

Sustainability Report 2025



Who we are

Go-Ahead Group is a leading international public transport operator delivering essential bus and rail services across the UK, Ireland, Singapore, the Nordics and Australia. By enabling millions of journeys each day, we play a critical role in reducing congestion, improving air quality and supporting inclusive economic growth.

We operate over 7,000 buses in five countries. Our largest bus operation is in the UK, and we keep customers and communities connected across the country – from Cornwall and the Isle of Wight in the south, to Manchester and Newcastle in the north. We run over a quarter of all buses in London, as well as the largest zero-emission bus fleet in the country. We are an industry leader in zero-emission bus transport and are committed to having a fully zero-emission bus fleet by 2035.

Our rail services include GTS Rail Operations, the operator of the Elizabeth line on behalf of Transport for London (TfL), which is the busiest UK rail service and is one of the best performing rail networks in the country. Since 2014, we have operated Govia Thameslink Railway (GTR), the most complex railway network in the UK. Internationally, we operate the Stockholm Metro system as well as long-distance trains in Norway.

Each of our vital public transport services ensures children get to school, people get to work, and families and communities stay connected – each and every day.



Our Mission

We are here to connect people and communities, today and tomorrow, and we do this by caring for our customers, our communities, our people, our assets, and the environment.

Our Values



Care for our customer



Care for our people



Care for our environment

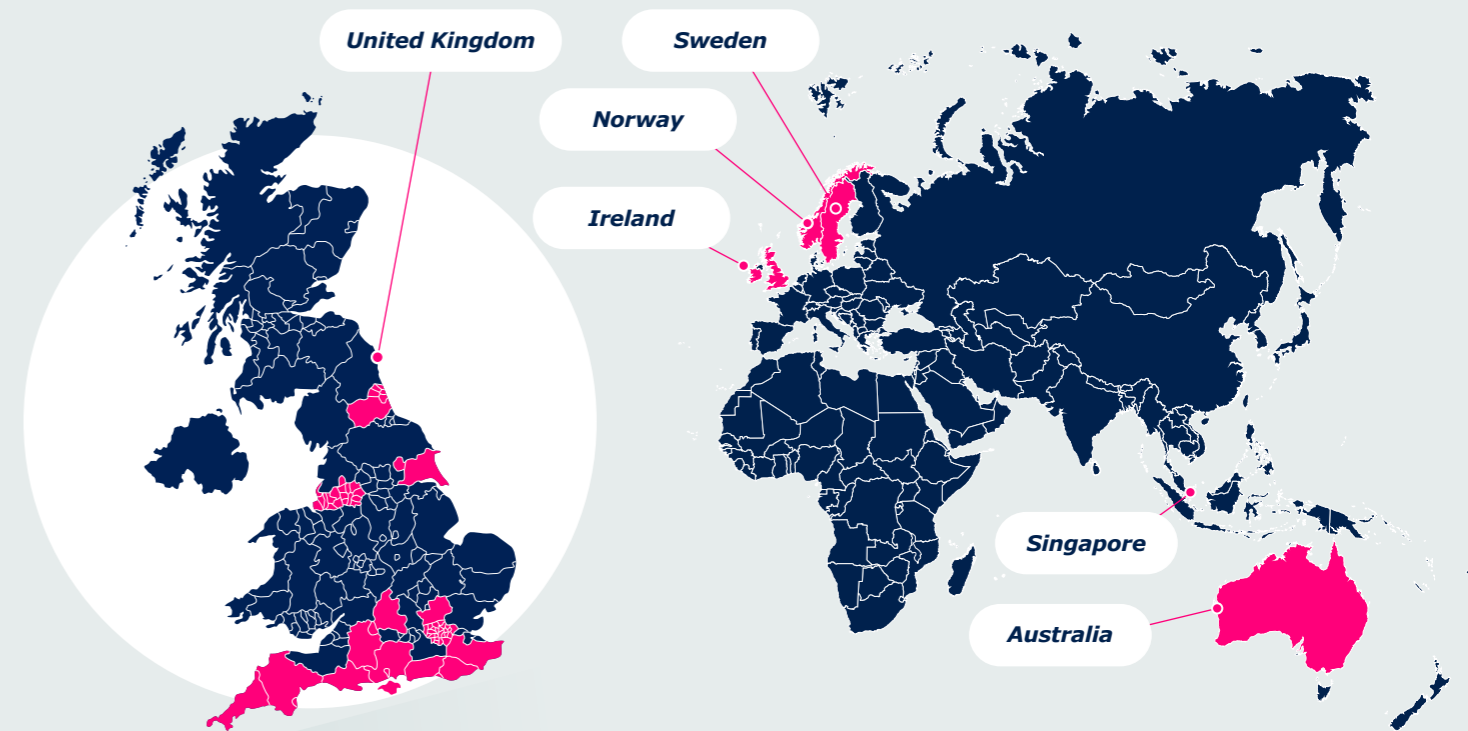


Care for our assets



Care for our communities

Regions we operate



Contents

02

Who we are

04

Leadership review

06

Care for our assets and environment

12

Care for our people

18

Care for our customers

26

Care for our community

32

About this report

Leadership review

2025 was a very successful year for Go-Ahead. Guided by our values of care, we continued to strengthen our position as a leader in sustainable public transport through investment in zero-emission fleets, operational resilience, accessibility and colleague development. We expanded our operations through successful new bus and rail contracts and strategic acquisitions, alongside investment in our value proposition for customers, communities and colleagues.

Reaching millions of new customers

Our reliable, welcoming and inclusive international bus and rail services now include two of Europe's most iconic urban rail systems. In May, through GTS – our partnership with Tokyo Metro and Sumitomo – we began operating the Elizabeth line, on behalf of Transport for London, the busiest railway service in the UK. Later in the year, Connecting Stockholm, our joint venture with ComfortDelGro, took over operation of the Stockholm Metro serving around 350 million passenger journeys each year.

These landmark contracts significantly strengthened our rail portfolio and enabled us to continue to do what we do best: connecting communities through safe, reliable and sustainable public transport.

Growing our bus operations

We continued to grow our bus operations across markets. In Singapore, where we will mark ten years of operations in 2026, we were awarded a major new contract to operate bus services in Tampines, featuring a predominantly electric fleet. In Ireland, we expanded our Outer Dublin Metropolitan Area contract to 65 routes, with further investment in depot infrastructure, and achieved the highest customer satisfaction score in Dublin in the National Transport Authority's 2024 survey.

In the UK and Sweden, we secured new contracts, and expanded through targeted

acquisitions, including Trossö Buss in Sweden and Pearces Coaches and Morse Coaches in England.

Electrifying the business

We are proud to operate the largest zero-emission bus fleet in the UK. In 2025, we continued to scale our zero-emission bus fleet, and in early 2026 reached a milestone of 1,000 zero-emission buses in London – removing around 60,000 tonnes of carbon emissions each year from our operations.

As well as supporting the UK's net-zero ambitions, these new vehicles are improving the customer experience through quieter, more reliable journeys, while also supporting jobs across the UK supply chain.

Further advancements were made across our regional operations in the UK and internationally, supported by strong partnerships with local transport authorities and UK Government funding, including through the Zero Emission Bus Regional Areas (ZEBRA) scheme¹.

Alongside fleet investment, we continued to strengthen our operational capabilities, including the opening of a new Operations Control Centre for Go-Ahead London to further enhance safety, reliability and punctuality, and two engineering academies to strengthen our technical skills and prepare teams for the accelerated rollout of zero-emission buses.

Delivering zero-emission transport at scale requires not only new vehicles, but also timely access to electricity infrastructure. While securing grid connections remains a challenge in some areas, we are working closely with network partners to overcome these constraints.

Making journeys more affordable

In 2025, we welcomed the UK Government announcement to extend the £3 bus fare cap until March 2027. Public transport is a vital service for towns and cities and a key enabler for communities to thrive. As we continue investing in clean and reliable services for our customers and communities, longer-term fare certainty helps to support accessibility and encourage modal shift towards public transport.

Looking ahead

During the year, we made changes to our business portfolio, including the divestment of Go East Anglia. Following the UK Government's confirmation that Govia Thameslink Railway will transfer to public ownership in 2026, we remain focused on building on our rail success in the UK and abroad, and have opened a new office in Melbourne to explore rail opportunities in Australia and New Zealand.

We are a people business

We were proud to receive external recognitions during the year, such as being named as one of Britain's Most Admired Companies and the number one company in Newcastle at the NET 250 awards. In addition, our operating companies have won many prestigious awards, including the National Transport Awards, UK Bus Awards, and Route One Awards.

On a sad note, in 2025 we marked the passing of Andrew Wickham MBE, whose contribution to Go South Coast and the wider industry will be long remembered.

None of what we achieved in 2025 would have been possible without the professionalism, commitment and care demonstrated by all of our colleagues, and we thank them for their significant contributions.



Matt Carney
CEO
Go-Ahead Bus



Patrick Verwer
CEO
Go-Ahead Rail



Care for our assets and environment



Go-Ahead Group continues to lead the industry towards better environmental stewardship, with ambitious targets to reach net-zero ahead of the UK Government. By reducing our environmental impact, we add value to our communities and support the long-term resilience of our business.

Public transport is a vital part of the solution to tackle climate change and reduce towns and cities' environmental impacts; a fully loaded double-decker bus can take up to 75 cars off the road, and that number increases for a full train. This means cleaner air, less congestion, and stronger local economies. However, even as a more sustainable form of travel, public transport has its own carbon footprint; we are taking decisive action to reduce our impacts.

Our approach to environmental management is governed by the principles of ISO 14001 Environmental Management System, to which we are certified across many of our operating companies. Additionally, our UK bus and rail operations, as well as our operations in Ireland, are ISO 50001 Energy Management System certified, demonstrating our care for the environment across our operations.

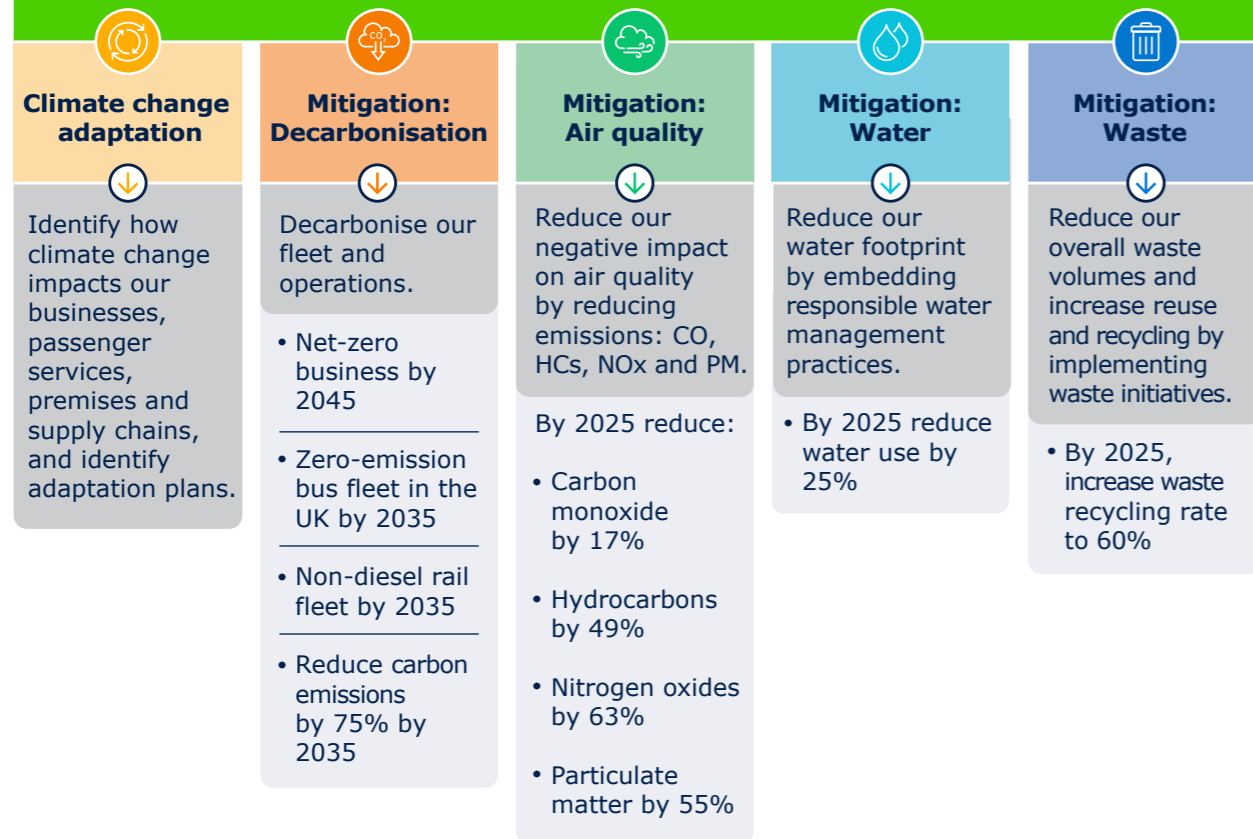
Our climate change strategy

In 2021, we published our industry-leading climate change strategy, followed by significant investment that has seen Go-Ahead Group become the largest zero-emission bus operator in the UK.

The headline of our strategy is our target to reduce our carbon emissions on scopes 1 and 2 by 75% by 2035 against a 2020 baseline. This target has been validated by the Science Based Targets initiative (SBTi).



Summary of our climate change strategy



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

In addition, we committed to achieving net-zero across our Scope 1 and 2 emissions by 2045, five years ahead of the UK Government target. Further to our carbon targets, we also made commitments to reduce our air emissions and water consumption to increase our waste recycling rate and to adapt our business to the physical and transitioning impacts of climate change.

Transitioning to zero-emission buses

To achieve our ambitious targets, we are working diligently to transition our diesel bus fleet to zero-emission buses. Since our first electric bus trial in 2013, our fleet has expanded to comprise over 1,500 zero-emission buses. Our London bus fleet now stands at 1,000 electric buses strong, and will remove c. 60,000 tonnes of carbon emissions per year, equivalent to removing 37,500 cars from the roads.

Our investment in zero-emission buses has increased, too, in our other operating regions. In June 2025, Go South West debuted their first brand-new zero-emission electric double-decker buses in Plymouth and Cornwall. These 50 new zero-emission buses are projected to save around 3,000 tonnes of carbon each year, and the investment means almost half of Go South West's Plymouth Citybus fleet will be free from fossil fuels.

Go North East introduced an additional 29 electric buses in 2025, bringing its total zero-emission fleet to 47 buses, while Go North West increased its zero-emission fleet to 70 buses by the end of 2025 (with further investment underway for 2026). The same is true for our operations in Australia, where U-Go Mobility expanded its electric fleet to over 20 vehicles in 2025.

In Singapore, we reached 13 electric buses in the fleet and are in the process of mobilising a major new contract to operate the Tampines bus network. We will be operating around 400 buses, the majority of which are zero-emission, from the purpose-built EV charging East Coast Bus Depot. The contract extends our 10-year operation in Singapore with the Land Transport Authority and furthers our shared goal to deliver greener transport.

Looking forward, 2026 will see significant expansion of our zero-emission bus fleet, with investment in depot infrastructure underway and new electric buses being introduced in London, Hull, Salisbury, Brighton & Hove, Isle of Wight and Plymouth.



Go North West launched a new trial to retrofit a diesel bus to run on electric power.

Repurposing diesel into zero-emission

We remain at the forefront of new and emerging technologies for greener public transport. As part of Transport for Greater Manchester's Bee Network, and in close collaboration with our manufacturing partner Wrightbus, Go North West launched a new trial to retrofit a diesel bus to run on electric power, joining the 69 other electric buses we operate from our Bolton depot.

The success of this trial could mean not only a viable way to extend the life of bus assets but also to speed up the decarbonisation of our business.



Operating ZEBs more efficiently

The zero-emission fleet expansion is partnered with ongoing investment in our operational support solutions. This includes investments in industry-leading technology for vehicle telematics and fleet management, including software that provides live information on the battery state of charge for all our electric buses. This rich and real-time information is enabling us to track energy consumption trends, drive more efficiently, and pre-emptively identify maintenance requirements, further reducing our energy consumption.

Our environmental performance

Greenhouse gas and air emissions



Group's SBTi-validated science-based target requires a 75% absolute reduction in Scopes 1 and 2 emissions by 2035 from the 2020 baseline. In 2025, the Group's scope 1 and 2 emissions were 529,356 tCO_{2e}, which is a 2.5% reduction year on year and a cumulative 29.7% reduction compared with the 2020 baseline. On a like-for-like basis, when adjusting for corporate changes that took place since the baseline was established², the reduction was 10.3%.

During 2025, Go-Ahead registered a material increase in Scope 2 emissions measured on a market basis. This was primarily driven by traction electricity supplied by Network Rail to Govia Thameslink Railway Limited (GTR), which is no longer marked as zero carbon. Network Rail is the sole electricity provider for this rail operation, and this change in their energy contract was outside of our control.

²The changes reflected in the adjusted figures include the divestment of London & South Eastern Railway in 2021 and the rail operation in Germany in 2024, as well as the acquisition of Flexbuss (now Go-Ahead Sweden) in 2022.

³Although we have established a target to reduce air emissions in our climate change strategy, many of the initiatives to reduce both carbon and air emissions are aligned, primarily through the transition from diesel to zero tailpipe emission buses. As a result, we have prioritised monitoring and reporting on carbon emissions, using the GHG Protocol as our primary methodology to assess performance and track progress in reducing our emissions footprint.

In addition, it is important to highlight that we are still highly committed to reducing our air emissions. The most impactful action we can take to achieve that goal is to transition our fleet to zero tailpipe emission buses³.

Water



Water stress is a rising risk due to the impacts of climate change. Recognising our role as environmental stewards, Go-Ahead has integrated water conservation into our climate change strategy by setting a target to reduce our water use by 25% by 2025, against a 2020 baseline.

In the last five years, we have been working to reduce our water consumption by installing more efficient bus wash equipment, reviewing bus wash regimes, installing motion sensors on taps and flushes, closely monitoring our water consumption, promptly addressing leaks and equipment faults, and engaging with our colleagues to make responsible use of this valuable resource. As a result of these efforts, over the past five years, we have improved our water efficiency (m³ of water consumed per bus) by 41%.

Looking at absolute figures, without adjusting for changes in the Group's structure, in 2025 we used 686,386 m³ of water, which represents a 0.2% year-on-year increase and a 25% reduction compared with the 2020 baseline. This performance is in line with the water reduction target set in our climate change strategy five years ago, despite an expanding bus fleet.

Moving forward, water efficiency will continue to be an area of focus, and we plan to set new water reduction targets as part of our new ESG Strategy being published in 2026.

Waste



Go-Ahead is on a mission to increase our waste recycling rate and consequently reduce other waste disposal methods. As per our climate change strategy, we established a target to increase our recycling rate to 60% by 2025, 70% by 2030, and to 80% by 2035.

Since we established the target, we have been engaging with our operating companies to increase waste segregation, and with our waste suppliers to ensure adequate waste collection and accurate waste data. During this time, we developed waste projects, such as the partnerships with Green Block at Brighton Station and the Project Go Eco

in our bus division, that gave us more insight into our waste streams, including hot spots where we should focus to increase recycling.

In 2025, the waste recycling rate for our bus division was 57.4%, therefore very close to our 60% target. On the other hand, the recycling rate for our rail division was 31.7%, which led the Group to achieve 47.2% overall recycling rate in 2025, below the 60% we targeted. However, if we compared this performance with 36.5% we registered in 2020, our baseline year, there's clear progress and solid steps in the right direction.

Going forward, aiming to achieve 70% recycling rate by 2030, we will continue to engage with our teams to implement measures to increase waste segregation, avoid contamination, and ensure we have meaningful waste data to target the areas where we can create the biggest impact.

Care for our assets and environment	2025	2024	Variation
GHG emissions Scope 1 (tCO _{2e})*	373,146	377,529	↓
GHG emissions Scope 2 (location-based) (tCO _{2e})*	156,210	165,836	↓
GHG emissions Scope 2 (market-based) (tCO _{2e})*	172,917 ⁴	42,807	↑
GHG emissions Scopes 1 and 2 (location-based) (tCO _{2e})*	529,356	543,365	↓
GHG emissions Scopes 1 and 2 (market-based) (tCO _{2e})*	546,063 ⁴	420,336	↑
GHG emissions Scope 3 (Electricity – Transmission and distribution) (tCO _{2e})*	17,097	15,576	↑
GHG emissions Scope 3 (Investments) (tCO _{2e})*	26,613	17,131	↑
Out of scopes (Biogenic content of biodiesel) (tCO _{2e})*	18,206	27,637	↓
All scopes kgs CO _{2e} /vehicle mile (location-based)*	0.94	1.05	↓
Total energy consumption (kWh)*	2,516,997,936	2,353,786,148	↑
Total water consumption (m ³)	685,240	683,929	↑
Recycled waste (bus division) (%)	57.4	50.4	↑
Recycled waste (rail division) (%)	31.7	30.9	↑
Recycled waste (Group) (%)	47.2	42.0	↑

* Figures independently verified by Bureau Veritas UK. More information on page 32.

⁴The increase in market-based Scope 2 carbon emissions was primarily driven by UK traction electricity supplied by Network Rail, which is no longer classified as zero carbon. If emissions associated with this electricity are excluded from both the 2025 and 2024 figures, Go-Ahead achieved a 10% year-on-year reduction in its market-based Scope 2 emissions. Network Rail is the sole electricity provider for this rail operation, and this change in its energy contract was outside of our control.

Care for Our people



Go-Ahead is driven by our values and by our people. With more than 35,000 colleagues across bus and rail operations, our teams play a vital role in delivering our mission to connect people and communities, today and tomorrow. We want Go-Ahead to be an employer of choice – one where colleagues feel safe, supported, and empowered to grow, and where our workforce reflects the communities we serve.

We work by our values of care and are committed to providing safe, welcoming and fit-for-purpose workplaces for our people. Over the last two years, we have invested nearly £500 million in our assets and workplaces, helping to create environments where colleagues can do their jobs safely, confidently and with pride.

In Singapore, our bus operations received the Age Inclusive Practices Award from the Tripartite Alliance this year, demonstrating our commitment to progressive employment practices and to building an age-diverse workplace where colleagues at every stage of their career are valued.

Learning and development

Our world-class transport operations rely on the skills, capability, and commitment of our people. Investment in learning and development – from effective onboarding to continuous training – underpins high-quality services, operational efficiency, and a positive working environment where colleagues are supported to live our core values. Through a consistent, future-ready approach to learning and career development, we enable our people to build capability, navigate their growth, and fulfil their potential.

Engineering academies in Wigan and Camberwell

As part of our multi-million-pound investment in engineering capability – a function critical to our business – we launched two new engineering academies in the UK in 2025, one in Wigan and one in London. These academies provide recurrent training for around 900 existing engineers across the UK and Ireland, strengthening technical skills and preparing teams for the accelerated rollout of zero-emission technologies.



The Go Ahead GOLD Awards celebrated the outstanding dedication and passion from our teams.

Celebrating our people

In 2025, we held the inaugural Go Ahead GOLD Awards, a new Group wide initiative to recognise and reward our colleagues across the entire Go-Ahead Group. The ceremony, held in November, celebrated the outstanding dedication and passion shown by teams across all parts of the business – from drivers and depot engineering teams to apprentices.

The awards highlighted a number of exceptional colleagues whose contributions have played an important role in the success of our business.



Engineers attending a lesson at the Engineering Academy in Camberwell.

The engineering academies also host our new industry-leading apprentice training programme, providing apprentices with hands-on experience of complex mechanical and electrical systems before they join one of our bus operating companies, where they continue their development through structured, on-the-job learning.

Together, these initiatives ensure our training offer equips colleagues with the skills they need to succeed in the transition to more sustainable forms of public transport, while reflecting Go-Ahead's ongoing commitment to our people, our assets and the future of our planet.

Go-Ahead women

We are committed to building a more inclusive and balanced working environment at Go-Ahead, with a particular focus on increasing female representation across our workforce. Alongside attracting more women into the business, we place equal emphasis on retention — creating the conditions, development opportunities and support networks that allow women to thrive at every stage of their careers.

In 2024, we launched Go-Ahead Women, a Group-wide initiative designed to increase the representation of women across what has traditionally been a male-dominated industry. The programme has an ambitious long-term target of reaching gender balance by 2035, supported by a multi-million-pound investment to improve facilities, training and development opportunities for women.

Initiatives to increase female representation

In June, Go-Ahead Ireland hosted its first Women Recruitment Day, featuring a panel discussion with female drivers and colleagues who began their careers behind the wheel, including a Dublin Operations Manager who now oversees a team of more than 500 people.

Attendees had the opportunity to test-drive a double-decker training bus, and by the end of the day twenty women, who had never driven a bus before, had experienced what it is like to sit in the driver's seat. Those interested in taking the next step were able to speak directly with the recruitment team, and as a result nine new female trainees were onboarded, representing almost half of all participants.



Go North East launched the 'Inner Qualities' campaign to increase female representation.

'Inner Qualities' campaign

In September, Go North East launched the 'Inner Qualities' campaign, showcasing the voices and perspectives of female colleagues to challenge gender stereotypes and inspire others.

At the launch event, we were joined by Mayor Kim McGuinness and Newcastle United's Demi Stokes, who shared their own experiences and perspectives on the importance of a more inclusive future.

The campaign was shaped by the real experiences of women already working in the transport sector, highlighting the vital role women play in shaping the future of the industry.

In 2025, we opened new engineering academies in Wigan and London, with women making up 20% of the first cohort. Go-Ahead London also hosted a Women's Insight event in October, offering hands-on experience across engineering, operations, driving and management.

Attendees explored career pathways, heard from colleagues, and shared feedback through an interactive session on how we can further improve our workplaces.

We also hosted a further Go-Ahead Women event to share our plans for inclusive recruitment, training, leadership mentoring and workplace improvements in the months and years ahead. Working Open discussion formed a key part of the event, helping us to better understand what matters most to colleagues and how best we can continue to support them in the workplace.

Meanwhile, in rail, GTR achieved Gold Corporate Membership of Women in Rail, the national organisation championing gender equality and opportunity across the rail industry. This recognition reflects GTR's continued commitment to opening doors, supporting progression and enabling female colleagues to reach their full potential.



Kent Fastrack achieved over 20% female drivers.

Increasing female drivers' representation

The Go-Ahead Women initiative is making a difference in female representation in our organisation.

Kent Fastrack, our operator in south-east England, became the first Go-Ahead company to achieve over 20% female drivers across its network. This was followed by Southern Vectis on the Isle of Wight, where female representation reached 23% in 2025. With women comprising only around 11% of bus drivers nationally, this progress reflects the tangible impact of our targeted actions to create a more inclusive and supportive working environment.

Apprenticeships

Go-Ahead Group is an industry leader for apprenticeships and is the only UK public transport operator approved by Ofsted as an in-house apprenticeship provider. Across the Group, more than 1,400 apprentices are currently building their careers with us in a range of business areas, including engineering, customer service and driving.



Once again, our apprenticeship programme was recognised in the Department for Education's Top 100 Apprenticeship Employers, placing 12th overall and first in the transport sector — marking the fourth consecutive year that we have been recognised as the leading provider of apprenticeships in our industry. We were also ranked 28th in the Sunday Times' Top 100 Apprenticeship Employers, reflecting our continued commitment to high-quality training and long-term career development.

Safety

Keeping our people safe is fundamental to how we operate. Whether working on the road, on the railway, at the stations we manage, or in our depots, colleagues should be able to carry out their roles with confidence, knowing that their health, safety and wellbeing are protected at all times. Our approach to safety goes beyond our workforce to passengers and the wider public, across all the environments in which we operate.

Our safety culture

Go-Ahead safety standards are set in our Group Health and Safety Policy and shared across our operating companies through local management teams and tailored health and safety management systems for specific local risks. While all colleagues are regularly reminded about their responsibility for safety through training and communications, our safety systems are reviewed on an ongoing basis to ensure they remain relevant and effective.

Go-Ahead's approach to health and safety management is underpinned by our integrated management system, called the Go-Ahead Way, which supports certification to the ISO 45001 Occupational Health and Safety Management standard.

Universal ISO 45001 certification is a strategic objective and has already been achieved across many of our operations. Going forward, it will be extended to all remaining operations through 2026 and 2027.

Across bus operations, we are also supporting safer driving and reduced road incidents by activities such as advanced driver training and other initiatives to reduce harm, including groundbreaking research into the human factors that contribute to bridge strikes. This research and robust approach to managing risks has resulted in a 50% reduction in bridge strikes from 2024 to 2025.

Reinforcing our commitment to road safety, two of our bus operating companies are to achieve ISO 39001 Road Traffic Safety Management Systems certification.

Creating safer transport networks

As well as investing in our own systems to reduce safety risks in our workplaces and on the roads, we work with local authorities and police partners to address emerging risks, including anti-social behaviour, which can endanger colleagues, customers and the wider communities we serve.

For example, Go-Ahead Ireland engages regularly with the Garda Síochána, Ireland's national police service, through community-focused initiatives aimed at addressing local safety priorities and raising awareness of the harms associated with anti-social behaviour.

In rail, since 2024, more than 1,000 GTR public-facing colleagues have been equipped with body-worn cameras to deter anti-social behaviour and crime.

This forms part of a wider antisocial behaviour programme, which has also doubled the number of Travel Safe Officers, established a joint policing plan with British Transport Police, invested in community-led initiatives to address antisocial behaviour root causes, and strengthened evidence-gathering processes for investigations and prosecutions.

Care for our People	2025	2024	Variation
Care for our People			
Number of colleagues	33,490	29,379	↑
% female colleagues in bus	14.0%	12.8%	↑
% female colleagues in rail	22.2%	20.3%	↑
Safety			
Lost-time injury frequency rate (bus) ⁵	6.11 ⁶	5.02	↑
Lost-time injury frequency rate (rail) ⁷	0.46 ⁸	0.40	↑
Number of bus incidents ⁹ per 100,000	5.27	5.33	↓
UK SPADS (signal passed at danger) per million miles (rail)	0.9	0.8	↑

⁵Lost-time injury per million hours worked.

⁶The increase in lost-time injuries in the bus division reflects the addition of new operations to the Group in 2025 (through new contracts and acquisitions), which are currently being integrated into our safety management systems and culture.

⁷Lost-time injury per thousand staff. Please note this number is different from what was disclosed in the SR2024 because it is an aggregated figure that includes UK and overseas operations – as opposed to UK rail only.

⁸The increase in lost-time injuries in the rail division reflects improved reporting accuracy and increased revenue protection activity, resulting in greater exposure to low-severity incidents, including minor bumps and bruises sustained by staff while moving through trains.

⁹Includes fault and part/fault incidents.



Care for our customers



We place our customers at the heart of everything we do. Our buses and trains provide essential connections, linking communities with work, education, leisure, and the people and places that matter most to them. Providing reliable, accessible and welcoming public transport is central to our purpose and underpins our decisions to invest, innovate and continuously improve our services.

Wherever we operate, Go-Ahead focuses on consistently improving the customer experience, so that every journey is reliable, safe and comfortable. We seek to understand and respond to what matters most to our customers, listening to the customer voice at every stage of our operational planning. This includes regularly conducting customer surveys and working closely with community and stakeholder groups to better understand local needs and expectations.

World-class operations control centre in London

We know that what matters most for customers is seamless end-to-end journeys that get them where and when they need to be. In 2025, we opened our new purpose-built Operations Control Centre (OCC), which now provides central oversight of all Go-Ahead London journeys using advanced, real-time operational technology.

The OCC has been completely transformed into a modern, high-tech space equipped with high-end technology, brand new equipment and screens, creating a collaborative environment that brings our controllers together with a shared focus on service reliability and punctuality across UK's capital.

Since its launch, marked by an opening event attended by the Mayor of London, the OCC has overseen over 2,400 buses operating across 170 routes, together carrying more than one million passenger journeys per day. These services are monitored through 24/7 real-time information feeds, including data on road congestion and roadworks, bus departures, vehicle availability and reliability, and the state of charge of electric bus batteries.

By enabling faster decision-making and more effective coordination, the OCC supports improved service management and directly helps us to fulfil our mission to connect people and communities through punctual, reliable and resilient public transport.



Offering affordable journeys

Go-Ahead's UK regional operating companies took part in the Government's £3 bus fare cap scheme. Running from January 2025 until March 2027, the scheme has played an important role in supporting high levels of passenger demand across our services, highlighting the importance of maintaining affordable travel options for the communities we serve.

Go-Ahead continues to support Government fare schemes, and works closely with local authorities and public sector partners to help keep public transport accessible and affordable where possible. Customer-focused fare initiatives like these can encourage existing customers to travel more frequently, while also helping to make bus travel an attractive option for new users.

In addition to the UK £3 bus fare cap scheme, we are working in other ways to make our services more affordable and convenient. These locally-led initiatives reflect the different travel needs of the communities we serve. In Swindon, our local bus operator introduced Day Travel Passes on its app, and in Hampshire, Bluestar Bus kept the £1 evening fare after 6pm, encouraging more customers to travel with us.

A ticket to innovation

Go-Ahead Group has partnered with Google and Littlepay to develop a new digital solution for customers to buy and store their travel passes. This partnership supports our focus on making public transport simpler, more accessible and more convenient for customers.

Using tailor-made software, customers can purchase a 30-day season ticket and store it securely in their Google Wallet, removing the need for physical tickets or separate smart cards and barcodes. This reduces friction in the ticket-buying process and supports a more seamless travel experience.

The new system is being trialled on Brighton & Hove Buses and, subject to the outcome of the trial, we plan to roll it out across our other services in 2026.

Better service, better environment

Go-Ahead is a leader in the operation of electric buses. We started our electrification journey over ten years ago and, with every new zero-emission bus deployed, we are reducing our environmental impact while enhancing the quality of the customer experience.

Electric buses deliver:

- > Quieter journeys, which create a calmer, less stressful environment on-board and at bus stops.
- > Reduced vibration, which improves comfort and benefits passengers with joint pain, balance issues, or sensory sensitivities.
- > Smoother rides, and gentler acceleration and braking improve comfort and stability for passengers, including wheelchair users and those travelling with buggies or luggage.
- > More reliable and fresh fleet, designed with modern passenger needs in mind, with better lighting, clearer audio-visual information, and more flexible internal layouts.

Alongside these customer benefits, our growing electric fleet reinforces the role of buses as a lower-carbon mode of transport, helping customers to reduce the environmental footprint of their journeys.



GTR's rail fleet upgraded as part of the GTR finished Project Aurora.

Project Aurora

In 2025, GTR finished Project Aurora: a £100 million programme to refurbish all 304 Electrostar trains across Southern, Gatwick Express, and Great Northern, upgrading the fleet with modern features designed to enhance passenger journeys. The project started in 2020 and is the largest of its kind that Britain has ever seen.

Raising the bar for customer comfort, the upgraded trains feature enhanced digital screens providing clearer passenger information, plug and dual USB sockets at every seat and energy-saving LED lighting throughout. Alongside these customer-focused upgrades, automatic passenger counting systems have been installed to help GTR analyse services and manage timetables more effectively.

From an operational perspective, the refurbished fleet includes improved on-board data recorders and advanced remote monitoring of train systems, supporting higher reliability and helping to minimise downtime for maintenance or repairs. Additionally, every train is equipped with forward-facing and track-debris CCTV, enabling remote live-streaming and image downloads to support safety management and incident response.

Travelling safely and with confidence

Being able to travel by bus and train with confidence plays an important role in supporting people's independence, mobility and participation in everyday life. Helping customers to feel safe and informed when using public transport is a core part of our approach to inclusion and accessibility and underpins our commitment to delivering transport that people can use with confidence.

A good example of this practice is Go-Ahead Ireland's annual tradition of hosting School Safety Tours in conjunction with the Gardaí, the Irish police, which aim to educate children about safe and responsible travel behaviour.

During the 2025 programme, students explored one of our depots, learned about road safety, and took part in workshops focused on understanding the impact of anti-social behaviour on their community. Participants were also provided with a Bus Safety Booklet and a goody bag containing a high-visibility jacket and other practical items to support safe travel.

In the north of England, Go North West has signed up to Manchester's Women's Night-time Safety Charter, created to make the night-time economy safer for women. The charter provides a clear framework to increase safety and asks for clear commitments from its signatories, such as appointing a women's safety champion, communicating a zero-tolerance stance, and supporting staff and the public to report incidents.

These are visible actions that should meaningfully improve women's confidence and sense of safety when travelling at night, supporting greater independence and access to public transport.



Driving customer satisfaction

We continuously strive to improve our service delivery and do so by actively listening to our customers and using their feedback to inform meaningful service improvements. Every six months, we survey our regional bus passengers to track customer satisfaction and overall feedback on the service. The latest survey, conducted in 2025 with over 14,000 passengers, indicated that our customers' overall satisfaction was 83%, remaining broadly stable compared to the 84% recorded in the previous survey period.

Overall, customers reported positive experiences of our friendly and helpful drivers, their professionalism and safe driving practices, the functionality of our bus apps for tracking arrivals and departures, the comfort of our seating, and the cleanliness and condition of our buses. On the other hand, the customer's positive experience was impacted when there were delays and cancellations, and we also heard that the communications during service disruption could be improved. Customers also indicated a desire for more frequent services in rural areas, particularly during evenings and at weekends.

In Ireland, our high customer satisfaction rates were recognised in the National Transport Authority Customer Satisfaction Survey, where Go-Ahead

Ireland achieved the highest customer satisfaction rate across all Dublin public transport operators.

With a satisfaction score of 82%, and the highest year-on-year improvement rate of 12%, this result reflects the sustained efforts of our teams to improve customer experience and respond to passenger feedback.

In our UK rail operations, overall customer satisfaction reached 84% during the period, representing a year-on-year improvement. Performance at GTS was influenced by the quality of information provided to passengers, perceptions of personal safety, and seat availability. Notably, the Elizabeth line saw a significant increase in satisfaction among customers with reduced mobility. Customer survey feedback also highlighted demand for more frequent services.

GTR's performance remained stable, achieving 72% customer satisfaction – unchanged from 2024. The highest-performing areas were the quality of information provided to passengers and the ease of purchasing tickets. Areas identified for improvement included the on-board experience and perceived value for money.

Delays continue to have a significant impact on satisfaction levels. Customers who did not experience a delay recorded 85% overall satisfaction, compared with just 45% among those who were delayed.

Recognition

The Go-Ahead Group was recognised in a number of awards in 2025, reflecting the commitment, professionalism and impact of our teams in delivering high-quality public transport services.



Go North West named Bus Operator of the Year by the National Transport Awards.

At the National Transport Awards:

- Go North West was named **Bus Operator of the Year**, recognising their innovation and commitment to excellence through their partnership with Transport for Greater Manchester to deliver new routes, services and zero-emission buses, and support improved punctuality and reliability.
- Brighton & Hove Buses won **Best Bus Service** for their 1X express route that carried over 1.1 million passengers within the first nine months of launching, reflecting customer preference for its speed, reliability, and customer-focused design.
- Go South Coast and GTR also made it to the shortlist, highlighting the strength of service delivery across our operations.



Brighton & Hove Buses and Metrobus won the Culture Change Award at the UK Bus Awards.

At the 2025 UK Bus Awards:

- Go North West won the **Recruitment and Retention Category award** for their Elite Driver Recruitment campaign, which changed perceptions of bus driving and saw applications rise by 600%, and contributed to the operator tripling their number of women drivers.
- Brighton & Hove Buses and Metrobus won the **Culture Change Award** for developing a range of full-day CPC courses, including one on understanding customer needs and expectations.

At the 2025 Route One Awards:

- Go South Coast was named **Large Bus Operator of the Year**.
- Brighton & Hove Buses and Metrobus were recognised for **Best Use of Technology**.
- Several of our colleagues were individually recognised for their personal contributions to the transport industry.

In addition, Go-Ahead London had three colleagues recognised by the London Bus Awards for their commitment to service excellence; Go-Ahead Ireland scooped three major awards at the Chartered Institute of Logistics and Transport (CILT) Ireland Awards 2025; and 39 colleagues from Go-Ahead Singapore were recognised at the National Kindness Awards – Transport Gold for their everyday compassion and care shown to customers.

Increasing accessibility for all

We are committed to ensuring our bus and rail networks are accessible to everyone, regardless of their accessibility needs. Making the design of our vehicles more inclusive and equipping our colleagues with the skills and understanding needed to support customers with a wide range of access requirements, including non-visible disabilities, is part of our commitment to accessibility.

Brighton & Hove Buses continue to demonstrate leadership in passenger accessibility through initiatives such as their Helping Hand scheme, an award-winning system allowing passengers with both visible and non-visible disabilities to discreetly communicate their needs to drivers without verbal explanation.

In addition, the Safe Haven scheme, delivered with Speak Out 'Safe Places', provides clearly identified safe spaces for customers who feel vulnerable or unsafe while travelling, strengthening inclusive and safer night-time travel.

In 2025, our operator in Brighton & Hove further strengthened its long-standing commitment to dementia-inclusive transport during Dementia Action Week (May 2025), confirming that all drivers are trained as Dementia Friends, enabling them to recognise and confidently support passengers living with dementia.

The operator also continued to work with Alzheimer's Society and local lived-experience groups to co-design dementia-friendly flooring and seating across the fleet, including designs being developed for new electric buses.

Recognising the team's stand-out efforts to embed inclusivity and accessibility, Brighton & Hove Buses won the **Equality, Diversity and Inclusion Award** at the 2025 Chartered Institution of Highways and Transportation (CIHT) Awards, and the **Collaboration Award** at the Bus Centre of Excellence Awards for the 'Vision Impairment Awareness for Bus Drivers project', an initiative in partnership with the Thomas Pocklington Trust and Sight Loss Councils to train bus and coach drivers to help blind and partially sighted passengers.

In addition, Victoria Garcia MBE, our Accessibility and Communities Manager for Brighton & Hove Buses, has been appointed as one of the UK Government's Disability and Access Ambassadors. In this role, she represents the bus industry, working alongside other ambassadors to improve accessibility and the overall quality of services for disabled customers.

To support blind and visually impaired people to use public transport with confidence, colleagues from our bus operator in Sydney, U-Go Mobility, supported the training of future Assistance Dogs by welcoming 18 labrador puppies onto their services.

The puppies practised boarding and alighting buses, using wheelchair ramps, and becoming familiar with the sights, sounds and smells of public transport to help prepare them for their future roles as

guide dogs.

In our rail division, GTR partnered with South Western Railway and Transport for London to develop a new Try a Train scheme aimed at local residents with sight impairments. Working alongside the Sight Loss Council and GTR's accessibility team, participants learned about Sutton station's layout and assisted travel support options before travelling together to navigate a busy interchange at Wimbledon.

GTR also welcomed a group from the Cambridgeshire Deaf Association to better understand their experiences of using public transport and to explore opportunities to make rail travel more inclusive. The group shared feedback on proposed service improvements, tested BSL smart screens at stations, and trialled the Convo app, a real-time BSL interpretation tool. By working closely with customers and community groups in this way, we aim to reduce barriers and support more people to travel with confidence and independence.

Care for our customers	2025	2024	Variation
UK regional bus customer satisfaction	83%	84%	↓
Regional bus punctuality	84%	80%	↑
UK rail customer satisfaction	78%	72%	↑
Rail punctuality	85%	85%	-



Care for our community



Across our global operations, we play a vital role in keeping communities connected and supporting their social and economic wellbeing. As a responsible business, we seek to make a positive contribution beyond the services we operate, helping the communities we serve to thrive.

Contributing to the UK economy

As a major provider of public transport services in the UK, Go-Ahead creates opportunities for millions of people every day to access jobs, education, training and leisure. According to Oxford Economics, in 2025 our business contributed £6.4 billion to the UK's gross domestic product (GDP) and supported nearly 87,000 jobs.

Whether through our direct impacts, such as the people we employ; indirect impacts, including our spending with suppliers; induced impacts, reflecting the economic activity generated by our employees' and suppliers' employees' household spending; or through tourism impacts, generated by visitors using our services, Go-Ahead plays an important role in supporting the UK's economy, society and environment.

These figures highlight that buses and trains are more than just transport; they are an integral part of the communities they serve and make a significant contribution to the wider economy.

The principal ways Go-Ahead contributed to the UK economy in 2025 were:

- 1 **Direct employment:** £1.9 billion through employee compensation and employment-related taxes, such as income tax and National Insurance contributions.
- 2 **Supply chain impact:** £2.2 billion through supply chain spending, supporting businesses across the UK.
- 3 **Indirect employment impacts:** £2.1 billion generated by the spending of wages by our employees and those employed across our supply chain.
- 4 **Tourism impacts:** £110 million generated by tourists using Go-Ahead services and spending in UK towns and cities.

According to Oxford Economics, in 2025, for every £100 contributed directly by the Group, our activities supported a total of £330 in economic output across the UK.



Giving back to our communities

Public transport networks inherently support thriving, connected communities, but we recognise that our contribution goes beyond the services we operate. Through our grant funding programmes, regular community volunteering and staff-led fundraising, we strive to create additional social value for the communities in which we operate.

In 2025, our bus operator in the north-west of England delivered over 800 hours of volunteering, supporting projects to tackle loneliness, engage with school pupils and benefit the environment. In addition, Go North West donated over £15,000 to local charities and offered 11,000 weeks of apprenticeship opportunities.



Oxford Bus Company branded an electric bus to support the mental health support charity One-Eighty.

Go North West also launched a new grant scheme during the year and ran the first funding round of its Summer Community Grants, with one successful applicant selected in each of the areas it serves across Greater Manchester. The grants supported initiatives including services for bereaved families, the provision of hot meals for children and young people, and entertainment for a community lunch club organised for older people.

Oxford Bus Company hosted its annual Brand the Bus competition, with a record 12,226 members of the public voting for their preferred charitable cause. The winning organisation was Oxfordshire-based mental health charity One-Eighty, whose branding will feature on an electric double-decker bus for 12 months.

The charity also received additional promotional support through on-board and radio advertising, as well as charity partner status with Oxford City FC. Together, these activities help to increase awareness and understanding of One-Eighty's work, which focuses on supporting young people to look after their mental health and re-engage with education.

In the south of England, Go South West donated £500 to Dorset Mind, supporting young people on the waiting list for NHS services, and Go South Coast successfully raised nearly £35,000 for charity partners Guide Dogs for the Blind.

Further afield, Go-Ahead Singapore delivered its annual roving bus tour in collaboration with Allkin, a social service agency that helps unlock opportunities for vulnerable people and their families and carers. The tour was designed for people living with dementia and their caregivers and provided practical travel guidance at Go-Ahead bus interchanges, including demonstrations of how to use Dementia Go-To Points and Helping Hand schemes.



Chatting loneliness away

Our Chatty Bus initiative is an ongoing project designed to help tackle loneliness by encouraging conversation between passengers. For some of the most vulnerable members of society, bus journeys can represent the only opportunity for social interaction, with research suggesting that around one in three UK residents have taken the bus for the chance to engage with others¹⁰.

Our designated Chatty Bus services create an environment where passengers can talk and feel heard. To take part, passengers simply pick up a 'happy to chat' badge when they board, and a friendly Go-Ahead volunteer will approach them to strike up a conversation. This year, our Chatty Buses returned to Oxfordshire, Berkshire and Greater Manchester, continuing to support connection and a sense of community across the areas we serve.

In a year full of conversation and connection, we've had Carousel Buses and Kent Fastrack delivering their first Chatty Bus services, while Go North West provided a dedicated special outing for older people at greater risk of isolation, working together with Age UK Farnworth.

In rail, GTR's Your Station, Your Community Improvement Fund is a cross-cutting programme launched in 2023 designed to support local communities and charities to deliver projects that matter most across our network. Between April 2024 and March 2025, the scheme awarded £448,000 in new grants and is estimated to have generated £121,274,540 in social value, which has been independently validated.

In line with Go-Ahead's focus on health and wellness for our colleagues and customers, GTR signed a three-year partnership with mental health charity Mind in 2024, with the aim of raising £100,000 to improve access to mental health support in the UK.

In 2025, GTR colleagues organised a wide range of events, including a fundraising walk, a charity boxing match, a Move for Mind event, a fundraiser at our driver training centre, and a Christmas quiz at GTR's head office, raising over £90,000 for this very important cause.

¹⁰https://www.neighbourlylab.com/wp-content/uploads/2024/10/Encouraging-greater-interaction-and-kindness-on-London-buses-findings-and-impact-report_.pdf



Keeping people connected

Each of our operating companies aims to go the extra mile for the communities they serve, and in 2025 delivered a range of initiatives to help keep people connected.

During the half-term period, Go North East offered free travel for up to three children travelling with an adult, enabling over 20,000 children to spend time in their local communities with their families while also encouraging more sustainable forms of travel. In the same spirit, Go North East provided free travel on Armed Forces Day for serving military personnel, veterans and cadets, while Go North West offered nearly 100 hours of free trips to support community education and employability initiatives.

To celebrate the 200th anniversary of the modern railway, GTR partnered with the heritage line Bluebell Railway to offer 9,000 free train tickets for school children to explore the UK's most historic routes. School groups engaged in STEM-focused workshops showcasing both heritage and history, and cutting-edge rail technology in action.

GTR also organised its first Rail Trail, partnering with hiking groups Common Ground and Gorp Girls to provide 200 of their members with free train travel to get out in nature and enjoy a community walk at Box Hill, Surrey. This initiative was organised based on GTR research showing almost 80% of Brits believe taking a walk is good for their mental health.



Transaid representatives visiting Go-Ahead London's Training Academy in Camberwell to learn driver training best practices.

Helping to create safer roads in Ghana

Building on our long and ongoing partnership with Transaid, a UK-based not-for-profit organisation dedicated to improving transport safety across sub-Saharan Africa, in November Go-Ahead London welcomed two project managers from the charity to our Training Academy in Camberwell to share best practices in driver training.

Over three days in our depot, Transaid representatives observed driver training both on the road and in the classroom, focusing on how trainers can communicate effectively with drivers to teach real-life skills and instil confidence. This knowledge transfer will help raise transport standards in Ghana, where formal HGV driver training was only introduced in 2021.

Go-Ahead has been teaching people to drive buses for over 40 years, and the insights gained through this three-day exchange will be taken to Ghana, where driver training is undertaken through an informal apprenticeship process, with more experienced drivers passing on their knowledge to people starting their driving careers.

For a second chance

Go-Ahead became a founding partner of Rebuilding Futures Alliance (RFA), a not-for-profit organisation that supports people with past convictions into meaningful employment. By providing a wide range of fulfilling career opportunities in the bus and rail sector, our partnership aims to break the cycle of reoffending while contributing to economic growth.

By working collaboratively with RFA and other community partners, we are able to extend our reach beyond what we could achieve alone, creating opportunities that benefit individuals, communities and the wider economy.

Creating a sustainable supply chain

With over £2bn of annual spend across our supply chain, Go-Ahead is conscious of the social, economic and environmental impacts that our procurement decisions have and the indirect value we can create. By considering these factors as part of our procurement processes and decision-making, we mitigate risk and generate wider positive impacts.

A major focus of our procurement activity has been the investment in new zero-emission buses, which we are increasingly rolling out across our operating companies. These vehicles

represent a significant investment in green technology and the UK manufacturing base and are helping to create new, sustainable jobs. Last year, we announced a partnership with Wrightbus to purchase 1,200 electric buses, an investment expected to help create up to 500 local jobs and support a further 2,000 roles across the wider UK supply chain.

Go-Ahead works in accordance with ISO 20400:2017, the international standard for sustainable procurement.

Our alignment with this standard was independently verified in 2025, with our procurement processes assessed as 'mature', demonstrating the strength of our governance, policies and approach to using procurement as a lever for positive change.

In 2019, we launched the UK transport industry's first Sustainable Supply Chain Charter, which sets out minimum expectations for our suppliers across key areas of corporate responsibility. In 2026, we plan to refresh the strategy and commitments within the charter to ensure our actions remain meaningful and continue to maximise social and environmental benefits across our supply chain.

Care for our community	2025	2024	Variation
Cash contributions (£) ¹¹	399,277	171,978	⬆️
Gifts in kind (£) ¹²	632,271	426,062	⬆️
Time donated (e.g. volunteering) (hours)	6,239	5,171	⬆️

¹¹The total monetary donation made by Go-Ahead and its operating companies to charitable initiatives. Includes donations/memberships/partnerships with not-for-profit organisations, match funding, and sponsorship of community-driven events. Excludes sponsorship of purely business-driven events and money raised by employees and communities.

¹²Non-cash resources committed by operating companies to community activities such as bus/rail ticket donations and other corporate assets/resources, such as used IT equipment and furniture.



About this report

The Go-Ahead Group Limited's Sustainability Report 2025 contains information about our environmental and social performance within the period between 1st January 2025 – 31st December 2025. 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.

The greenhouse gas emissions from our joint ventures, U-Go Mobility in Australia, Connecting Stockholm in Sweden and GTS in the UK, have been included 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 2025. 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 2025 to 31st December 2025.

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.

The Go-Ahead Group Limited

Registered office
Second Floor
55 Degrees North Pilgrim Street
Newcastle Upon Tyne
NE1 6BL
+44 (0) 191 232 3123

Head office
2nd Floor
Friars Yard
160 Blackfriars Road
London
SE1 8EZ

GoAhead