

Sustainability Report

2023



GoAhead

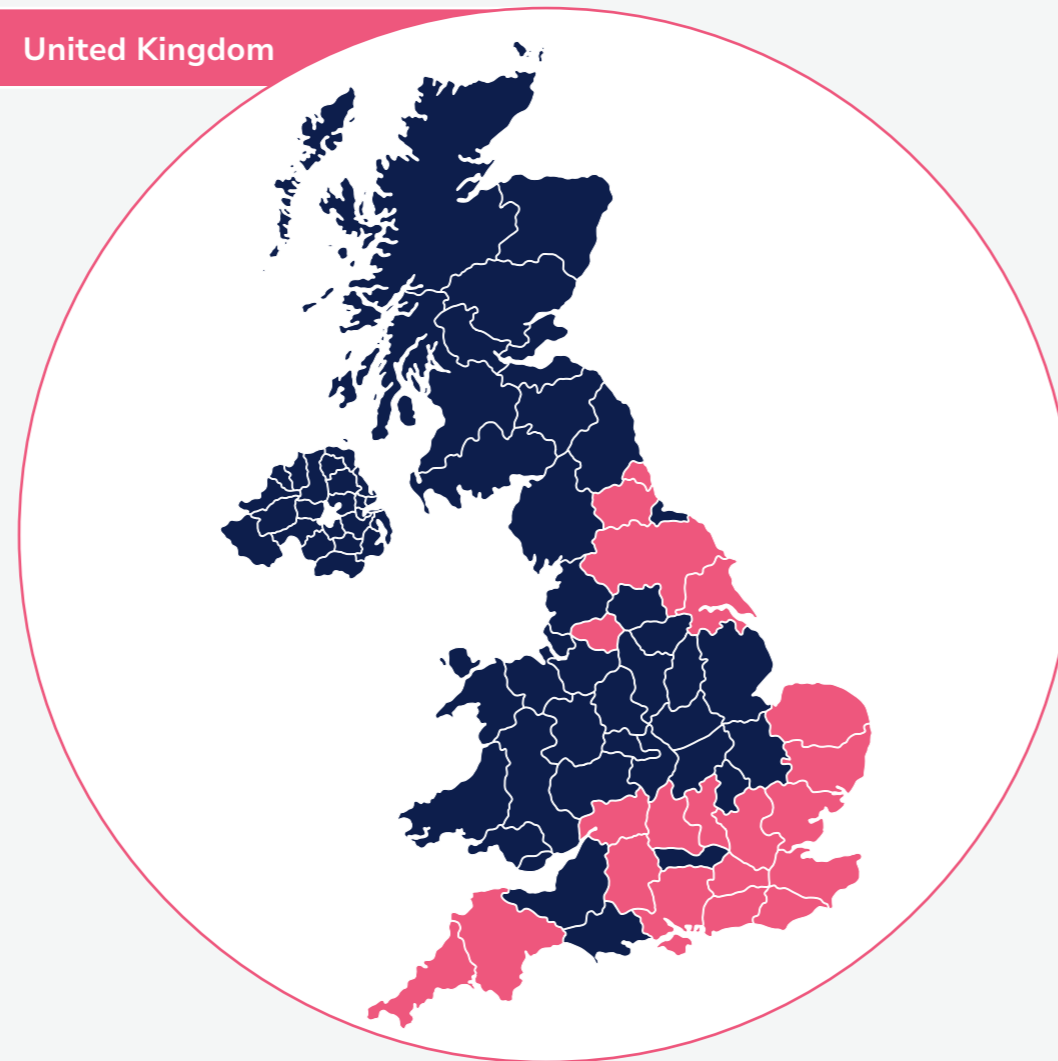
Who we are

Regions we operate 

Go-Ahead Group Limited is a leading international public transport operator, part of a global mobility platform owned by Kinetic, a transport network headquartered in Australia, and Globalvia, a transport infrastructure provider, based in Spain. Our mission is to connect communities, today and tomorrow.

We are a customer-orientated company that offers bus and rail services in the UK and abroad. With a fleet of more than 7,000 buses across England, we operate a quarter of London's buses and serve communities in the London, North East, Greater Manchester, East Yorkshire, Oxfordshire, East Anglia, the South East and the South West of England. Internationally, we operate buses in Dublin (Ireland), southern Sweden, Singapore and in Sydney (Australia).

We operate the UK's largest rail passenger contract, Govia Thameslink Railway (GTR) – which includes Southern, Gatwick Express, Great Northern and Thameslink – as well as passenger rail lines in Norway.



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Our mission

We are here to connect people and communities, today and tomorrow.

We do this by caring for our customers, our community, our people, our assets, and the environment.

Our values

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Care for our customers
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Care for our assets
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Care for our people
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Care for our environment
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Care for our communities

Our new financial year reporting period

Go-Ahead has changed its financial year reporting from July – June to the calendar year (January – December). Because of this transition, our Sustainability Report 2023 is, exceptionally, covering the 18 months between 3rd July 2022 to 31st December 2023. From 2024 onwards, Go-Ahead will resume reporting for a 12-month period. To give better visibility in our report, our metric data tables include our performance during the last 18 months, 12 months (January – December 2023) and historical data (base of comparison) covering 4th July 2021 to 2nd July 2022.

CEO's review

It's my pleasure to introduce our Sustainability Report for the 18 months ended in December 2023. Understanding our business beyond its operational boundaries is critical to the sustainability of the Go-Ahead Group. This document highlights our main actions and achievements to ensure we are on the path to delivering our sustainability objectives, and creating social and environmental value for our key stakeholders.



The last 18 months has been a period of change and progress for the Go-Ahead Group. We set ourselves a new mission **to connect communities, today and tomorrow** and reviewed our values to make sure these support our new purpose. Our values are linked to the way in which we deliver our bus and rail services, with: care for our customers, care for our communities, care for our people, care for our assets, and care for our environment.

Aligned with these values, we launched Go-Ahead Women, an ambitious programme that aims to promote people diversity and inclusion in our bus businesses by recruiting 1,500 women bus drivers and achieving gender equality by 2035. The programme also includes an investment of £8m to create inclusive workplaces and a further £8m investment in training for new women bus drivers. In rail, GTR continues to work with industry-recognised body, Women in Rail, aiming to improve diversity in its sector. The operator has recently celebrated a 50% increase in the number of women starting in its apprenticeship schemes.

Our apprenticeship scheme keeps going from strength to strength. We are the only public transport operator approved by Ofsted as an apprenticeship provider and, in 2023, we were elected the fifth top apprenticeship employer in the UK by the Department for Education and the top one in the UK transport industry.

On the environmental side, transitioning our UK bus fleet to zero-emission vehicles is our commitment and we made significant progress. In the period covered by the report, we purchased and/or deployed more than 500 new zero-emission vehicles and operated more than 24 million zero-emission miles. A substantial part of this progress was driven by our Go-Ahead London business unit, which operates over 500 electric vehicles.

We also made significant progress in Greater Manchester and in Oxford, where the partnership with Oxfordshire County Council to operate 104 electric buses by the end of 2024 has been recognised by the UK Green Business Awards as the 'Transport Project of the Year'.

A milestone was created in June 2023: we started the operation of our first-ever hydrogen-powered buses. Since then, our passengers in Crawley have been benefitting from 20 modern, silent and zero tailpipe emission hydrogen buses that run 24/7 and travel over 300 miles a day to connect the area with Gatwick Airport. Further 24 extra buses are in the pipeline to arrive in due course and will create one of Britain's largest hydrogen bus fleets – and the first one in Europe operating with liquid hydrogen.

Another step in the right direction came in early 2024, when Go-Ahead was awarded funding for an additional 201 zero-emission buses by the Department for Transport's Zero Emission Bus Regional Areas (ZEBRA) programme, and funding for more electric buses in the North East of England via the Levelling Up Fund.

In the period covered by this report, we also welcomed exciting new bus operations in the Go-Ahead Group. In December 2022, we won – through our bus operator in the North West of England – two major contracts to operate buses in Bolton and Wigan awarded by the new franchising system Transport for Greater Manchester. This was followed by a £40m investment in drivers and buses, a major bus driver recruitment campaign and the creation of the Elite Bus Driver Academy, which offers intensive training to new and existing bus drivers.

In June 2023, we won a 15-year contract to run the Fastrack bus rapid transit system for Kent County Council. This is a fully zero-emission fleet operation that will connect passengers in the Dartford, Bluewater, Ebbsfleet and Gravesham area from November 2024.

Our operation also expanded in the UK through the acquisition of Dartline, which is now part of our bus operator in the South West of England, by absorbing the operation of Yellow Buses, a traditional bus operator in the South Coast of England who ceased trading overnight after 120 years, and by acquiring Pulham & Sons, Southdown and absorbing First Southampton.

On our international operation, in late 2022, we won a contract to operate buses in Sydney's South-West in a joint venture with UGL named U-Go Mobility, which brought a network of over 200 buses that

offer over half a million passenger journeys every week, and welcomed more than 400 colleagues to our Group.

In rail, after starting operating an additional railway network in German Bavaria in December 2022, we decided to sell our German rail operation business, and the sale agreement was completed in February 2024.

These last 18 months were an intensive and very successful period for Go-Ahead. None of this could have been achieved without our more than 28,000 colleagues, whose dedication impressed me since the day I started leading this company.

I would like to thank every one of our people for their dedication and invite all our stakeholders to join Go-Ahead in our journey towards a more sustainable future.

Miguel Parras
Group Chief Executive



Our climate change strategy

Public transport is part of the solution to tackle climate change. We remain committed to our targets to reduce carbon emissions and increase the climate resilience of our business.



In 2021, we released our climate change strategy with ambitious targets to decarbonise our business and safe-proof our operations from climate-related impacts.

Beyond the direct contribution to reducing towns and cities' carbon emissions through public transport, we committed to decarbonising our business and, in the period covered by this report, we have taken important steps to transitioning our bus fleet to zero-emission vehicles. In the 18 months leading to 31 December 2023, we:

- Purchased and/or deployed more than 500 new zero-emission vehicles
- Operated more than 24 million zero-emission miles
- Started operating our first hydrogen-powered buses
- Continue to develop our Zero-Emission Centre of Excellence
- Celebrated 10 years since the start of our electric bus operation in London

SBTi¹-validated target

Since 2021, the work to decarbonise our business has been guided by our SBTi-validated science-based target to reduce our scope 1 and scope 2 carbon emissions by 75% by 2035 against a 2019/20 baseline, which was independently verified, and by our commitment to becoming a net zero carbon business by 2045.

Wider environmental goals and targets

Beyond the targets for decarbonising our fleet and premises, our climate change strategy also established goals for reducing the negative impact of our operations on air quality, reducing our water consumption, increasing our waste recycling rate and increasing the resilience of our business to climate impacts.

[Visit go-ahead.com](https://www.go-ahead.com) to read our climate change strategy in full.

Summary of our climate change strategy

Climate change adaptation	Mitigation: Decarbonisation	Mitigation: Air quality	Mitigation: Water	Mitigation: Waste
Identify how climate change impacts our businesses, passenger services, premises and supply chains, and identify adaptation plans	Decarbonise our fleet and operations <ul style="list-style-type: none"> • Net zero business by 2045 • Zero-emission bus fleet in the UK by 2035 • Non-diesel rail fleet by 2035 • Reduce carbon emissions by 75% by 2035 	Reduce our negative impact on air quality by reducing emissions: CO, HCs, NOx and PM <p>By 2025 reduce:</p> <ul style="list-style-type: none"> • Carbon monoxide (CO) by 17% • Hydrocarbons (HCs) by 49% • Nitrogen oxides (NOx) by 63% • Particulate matter (PM) by 55% 	Reduce our water footprint by embedding responsible water management practices <ul style="list-style-type: none"> • By 2025 reduce water use by 25% 	Reduce our overall waste volumes and increase reuse and recycling by implementing waste initiatives <ul style="list-style-type: none"> • By 2025, increase waste recycling rate to 60%

Management principles and governance

Identify projects for investing, influencing stakeholders, driving behaviour change and finding external funding

Prioritise solutions by their impact on customers, colleagues, carbon and cost



¹ The Science Based Targets Initiative (SBTi) is a collaboration between CDP, UNGC, WRI and WWF to ensure organisations' emissions reduction targets are in line with leading climate science.

Our people

We care for our people. Our colleagues are the foundation of our business. Their dedication, innovation and ambition drive our success.



We are a purpose-driven business made by purpose-driven people. Go-Ahead is made up of more than 28,000 colleagues in six different countries. Our people live and breathe the Go-Ahead Way and are committed to connecting communities, today and tomorrow by offering safe, affordable and high-quality journeys to our customers.

Building a diverse and inclusive company

We are determined to build a more inclusive working environment at Go-Ahead. We want more women driving buses and established ambitious targets to recruit 1,500 new women bus drivers by the end of 2025 and to achieve gender equality by 2035.

With the 'Go-Ahead Women' initiative, we are embarking on a journey for greater representation in the traditionally male-dominated transport sector. To achieve these goals, we also committed to invest £8m to create inclusive workplaces and a further £8m investment in training for new women bus drivers.

In addition to the recruitment, new hires will benefit from a comprehensive 8-week fully paid training programme, made to equip them with the skills and confidence needed to excel in their roles. In addition, we created the Go-Ahead Women network for all new women bus drivers and designed an inclusive toolkit, consisting of expectations and guidance on everything from recruitment, to training and mentoring for all operating companies.

In our UK rail division, the number of women train drivers joining GTR increased and achieved its highest split yet at 40% in 2023.



Supporting and celebrating diversity

Being an inclusive company goes beyond female representation. Our colleagues at head office and operating companies make sure to take time to celebrate our workforce diversity. Head office in Newcastle showed support to the LGBTQ+ community by celebrating Pride month with fancy dress, cakes and snacks.

Our colleagues in the London head office celebrated Diwali, the most celebrated festival in India, by sharing a special feast with dishes that included a variety of Indian sweets and snacks.

In the South West of England, our local bus operator focused on neuro diversity and launched a Dyslexia toolkit to support bus drivers who have been officially diagnosed with the condition, by offering:

- Coloured overlays to help reading text on white paper
- An online to-do list and task management phone App (and paper to-do lists for those who prefer)
- Additional time for paperwork at the end of shifts

Training and Development

At Go-Ahead, setting up our colleagues for success in an environment where they can develop and grow is key to everything we do. From ensuring a structured and engaging onboarding process, to curated e-learning journeys for all levels across the organisation, to in person, high impact management training.

Elite Bus Driver Academy

As part of the preparation for the launch of Greater Manchester's Bee Network public transport service in May 2023, Go-Ahead kicked off Britain's biggest recruitment campaign for bus drivers.

The ambitious target to hire up to 300 bus drivers on apprenticeship or trainee contracts for the new contracts in Bolton and Wigan, was supported by the creation of the Elite Bus Driver Academy, which offers an intensive six-week training programme, open both to existing bus driver licence holders and to those who have never sat behind the wheel of a bus before.

Since it was launched the Academy has trained 398 bus drivers who are now part of the Go-Ahead team.

Apprentices

Go-Ahead is an award-winning industry leader in apprenticeships and is the only public transport operator approved by Ofsted as an apprenticeship provider. In 2023, our programme featured once again in the UK's Top 100 Apprenticeship Employers by the Department for Education, and this time we made it to the fifth top of the list.

In rail, the GTR apprenticeship scheme is going from strength to strength and has registered a sharp increase in the number of females starting an apprenticeship. In 2023, the rail operators welcomed a total of 176 new starters, with 60 of these coming from female applicants, representing a 50% increase from the previous year.

The overall number of employees taking on an apprenticeship at GTR increased by 22% in 2023. The company offers 14 apprenticeship courses, and all apprentices receive support to study alongside work to develop and upskill.

Graduates

The Graduate scheme across Go-Ahead is a partnership between operating companies and the Group. The graduates have an 18-month placement in one of our operators where they get to experience all the departments from marketing to scheduling, to operations, aiming to ensure they have a full understanding of all aspects of the daily operation.

On top of the experience acquired and the learning on the job, the graduates are offered focused training sessions and workshops throughout the year on their chosen themes so they can develop and grow in their role. The training and development sessions are a blend between online and in-person learning – which support different learning styles and offer opportunities to network – and cover topics such as communication skills, fearless feedback and time management.

Our people

Colleague engagement

We continue to evolve how we listen to our colleagues to improve their work experience. In 2023, across our UK bus operations, we ran an engagement survey that had an adherence of 63% of our colleagues. Their responses pointed out an engagement index of 63%.

In the period covered by the report, in the bus division, we focused on aligning our approach further across the Group to get more of our international employees involved in the annual engagement survey. It is important that we can give a voice to as many colleagues as possible, and that they are able to do this in their own language.

From 2024, our plan is to evolve further to include more listening touchpoints, throughout the year and at meaningful moments of an employee's journey with us. This will deepen our understanding of our workforce and enable us to take action to improve the colleague experience.

In UK rail, the employee engagement index reached 50%, based mainly on colleagues' feeling that they are empowered to do their job and provided with the right opportunities to learn and develop in their roles.

KEY STATS	18 months ended in 31.12.2023	Calendar year 2023	Financial year 2021/22
COLLEAGUES			
Number of colleagues ¹	28, 185	28, 185	25, 912
ENGAGEMENT			
Bus colleague engagement index*	63%	63%	68%
Rail colleague engagement index*	50%	50%	n/a ²
TRAINING			
Average training days per colleague	9.55	7.71	6.78
DIVERSITY			
Share of female colleagues in bus ³	12.4%	12.2%	13.1%
Share of female colleagues in rail ³	21.0%	21.0%	31.5%
Share of ethnic minority colleagues ⁴	19.8%	20.3%	29.2%

* Figures externally assured by Bureau Veritas UK (more info on page 28).

¹ Snapshot of the last day of the period (includes German rail business divested on 1st February 2024).

² GTR has changed the methodology of its survey, so a fair comparison with previous results cannot be done.

³ Includes both UK and international colleagues.

⁴ Includes all ethnic backgrounds excluding white people. It covers all international operations but Go-Ahead Singapore. Based on the average number of full-time equivalent employees throughout the period covered.



Passengers

We care for our customers. We are a customer-orientated company and work continuously to improve our passenger experience and enhance bus and train journeys.



Offering valuable journeys to our passengers

In the last 18 months, Go-Ahead was responsible for more than 1.4 billion journeys in the UK and abroad. Our regional bus operating companies have some of the highest numbers of bus journeys per person (as pointed out by 'Buses' Magazine²). Brighton registered the highest level of journeys made per person outside of London, and many of our operators feature in the Top 20 areas including Tyne and Wear, Hull, Oxford, Southampton, Bournemouth, Poole and Plymouth.

In rail, significant improvements were made in the period covered by the report, and our customers welcomed the brand-new Brent Cross West station in London, the first major new mainline station in the UK capital in over a decade, and benefitted from a new timetable, which took into consideration the requests from the local communities received through multiple channels.

Digitalisation of payment methods

We continue to improve and simplify ticket purchasing for our customers. Digitalisation is leading the way and enabling us to innovate and offer quick and seamless payment methods to our customers.

In 2023, Brighton & Hove Buses partnered with Google Wallet to give passengers more visibility into their fares and savings through Flexi

Contactless. By linking Google Wallet with their bus journey apps, customers can easily pay for their bus travel using their smartphones and automatically save money by benefitting from the contactless daily cap with tap on, tap off.

Knowing more about our passengers

Delivering our buses and trains in the 21st Century generates a huge amount of data. We use large, anonymised, customer data sets to understand trends and generate roadmaps on improvement areas. This practice enables us to improve and deliver a better service by focusing on preferred payment methods, reviewing routes on demand and optimising bus services to best serve our passengers.

During the reported period, we managed to increase our customer databases across the regional bus companies by 30% and gained valuable insights about customer behaviour and trends. This high-quality database enables us to provide passengers with enhanced and more targeted information about service or fare changes, offers and promotions, as well as receiving more feedback from our customers.

The improvements in data and technology behind our customer database have also enabled us to deliver more tailored content to passengers. This has resulted in an increase in relevant communications for service updates and marketing promotions and in customers who are better informed and more satisfied.

Buses on demand

In the period covered by this report, we launched two new on-demand bus services in the UK. In September 2022 we started operating a service named PickMeUp in Buckinghamshire, where customers can request a pick-up at a 'virtual bus stop'. A year later, we launched Wiltshire Connect, a new generation of demand-responsive transport services that enable people living in rural areas of Wiltshire to summon a bus using a smartphone app and travel anywhere within a prescribed operating zone.



Demand-responsive buses were identified in the former Conservative Government's national bus strategy, Bus Back Better, as an important way to serve lower-density rural areas where conventional bus networks are difficult to maintain. PickMeUp and Wiltshire Connect joined two other demand-responsive services already operated by Go-Ahead: JustGo in North Lincolnshire, and The Robin in the Forest of Dean, in Gloucestershire.

Promoting public transport to the next generation

In response to the unique challenges faced by the 'COVID generation', Go East Anglia has launched a ground-breaking initiative called 'Generation Go', which recognises that travel and transport skills were missed out by young people during the national lockdowns, and aims to empower 14- to 19-year-olds with essential information on independent bus travel.

Made possible through Go-Ahead Group's Community Chest Initiative Fund (more in the 'Communities' section), the project started with a workshop in Norwich in collaboration with the East

of England Energy Group, where youngsters learned to find the right bus route, read schedules, use the journey planner, app and website, and to deal with unexpected situations.

Since it started, the Generation Go team has also attended career events at different schools to promote bus travel as a facilitator for accessing work, employment and leisure.

Customer satisfaction

Customer satisfaction is a key measure of how well we are meeting our customers' needs. We survey our regional bus passengers twice per year, and the latest in 2023 pointed out that our customer satisfaction achieved 85% against 87% in the previous period. Our passengers were impressed by improvements in ticket purchasing, driver interactions, and value for money. On the other hand, their experience was impacted by the behaviour of others during journeys and the quality of bus facilities.

Another relevant source of information regarding our UK customer satisfaction is the survey conducted by an independent transport watchdog. Transport Focus's 2023 numbers show that the vast majority of our bus operators exceeded the average 80% overall satisfaction registered for England. They also highlighted that Go-Ahead has some of the highest customer satisfaction rates in the UK, such as our operators in Bournemouth, Christchurch and Poole, which achieved 90% of overall customer satisfaction.

In UK Rail, GTR tracks customer satisfaction through a targeted customer experience survey sent via email to customers who have recently booked to travel. Of these, 71% were satisfied and highlighted our ongoing efforts to simplify ticket purchasing, provide helpful and contextual journey information, and the good value for money. Delay in services was the biggest challenge in terms of customer experience.

²Source: <https://lnkd.in/epjUj4wp>.

Passengers

Accessibility

We are committed to making our bus and rail services accessible to all passengers, to continuously improving our infrastructure to be inclusive (e.g. step-free access train stations, adequate space to accommodate wheelchairs, pushchairs, and guide dogs within our vehicles), and to equipping colleagues with the tools and knowledge to support customers across all and any accessibility needs, including non-visible disabilities.

Our Accessibility Taskforce meets bimonthly to discuss current and future trends with clear actionable outcomes. Having a centrally governed Taskforce enables us to clearly define areas where we need to improve and facilitate the journeys of all passengers.

The Taskforce had a leading role in sharing existing accessibility initiatives with other locations across Go-Ahead. For example, Go-Ahead Singapore has played a pivotal part in the rollout of a national scheme for passengers with accessibility needs, called the 'Helping Hand Scheme', that received a commendation from Singapore's Land Transport Authority. Created by Brighton & Hove Buses, the award-winning assistance card scheme now enables bus passengers in Singapore the opportunity to ask for assistance discreetly and directly.

In addition to the Helping Hand Scheme, Go-Ahead Singapore also created Dementia Go-To-Points at Singapore's Pasir Ris and Punggol Bus Interchanges. These are designated places where people in the community can bring a person with dementia, who may appear lost and unable to identify themselves or their way home, to find support.



CARE Bus Initiative in Singapore

Residents of Pasir Ris, Singapore, who used service 358 in November 2022, noted the buses featured hand-drawn illustrations highlighting some challenges people with disabilities face on public transport.

For 12 weeks, two buses displayed the illustrations made by three teenagers from the Cerebral Palsy Alliance Singapore School (CPASS) to raise awareness of the need for a caring and inclusive commuting culture as part of the CARE Bus initiative.

The CARE Bus initiative was launched by our bus operator in Singapore and the Caring SG Commuters Committee, in partnership with CPASS, and with support from the Land Transport Authority and the Public Transport Council.

In the UK, Brighton & Hove Buses and GTR joined forces in 2023 to support adults with learning disabilities to make integrated journeys by both bus and train. Additionally, GTR has published an Easy

Ticket Guide to help people living with autism and other anxiety conditions remove the barriers and travel safely and confidently around the network.

KEY STATS	18 months ended in 31.12.2023	Calendar year 2023	Financial year 2021/22
BUS			
UK Regional Bus customer satisfaction*	85%	85%	87%
Regional bus punctuality	80.4%	77.9%	81.0%
RAIL			
UK Rail customer satisfaction*	71%	71%	n/a ¹
Rail punctuality	83.3%	83.3%	85.2%

* Figures externally assured by Bureau Veritas UK (more info on page 28).

¹ GTR has changed its methodology to assess customer satisfaction, so a fair comparison with previous results cannot be done.



Communities

We care for our communities. Public transport is a vital service and capable of transforming lives in towns and cities. We strive to go above and beyond our core business and create further social, economic and environmental value for our local communities.



Creating social value

Our buses and trains sit at the heart of the communities we serve and put us in a privileged position of close and daily contact with members of the public. This helps us to understand the topics where our communities would benefit from extra support and how we can best contribute to the towns and cities we serve.

Our community investment work aims to magnify our core business' social impact, so our buses and trains can create even greater value for society.

This work is guided by our community investment strategy, which is aligned with the UK Public Services (Social Value) Act 2012, and the UK Social Value Model. The strategy orientates colleagues involved in this area by offering extra guidance to increase the impact and return of our investment in communities.

The strategy also sheds light on the most relevant topics for our social investment by taking into consideration our communities' needs and the resources we have to offer. These themes are:

- **Social inclusion:** We want to promote social inclusion of all groups from all backgrounds, and fight exclusion and marginalisation
- **Physical and mental health:** We want to combat loneliness, suicide and other mental health issues
- **Employment and opportunity:** We want to improve access to education, skills and work opportunities for local people with low/no income
- **Fight climate change:** We want to support low-carbon development activities and help communities increase resilience to weather-related impacts

In the first half of 2023, we invited our operating companies to submit their best projects to a community chest which would reward the projects better aligned with the strategy. An independent reviewing team voted on two projects, from two different operating companies, which won £10,000 each.

We need to talk about mental health

Bus journeys can be the only moment of social interaction people have in a whole day. Since 2019, our bus operating companies rolled out a campaign called 'Chatty Bus', which encourages customers to talk to someone new while taking the bus. The project has been successful and going from strength to strength.

In October 2022, to celebrate World Mental Health Day, Go East Anglia launched a Chatty Bus Discount Card for residents accessing mental health support. The operator also put up a static version of the Chatty Bus in shopping centres, partnered with East Yorkshire to take the initiative to the University of Essex, and encouraged people to think about their mental health and how to play a part in bringing communities closer together.

GTR worked on a similar project in partnership with the Samaritans around the power of 'hello' and supported the 'Small Talk Saves Lives' campaign, which aims to empower the public to start a conversation that could help save a life. The partnership also includes roadshows on stations, with volunteers to raise awareness about mental health and to speak to anyone who may need support.

Humanitarian support to Ukraine

Go-Ahead continues to support the people living in Ukraine. In the reported period, we donated a bus that has been converted into a field hospital for use in treating casualties of the war. The single-decker vehicle was fitted with hospital beds and medical equipment, a freshwater tank, bathroom facilities and a portable generator and sent to Ukraine with the support of Swindon Humanitarian Aid Partnership (SHAP), a local charity formed to help the war-torn country.

In addition, Go East Anglia donated (also in collaboration with SHAP) two buses to aid children

affected by the war in Ukraine, Go South West sent a bus full of donations to the country, and Brighton & Hove Buses hosted a bus driver recruitment open day for Ukrainian refugees.

Fundraising and donations

Go-Ahead and its operating companies work with multiple organisations to create social value through donations, fundraising, volunteering, and other activities. Since 2012, we have been a member of Transaid, a charity that works for road safety in Africa. The partnership continued in the reported period through donations and technical assistance offered by Go-Ahead.

On another initiative, following the devastating earthquake on 6th February 2023 in Turkey, Go-Ahead gathered its colleagues for a match funding that raised more than £12,000 for the Disasters Emergency Committee. Head office colleagues also raised money for other noble causes, through a Macmillan Coffee morning hosted in Newcastle, and by joining the Save the Children's Christmas Jumper Day – which was celebrated in our head offices in London and Newcastle and also by our colleagues at Go North West and Go-Ahead London.



His Excellency Vadym Prystaiko, Ambassador of Ukraine to the United Kingdom, receiving the bus donated to Ukraine.

Communities

During the period covered by the report, Go-Ahead's bus operating companies continued to invest in the communities we serve through many initiatives, including:

- Go South Coast provided, through their different brands, heavily discounted travel for people attending Wessex Cancer Trust's Isle of Wight centre in Newport
- Go-Ahead London partnered with Bidvest Noonan and created a joined Social Value Fund that has already contributed to over 10 charities
- Go South West joined local organisations and help serving soup to up to 100 people every night, 365 days of the year, in locations in and around Plymouth City Centre. Our colleagues in the south west also gathered winter-needed items (e.g. scarves, gloves, and hats) for donation



Go South West colleagues volunteering at the 'Soup Run', offering soup and blankets to people in need.

Creating social value in the UK rail

GTR works closely with four Community Rail Partnerships (CRP) and 125 station partner groups to deliver multiple projects that promote rail travel, restoration/revitalisation of rail properties, engagement with local communities and more.

In the period covered by the report, amongst many initiatives, GTR's rail partners worked to enhance signage and travel directions for Seaford station, restored Eynsford Station, and ran education workshops (Go Learn) to teach young people in primary schools – and at Special Education Needs and Disability colleges – how to use the trains safely and confidently.



Your Station, Your Community

In 2023, GTR launched the 'Your Station, Your Community' improvement fund to support local charities, customers, and communities that live in the areas where the company operates. The fund focuses primarily on specific themes: mental health; education; employability skills amongst marginalised groups; diversity and inclusion; and environmental sustainability.

Since it started, the programme has received 373 applications and invested £380,000 into 19 charities and voluntary organisations that run community-led social and environmental projects in areas served by GTR.

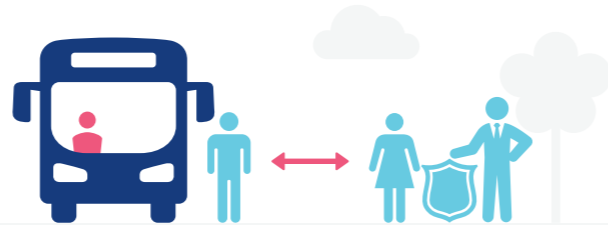
KEY STATS	18 months ended in 31.12.2023	Calendar year 2023	Financial year 2021/22
Cash contributions*	£241,888	£208,253	£728,998
Gifts in kind*	£592,415	£296,489	£771,255
Value of employee time*	£150,289	£85,701	£100,503
Management time (£)*	£248,549	£162,680	£170,938
Total community spend*	£1,233,140	£753,123	£1,771,694

* Figures externally assured by Bureau Veritas UK (more info on page 28).



Safety

We care for safety. The health and safety of our passengers, colleagues, suppliers and those within our communities is of paramount importance for us. Every Go-Ahead employee has a personal responsibility for their own health and safety and for the wellbeing of everyone that is affected by our activities.



Ensuring safety culture priority

Good standards of occupational safety and health are essential and taken very seriously. We have a culture of continual improvement and are always striving to reduce our exposure to health and safety risks, aiming to eliminate injuries and health concerns resulting from our operations.

We have achieved ISO 45001 Health and Safety Management System Standard accreditation across a number of our bus operations and engineering rail depots, further demonstrating our commitment to providing safe and healthy workplaces.

Our policy and strategic framework set out the Group standards and expectations, which are effectively put into practice by our local management teams through their own health and safety management systems. Each of these systems goes through an annual audit to ensure they meet legal requirements, are relevant to the risks faced by each business, and are linked to the specific bus and rail operational needs. The results and lessons learned are reported periodically to the Group Board and the Audit Committee.

Senior leaders across all our bus and rail operations are required to be accessible to discuss health and safety matters and maintain a continual dialogue

with their teams. This is often achieved through 'Leadership Safety Tours', conducted by business leaders to ensure safety requirements are in place. The insights from the safety tours are used to complement the overall assurance and auditing process by providing regular checks in between audits.

In the period covered by the report, across our bus operators, we have instigated a strategic review of health and safety management and introduced new objectives to improve safety performance. A revised safety auditing programme has been deployed with a focus on behavioural safety and a set of life-saving rules introduced to cover a range of behaviours such as the use of walkways, vehicle reversing, and protecting staff from falls from height.

Within rail operations, safety governance has been strengthened to ensure safety is discussed regularly and best practice is disseminated. One of the outcomes of this process was the refreshed Zero Harm strategy to encourage colleagues and passengers to 'Be Safe, Feel Safe and Travel Safe'. Safety culture programmes like these improve our safety maturity as well as give our colleagues the confidence to support passengers and ensure that everyone working on, and travelling on, our railway goes home safely.

Stepping up to challenges

GTR has recently restructured its health, safety and security organisation aiming to support colleagues and customers as they return to rail in greater numbers after the pandemic. Since June 2022, industrial unrest has presented a challenging environment to deliver our health and safety responsibilities when operating a service affected by strike action.

During the last 18 months, we strived to deliver safe operations despite a much-reduced service proposition, with our management and admin colleagues stepping outside of their day jobs to act in contingent operational roles. This situation required us to provide additional training to ensure the right competencies were always in place while colleagues stepped into front-line shifts to cover staff taking strike action.

Technology to enhance incident reporting

Facilitating, simplifying and incentivising the report of incidents is paramount to establishing a solid safety culture. We work with a wide-ranging Incident Management Process and with a 'Go-Report-it' app for our bus division, which is our main platform for incident reporting.

In the last 18 months, the app was revised to enable colleagues to flag significant safety concerns (not only incidents), to track lessons learned and give visibility of these to our Executive Leadership Team. All the data generated at the Go-Report-it app is analysed by our business analytics solution, Power BI, and used to identify key data, as well as raise the profile of incidents and how they were managed.

In rail, GTR continues to refine its safety app. Now on its third version, it enables faster and more accurate reporting of all safety-related incidents. Since it was introduced, in 2021, the app contributed to an approximately 40% increase in reporting of incidents.

Keeping people safe in the 'new normal'

COVID-19 pushed the health, wellbeing and safety of our colleagues and passengers to the fore. As we moved into a new normal, our focus turned to ensuring the lessons learned during the pandemic were kept and turned into contingency plans that could be mobilised at any stage in response to a resurgence or a new threat.

We recognise that the pandemic has impacted each and every one of our colleagues in a different way, which is why many of the health and wellbeing programmes put into place during that period have continued. We keep an open and frequent engagement with colleagues to ensure they feel supported in the 'new normal'.

The same support is given to our customers. We continue to refine our messaging and assess the residual risks associated with post-pandemic life and the current socio-economic environment. We recognise that the pandemic had a profound impact on people's mental health, and through GTR we were the first rail company to employ a dedicated suicide prevention manager and to train colleagues to make life-saving interventions.



Safety

Fighting anti-social behaviour

Additionally, new risks have emerged from the pandemic, such as an increase in anti-social behaviour. To respond to this, we have pioneered the first-ever joint policing plan, which has been countersigned by GTR and the British Transport Police (BTP). The plan aims to reduce assaults, increase prosecutions and safeguard vulnerable people, as well as tackle violence against females, hate crimes and sexual harassment.

In 2023, GTR achieved the BTP's Safeguarding on Rail Scheme accreditation and continues to strengthen the relationships with key stakeholders focused on supporting our communities. The introduction of Travel Safe Officers across the network, in 2021, has remained, providing reassurance for our colleagues and customers. Now this is overseen by a newly appointed Head of Policing and Security, who is leading on a data-led joint resourcing plan with the BTP to ensure collective resources are deployed and risks are prioritised and managed.



Tackling anti-social behaviour in Ireland

In early 2020 our bus operator in Ireland experienced increased vandalism and anti-social related incidents in Dublin. This led to actions that managed to effectively combat these behaviours:

- *We created an anti-social behaviour taskforce, which oversees security, develops action plans, and highlights any serious safety concerns to our Health & Safety Committee*
- *We organised a working group with the representation of the local police and transport authority and developed an action plan to reduce anti-social behaviour*
- *We improved and streamlined the system for drivers to report anti-social behaviour incidents*
- *We started sharing data on anti-social behaviour hotspot areas, days, and times with the local police and organised joint patrols*
- *We ensured all buses had CCTV properly working and engaged with the cleaning team to keep the buses presentable and free from dirt, litter, and graffiti, as this discourages anti-social behaviour and vandalism*

As a result, our Dublin customers feel the safest when riding on Go-Ahead buses. Our most recent mystery shopper survey revealed that we scored 100% on 'feeling of safety', ahead of all other operators in the region.

Safety performance

Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

We monitor our safety performance through a number of quantitative and qualitative metrics. The RIDDOR relate to a workplace incident that results in any employee absent from work for over seven days or any legally reportable incident to the UK Health and Safety Executive.

In the period covered by the report, we registered 3.2 RIDDOR occurrences per 1,000 employees in UK bus. This figure was impacted by busier depots and roads in the return after the pandemic. In rail, the equivalent figure was 3.3 per 1,000 employees, positively impacted by a 49% decrease in notifiable injuries.

Bus incidents

We monitor the number of bus incidents which result in a notification to a claims handler for every million miles we operate, including cases where we are not

at fault. In the period covered by the report, the number of bus incidents per million miles was 106.12, and mainly impacted by roads getting back to pre-pandemic levels of usage and higher levels of staff turnover. An ambitious programme has been put into place to reduce incidents across Go-Ahead, with a focus on further training to support bus drivers.

Signals Passed at Danger (SPADs)

Across the UK rail industry, train operating companies report SPADs. In the financial year ending in December 2023, the moving annual average for SPADs has been stable since their return to pre-COVID norms.

It is worth flagging that the Train Protection and Warning System (TPWS) mitigate the consequences of SPAD incidents by automatically applying the brakes if the train is travelling too fast. This means that even though SPADs are closely monitored, the majority of their occurrences have little or no potential to cause harm.

KEY STATS	18 months ended in 31.12.2023	Calendar year 2023	Financial year 2021/22
BUS			
Number of Bus UK RIDDOR ¹ per 1,000 colleagues*	3.2	3.3	0.57
Number of bus incidents per million Miles*	106.12	107.32	40.8
RAIL			
Number of Rail UK RIDDOR per 1,000 colleagues*	3.3	4.2	0.1
UK Rail SPADs per million miles*	0.84	0.81	0.71

* Figures externally assured by Bureau Veritas UK (more info on page 28).
¹Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Environment impact

We care for our environment. Buses and trains are less than 5%³ of the UK transport carbon footprint and, along with active travel, the most environment-friendly modes of transport. Nonetheless, we work hard to further improve our performance and reduce our impact.



Go-Ahead has a comprehensive environment policy and an energy and climate change policy at Group and local levels. These set our measures and principles to tackle the environmental impacts caused by our activities. Policies, objectives and performance are monitored and reviewed periodically, and colleagues are provided with adequate information and training to work in full alignment with them.

As a Group, we work in accordance with ISO 140001 (environmental management system) and are certified in this standard in our UK rail operation, in our bus operations in the North West of England (Go North West) and in Sweden (Flexbuss). Our UK bus and rail operations are certified on ISO 50001 (energy management) as well as our bus operation in Ireland.

In the period covered by the report, we were once more named as a Climate Leader by Europe's Climate Leaders (Financial Times) in both 2023 and 2024, and also recognised for the second year in a row as Britain's most admired transport company, where we ranked 8th out of 259 leading British companies from across 28 different industries.

Decarbonising our business

In 2021, we launched our strategy to lead the transport industry in carbon reduction, with a SBTi -validated target to cut our scopes 1 and 2 carbon emissions by 75% by 2035 (against a 2020 baseline) and committing to become a net zero business by

2045 – five years ahead of the UK Government. To achieve these goals, it is paramount to transition our diesel bus fleet into zero-emission vehicles. In the period covered by the report, we made great progress on that task.

Go-Ahead London continues to drive the Go-Ahead Group's bus electrification. In the last 18 months, the operator deployed over 150 electric buses around the capital and ran over 24 million miles with zero-emission buses. By doing so, the company averted over 25 thousand tons of carbon emissions.

Our bus operator in London also trialled a new technology that allows pantographs to connect to the roof of buses and provide a rapid charge. It was the first time this technology was trialled in the world and it could enable us to extend the mileage range of electric buses and deliver zero-emission transport on longer routes.

In early 2022, Oxford Bus Group was successful in their bid to the Zero Emission Bus Regional Areas (ZEBRA) scheme to receive funding for 104 electric buses. In the last 18 months, much work has been done in Oxford to deploy what will be one of the largest zero-emission bus charging hubs in Britain, including the purchase of vehicles and the preparation of the depot staff.

As a result, the company started operating their first electric buses in November 2023, and will gradually roll out these aiming to have all in operation by the end of 2024.

Go North East also expanded its electric bus fleet by bringing in an additional nine Voltra electric buses. These buses stand out not only for being zero-emission, but also for offering our passengers a pleasant journey with air conditioner, free Wi-Fi, wireless and USB charging phone holders, and 'tap-on tap-off' contactless payment through Google Pay or Apple Pay.

Our operator in the north west of England, Go North West, started two new contracts with Transport for Greater Manchester and has expanded its electric vehicle operation to over 50 buses. They serve thousands of passengers daily as part of the Bee Network.

June 2023 marked the start of our hydrogen-powered bus operation with a fleet of 20 buses being deployed in Crawley. The single-deckers are operated with Hydrogen in liquid form that is converted to gas in tanks held on the roof of vehicles. Once it reaches full capacity, the liquid hydrogen refuelling station in Crawley will be the

largest of its kind in Europe and capable of providing the equivalent of fuel for over 100 buses per day. Go-Ahead Singapore is focusing on clean energy and progressively rolling out more buses fitted with solar panels on service. These solar panels convert solar energy into electricity to power the battery of diesel buses. At the end of the period covered by the report, the company had 52 buses fitted with roof-mounted ultra-thin solar panels which will be able to cut approximately 200 tonnes of carbon emission annually.

In addition to the transition to zero-emission buses, increasing energy efficiency is another priority to reduce our carbon emissions. Aligned with our ISO 50001 goals and objectives, most of our operators have made good progress in reducing energy consumption from lighting through transitioning to LED and installing motion sensors.

On our bus fleet, we're working to reduce diesel consumption, as well as traction electricity and hydrogen usage. During the 18-month financial period ended in 2023, we have invested in a new telemetry system that will help us to further reduce energy consumption by improving our driving techniques, our energy data and the maintenance of our vehicles.



³Source: UK's Department for Transport official transport and environment statistics 2023.

Environment impact

Our GHG emissions

In the last 18 months, we emitted a total of 867,300 tCO₂e (including Scopes 1, 2 & 3 and considering Scope 2 on a location basis). When assessing the calendar year of 2023, our equivalent total emissions were 584,562 tCO₂e, which represents 7% reduction against our financial year 2021/22, and a 24% reduction against the baseline of our climate change strategy compared 2019/20). If we exclude from our baseline the emissions from London & South Eastern Railway, which exited from the Group in 2021, and take into account other changes to our corporate structure since 2020, the reduction in CO₂e against our baseline would be 9%.

Air quality

As set out in our climate change strategy (please refer to page 6), we have targets to decrease our air emissions for four pollutants (carbon monoxide, hydrocarbons, nitrogen oxides, and particulate matter) by 2025. Our air emissions performance is calculated based on the transition rate of our fleet to low-/zero-emission vehicles.

At the end of the period covered by the report, as per our projections, we were on track to achieve our targets for hydrocarbons, nitrogen oxides, and particulate matter. Carbon monoxide is proving to be more challenging because it can only be substantially reduced with zero-emission buses (electric or hydrogen). Even though we made progress on this transition (as mentioned above) we are nearly 3% short of where we would like to be.

Water

It's been two and a half years since we set up our target to reduce our water consumption by 25% against a 2019/20 baseline. Many of our operating companies worked to reduce their water

consumption, through initiatives such as purchasing new bus wash equipment, reviewing the bus wash regime, and installing motion sensors on taps and flushes. Monitoring water consumption closely is imperative and we constantly engage with our operators to keep tracking their water use and tackle leaks in a timely manner.

In the last 18 months, we consumed 931,114 m³ of this precious resource. When assessing the calendar year of 2023, our consumption was 638,382 m³, 5.1% below our target baseline, but 4.5% above our consumption in the latest financial year (2021/22). We are currently working with our operating companies to review fleet wash equipment (our biggest source of water consumption) and on initiatives to improve our water efficiency.

Waste

Within waste, our focus is on increasing our recycling rate and achieving our target of 60% recycling by 2025. Our performance in the period covered by this report was driven by Project Go Eco, a partnership between Go-Ahead and Biffa, our supplier for general waste collection. Through this initiative, multiple bus depots were subject to a waste audit and, subsequently, engagement with local staff to establish new waste practices. The project also focuses on waste data accuracy so the results are properly measured and decisions can be made based on performance.

At the end of 2023, the Group our recycling rate was 43%, 3 percentage points (p.p.) below our baseline year, but 4 p.p. below our performance in 2021/22. Our recycling numbers were positively impacted by a number of bus operators who are nearly achieving or exceeding the target, and negatively impacted by our UK rail operation, which represents nearly half of our waste tonnage and reduced its recycling rate by 5p.p. since 2020.

KEY STATS	18 months ended in 31.12.2023	Calendar year 2023	Financial year 2021/22
GREENHOUSE GASES AND ENERGY CONSUMPTION			
GHG emissions scope 1*	545,500	369,225	371,332
GHG emissions scope 2* (location-based)	297,603	199,339	236,362
GHG emissions scope 2* (market-based)	75,058	55,819	12,415
GHG emissions scopes 1&2* (location-based)	843,103	568,564	607,694
GHG emissions scopes 1&2* (market-based)	620,558	425,044	383,747
GHG emissions Scope 3* (Electricity – Transmission and distribution)	24,197	15,998	21,261
Out of scopes (Biogenic content of biodiesel)	35,272	23,706	15,870
All scopes kgs CO ₂ e /vehicle mile* (location-based)	1.06	1.08	0.98
Total energy consumption*	3,499,362,505	2,347,780,756	2,631,385,886
WATER CONSUMPTION			
Total water consumption*	931,114	638,382	610,844 ¹
WASTE RECYCLING			
Recycled waste*	43.7%	43.2%	46.0%

* Figures externally assured by Bureau Veritas UK (more info on page 28).

¹ Figure is different from that stated in the SR2022 due to reconciliation of actual consumption as opposed to estimation.

⁴In the period covered by this report we only monitored scope 3 emissions from electricity and transmission and distribution (T&D) losses (category 3, according to the GHG Protocol standard).

About this Report

Go-Ahead Group's Sustainability Report 2023 contains information about our environmental and social performance within the period between 3rd July 2022 and 31st December 2023. This longer period (18 months) reported is due to the change in our financial year reporting from July – June to January – December (calendar year).

The content and performance indicators include all our operating companies in the United Kingdom as well as our international operations in Ireland, Germany (divested in February 2024), Norway, Sweden, and Singapore. Our operation in Australia, through U-Go Mobility, is not included in our figures because we don't have operational control. U-Go Mobility's greenhouse gas emissions will be reported in our next sustainability report under Scope 3, category 15 (investments).

Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification over selected sustainability indicators from the Go-Ahead Group Limited (Go-Ahead) to be contained within Go-Ahead's Sustainability Report 2023. The metrics externally verified are marked with * in the metrics data tables.

The relevant information and data reviewed in this verification process for this sustainability report covered two periods: 3rd July 2022 to 31st December 2023 (18 months) and 1st January to 31st December 2023 (calendar year).

The full verification statement including Bureau Veritas' verification opinion, assurance standard and level, scope of work, methodology, exclusions and limitations can be found on the Go-Ahead Group website.



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