to improve the reliability of our services.
	Reputation Increasing frustration towards governments and businesses that are slow to act, and a public backlash against "dirty" transport providers.	Diesel/petrol buses will become a symbol of "dirty" transport. If we do not transition to cleaner vehicles, we may be seen as contributing to poor air quality.	With the right technology, investment and innovation, we can present ourselves as a critical player in combating poor air quality.
	Competition Potential boom in "disruptor" companies offering large-scale innovative solutions to combat climate change.	Innovation in new vehicles, systems or technologies could threaten incumbent operations if there has been insufficient investment in innovation.	We can be competitive by combining the innovation of a "disruptor" with the financial and operating capabilities of an incumbent.



Smarter technology

Raising supply chain sustainability

Customers' expectations are changing, and we must innovate to adapt to their needs and be a responsible business. We use technology to set us apart from the competition and we're the first company in the transport industry to publish a Sustainable Procurement Charter.

Material issues

- Technology
- Innovation

KPIs

- WiFi on buses



Demand-responsive transport

In some areas, we provide services that do not run to a set timetable, but respond to the immediate needs of the community. This type of transport innovation, called demand-responsive transport (DRT) helps to connect communities in a different way than before.

Our PickMeUp service is actively contributing to reducing traffic, noise and carbon emissions in Oxford.

140,000

rides provided by PickMeUp in its first year

We have also been trialling on-demand bus service "Go Sutton" in south London to see whether flexible demand-responsive transport services can play a role in boosting public transport use. Sutton was chosen as a trial location as it has high car use and has been traditionally difficult to serve with public transport.

Billion Journey Project

We believe that one idea can transform the billion journeys that are taken on our services each year. Our Billion Journey Project programme helps start-up companies to scale their businesses.

Over 12 weeks, start-ups receive mentoring from industry leaders, access to Go-Ahead data and insights from the travel industry.

The 2019 cohort saw us continue to work with eight innovative companies. We are running pilot programmes with Citi Logik, who provide an information service that helps passengers understand how busy their trains will be before boarding, and Airportr – a service that picks up passengers' luggage from their home to make it easy for passengers to travel.

Getting smart

We continually invest in smart technology. For rail, we operate the largest smartcard scheme outside of London's Oyster card zone. We were also one of the first companies in the rail sector to introduce mobile ticketing.

In bus, we are a leader in smart technology. Brighton & Hove and Metrobus were the first operators outside of London to bring contactless tap-on, tap-off technology for the first time.

100%

of bus sales are contactless in London

Regional buses

61%

have on-board WiFi

29%

equipped with USB charging ports

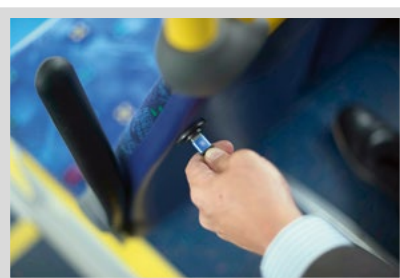


Mobility as a Service

Go-Ahead is developing an app that is aimed at making journeys across different transport modes hassle free.

The app will provide "Mobility as a Service", combining planning and paying for journeys into one easy tool, ensuring that customers pay the best price available.

The app will initially focus on the Brighton and Crawley areas of England. After an initial launch for bus and rail we aim to extend to other modes, such as car clubs and bike hire.



Sustainable Procurement Charter



Go-Ahead was the first company in the transport sector to create a benchmark for our supply chains, with the 2019 publication of the Sustainable Procurement Charter. The charter mandates that our suppliers must meet our standards for sustainability, diversity and inclusion.

Specific measures in our charter mean that we will not work with suppliers that use methods such as unpaid internships. We require our suppliers to declare what percentage of their workforce comes from under-represented groups. They must also disclose their gender pay gap and provide an action plan to target any gap.

We additionally host an awards ceremony for our suppliers every year to champion the companies that are working towards becoming more sustainable.



Read more about our Sustainable Procurement Charter on our website: [go-ahead.com](https://www.go-ahead.com)



Happier customers

Improving air quality

Our vision is a world where every journey is taken care of and it is therefore our mission to provide customers with a consistent and reliable service. We work to ensure that our services are safe, secure and accessible for as many people as possible.

Material issues

- Customer satisfaction
- Safety and security
- Accessible transport for all

KPIs

- Like for like passenger volume growth (%)
- Customer satisfaction (%)
- Regional bus punctuality (%)
- London bus punctuality (minutes)
- Rail punctuality (%)
- Signals Passed at Danger (SPaDs) - per million miles
- Bus accidents (per million miles)



Leading in customer satisfaction

We build relationships with our customers through our frontline colleagues, customer ambassadors and social media.

These interactions allow us to better understand the needs of our passengers and where to focus improvements, which allows us to provide a better all-round service.



Simplifying travel

We have continued to work on a range of flexible and easy payment options to make travelling with us simple. All our buses across the country accept contactless payment and we have a range of mobile apps with real-time information that make planning and paying for journeys easy and convenient.

100%

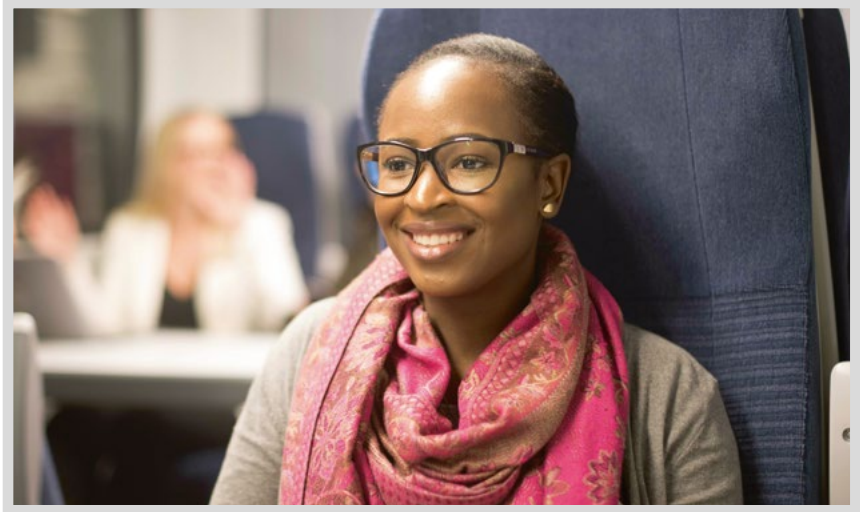
of our buses have accepted contactless payment since August 2019

Punctual service

We are passionate about delivering great public transport services. Southeastern was one of only three train operators this year to show a significant year-on-year improvement in passengers' overall satisfaction, according to the National Rail Passenger Survey (NRPS). The improvements were driven by record-breaking punctuality, investment in station improvements and the introduction of free WiFi on board.

5%

improvement in Southeastern satisfaction between 2018-2019



Helping Hand scheme

Brighton & Hove Buses and Metrobus run a "Helping Hand" scheme to make bus travel more accessible. Passengers can apply for a yellow card with a brief written instruction that they can show the driver when they board the bus. The driver is therefore immediately made aware of the customer's needs or requirements without the customer having to verbally communicate it.

Supported by other bus operators in Brighton, the card was designed with the support from numerous local charities.



Air-filtering bus



In 2018 we launched a trial in Southampton where we attached an air filter onto the top of a bus. When travelling through the city, this bus collected particulate matter in the air.

65g

of particulate matter was drawn from the air in 100 days – roughly the weight of a tennis ball

Following the trial's success, we are increasing the number of air-filtering buses across Southampton. Our estimates show that six buses could remove as much as 1.25kg of particulate matter from the atmosphere every year.



Better teams

Boosting diversity and inclusion

Equality, inclusion and diversity are important to us. We believe that our workforce should reflect the diverse communities that we serve. We invest in our colleagues and help them to develop and grow in all aspects of the business.

Material issues

- Social mobility
- Colleague engagement
- Diversity and inclusion
- Recruitment and skills development

KPIs

- Employee engagement index (%)
- Absenteeism (% of working hours)
- Employee turnover (%)
- RIDDOR accident rate (per 100 employees)

Graduates and apprenticeships

We have made a significant commitment to the recruitment of the next generation of our future leaders.

Our graduate programme enables employees to learn on the job through placements in different parts of the business.

Last year we became the first transport operator to be accredited as a provider of apprenticeships across bus and rail.

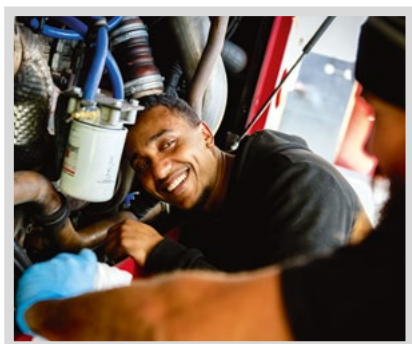
Pride for diversity

We are proud of our values that support diversity and inclusion. We want all customers and colleagues to feel comfortable on our services, regardless of their background or sexual orientation.

Many of our companies support Pride events across the country. Notably, Southeastern and GTR both decorated trains with the rainbow flags, and Brighton & Hove Buses had three buses in the city's 2019 Pride celebrations — the largest LGBT+ event of the year in the UK.

Transport for everyone

We are committed to providing an inclusive service. Last year we launched our Helping Hand card across our UK bus network which helps passengers with accessibility needs, specifically hidden disabilities communicate with bus drivers. All of our customer facing colleagues have training in assisting people living with dementia and those who are blind or partially sighted.



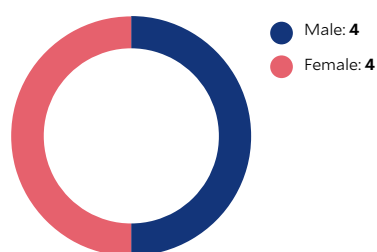
1,000
apprentice target for 2019



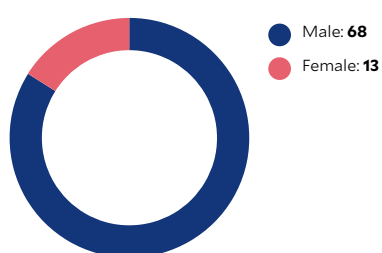
Female recruitment

Transport has traditionally been perceived as a male sector. We are working to recruit more women into our bus and rail companies, with targeted campaigns. Colleagues in our operating companies have also set up women's networks to champion and empower women in the transport sector.

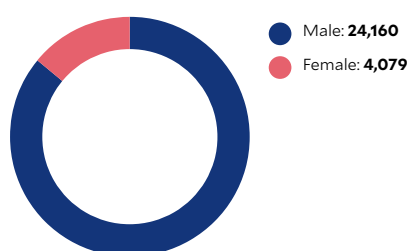
Board gender diversity



Senior management gender diversity



Overall Group gender diversity



Women in Bus

In 2019 Go-Ahead launched an industry-first "Women in Bus" network. It is designed to support and empower the 1,550 female colleagues who work across our UK bus divisions. The purpose of the network is to create a workplace where women feel free to be their true selves at work.



Gender pay gap

We are committed to narrowing the pay gap between men and women at Go-Ahead. We support the fair treatment of all employees, regardless of gender. It is not only the right thing to do, but it is also fundamental for performing successfully as a company.

20%
female representation in bus
by 2025

Bus gender pay gap result

The median pay for men is

7.5%

higher than that of women

Rail gender pay gap result

The median pay for men is

20.1%

higher than that of women

Engaging our key stakeholders

We provide a vital service for our communities through the people we employ and the taxes we pay. It is important that we understand our stakeholders' changing needs and continue to adapt and innovate to deliver long-term value for everyone.

Bus strategy comment

The Government announced recently it will create a National Bus Strategy, something Go-Ahead has been calling for. We believe it should set national targets for bus use, encouraging local authorities to use the powers they have to promote and facilitate bus usage, accelerating the transition to a zero emissions industry.



Customers

Customers are at the heart of Go-Ahead and it is our goal to provide them with a safe, convenient and reliable service.

Responsible business pillars

- ▶ Better teams
- ▶ Happier customers
- ▶ Stronger communities
- ▶ Smarter technology
- ▶ Cleaner environment



Related SDGs

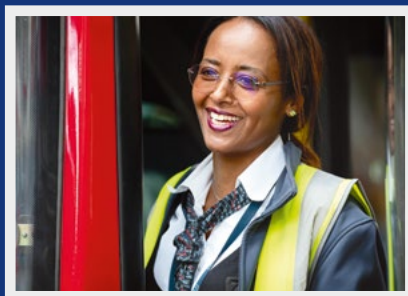


People

Our business is built by colleagues whose commitment, innovation and ambition help to deliver the best possible transport service.

Responsible business pillars

- ▶ Better teams
- ▶ Happier customers
- ▶ Stronger communities
- ▶ Smarter technology
- ▶ Cleaner environment



Related SDGs



Investors

We operate our business responsibly and with strong financial discipline to deliver sustainable value to shareholders.

Responsible business pillars

- ▶ Better teams
- ▶ Happier customers
- ▶ Stronger communities
- ▶ Smarter technology
- ▶ Cleaner environment



Related SDGs



Stakeholder engagement survey

To understand how well we are displaying our vision and values to our stakeholders and where we can improve our stakeholder engagement strategy to grow our businesses, we conduct stakeholder surveys at our operating companies.

The lower score for Go-Ahead Group reflects the impacts around the poor performance of GTR's May 2018 timetable, arising from industry wide failure. However, there was recognition for our use of technology for what we have achieved on air quality with electric and low emission buses.

The following scores are out of 10.

Go-Ahead Group

2019	7.9
2018	8.3
2017	8.8

Go-Ahead London

2019	8.1
2018	8.4
2017	8.2

Go South Coast

2019	8.5
2018	8.5
2017	9.0

Oxford Bus Company

2019	8.3
2018	8.4
2017	9.0

Go North East

2019	7.8
2018	8.3
2017	8.8

Plymouth CityBus

2019	9.1
2018	8.8
2017	9.4

B&H and Metrobus

2019	8.6
2018	8.7
2017	8.9

Southeastern

2019	6.5
2018	6.5
2017	7.0

Govia Thameslink Railway

2019	4.9
2018	5.8

Go-Ahead Singapore

2019	8.4
2018	8.4



Strategic partners and suppliers

We work with strategic partners and build relationships with core suppliers to deliver efficient, high quality services.

Responsible business pillars

- ▶ Better teams
- ▶ Happier customers
- ▶ Stronger communities
- ▶ Smarter technology
- ▶ Cleaner environment



Related SDGs



Government

Policy and regulatory change affect our bus and rail businesses and create the framework in which we operate.

Responsible business pillars

- ▶ Better teams
- ▶ Happier customers
- ▶ Stronger communities
- ▶ Smarter technology
- ▶ Cleaner environment



Related SDGs



Communities

As an operator of public transport, we provide a vital service to communities and support local economies.

Responsible business pillars

- ▶ Better teams
- ▶ Happier customers
- ▶ Stronger communities
- ▶ Smarter technology
- ▶ Cleaner environment



Related SDGs



ESG data

	2019	2018	2017
Better teams			
Investors in people	Yes	Yes	Yes
RIDDOR accidents per 100 employees	0.44	0.42	0.51
Employees	28,240	27,633	29,095
Employees in a union (%)	41	43	42
Number of physical assaults on staff per passenger journeys (per million ppjs)	0.5	0.5	0.4
Staff training days per employee	4.00	4.45	4.26
Training spend per employee (£)	680	783	755
Bus accidents per million miles	37.4	36.1	38.1
Fleet with CCTV (%)	96.4	96.8	91.8
Total VOSA PSV vehicle test pass rate (%)	80.1	97.0	96.4
SPADS per million miles	0.76	0.63	0.85
Stations managed with secure station status (%)	29	24	38
Reported crimes	12,540	11,764	11,392
Female employees (%)	14.4	14.4	14.4
Women in senior management roles (%)	16.0	17.0	18.0
Female Board members (%)	50.0	29.0	17.0
Black, Asian and Minority Ethnic (BAME) employees (%)	23.3	24.5	23.2
Happier customers			
Customer satisfaction (bus and rail latest passenger focus score) (%)	90	86	87
Passenger volume growth (% increase/(decrease))	1.1	(2.7)	2.8
Passenger journeys (to nearest 1m)	1,241	1,227	1,334
Rail punctuality PPM (%)	85.5	80.6	81.9
Regional bus punctuality (% increase/(decrease))	(5.5)	0.7	(1.1)
London excess bus waiting time (mins)	0.86	0.91	1.04
London excess bus waiting time (% increase/(decrease))	(5.5)	(14.3)	(14.8)
Expenditure on new buses in financial year (£'000)	29,963	82,791	86,997
Buses	5,797	5,083	5,178
Fleet with Euro IV (%)	14.3	14.6	15.31
Fleet with Euro V (%)	37.6	38.3	38.5
Fleet with Euro VI (%)	31.3	29.4	20.1
Fleet with hybrid (%)	18.8	19.6	14.8
Fleet with electric (%)	1.5	1.6	1.1
Fleet with gas (%)	0.2	0.3	0.3
Average age of bus fleet (years)	7.4	6.5	7.2
Train units	957	952	1,088
Bus fleet that is DDA compliant (%)	70.9	86.0	87.6
Trains certified accessible (RVAR) (%)	56.8	54.6	51.2
Trains certified accessible (PRM-TS) (%)	60.4	37.8	36.8
Accessible managed stations (%)	58.5	58.5	31.8

	2019	2018	2017
Stronger communities			
Total contributions (£)	966,239	660,544	1,173,894
Cash contributions (£)	296,782	195,674	449,430
Gifts in kind (£)	383,421	156,191	294,155
Value of employee time (£)	174,554	126,911	106,595
Management time (£)	111,482	78,036	£181,985
Leverage – total spend on payroll giving (£)	101,362	103,733	141,729
Community spend per employee (£)	34.22	24.61	40.35
Individuals/beneficiaries directly reached	321,792	123,133	182,852
Partner organisations/beneficiaries directly reached	22,318	3,175	2,606
Stakeholder events	1,371	322	1,769
Employee involvement	531	1,345	800
Cleaner environment			
Carbon emissions per vehicle mile (kg)	1.15	1.22	1.47
Carbon emissions per passenger journey (kg)	0.64	0.70	0.75
Scope 1 GHG emissions (tonnes)	395,474	406,564	426,150
Scope 2 GHG emissions (tonnes)	371,449	422,818	520,393
Scope 3 GHG emissions (tonnes)	31,508	36,027	48,655
Water per passenger journey (l)	0.74	0.77	0.71
Waste recycled/recovered (%)	95.6	97.2	80
Finance			
Like for like revenue growth – regional bus (%)	4.0	0.4	1.0
Like for like revenue growth – London bus and international (%)	0.4	3.1	1.5
Like for like revenue growth – rail (%)	7.3	6.2	(0.5)
Adjusted net debt/EBITDA (x)	1.09	1.3	1.3
Operating profit (£m)	121.1	135.9	150.6
Cashflow/EBITDA (x)	1.09	0.73	0.67
Dividend payout ratio (%)	60	56	49
Revenue (£m)	3,807.1	3,461.5	3,481.1
Payments to suppliers (£m)	2,363.7	1,927.6	1,887.4
Staff costs (£m)	1,161.5	1,119.3	1,130.4
National Insurance costs (£m)	111.2	105.1	107.2
Corporation tax payments to government (£m)	32.5	50.9	77.6
Dividends paid to shareholders (£m)	43.8	43.8	41.8
Capital expenditure (£m)	72.6	126.7	141.9
Corporation tax payments to government (£m)	32.5	28.7	34.1
Finance costs (£m)	6.8	14.2	13.4
Retained in equity (£m)	15.0	45.2	47.3



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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 1 July 2018 to 29 June 2019.

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



Bureau Veritas UK Ltd
August 2019

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