

Sustainability Report

2024

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GoAhead

Who we are

The Go-Ahead Group Limited is a leading international public transport company, owned by Kinetic and Globalvia. We connect billions of customers and communities on our essential bus and rail services across the UK, Ireland, Singapore, the Nordics and Australia.

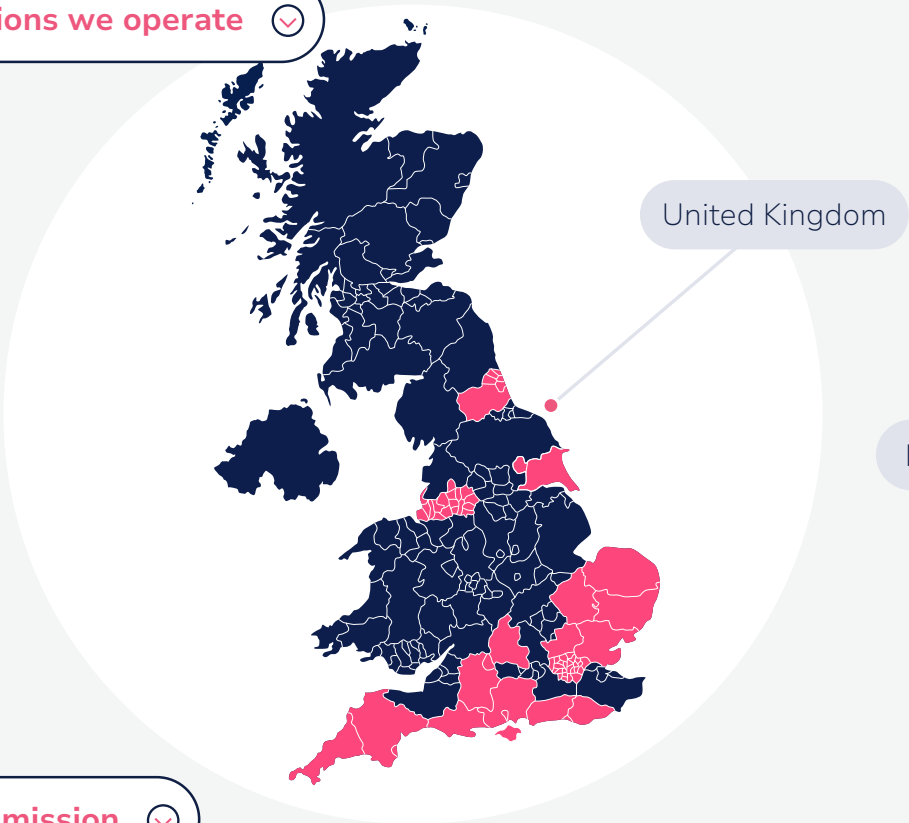
Our bus services run on our fleet of over 7,000 buses. These are predominantly in the UK, where we are the largest bus operator in London. We are also proudly the operator of the largest zero-emission fleet.

Our rail business includes Govia Thameslink Railway, one of the busiest and most complex railway franchises, and GTS, which recently started operating the Elizabeth line, on behalf of Transport for London. Additionally, we will start operating Stockholm Metro, in Sweden, in late 2025 through Connecting Stockholm.

Our mission is to connect people and communities, today and tomorrow and we do this by **caring for our customers, our community, our people, our assets, and the environment.**



Regions we operate



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

- Care for our customer
- Care for our people
- Care for our environment
- Care for our assets
- Care for our communities



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Leadership review

In 2024 we committed to a new mission, to connect people and communities, today and tomorrow. Our mission highlights our focus on the future of public transport and the future of the world we live in. We would like to highlight a few key achievements we made during the year that demonstrate this focus and our commitment to making a positive impact on our customers, our people, our communities, our assets and the environment.

Building a more diverse workforce

One of our commitments is to build a workforce that reflects the communities we serve and provide equal employment opportunities so that everyone has the chance to succeed and thrive. A core way of achieving this is improving our gender balance and on 8th March 2024, coinciding with International Women’s Day, we launched Go-Ahead Women. Go-Ahead Women is an ambitious programme to recruit 1,500 women bus drivers and achieve gender equality by 2035. The programme also includes an investment of £8m to create inclusive workplaces and a further £8m in training for new women bus drivers.

We also proudly became a corporate sponsor of Women in Bus and Coach (WiBC), a leading organisation dedicated to improving diversity in our industry. Through our membership we can work with other transport operators to tackle gender equality together.

Continuing our leadership in zero-emission transport

We are incredibly proud of our leadership in zero-emission transport and this continues to be a strong focus for our business.

In Oxford alone we expanded our electric fleet by deploying 104 zero-emission vehicles, in partnership with Oxfordshire County Council, which now prevents more than 35,000 litres of diesel from being used and saves more than 4,000 tonnes of carbon emissions every year. The implementation of these buses was very successful and won Transport Project of the Year from the UK Green Business Awards.

We also made a half-million-pound investment with Wrightbus to deliver up to 1,200 zero-emission buses over the next three years. In addition to saving up to 96,000 tonnes of carbon emissions every year, this agreement will create 500 new jobs, an apprenticeship exchange programme, and a dedicated Training Centre of Excellence for our workshop team.

Helping us to further build our zero-emission capabilities, through the second round of the UK Government’s Zero Emissions Bus Regional Areas (ZEBRA), Go-Ahead has been granted access to funding for additional 201 zero-emission buses that will be deployed in six of our bus operators in England. By 2026, we will operate over 1,100 zero-emission buses, solidifying our position as a leader in the UK’s transport sector.

Our efforts to reduce environmental impacts go beyond our fleet. GTR’s pioneering community-owned solar panels on our railway depot

rooftops won the Environmental Excellence category at the prestigious National Rail awards. The initiative generates clean energy for onsite use at GTR depots, exports surplus energy to the grid, and funds urban greening and education projects for young people in inner-city London.

Delivering for more customers

We are responsible for billions of journeys each year and our focus on delivering reliable, punctual and welcoming services for our customers has helped us grow our business.

In 2024 we were proudly awarded contracts to become the operators of the Stockholm Metro and the Elizabeth line. Both operations are large-scale and complex and we’re very excited to serve these new customers in these iconic capital cities.

We also expanded our Bus business by acquiring new operators including four regional coach companies in the North of England: Procters Coaches, Compass Royston, Esk Valley, and Fourway Coaches. These new businesses have joined our Group and mean we’re able to serve even more customers in our communities.

In this report you will find more examples of our work to live our values and deliver our essential services internationally.

Thank you to all our dedicated colleagues for making 2024 such a successful and impactful year for Go-Ahead.



Matt Carney
CEO, Go-Ahead Bus



Patrick Verwer
CEO, Go-Ahead Rail



Our climate change strategy

Becoming a net-zero business and achieving our carbon emissions reduction targets requires us to be bold and action-oriented. From embracing new technologies and developing new working practices, to engaging with our stakeholders and working collaboratively with our partners, we're focused on reducing our impacts on the climate.

A fully loaded double-decker bus can take as many as 75 cars off the road. A single train can replace even more. Public transport is part of the solution to tackle climate change, but we're determined to go beyond the environmental benefits of our core business and invest to reduce our own carbon footprint.

Building on the successful initiatives laid out in our 2023 Report, we have made significant progress, focusing on the transition of our bus fleet to zero-emission vehicles. Our achievements include:

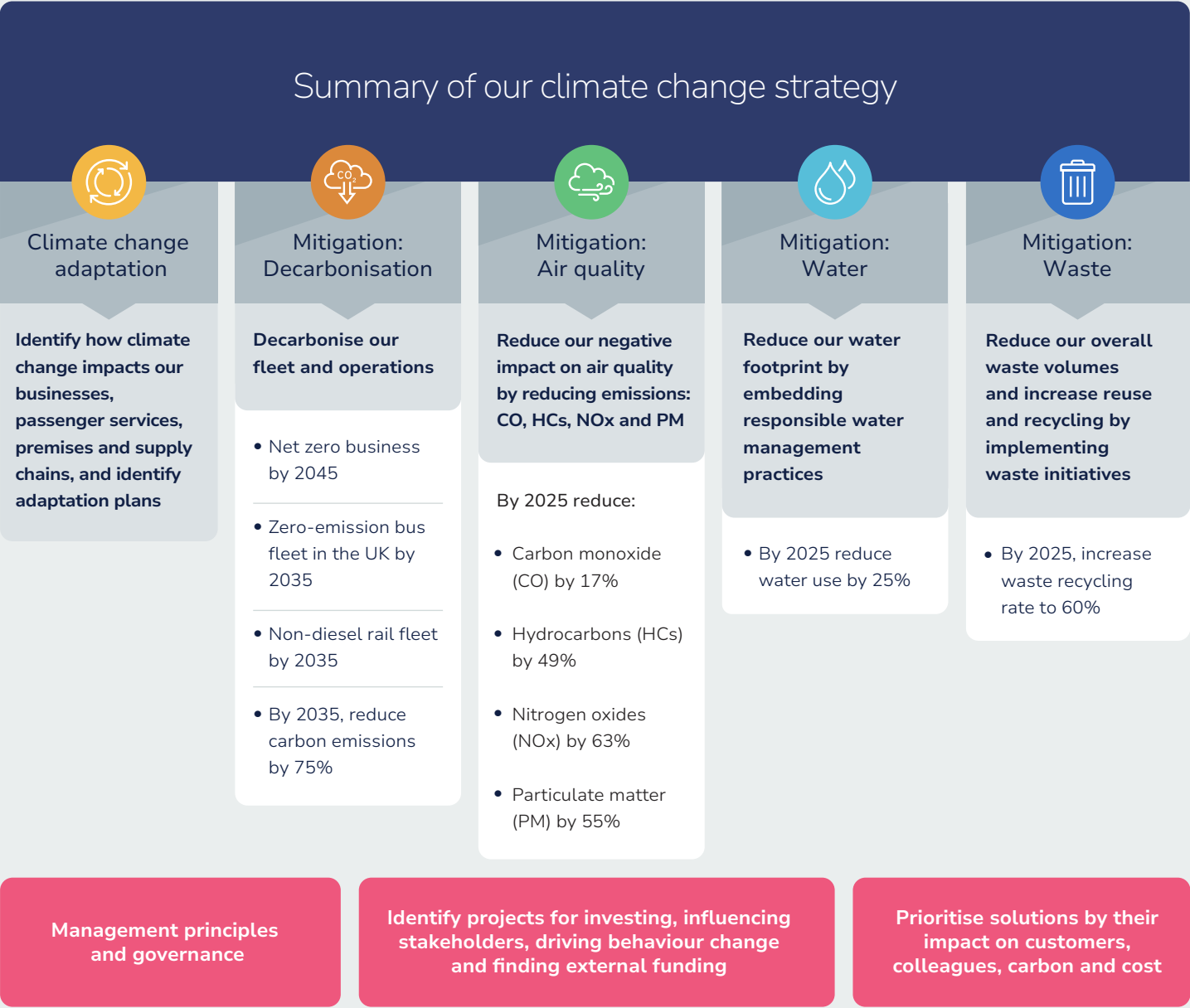
- > Completing rollout of 104 zero-emission vehicles in Oxford Bus Company's new electric fleet
- > Purchasing and/or deploying 500+ new zero-emission vehicles
- > Expanding our hydrogen bus operation
- > Increasing zero emission bus mileage to more than 28 million miles, now accounting for 10.9% of all bus fleet mileage, up from 7.1% in 2023
- > Achieving a year-on-year reduction in electricity and gas consumed on our premises
- > Installing solar panels at Bedford Train Depot, with rollout to two further depots in 2025

SBTi¹ -validated target

Our SBTi-approved science-based target requires us to achieve a 75% absolute reduction in our total scope 1 and 2 GHG emissions from our 2020 baseline performance by 2035. In 2024, we achieved a 4.4% year-on-year absolute reduction in scope 1 and 2 emissions and a 27.8% absolute reduction against our 2019/20 baseline (more information on pages 22 and 23). These findings were independently verified and underpin our commitment to becoming a net zero carbon business by 2045.

Wider environmental goals and targets

Beyond decarbonising our fleet and premises, our climate strategy also establishes goals for reducing our impact on air quality, reducing our water consumption, increasing our waste recycling rate, and increasing our businesses resilience to climate change. A summary of our targets can be found in the following table.



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.



Care for our people

Go-Ahead is a purpose-driven business. We have more than 29,000 colleagues who live and breathe our values and are committed to our mission to connect people and communities, today and tomorrow, by offering safe, affordable, and reliable journeys to our customers.

Go-Ahead Women

We are determined to build a more inclusive working environment at Go-Ahead. We want more female representation in all levels of our workforce. From operations to leadership, we are working to become a business more capable of attracting and retaining women.

In 2024, we launched the Go-Ahead Women, a programme solely dedicated to increasing women's representation in our businesses. With ambitious goals to recruit 1,500 women bus drivers by the end of 2025 and achieve gender equality by 2035, the programme also includes an investment of £8m to create inclusive workplaces and a further £8m in training for new women bus drivers.

The transformation led by the programme has already begun. We reviewed our Manager Programme to equip our people in leadership roles with the education and skills to create a more inclusive business (more about it in the 'Learning and development' section). In addition, we started assessing our bus depots in London, aiming to make them more welcoming and inclusive to our colleagues.

As a result of that, in 2024, our garages in Putney, Northumberland Park, Sutton, and Stockwell received significant improvements in their facilities. The toilets of these premises were completely revitalised with a better look and feel, mirrors, power sockets for hair driers, and designed space for makeup bags. In 2025, this work will rollout to our premises in New Cross, River Road, and Camberwell – all in the UK capital.

In the reporting period, we also announced a partnership with Women in Bus and Coach (WiBC). As corporate sponsor, we join WiBC with the common goal to foster an industry that embraces gender equality and provides dignity, respect, and fairness for all. As part of our sponsorship, we will actively participate in WiBC events, mentorship programmes, and advocacy efforts, demonstrating our ongoing support for women's leadership and advancement in the workplace.



Women in rail

In rail, GTR is a member of Women in Rail and has been working to increase female representation within its business. Through recruitment channels such as Career Returners, Women's Engineering Society, Job Fairs UK and Work180, GTR are focusing on building a diverse talent pipeline.

Over 90% of train drivers candidates recruited through the Career Returners Programme are women and, in 2024, the company recruited five new female train drivers through this partnership.

GTR employees also count on the Gender Equality Movement, a colleague network group established to celebrate and support women and gender non-conforming team members, provide a safe space to raise awareness of gender equality and equity issues, and encourage everyone to achieve their career aspirations. The group has over 200 members and works on many projects across the business including a mentoring network.

In 2024, GTR has also celebrated a 50% jump in the number of women starting apprenticeship courses. The company welcomed a total of 176 new starters last year, with 50 of these coming from female applicants.

Learning and development

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

Through our Manager Programme, in 2024, we continued to upskill colleagues from operating companies and the Group Head Office. Aligned with our values and our goal to increase female representation, this year the programme

focused on ensuring that we equip our managers with the skills and behaviours to foster a culture which attracts, develops and retains women, and hosted workshops about Equality, Diversity, and Inclusion (ED&I) and the concepts of allyship and belonging.



Brighton & Hove Buses team with their award.

Go North West and Brighton & Hove as winners at the UK Bus Awards

Our operators, Go North West and Brighton & Hove Buses, were announced as winners at the UK Bus Awards. Go North West was recognised for the Elite Driver campaign, which led to a 600% increase in job applications, with 80% of these applicants being new to the transport industry. The company also tripled the number of women drivers it previously employed.

Brighton & Hove won the Culture Change award due to their fresh approach to colleague engagement and experience. From the outset, colleagues are introduced to the company and the wide range of roles available, ensuring everyone is valued. The operator is also dedicated to celebrating the great work by the teams in the depot and on the road – which gives confidence to teams to keep engaged and delivering.

An award-winning apprenticeship programme

Go-Ahead is an award-winning industry leader in apprenticeships, and approved by Ofsted as an apprenticeship provider.

Once again, our programme featured in the UK's Top 100 Apprenticeship Employers by the Department for Education, ranking 7th, and recognising our commitment to offering apprenticeship levels 2, 3, 4, and 5 to a diverse range of apprentices. In the period covered by the report, at Go-Ahead London, 65% of our apprentices are from minority ethnic backgrounds, almost 20% are women, and 15% are neurodiverse.

We believe in investing in our people and providing them with the tools, support, and opportunities they need to thrive in their careers. We were delighted to receive the 'Best Apprenticeship Programme in Transport' award for the third year running at the Apprenticeship Guide Awards 2024.

In the 12 months covered by the report, Go-Ahead recruited 850 bus and rail apprentices for roles such as bus driver, train driver, and engineer, supporting those entering or re-entering the workplace and those looking to change careers.

Graduates

Go-Ahead's Graduate Scheme is a partnership between our operating companies and the Group. Graduates undertake an 18-month placement with one of our operators, building experience across all departments, including marketing, scheduling, and operations, to gain a full understanding of our daily operations.

Alongside learning on the job, graduates also receive focused training sessions and workshops throughout the year. These are based on their chosen themes, so they develop and grow in their role. Our graduates, training and development sessions are a blend between online and in-person to support different

learning styles and provide the opportunity to network. Sessions cover topics such as communication skills, fearless feedback, and time management.

Colleague engagement

Our people drive our success and help us deliver the best experience for our customers. Listening to this important group of stakeholders is paramount to ensure a healthy and sustainable business. One of the main mechanisms we use to that purpose is our Colleague Engagement Survey. Although the results showed a reduction in the level of engagement in comparison to last year, our people were positive about:

- > *Having a clear understanding of how to do a great job*
- > *Having the right training to succeed in their role*
- > *Being respected at work*

Colleagues also told us that it was important for them to see our company values in action.

To make sure we captured all the details and heard all the voices behind the numbers, in addition to the survey we established more than 40 focus groups to gain further insights in the areas colleagues have highlighted.

The groups included representatives from all operating companies and Go-Ahead.

Following this work, we will create action plans across all parts of the company to address feedback. In addition, we will continue to carry out engagement surveys to measure our colleagues' engagement and use it as an instrument of continual improvement.

Safety

The health and safety of our customers, colleagues, suppliers, and those within our communities is of paramount importance to us.

Our safety culture

Excellent standards of occupational health and safety are essential and we take these very seriously. Go-Ahead has a culture of continual improvement, and we are always striving to reduce our exposure to health and safety risks and eliminate injuries and health concerns resulting from our operations. This is proven by our ISO 45001 Health and Safety Management System Standard certification, which we have achieved across many of our bus operations and engineering rail depots.

Go-Ahead's health and safety 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. We audit these systems annually, ensuring they are compliant, relevant to each businesses risks, and are linked to specific bus and rail operational needs.

Across all bus and rail operations, our Senior Leaders are available to discuss health and safety matters and maintain a continual dialogue with their teams.

This is often done through 'Leadership Safety Tours', conducted by business leaders to ensure safety requirements are in place. Insights from the tours are used to complement our overall assurance and auditing processes.

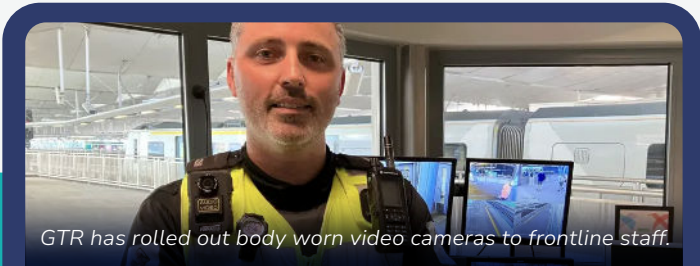
Road safety

In 2024, Go-Ahead Ireland launched its latest road safety campaign, Zero Bound, in collaboration with the Road Safety Authority. This involves sharing key safety messages regarding the risks of driver distraction, fatigue, speeding, and first and last use checks.

Zero Bound supports the Road Safety Authority's 'Vision Zero', and our broader campaign, 'Driving Towards Destination Zero', which is committed to ensuring there are no road deaths or serious injuries by 2050. These event days are designed to remind us of the role we play in ensuring our roads are safe and the importance of incident prevention.

The launch event, held in our Dublin depot, was attended by approximately 200 colleagues, who undertook simulated events, participated in activities centred on our key safety messages, and interacted with key community stakeholders, including the local An Garda Síochána members, as well as Dublin GAA representatives.





GTR has rolled out body worn video cameras to frontline staff.

Tackling Antisocial Behaviour

In 2024, GTR announced it was investing £2.5m to help the business tackle abuse and disorder through its new Antisocial Behaviour Improvement Plan. The plan has been developed following an increase in verbal and physical staff assaults across the rail operator’s network.

Amongst the commitments included in the plan are the roll out of Body Worn Video (BWV) cameras to frontline staff, doubling the number of Travel Safe Officers across the network, developing an education programme for schools, improving training and aftercare so staff feel supported, hiring more staff in the safety division, and working closely with policing and prosecutions teams to remove offenders from the railway.

GTR has already produced personal guides to security and wellbeing, which have been issued to all of its 7,000+ colleagues. It has also doubled the number of Travel Safe Officers on its network, who are deployed using data-led insight to support British Transport Police (BTP) and other staff on the ground. This targeted approach has led to a 13% reduction in staff assaults, according to BTP statistics.

In addition, GTR has also created three new roles in the business, including a Security Improvement Manager, a Safety and Security School Engagement Manager and a BWV Project Manager.

Care for our people	2024	2023	Variation
CARE FOR OUR PEOPLE			
No. of colleagues	29,379	28,185	⬆️
No. of female colleagues in Bus	12.8%	12.2%	⬆️
No. of female colleagues in Rail	20.3%	21.0%	⬇️
Average hours of training per colleague	53 hours	n/a ²	-
Colleague engagement index	56%	63%	⬇️
SAFETY			
Lost-time injury frequency ³ (Bus)	5.2	5.6	⬇️
Lost-time injury frequency ⁴ (Rail)	0.62	0.55	⬆️
No. of Bus incidents ⁵ per 100,000 miles	5.4	5.1	⬆️
UK SPADS (signal passed at danger) per million miles (Rail)	0.80	0.81	⬇️

² Go-Ahead updated the KPI measurement. No historical data is available. ³ Lost-time injury per million hours worked. ⁴ Lost-time injury per thousand staff. ⁵ Includes fault and part/fault incidents.

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’re travelling to.

Public transport is a crucial service for towns and cities around the world. Beyond connecting people to jobs, leisure, family and businesses, it reduces traffic congestion and pollution, directly contributes to local economies and enhances social inclusion.

In the UK, every pound invested in buses generates over £4 of economic and environmental benefits⁶. Rail is no less impactful; in the UK, it contributes to over £36bn annually to the country’s economy.

With that in mind, we work continuously to increase the positive impact of public transport in all regions we operate.

We use the latest technologies to deliver reliable, punctual and welcoming services and to help us improve our customer service. With that goal, in 2024, we introduced real-time bus fare information on our bus operating companies’ mobile apps. The solution was developed in light of a Transport Focus survey that pointed out that a third of people seek information about bus fares before starting their journey. Already used for ticket purchases and travel planning, our apps now enable customers to view the cost of their journey before boarding.

Getting around for £2

This year, our customers have made over 47 million bus journeys at just £2 each, as part of the Department for Transport’s ‘Get Around for £2’ scheme which lasted from 1st January 2023 to 31st December 2024. Tickets were bought across our eight regional bus networks and spanned journeys across the UK, from Cornwall to Northumberland.

The biggest seller of discount tickets was Go South Coast, which carried more than 15 million passengers at £2. Longer routes are proving particularly popular under the scheme, with some journeys showing an increase in passenger numbers.

The success of the scheme is a reminder of just how important our buses are in connecting communities and helping people access vital local services. Go-Ahead continues to support Government back fare schemes as these not only encourage regular customers to get out and about more frequently but also attract new customers too.

Partnership with CitySwift

Go-Ahead partnered with CitySwift to develop a public transport performance platform designed to make timetables more efficient and to maximise service reliability. The platform provides our operating companies with the relevant insights to maximise network reliability and punctuality, ensuring we continue to provide our customers reliable and punctual services.

We successfully deployed CitySwift in our operations in East Yorkshire, Oxford, and in the North East of England. In these regions, we have seen an improved service punctuality of up to 14%, increased schedular productivity, and a 4% increase in customer journeys.

In light of its success, the CitySwift platform will be rolled out to our other bus operating companies in 2025.

Ensuring the best fares for our customers

In 2024, GTR launched an automatic weekly capping to customers using their pay-as-you-go keyGo service, helping thousands of commuters to save hundreds of pounds in rail fares.

The initiative targeted employees returning to, or expanding the number of days of, presential work but who are still unsure of their commute pattern. The introduction of weekly capping means that customers using the keyGo will never pay more than the value of a weekly season ticket for multiple journeys between two stations in the network area within a week.

KeyGo is available on GTR's pay-as-you-go, tap-in, tap-out ticketing service and in addition to ensuring commuters are paying the lowest fare, by using the keyGo, GTR customers receive automatic notifications of delays and compensation claims, making sure they get a fair deal.

Digital season tickets in the palm of the hand

Since 2024 GTR customers have been able to buy and store season tickets as barcode sTickets on their smartphones when using the operating company's new apps. These give instant access on selected routes to the discounts afforded with season tickets, such as 12 weeks' free travel on an annual season ticket.

This innovation has only been possible due to a new technology that creates a unique barcode for every journey taken, which mitigates the risk of ticket fraud. Once a customer has bought (with no booking fees) and stored their sTicket in the app, they simply scan it from the phone screen at the station ticket gate, removing the need for ticket offices/machines and saving passengers' time.

Customer satisfaction

Beyond striving to continuously enhance our customers' journeys, it is paramount to track their satisfaction so we can understand how their experience with our services has been. We survey our regional bus passengers twice per year. The latest survey, conducted in 2024 with nearly 13,000 passengers, pointed out that our customer overall satisfaction was 84%, practically stable if compared to the 85% registered in the previous period.

Looking closely at the survey results, we observed that our customers were happy with our drivers' behaviour and professionalism, reliability of our services, cleanliness of our vehicles and could see the value for their money.

Regarding what could have been better, our customers pointed out punctuality, communication about sudden changes to the services, and poor connection with other modes of transport.

In rail, GTR slightly improved its performance, achieving 72% customer satisfaction, 1% higher than in 2023. GTR passengers were happy with the information received about their journeys. The main factor that negatively impacted their experience was delay in the services. During the period covered by the report, GTR redesigned the survey questionnaire to allow for more granular feedback into what drives customer satisfaction, which will deliver more detailed insights in the 2025 survey.

We very much appreciate the customers who took the time to report their experience. The survey results are reported to our operating companies, as well as to our Group executive leadership team, and trigger improvements in our operations, retail, customer service and more.

Transport accessible to all

We are committed to making our bus and rail services accessible to all passengers, to continuously improving our infrastructure to be more inclusive, and to equipping colleagues with the tools and knowledge to support customers across all and any accessibility needs, including non-visible disabilities.

We held a number of accessibility events and initiatives in 2024, including GTR's 'Try-a-Train' events, designed to prioritise and support travellers with special needs, disabilities, and learning difficulties. In April, our St Neots and Stevenage Station teams hosted an event for teenagers with Special Educational Needs and Disabilities (SEND), showing them practical skills, such as checking departure times and buying a ticket, as well as safety tips like keeping behind the yellow line.

Our UK rail team also invited blind or partially sighted Sight Loss Council members to participate in a trial event designed to increase blind and partially sighted people's understanding of, and confidence in, travelling by train. A team of station supervisors and managers met the group to show them all the facilities and assistance available, including where to find staff, toilets and lifts, and help points on platforms.

Technology in the service of accessibility

In a first for the UK's railways, in 2023 GTR partnered with Sight Loss Councils (SLCs) to trail a new app that connects blind and partially sighted people to a remote advisor who then uses the passenger's smartphone camera to guide them quickly around railway stations to find a member of staff. The pilot of this new app, named Aira, was initially trailed at Stevenage station and quickly expanded to London Blackfriars, East Croydon and Brighton.

In 2024, due to its success, the Aira app was extended to all stations managed by Great Northern, Southern and Thameslink, making it available to a total of 236 rail stations.

Passengers using these stations who download Aira Explorer (from the Apple Store or Google Play) on their mobile devices will receive a message when approaching the station, and by tapping on a button will connect with an agent who looks through their camera and guides them on speakerphone.



GTR taught teenagers with Special Educational Needs and Disabilities (SEND) how to use trains safely.

In bus, Go-Ahead Ireland has joined other public transport operators, government ministers, and researchers to contribute towards the creation of the Wayfinding Centre. The Centre is an innovative, multi-functional space that includes various modes of transport, including a double-decker Go-Ahead Ireland bus, and is designed to simulate real-world public transport scenarios.

The Centre will provide confidence and familiarisation training to individuals with access needs, empowering people through practical training and hands-on experience, knowledge, and training. It will also be a space for training professionals responsible for operating and designing future transport systems.

In Swindon, Go South Coast partnered with Swindon Borough Council & Stagecoach West to host a session designed to make boarding buses a simple and straightforward process for people with learning disabilities and for those with autism.

Victoria Garcia MBE recognised by Route One Awards

Victoria Garcia MBE, our Accessibility and Communities Manager at Brighton & Hove Buses, was recognised with the Special Award at the Route One Awards, a unique accolade granted to individuals who made an exceptional contribution to the transport industry.

Victoria is the go-to professional for accessibility, not only for Go-Ahead but for all the UK bus industry. Her transformational work includes partnering with the Alzheimer's Society to deliver dementia-friendly flooring and seating. She also recently partnered with the Thomas Pocklington Trust, Sight Loss Councils, and Driving Vehicle Standards Authority to develop national and local materials for improving driver awareness of visual impairments.

Care for our customers	2024	2023	Variation
UK Regional Bus customer satisfaction	84%	85%	⬇️
Regional Bus punctuality	80%	78%	⬆️
UK Rail customer satisfaction	72%	71%	⬆️
Rail punctuality	85%	83%	⬆️



Care for our community



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 build strong partnerships with local authorities to keep communities connected – getting customers to where they need to go for work, school, leisure and elsewhere.

Our impact on communities goes beyond our bus services. Bus journeys can be the only moment of social interaction people have so we partner with organisations to address important societal issues. Working with Mind and Age UK we help reduce social isolation and promote discussions about mental health on our bus services.

We carefully consider how we can best contribute to the towns and cities we serve. We support local charities to raise vital funds through fundraising with volunteering and raising awareness. We also promote local events to inspire community support and encourage people to leave their cars at home and choose sustainable travel.

Going above and beyond for our communities

Chatty Bus is an ongoing project to tackle loneliness that our bus operating companies have been offering for years. In 2024, Go East Anglia got our Chatty Bus project on the road, in collaboration with Mind, the mental health charity. The bus returned across Norfolk, Suffolk, and Essex in May, with onboard Chatty Bus Champions striking up conversations with passengers to promote the positive impact social contact has on mental health.

In Swindon, Go South Coast teamed up with the National Literacy Trust to offer free books to young bus passengers. Volunteers boarded buses and handed out brand new books for

children to choose from and take home. The initiative recognises the importance of supporting children's vital communication skills, while helping them relax and have fun.

Our bus company in the South Coast of England also partnered with Baby Box, a local baby bank which provides food, clothes and equipment to families experiencing hardship, and with the Salisbury District Hospital's Charity, Stars Appeal, to help to provide the best possible experience for local people across all wards and departments, including funding extra care and equipment above what is provided by the NHS.



Volunteers sparking conversations to tackle loneliness through the Chatty Bus initiative.



Go-Ahead Ireland sponsors Dublin GAA adult leagues and championships.

Go-Ahead London has raised more than £17,000, through its Social Value Fund, which supported more than 20 initiatives and organisations, including Save the Children, Chartwell Cancer Trust and the Royal Marsden Cancer Charity. In Oxford, our operator has contributed with more than £20,000 through ticket donations to local schools and charities, and by branding a double-decker to promote Oxford Hospitals Charity.

Brighton & Hove Buses, our bus operator in the Southeast of England, through its community support fund and other initiatives, contributed with more than £135,000 through money and ticket donations. In addition, our colleagues volunteered multiple times to further support our communities.

In Greater Manchester, our bus operator supported a variety of charities throughout the year, and, during Christmas time, collected and distributed gifts for adults supported by both Wigan and Bolton Hospital, as well as sponsoring all of the Christmas trees displayed around Bolton Hospital's ground.

Go-Ahead Ireland has renewed the ongoing sponsorship of the Dublin GAA adult leagues and championships until at least 2026. The sponsorship covers Football, Ladies Football, Hurling, and Camogie.



A converted story bus donated to Ukrainian children.

Ukraine humanitarian support

Go-Ahead continues to support the people affected by the war in Ukraine. In 2024, our bus operator in East Anglia (UK) donated a single-decker bus that has been converted into a story bus for Ukrainian children and their families.

The vehicle had its seats removed, play tables and cupboards fitted, and an 'enhanced forest' painted by local Swindon artist Billy Beaumont.

The donation was made through the Swindon Humanitarian Aid Partnership (SHAP), a group formed by Ukrainian, Polish, Lithuanian, and British people living in Wiltshire to help people in Ukraine, and those seeking refuge in the UK.

In rail, GTR sponsored Rail Partners with Ukraine, a collective railway fundraiser, held in aid of the Global Ukraine Rail Task Force and its food package campaign. In total, over £105,000 was raised, which will be used to send more than 7,000 food parcels to Ukrainian rail workers and their families.

Mind the mental health

In rail, GTR's partnership with the charity Mind goes from strength to strength. On 15th January 2024, through this partnership, the operating company flipped Blue Monday on its head to promote Brew Monday, which aims to get people catching up over a cup of tea.

The campaign was developed by the Samaritans to dispel the myth that there is one day of the year commonly believed to be more difficult than any other.

Volunteers were out and about on the Thameslink network handing out teabags, biscuits and leaflets to customers.

The specially named 'Brew Train' also travelled from Peterborough to St Pancras International, with Samaritans and volunteers from GTR, and dedicated suicide prevention charities, Andy's Man Club, and The Jordan Legacy, chatting to passengers along the way.

In the period covered by the report, GTR employees have taken part in a companywide fundraising week helping to raise more than £15,000 for Mind. Focused around World Mental Health Day (10th October), 'The BIG Fundraising Week' saw a whole host of activities, from station relay races and 'row-a-thons', to cycling challenges, bake sales and a prize draw, all with the aim of raising vital funds for Mind, GTR's charity partner.

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.

In its second year, the programme has received over 200 applications and invested £448,000 into over 37 local community-led social and environmental improvement projects in areas served by GTR.

The support ranges from £300 to £40,000, with larger awards split over two years. The funded projects are tackling homelessness and antisocial behaviour, supporting mental health, diversity and inclusion and employability, and are expected to generate millions of pounds in social value.

Among organisations receiving larger grants are Stevenage FC Foundation, the official independent charity of the football club, for a 12-week programme in secondary schools tackling antisocial behaviour; Bedford Citizens' Advice, who are launching a new outreach service for homeless people; and Luton-based Bute Street Projects, whose Youth Film Programme will involve young people from ethnic minority communities in its projects.



Through the 'Your Station, Your Community' programme, GTR donated £20,000 to The Margins Project so it can continue to upskill those who have experienced homelessness.



Sustainable supply chain

Go-Ahead spends over a £1bn with its supply chain every year and we're conscious that our procurement decisions have a social and economic impact. We integrate environmental, governance, and social factors into our procurement processes and decision-making through policies and practices that aim to mitigate sustainability-related risks, but also to create positive social, environmental, and economic impact.

An example of this principle put into practice is our partnership with Wrightbus to purchase 1,200 new zero-emission buses to further decarbonise our fleet. Through this purchase agreement, we will help to create up to 500 local jobs and support 2,000 jobs across the UK

supply chain. In addition, Wrightbus will plant 10 trees for every bus manufactured, further contributing to the environment.

We work in accordance with ISO 20400:2017 for sustainable procurement, which has been independently verified, and we remain a signatory to the 'Prompt Payment Code' with 95% of all invoices paid within 60 days.

We also have the UK industry's first Sustainable Supply Chain Charter, which established minimum criteria in core areas of corporate responsibility. It outlined our priorities within our supply chain and included small and medium-sized enterprises (SMEs) as an area of focus. The Charter was developed in the 2019 and will be refreshed in 2025

Care for our community	2024	2023	Variation
Cash contributions	£171,978	£208,253	⬇️
Gifts in kind	£426,062	£296,489	⬆️
Time donated (e.g., volunteering)	5,171 hours	n/a ⁷	-

⁷ Go-Ahead updated the KPI measurement. No historical data is available.



Care for our assets and environment



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

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

Go-Ahead has comprehensive environmental, energy, and climate change policies. That is the Go-Ahead Way. These documents set out our measures and principles for tackling the environmental impacts caused by our activities, as well as how we monitor and review our performance.

In addition, the Group operates in accordance with ISO 14001 Environmental Management Systems, and it's certified for this standard at GTR, as well as in our bus operations in Northwest England (Go North West), Ireland and Sweden. Furthermore, our UK bus and rail, and bus operations in Ireland, are ISO 50001 Energy Management Systems certified.

In the period covered by the report, Go-Ahead has once again been named as a Climate Leader by Europe's Climate Leaders (by the *Financial Times*) and recognised as Britain's most admired transport company, ranking 8th out of 259 leading British companies across 28 industries.

Transitioning away from fossil fuels

Go-Ahead is one of the world's largest operators of zero-emission buses and has been operating modern electric vehicles for more than 10 years. In 2021, we launched our climate change strategy, solidifying our position as sustainability leaders in our market, with an SBTi⁸-validated target to cut our scope 1 and 2 emissions by 75% by 2035 (against a 2020 baseline). We also committed to becoming a net zero business by 2045 – five years ahead of the UK Government target.

To achieve our ambitious targets, it is paramount to transition all our diesel bus fleet to zero-emission vehicles. In 2024, we continued to make great progress on that task.

In Oxford, in a successful partnership with Oxfordshire County Council, we finished the rollout of the 104 electric vehicles that operate from the Cowley depot. The excellence of the project delivery and execution was recognised as Transport Project of the Year by the UK Green Business Awards.

Zero-emission partnership with Wrightbus

In 2024, Go-Ahead signed a deal with the Northern Ireland-based manufacturer Wrightbus, committing to invest £500 million in 1,200 new zero-emission buses built over three years and accelerate the decarbonisation of our business.

The buses will support the transition to zero-emission operations in Plymouth, Gloucestershire, East Yorkshire, London, Isle of Wight, Brighton and Salisbury, and will be delivered from April 2025.

The partnership will also create up to 500 jobs at Wrightbus's Ballymena factory on a dedicated Go-Ahead production line and support 2,000 jobs across the UK supply chain.

In addition, Wrightbus will plant 10 trees for every bus manufactured, working with environmental charities to give back to the communities we serve.

⁸ 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.

Also through a collaborative effort with local councils and operating companies, we were successful in the second round of the Government's Zero Emission Bus Regional Areas scheme (ZEBRA), securing funding for a further 201 buses for our fleet across six regional bus companies.

In addition, in 2024 we expanded the number of hydrogen buses in Crawley (UK), as well as started operating the liquid hydrogen refuelling station at the depot. We also electrified our 13th London bus depot, River Road garage, and continued to deploy electric buses helping reduce transport emissions in the UK capital. All this meant an increase in the number of zero-emissions buses in our fleet by more than 50%.

In 2023, we were awarded the contract to operate Kent's Fastrack bus rapid transit system. As part of that operation, in 2024 we started deploying the first tram battery-electric buses, in a project that includes pantograph fast charging installed at two locations to ensure the buses have enough electricity to complete the routes.

In rail, our care for our environment was recognised at the National Rail Awards, where GTR won the Environmental Excellence category. This prestigious award celebrates innovative projects that drive sustainability and community engagement and was awarded for our ground-breaking initiative to install community-owned solar panels on depot rooftops at Streatham Hill, Bedford Cauldwell Walk, Selhurst, and Three Bridges.

Environmental performance

Greenhouse gas emissions

In 2024, without any adjustment to account for the changes within the Group that have occurred since financial year 2019/20⁹, we achieved a 4.4% year-on-year absolute

reduction in scope 1 and 2 emissions and a 27.8% absolute reduction against our 2019/20 baseline. This reduction was achieved due to a number of initiatives, including:

- > Deployment of more than 300 zero-emission buses
- > Increase in the zero-emission bus mileage – which now accounts for 11% of all bus fleet mileage
- > Improvement in diesel bus fleet efficiency through continuing investment in more efficient buses, use of enhanced telemetry, and ongoing training of drivers in energy-efficient driving techniques
- > Improvement in rail diesel and electric fleet efficiency through fleet change/modifications, operational efficiencies and driver training
- > Reduction in electricity and gas consumption in premises through the continuing rollout of LED lighting, replacement of older, less efficient plant and equipment, and better control of heating
- > Reduction in GHG emissions from fugitive emissions from the air-conditioning plant in our fleet and premises

If London & South Eastern Railway Limited and Go-Ahead Germany are excluded from the carbon emissions calculations to account for their divestment, in 2024, our adjusted scope 1 and 2 emissions would have increased by 5.2% year on year and the absolute reduction against our target baseline would have been 7.8%.

⁹ In 2019, beginning of Germany rail operation. In 2020, expansion in Ireland's bus operations. In 2021, expansion in England's southwest operations, expansion of German rail operation and the exit of London & South Eastern Railway Limited. In 2022, further bus expansion in the southwest and the south coast of England, and the acquisition of Flexbuss in Sweden. In 2023, expansion of the bus operation in the north-west and south-east of England and Germany rail operation. In 2024, divestment of Germany rail operation.



Water and waste

As part of our climate change strategy, we established targets to reduce our water consumption by 25% against a 2019/20 baseline and to achieve 60% recycling by 2025. In 2024, our operating companies have worked to reduce their water consumption, through the purchase of new bus wash equipment and by the close monitoring of consumption to tackle leaks quickly.

Regarding waste, our operating companies continue to dispose waste responsibly and engage with waste management suppliers to ensure waste is measured and accurately accounted for.

Looking at performance, our bus division presented an 11% reduction in water consumption against the previous year's figures, however rail increased water usage by 21%, which resulted in a slight Group overall increase. In waste, the recycling rate for our bus companies was 50% and for rail 31%. This performance led Group recycling figures to decrease by 1% when compared to 2024.

Care for our assets and environment	2024	2023	Variation
ENERGY AND GREENHOUSE GAS (GHG) EMISSIONS			
GHG emissions scope 1* (tCO ₂ e)	377,529	369,225	⬆️
GHG emissions scope 2* (location-based) (tCO ₂ e)	165,836	199,339	⬇️
GHG emissions scope 2* (market-based) (tCO ₂ e)	42,807	55,819	⬇️
GHG emissions scopes 1&2* (location-based) (tCO ₂ e)	543,365	568,564	⬇️
GHG emissions scopes 1&2* (market-based) (tCO ₂ e)	420,336	425,044	⬇️
GHG emissions Scope 3* (Electricity – Transmission and distribution) (tCO ₂ e)	15,576	15,998	⬇️
GHG emissions Scope 3* (Investments) (tCO ₂ e)	17,131	-	-
Out of scopes*(Biogenic content of biodiesel) (tCO ₂ e)	27,637	23,706	⬆️
All scopes kgs CO ₂ e /vehicle mile*(location-based)	1.05	1.08	⬇️
Total energy consumption* (kWh)	2,353,786,148	2,347,780,756	⬆️
WATER			
Total water consumption (m ³)	683,929	638,382	⬆️
WASTE			
Recycled waste (%)	42	43	⬇️

*Metric independently assured by Bureau Veritas UK

About this report

The Go-Ahead Group Limited's Sustainability Report 2024 contains information about our environmental and social performance within the period between 1st January 2024 and 31st December 2024. The content and performance indicators include all our operating companies in the United Kingdom, as well as our international operations in Ireland, Norway, Sweden, and Singapore.

Our operation in Australia, through U-Go Mobility, has been included in our greenhouse gas emissions under Scope 3, category 15 (investments).



Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Limited (Bureau Veritas) has provided verification for energy and greenhouse gas emissions indicators from The Go-Ahead Group Limited (Go-Ahead) to be contained within Go-Ahead's Sustainability Report 2024. 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 the period from 1st January 2024 to 31st December 2024. The definitions for metrics verified by Bureau Veritas can be found on Go-Ahead's website.

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

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