



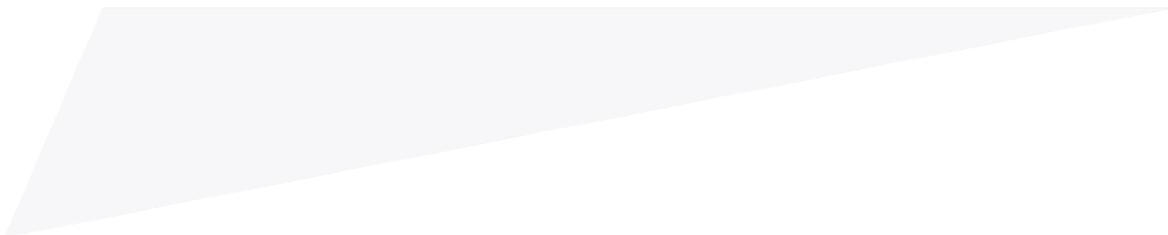
The Go-Ahead Group Limited

Section 172(1) Statement for the year ended
31 December 2024

The Go-Ahead Group Limited

Section 172(1) Statement for the year ended 31 December 2024

Pursuant to The Companies (Miscellaneous Reporting) Regulations 2018, please find attached a Section 172(1) Statement for The Go-Ahead Group Limited (company number: 02100855). This statement has been extracted from pages 3 and 4 of the Company's Annual Report and Financial Statements for the year ended 31 December 2024 (the "Annual Report"), available at Companies House and has been made available on the website of The Go-Ahead Group Limited (www.go-ahead.com).



Strategic Report continued

for the year ended 31 December 2024

Compliance with Section 172(1) of the Companies Act 2006

This report sets out how the directors comply with the requirements of Section 172(1) of the Companies Act 2006 and how these requirements have impacted the Board's decision-making throughout the year ended 31 December 2024. As mentioned above, The Go-Ahead Group Limited (the "Company") serves as a head office entity in support of both itself and its subsidiaries (the "Go-Ahead Group"). The points discussed below are therefore on a Company and Go-Ahead Group-wide basis.

The likely consequences of any decision in the long term:

Principal board decisions are based on a consideration of, and seek to align with, the purpose and strategy set by the investors in the Company's ultimate parent, Go-Ahead Investment Topco Limited (Topco), namely Kinetic TCo Pty Ltd (Kinetic) and Global Via Infraestructuras SA (Globalvia).

Whilst investment decisions are made at Topco level, all other trading related decisions take place at its main trading company level being the Company and its subsidiaries. The key stakeholder groups identified as most likely to be affected by principal decisions made by the Company and within the Go-Ahead Group include its people, customers, strategic partners and suppliers, government and communities.

Views of stakeholders are included in Company Board papers and inform the Board's principal decisions, the process for which includes balancing competing interests, whether short or long term. The impact on each stakeholder group forms an integral part of board debate, with adequate time provided in board meetings for such discussion and directors having the opportunity to request clarification or further information from management.

The interests of the Company's employees:

The Go-Ahead Group has an experienced, diverse and dedicated workforce which it recognises is fundamental to its success, both in the short and long term.

Health, safety and wellbeing of the workforce is a top priority for the Board, which uses a variety of methods to engage with the workforce such as colleague engagement surveys and subsequent action planning, business update forums, and board and senior management site visits. Initiatives such as the Go-Ahead Women network continue to provide an environment that promotes gender diversity and inclusion across the Go-Ahead Group. Regular news bulletins published via the intranet help keep employees informed and involved in performance and aware of financial and economic factors affecting the Go-Ahead Group.

The need to foster the Company's business relationships with suppliers, customers and others:

Positive business relationships with suppliers, customers, government and other key stakeholders underpin the delivery of services across the Go-Ahead Group.

Customers

Communication methods used during the period, such as email, social media, customer satisfaction surveys, customer feedback, events and focus groups, identified priority areas for improvement to maintain the Go-Ahead Group's high level of customer satisfaction and enabled the business to respond quickly and effectively to meet changes in customers' needs and preferences.

Trends from customer and stakeholder research are shared with the Board annually together with actions being taken to drive continuous improvement.

Our People

See "The interests of the Company's employees" above.

Strategic Partners and Suppliers

During the financial year, strategic partners and suppliers were engaged through collaborative working with partners and regular meetings with key suppliers.

Relations with suppliers are guided by the Sustainable Procurement Supply Chain Charter, particularly in relation to dealings with smaller suppliers, which can be found on the Company's website (www.go-ahead.com).

Government

Working closely with both central and local government enables the Go-Ahead Group to contribute its private sector experience and expertise to the public agenda and produce better policy outcomes and service delivery. Examples of activity during the year included ongoing engagement with government bodies and clients such as the Department for Transport, Transport for London and Transport for Greater Manchester amongst others.

Investors

The Board includes three Kinetic-appointed directors and three Globalvia-appointed directors which means there is regular dialogue with investors through regular board meetings, papers for which provide detailed updates relating to financial and non-financial performance and the position of the business.

Communities

See "The impact of the Company's operations on the community and the environment" below.

Strategic Report continued

for the year ended 31 December 2024

Compliance with Section 172(1) of the Companies Act 2006 continued

The impact of the Company's operations on the community and the environment:

As a public transport operator, the Go-Ahead Group has a positive social impact on the areas in which it operates by providing communities with vital transport services in a safe, reliable and affordable way.

Environmental considerations are central to the strategy of the Go-Ahead Group, and therefore to the Company. The Go-Ahead Group has committed to reduce carbon emissions on scopes 1&2 by 75% by 2035 (vs a 2020 baseline), which has been validated by the Science Based Targets initiative (SBTi), and to transition its whole fleet to zero emission vehicles. Further information on the Go-Ahead Group's approach to environmental considerations can be found on pages 18-22 in Topco's Annual Report and Accounts 2024, available at Companies House.

The desirability of the Company maintaining a reputation for high standards of business conduct:

The directors acknowledge their responsibility for setting and monitoring the Go-Ahead Group's culture, values and reputation. Management drives the embedding of the desired culture through the organisation, and the Board monitors adherence to policies and compliance with local corporate governance requirements across the business to ensure that high standards of business conduct are upheld. This is undertaken in line with the Company's purpose, mission and values and Code of Conduct which sets out what is expected from colleagues and stakeholders to ensure they protect themselves as well as the Go-Ahead Group's reputation and assets.

The need to act fairly as between members of the Company:

The Company's immediate parent and controlling party is Go-Ahead Investment Bidco Limited ("Bidco"). Bidco's ultimate parent company is Go-Ahead Investment Topco Limited, which is indirectly owned by Kinetic (51%) and Globalvia (49%).

The need to act fairly as between members of the Company is ensured through the Board's composition which, as mentioned above, includes three Kinetic-appointed directors and three Globalvia-appointed directors.