

Sustainable Procurement Charter

GoAhead





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— We believe sustainable procurement is fundamental to our long-term success and to building a more resilient future.



Foreword

At the Go-Ahead Group, we recognise that our role goes beyond providing transport services. We also have a responsibility to operate with strong ethical standards, deliver meaningful social value, and reduce our impact on the environment.

That's why we are reaffirming our commitment to sustainable procurement. Our approach is built on transparency, collaboration, and continuous improvement, so that the decisions we make support our customers, our people, and the communities we serve.

Our suppliers are expected to fully embrace our sustainability requirements and demonstrate alignment with our aspirations.

We believe sustainable procurement is fundamental to our long-term success and to building a more resilient future. By working closely with our suppliers, we aim to raise standards, embed best practice across our operations, and uphold the highest expectations of integrity. Together, we can create lasting value and deliver tangible benefits for society and the environment, helping to drive a more sustainable transport sector.

The Go-Ahead Group



Matt Carney
CEO, Go-Ahead Bus



Patrick Verwer
CEO, Go-Ahead Rail

About Go-Ahead



Introduction to Go-Ahead Procurement

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This Sustainable Procurement Charter is essential for setting the direction of how we procure at Go-Ahead. In establishing this framework, we will be able to build stronger, longer lasting partnerships with our supply chain and align our contract deliverables to our corporate ESG goals and objectives. Our aim is to continue delivering best-in-class sustainable procurement and working with our suppliers to deliver meaningful social value and a measurable impact.

The Go-Ahead Procurement team will strive to turn the commitments in this document into action — driving tangible initiatives that benefit our customers, our communities, and the environment, while building a more resilient and responsible supply chain for future generations.

Presence and Operations

The Go-Ahead Group is a leading international transport operator headquartered in the United Kingdom. The company provides essential public transport services via a number of UK and international bus and rail operating companies, including in the Republic of Ireland, Sweden and Singapore, employing approximately 27,000 people worldwide. Go-Ahead is driven by our commitment to our customers and communities and focused on making public transport accessible to everyone. We're leading the transition towards a zero-emission fleet and are committed to caring for our environment.

Go-Ahead ESG Strategy

This charter outlines how we intend to deliver positive sustainability impacts via our supply chain through our procurement processes, which are aligned to our Environmental, Social and Governance (ESG) Strategy. We also deliver a wide range of sustainability and social value initiatives directly, which can be found on our website, or via annual Sustainability reports.



Applying our ESG strategy to our sustainable procurement charter



Care for our **Customers**
Safe, reliable and accessible transport

Everything we do is for our customer. We have a customer first attitude. We will achieve this by:

- Increasing accessibility and reliability of our services
- Enhancing passenger safety & wellbeing
- Promoting sustainable travel and modal shift



Care for our **People**
Empower, engage, and safeguard team members

Our people are our heartbeat. We are one team, and a happy team means happy customers. We will achieve this by:

- Promoting that policies are in place for inclusive working environments and women's representation
- Fair pay and employment conditions in place for people working on our sites
- Monitoring prompt payment to suppliers in the supply chain



Care for our **Communities**
Social value, and sustainable supply chain

Our services are essential to communities. We create value by connecting people with schools, work, healthcare, events and friends and family. We will achieve this by:

- Promoting investment in our communities
- Increasing identification, awareness and monitoring of Modern Slavery and HRDD
- Maintaining and increasing local spend



Care for our **Assets**
Transition to a zero-emission fleet

Our assets are essential to taking our customers safely and reliably to their destination, and in an environmentally friendly way. We will achieve this by:

- Transitioning to a zero-emission fleet



Care for our **Environment**
Decarbonise fleet and premises

The climate crisis is impacting our way of living and needs to be addressed, so we are meeting this challenge head on. We will achieve this by:

- Decarbonising our operations
- Reducing environmental impacts (energy use, pollution, waste, water)
- Supporting environmental and biodiversity projects

Go-Ahead is driven by our commitment to our customers and communities and focused on making public transport accessible to everyone.

Sustainable Procurement

Leading the Industry

Go-Ahead were the first transport group in the UK to develop and implement a Sustainable Procurement Charter, in 2019. This Sustainable Procurement Charter builds on the progress made in the last seven years and further sets out our corporate commitments, our sustainability aspirations and the expectation from our supply chain in supporting us meet our objectives.

We're proud of the 'Go-Ahead Way' approach to sustainable procurement, which is aligned with ISO 20400 and has been independently assured. Our ambition is to continue delivering best-in-class sustainable procurement, via collaboration with our operating companies, suppliers and key strategic partners. We aim to support the development of suppliers, including Small and Medium sized Enterprises (SMEs), and will collaborate to find solutions to our mutual challenges and meeting Go-Ahead's objectives. Our Sustainable Procurement Charter supports our Group ESG Strategy and considers the United Nations Sustainable Development Goals (UN SDGs).

Local Spend

Go-Ahead acknowledge that local businesses and organisations can offer notable benefits to our operations and to the wider communities that we serve. We value local knowledge, the provision of local employment, improvement of our local environments and supporting economic growth that benefits the local community. Where possible we will aim to collaborate with local suppliers, including SMEs and social enterprises, to deliver these benefits to our operating companies and customers. The Go-Ahead Group procurement team will produce annual Category Plans which include the identification of specific spend areas that will be ringfenced for local suppliers or SMEs to ensure local economic benefit is delivered.



Our ambition is to continue delivering best-in-class sustainable procurement, in collaboration with our operating companies, suppliers and key strategic partners.

Application of this charter

Our intention is to minimise barriers for small, agile and innovative companies to work with us. Hence, the commitments within this charter will be applied proportionately to the scale of the contract, level of risk or opportunity and the current capability of the supply chain. The Go-Ahead Procurement team will use the two heat maps (for Bus and Rail) to prioritise the sustainability objectives for each formal procurement. Suppliers can expect the priority areas identified in this charter to be evaluated during our competitive tenders and procurement processes. We will encourage tangible initiatives, deliverables and key performance indicators within our awarded contracts and sustainability progress reviewed in our contract management meetings.

The sustainability priorities within this charter are split into two main areas:

1. Core Commitments:

These requirements will be included in all of our tenders for supply contracts above £250,000.

2. Further Commitments:

These requirements will be included on a case-by-case basis dependent on scope and where we can have the greatest impact. We will outline how to deliver these through the procurement process, or as part of our ongoing conversations through service delivery.

Key Performance Indicators: In addition, we have set out a range of measures and key performance indicators to assess impact during the delivery of our contracts. Suppliers will be asked to measure, and report on social and/or environmental metrics, depending on the nature of the contract.

The Heat Maps (see pages 14 and 15) outline where we consider there may be an opportunity or risk for each priority area, mapped against our primary categories of spend.

Ethical Standards

All of our suppliers are expected to meet their obligations under law, and any additional industry standard practices applicable to them. In addition to following best industry practice (such as signing up to relevant local Employment Charters), we mandate compliance across the following areas:

- Anti-Fraud, corruption, or bribery
- Human rights (e.g. no forced labour or discrimination)
- Environmental legislation
- Health and safety legislation

And all other applicable laws and regulations

Raising Supply Chain Ethical or Legal Concerns

We want to provide suppliers, subcontractors and their employees with a clear, safe, and confidential mechanism to raise concerns about unethical, illegal, or non-compliant practices related to Go-Ahead's supply chain and contracted suppliers.

Individuals can report concerns through procurement@go-ahead.com. This procedure applies to all suppliers, subcontractors, and their employees involved in delivering goods or services to our organisations and business units. Care will be taken to ensure that concerns are investigated and appropriate actions taken.

➤ Our intention is to minimise barriers for small, agile and innovative companies to work with us.





Care for our Customers

Our customers are at the heart of everything we do, and we are always looking to innovate, invest, and improve our customer service. We want to improve every journey our customers take with us, whoever they are, and wherever they are travelling to.

We aim to achieve this by:

- ✓ Increasing accessibility and reliability of our services
- ✓ Enhancing passenger safety & wellbeing
- ✓ Promoting sustainable travel and modal shift



Commitments & Key Performance Indicators

Our objective: To procure goods, services and assets which promote the safe, accessible and reliable use of public transport.

Core Commitments

- 1) Ensure operational safety, passenger safety, and compliance with industry regulations.*
- 2) Ensure high wellbeing and safety standards across the network.*

Further Commitments

- 1) Certified or working towards ISO 45001 (Health and Safety Management)
- 2) High availability of services and supplies which impact our customers

Further KPIs

We may ask you to report:

- 1) Accuracy and validity of RAMS (Risk assessments and method statements). Go-Ahead and supplier to audit and track non-compliance.
- 2) Hours of training undertaken for staff on contract around safety, accessibility and wellbeing.

Our Commitment

- 1) Ensure all vehicles procured for passenger operation meet or exceed the relevant national accessibility regulation, such as the UK's PRM-TSI [Persons with Reduced Mobility Technical Specification for Interoperability], Equality Act 2010.

KPIs that we will use

- 1) % of Go-Ahead owned fleet for passenger operation are UK's PRM-TSI (or relevant local equivalent) compliant (Persons with Reduced Mobility Technical Specification for Interoperability, Equality Act 2010).

*Commitments to be applied when suppliers are working on Go-Ahead sites or interacting with our passengers.



Care for our People

Go-Ahead is a purpose-driven business made by purpose-driven people. We have tens of thousands of colleagues spanning multiple countries over several continents. Our people live and breathe our values and are committed to our mission to connect people and communities, by offering safe, affordable, and reliable journeys to our customers. We are determined to build a more inclusive working environment at Go-Ahead and seek more female representation across all areas of our workforce.

We aim to achieve this by:

- ✓ Promoting that policies are in place for inclusive working environments and women's representation
- ✓ Fair pay and employment conditions in place for people working on our sites
- ✓ Monitoring prompt payment to suppliers in the supply chain



Commitments & Key Performance Indicators

Our objective: Fair pay for the workforce working on our sites and for appropriate and timely payment terms within our supply chain

Core Commitments

- 1) Exclude any unpaid work and zero hours contracts for the primary performance of the contract, unless requested by the candidate (applies to planned services and reasonable discretion will be applied to operational emergencies or temporary cover).
- 2) Payment of the relevant Real Living Wage (or nationally recognised equivalent) for any workforce on our sites.
- 3) Report on sub-contractor payment terms
- 4) Completion of annual Human Rights Due Diligence (HRDD) Assessments

Core KPIs

- 1) The % of invoices paid within 30 days of invoice receipt
- 2) The % of staff delivering contracted services paid at least the relevant Real Living Wage (RLW) as defined by the Living Wage Foundation.
- 3) Reporting on Loss Time Injuries (LTIs) that occur during work on our contracts.

Further Commitments

- 1) Use the best available guidance and all reasonable endeavours to eliminate Modern Slavery from our indirect operations.
- 2) Have a policy for Equality, Diversity and Inclusion in the workplace and covering the supply chain.
- 3) Have a Modern Slavery Policy (including due diligence processes, risk assessments, staff training, and KPIs to measure effectiveness) or be signed up to the ETI Base Code.
- 4) Payment of invoices within 30 days of receipt

Our Commitment

- 1) Payment of the relevant Real Living Wage (or nationally recognised equivalent) for all direct employees

KPIs that we will use

- 1) The % of suppliers paid within payment terms (on wholly owned Go-Ahead Group subsidiaries)
- 2) The % of strategic suppliers achieving 95% or higher for payment of invoices within 30 days of invoice receipt



Care for our Communities

We connect billions of customers and their communities on our essential bus and rail services, ensuring people reach their destinations with reliable, punctual, and welcoming services.

We aim to achieve this by:

- ✓ Promoting investment in our communities
- ✓ Increasing identification, awareness and monitoring of Modern Slavery and HRDD
- ✓ Maintaining and increasing local spend

HELPING



Commitments & Key Performance Indicators

Our objective: To increase local spend within our communities and ensure vigilance of modern slavery in our supply chain

Core Commitments

- 1) Report the value and % of contract spend within the local and community area*
- 2) Demonstrate continuous compliance with relevant modern slavery and human rights legislation.
- 3) Share information on local employment initiatives as a result of contracted work including apprenticeships and educational work placements.
- 4) Support or deliver initiatives that benefit local communities to Go-Ahead operations, including volunteering time, sharing expertise or making voluntary charitable donations

Core KPIs

- 1) The % and number of contract workforce receiving Modern Slavery awareness training
- 2) Number of direct employees hired or retained for the duration of the contract. Home address within 30 miles of work site#
- 3) The value and hours of supplier support provided to community-benefit initiatives, demonstrated through volunteering time, sharing expertise, or making charitable contributions.
- 4) The value and % of spend within the local and community areas

Further Commitments

- 1) Promotion of direct local spend within contract delivery and with nominated sub-contractors
- 2) Undertake HRDD risk assessments and due diligence and mitigate human rights risks in our supply chain.

Further KPIs

- 1) Annual report submission on supply chain mapping for potential human rights breaches from high-risk suppliers

Our Commitment

- 1) Track the value and percentage of local spend and community spend.
- 2) Monitor strategic suppliers for Human Rights Due Diligence

KPIs that we will use

- 1) % of Highest-risk suppliers that have undergone human rights due diligence checks

*Local Spend: value spent with suppliers based in the country of operation. Community Spend: value spent with suppliers within 30 miles of Go-Ahead operation/site.
#Home address within 30 miles or within the same local authority area



Care for our Assets and Environment



Go-Ahead is committed to reducing its environmental impact. Guided by ambitious targets, we are delivering cleaner, greener transport networks for today's customers and future generations.

We aim to achieve this by:

- ✓ Decarbonising our operations
- ✓ Reducing environmental impacts (energy use, pollution, waste, water)
- ✓ Supporting environmental and biodiversity projects



Commitments & Key Performance Indicators

Our objective: To work with our supply chain to decarbonise our operations and reduce environmental impacts.

Core Commitments

- 1) Conduct a life cycle analysis to establish meaningful targets for carbon emissions on scopes 1, 2 and 3 and get these validated by the Science-based Targets initiative.
- 2) Have a carbon reduction plan in place targeting year on year reductions.
- 3) Report annually on sustainable resource use (Water, Air, Recycling, Waste etc.)
- 4) Support or deliver initiatives that benefit environmental, biodiversity or ecosystem-management within local communities to Go-Ahead operations, including volunteering time, sharing expertise or making voluntary charitable donations

Core KPIs

- 1) Annual reporting on Scope 1, 2 and 3 emissions and carbon embedded in products/services provided to Go-Ahead.
- 2) Annual submission or reconfirmation of a carbon reduction plan
- 3) Annual report on sustainable resource use (Water, Air, Recycling, Waste etc.)
- 4) The value and hours of support provided to environmental, biodiversity, and ecosystem-management initiatives, demonstrated through volunteering time, sharing expertise, or making optional contributions.

Further Commitments

- 1) The use of alternative, sustainable fuel sources/energy sources (including vehicles used on contract)
- 2) Implement solutions to improve energy and water efficiency
- 3) Adhere to the waste hierarchy and employ principles of circular economy (e.g. reducing packaging; eliminating single-use plastics; implementing return/recycling schemes for materials)
- 4) Undertake regular due diligence to mitigate impacts of dust, odour, noise pollution, and biodiversity impacts
- 5) Create and maintain a plan for climate adaptation and mitigation for extreme weather events that affect our work and assets
- 6) Provide information for high-risk raw materials used to supply Go-Ahead such as Timber, Steel, Nickel, lithium, cobalt, cotton, copper, concrete
- 7) Certification or working towards to ISO 14001 Environmental Management.

Further KPIs

- 1) Provide information annually on the sourcing of any high risk raw materials used (origin, certifications, audits, traceability, compliance)
- 2) The number and % cleaner energy vehicles used on contract
- 3) Embodied carbon footprint for key products supplied via the contract.
- 4) The % recycled content in goods supplied to Go-Ahead under contract updated
- 5) Total kilograms of waste volume produced and % of which are recycled and recycling rate

Annual Sustainability Recognition

The Go-Ahead Procurement and ESG teams will annually assess progress and initiatives delivered via contracted suppliers to provide recognition to organisations going above and beyond to deliver best in class sustainable value to Go-Ahead, our operating companies or the communities in which we operate.

Awards will highlight best practice among Go-Ahead's suppliers, with a focus on the Sustainable Procurement Charter principles. We encourage all our suppliers to enter the competition by providing examples of where their company has delivered against the Go-Ahead sustainability priorities, detailing the impact they believe this has had on Go-Ahead, our customers and/or communities in which we operate. These supplier awards, along with internal forums will be used to promote knowledge sharing and collective upskilling to support delivering sustainable value together.

➤ **Awards will highlight best practice among Go-Ahead's suppliers, with a focus on the Sustainable Procurement Charter principles.**



Summary table of all core KPIs



Care for our **People**

Core KPI

1. The % of invoices paid within 30 days of invoice receipt
2. The % of staff delivering contracted services paid at least the relevant Real Living Wage (RLW) as defined by Living Wage Foundation.
3. Reporting on Loss Time Injuries (LTIs) that occur during work on our contracts.



Care for our **Communities**

Core KPI

1. The % and number of contract workforce receiving Modern Slavery awareness training
2. Number of direct employees hired or retained for the duration of the contract.#
3. The value and hours of supplier support provided to community-benefit initiatives, demonstrated through volunteering time, sharing expertise, or making optional charitable contributions.
4. The value and % of spend within the local and community areas

#Home address within 30 miles or within the same local authority area



Care for our **Assets and Environment**

Core KPI

1. Annual reporting on Scope 1, 2 and 3 emissions and carbon embedded in products/services provided.
2. Annual submission or reconfirmation of a carbon reduction plan
3. Annual report on sustainable resource use (Water, Air, Recycling, Waste etc.)
4. The value and hours of support provided to environmental, biodiversity, and ecosystem-management initiatives, demonstrated through volunteering time, sharing expertise, or making optional contributions.

Glossary / Defined Terms

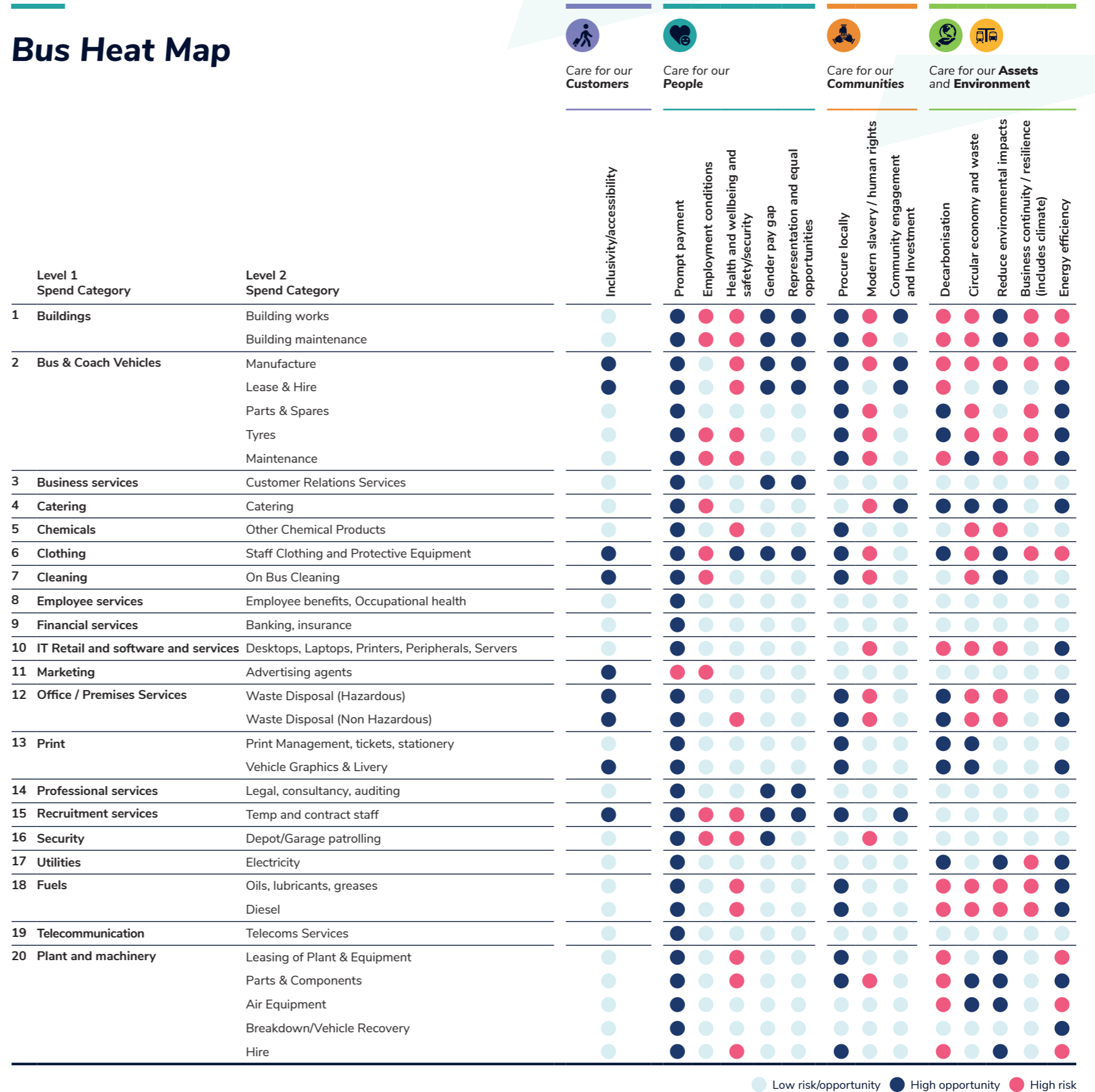
Term	Definition/further information
KPI	Key Performance Indicator
BES 6001	Is a Framework Standard for Responsible Sourcing," a certification for products that demonstrates they have been sourced responsibly from mining to processing. The standard assesses organizational management, supply chain management, and the sustainability of the materials used, helping to promote environmental stewardship and ethical practices throughout the supply chain
Community Spend	Supplier's registered office address is within 30 miles of a Go-Ahead operating company site
Eco-labels	This is a voluntary environmental certification for products or services that meet specific sustainability criteria throughout their lifecycle. They help consumers identify and choose more environmentally friendly options by indicating a reduced overall environmental impact, such as lower energy and water consumption or minimized waste. Examples of eco-labels include the EU Ecolabel, which is based on scientifically verified, third-party audited standards
EPDs	This is an independently verified document that provides transparent and comparable information about a product's environmental impact throughout its entire life cycle, from raw material extraction to disposal
ESG	ESG stands for Environmental, Social, and Governance, a framework used to evaluate a company's performance on sustainability and ethical impact. These criteria are increasingly used by investors to assess risk and long-term value, and by businesses to demonstrate their impact to stakeholders
ETI Base Code	The ETI (Ethical Trading Initiative) Base Code is an internationally recognized code of labour practice that sets minimum standards for companies based on the conventions of the International Labour Organization (ILO). It covers areas like no forced labour, freedom of association, fair wages, working hours, no child or forced labour, non-discrimination, and no harsh treatment
HRDD	Human Rights Due Diligence
ISO 20400	The international guidance standard for Sustainable Procurement
ISO 45001	The international guidance standard for Health and Safety Management system
ISO 14001	The international guidance standard for Environmental Management system

Term	Definition/further information
Local Spend	Supplier's registered office is in the same country as the relevant Go-Ahead operation e.g. A Singapore registered supplier providing good or services for Go-Ahead Singapore.
Modern Slavery	Modern slavery is an umbrella term for situations of exploitation that a person cannot refuse or leave because of threats, violence, coercion, deception, and/or abuse of power.
RLW	Real Living wage, as specified by the Living Wage Foundation or relevant national regulations or guidance.
SBTi	The Science Based Targets initiative (SBTi) is a corporate climate action organization that enables companies and financial institutions worldwide to play their part in combating the climate crisis
SME	SME is an acronym for Small and Medium-sized Enterprise, which is a business that meets specific criteria for employee numbers and financial thresholds, such as being under 250 employees and having a turnover or balance sheet total below certain limits
UK PRM-TSI	UK PRM-TSI stands for the Persons with Reduced Mobility (PRM) Technical Specification for Interoperability, which is a set of UK standards for rail accessibility, derived from EU regulations. It sets requirements for accessibility in rolling stock, infrastructure, and operations to ensure people with disabilities and reduced mobility can use the rail system
UN SDG	The UN SDGs, or Sustainable Development Goals, are a set of 17 global goals adopted by the United Nations in 2015 to be achieved by 2030. They serve as a "blueprint for peace and prosperity" for people and the planet, aiming to end poverty, reduce inequality, protect the environment, and promote health, education, and economic growth worldwide



This section outlines all our main categories of spend (on the left column), mapping them against our procurement sustainability priorities (on the top row), to identify areas where there are risks or opportunities to target through the procurement process

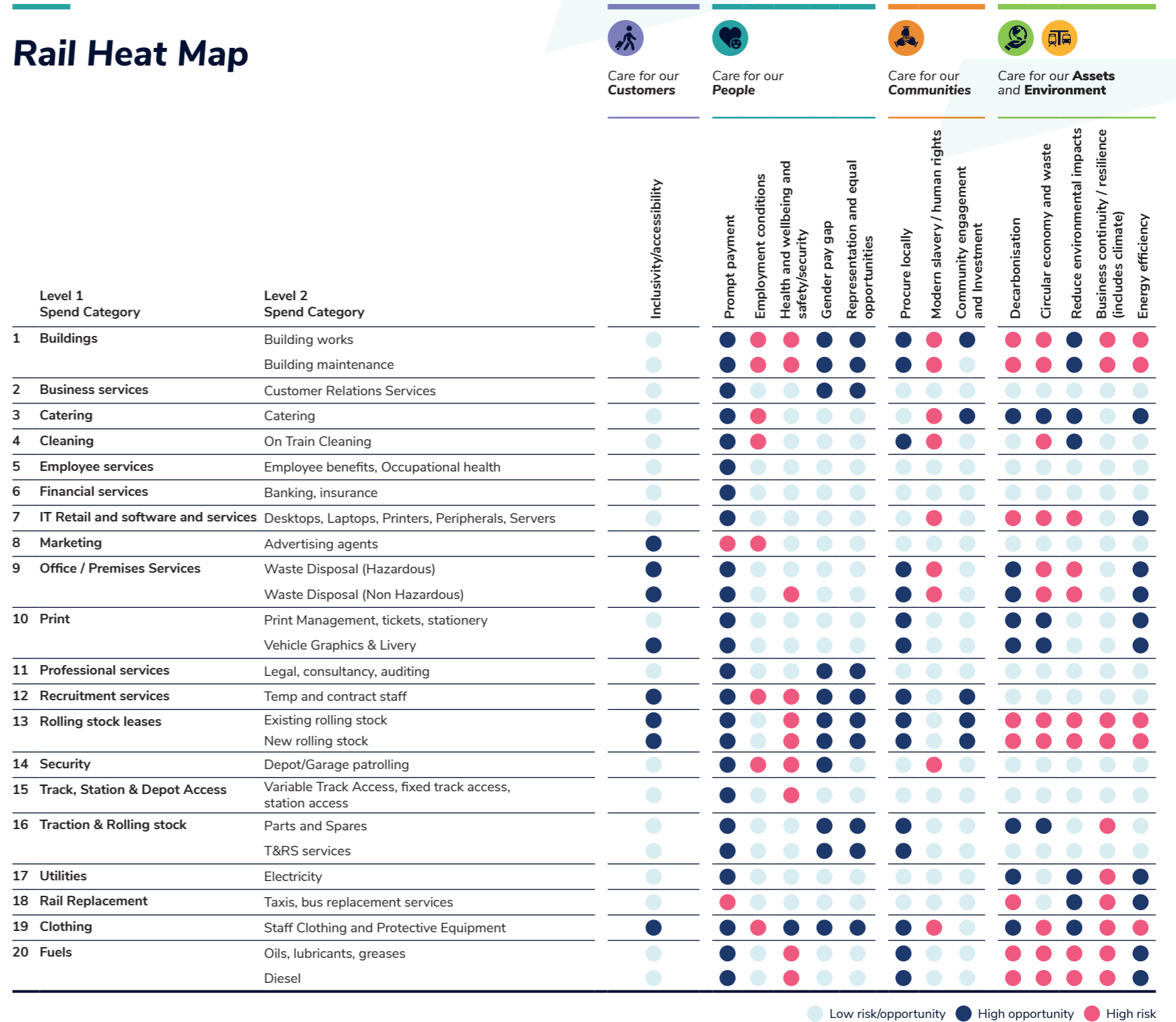
Bus Heat Map



● Low risk/opportunity ● High opportunity ● High risk

This section outlines all our main categories of spend (on the left column), mapping them against our procurement sustainability priorities (on the top row), to identify areas where there are risks or opportunities to target through the procurement process

Rail Heat Map



GoAhead