Annual Corporate and Social Responsibility Report
2014

Safety
Community
Environment
Passengers
Employees
As one of the UK’s greenest bus companies, Oxford Bus Company takes pride in being part of the local community. We take our responsibilities very seriously and continuously monitor how our business impacts on the people and places around us.
About Oxford Bus Company
We are part of the Go-Ahead Group plc, one of the five major transport groups involved in running buses in the UK. The Go-Ahead philosophy is for each subsidiary company to run as an autonomous business in tune with local markets.

Highlights for 2012/2013
• For the third time, our flagship airline coach service won ‘Express Coach Operator of the Year’ for 2012.
• Won the new contract with Oxford Brookes University to continue providing their bus service
• Oxford Bus Company is fully compliant with the Low Emission Zone introduced in Oxford from the 1st January 2014.
• Planning began on the installation of Solar panels on to the roof of the Cowley House depot.

Where we operate
We provide a network of high frequency services throughout the central Oxfordshire region, including the Oxford park&ride system, BROOKESbus and links from Oxford to Central London and to Heathrow and Gatwick airports.
Welcome to our latest Annual Corporate and Social Responsibility Report

This time last year, we were celebrating Oxford Bus Company’s continued desire to be at the forefront of innovation in the bus industry. This followed the successful launch of the Transform Oxford Scheme and our constant promise to deliver a high quality bus service whilst minimising our environmental impact on the historic city of Oxford.

Over the last 12 months, we haven’t rested on our laurels and have moved to further enhance our reputation within the bus industry.

2012/13 saw Oxford Bus Company add 19 brand new electric-hybrid buses to our fleet with the help of government funding. The new vehicles, in addition to the 18 already in operation, means we operate one of the highest percentages of electric-hybrid buses in a bus fleet in the UK. This has gone some way to helping the company reduce fuel consumption and CO₂ emissions by as much as 39%. It’s not just our buses that continue to be at the forefront of sustainability with plans in place to install solar panels to the roof of our head office. This is part of a ground breaking initiative with Oxford’s Low Carbon Hub which has already received praise from the Prime Minister, David Cameron. We feel these investments go a great way to achieving our aim of delivering a low emission and low carbon service.
We value the thoughts of our passengers and conduct surveys throughout the year to gain the opinions of our customers. This will help us as a company to improve and continuously move forward in line with passenger demands. Our commitment to listen to our passengers resulted in Oxford Bus Company receiving a 94% journey satisfaction rating in a survey carried out by Passenger Focus. This was up from the previous year and was a rating not only higher than any other local operator, but the second highest in the entire country. Although this is an excellent result, we have to ensure we continue to work hard to maintain and improve this score for next year.

This wasn’t the only success for us in 2012 as we celebrated success at the UK Bus Awards. Our flagship service, the airline, won Express Coach Operator of the Year. This followed the considerable investment in coaches we made the previous year and is fantastic recognition of the great team effort which lies behind the service. It is also the third time the airline has won the award which is an unprecedented achievement.

Behind the success however lies a strong team and our staff remain our most important asset. Like our passengers, we value their thoughts and opinions and this year, we launched an Employee Engagement Survey. The results highlighted many positive points but also allowed us to identify areas where we need to improve. I am pleased to say that we have already taken steps to remedy these points, and further details on this feature later on in this report.

Following such a successful year for Oxford Bus Company, we look forward to continuing the trend and embracing new challenges.
Safety

Our primary commitment is the safety and comfort of our passengers and staff. Quite often, the fear or anticipation of crime is more prevalent than crime itself, so reassurance about travelling or working on our services is very important.

All of our buses and coaches are fitted with multi-camera CCTV which records constantly what’s happening inside and outside the vehicle. The number of incidents involving staff or passengers are thankfully very few, and we are confident that this in part is due to the additional security which the cameras bring.

We have a close working relationship with Thames Valley Police, and this covers not just CCTV but also other issues such as gathering evidence when incidents do happen. For example, there has been a small but growing number of incidents where our drivers have been spat upon. We have countered this by issuing all staff with ‘spit kits’ - these collect a sample which is passed onto the Police for DNA analysis and where appropriate prosecution.

The best situation, of course, is for there to be no incidents and so we train our staff in skills to diffuse situations, and to ensure that the message from customers is heard.

In a busy city like Oxford, there are many potential conflicts with other road users and pedestrians. Again, our staff are trained - and receive regular refreshers - on the importance of recognising other road users and pedestrians, and how to minimise these conflicts.

100% of buses fitted with CCTV

ONLY 20.25 bus accidents per million miles
Oxford Bus Company has a long history of providing greener travel options for the people of Oxford. We’ve been leading the way in Oxford on environmentally sensitive transport for nearly twenty years and we already have one of the greenest bus fleets in the country. Providing the best possible bus service whilst reducing our environmental impact on the historic city remains one of our core objectives as a company.

In the last five years we’ve invested over £15 million in the greenest vehicles including state of the art electric-hybrid buses. With the arrival of 19 new vehicles in January 2013, we now operate 30% of our local and park&ride routes on electric-hybrid technology.

This means a reduction in fuel consumption by as much as 39%, which in turn reduces our CO2 emissions by the same amount. Our new Volvo hybrid vehicles also produce 50% less Nitrogen Oxides compared to traditional diesel engine buses.

We’re set for LEZ

From 1st January 2014, Oxford City Council, together with Oxfordshire County Council implemented the Oxford Low Emission Zone (LEZ) within Oxford City Centre.

The LEZ can therefore be seen as encouraging other companies to come up to our high standard.

We have been working together with the local councils for many years and we anticipated that the LEZ would come, and so we have been able to gear our vehicle intake to this. All buses operating on a service that runs at least hourly within the Low Emission Zone (LEZ) of Oxford City Centre will have to meet the stringent ‘Euro V’ standards for NOx (various oxides of nitrogen). Oxford Bus Company is fully compliant with these requirements.

A Sustainable Workplace

Solar panels have been installed to the roof of our Head Office in Cowley as part of an initiative with the Low Carbon Hub. Oxford Bus Company is the first Oxfordshire business to take part in the scheme, which has received the praise of Prime Minister, David Cameron.

The solar panels supply us with low cost electricity as well as providing the Low Carbon Hub with an income stream to support and fund community energy projects across the City and County.

The Low Carbon Hub is a social enterprise that works to reduce carbon emissions across Oxfordshire by developing renewable energy projects for the benefit of local communities.

This is a great project for the company to be involved with. We have consistently established good environmental practices and our bus fleet has one of the best environmental profiles in the UK. However, we also recognise that it isn’t just about our buses: it is about how we run our whole business, what we call a ‘holistic’ approach where environmental best practice is embedded in everything we do. The Low Carbon Hub project is attractive to us because it has the right investment profile and there is a great payback to the community. Once work is complete, the solar panels will generate approximately 15-20% of our electricity.
Passengers

2012/13 saw us conduct passenger feedback surveys throughout the year which allowed us to gather the thoughts and opinions of our customers. From this, we were able to respond to passenger demands and introduce new initiatives that would improve the customer experience.

Satisfaction

The results of the national Passenger Focus Bus Passenger Survey show bus journey satisfaction has risen; 94% of passengers were either ‘satisfied’ or ‘very satisfied’ with our service. This score is up 2% on the previous year and was the second highest rating in the entire country.

The results take into consideration all the key aspects of the passenger’s journey including information provided at the bus stop, fares, the helpfulness of the driver and their driving standards, aspects of the actual journey itself and the cleanliness and condition of the bus.

Better Value Travel

Whilst Oxford SmartZone has shown unprecedented popularity and success, we received feedback from some customers who do not live on joint routes, requesting a product that is more tailored to their requirements. We therefore introduced cityzone - a new zone which covers Oxford Bus Company and Thames Travel buses within the same geographical area as Oxford SmartZone. cityzone provides the perfect solution to the issue and also enhances the overall customer offering.

Since its introduction, we have seen 20% of our key customer base move from an Oxford SmartZone product to the new cityzone product.

New Travel Shop

Almost half of all journeys on Oxford Bus Company buses are paid for using the key. With more and more passengers switching to the key to pay for bus travel, we felt the right move would be to open a new Travel Shop in Oxford City Centre. The new facilities were opened in July 2013 and have proved to be an instant success with commuters and city centre workers choosing to renew their key products at the new shop.

Access for All

Oxford Bus Company want to make bus travel on our buses easier for everyone. We are aware that different passengers have different needs to make travel easier, be they passengers in wheelchairs or mobility scooters, those who have difficulty walking, the blind, and those who are pregnant or have young children.

The company has introduced easy access buses across the whole fleet, with changes made to the interior layout of all vehicles to try and accommodate as many different customers’ needs as possible. Every driver also took part in the Oxfordshire County Council approved Disability Awareness Training.

The scheme to allow both wheelchair users and people with buggies to use Oxford Bus Company services was introduced this year. The initiative to provide separate buggy and wheelchair spaces across the fleet has been welcomed by community groups and local councillors.
Employees

Our employees are our greatest asset and we need to ensure that they know that. We also need them to know that their opinion matters. Our first ever Employee Engagement Survey allowed our staff the opportunity to tell us what they like about working for us, and more importantly, help us understand where we can improve.

The survey’s key findings were:

• The company is focused on customer care
• Our staff know what they have to do in their own roles
• The company provides staff with the materials to do carry out the job
• Our staff understand how their work contributes to the success of the company
• There is widespread recognition of our Equality and Diversity practices

With regards to areas to improve upon, the survey highlighted several points, for which we moved to remedy:

Communication

The survey confirmed that a high proportion of staff read our staff newsletter, Oxforward. However, there was still a gap in communications. For operations, this has been resolved by the appointment of Field Duty Managers, who are available to staff 7 days a week. The Field Duty Managers also hold regular ‘drop in’ sessions at our city centre rest facilities, where drivers can bring their comments and concerns. These have already led to action being taken on several issues.

Workplace Environment

Although we have one of the most modern operating centres in the bus industry, we need to ensure that this is used as a basis for a safe workplace. To address this, we have put in place plans to recruit a Health and Safety Manager who will be responsible on an on-going basis for managing risk in all workplaces.

Recognition and Development

We believe that the changing nature of work means it is necessary for all employees to learn new skills and update existing skills on a continual basis. That is why we are working alongside trade union body, Unite to introduce Lifelong Learning. The program has already proved a success with many employees gaining a qualification in key learning areas, such as English, Maths and ICT.

We are continuing to look for new ways of improving the workplace environment for all staff and an ongoing focus group will assist with resolving any issues and will maintain the key communication link between management and employees.
Community

Having been part of Oxford for over 130 years, our presence in Oxford has a great impact on Oxford itself and the local community.

**Stakeholder Events**

Having attended over 700 stakeholder events, our commitment to engaging with the people of Oxford is obvious.

Our ongoing partnerships with not-for-profit organisations such as the Ashmolean Museum, Creation Theatre, Oxford Playhouse and Pegasus Theatre are a testament to our commitment to supporting Oxford’s world-class contribution to the arts.

**Charity Work**

In addition, our support of Oxford Preservation Trust demonstrates our dedication to preserving Oxford’s rich surroundings.

We regularly donate tickets for travel on our services to local schools, community groups and charities. Our uncollected lost property and passenger change is also donated to charity on a regular basis.
The Statistics

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<tr>
<td><strong>Safety</strong></td>
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<tr>
<td>Bus accidents (per million km)</td>
<td>18.8</td>
<td>15.81</td>
<td>15.33</td>
<td>20.25</td>
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<td>Fleet with CCTV (%)</td>
<td>100.0</td>
<td>100.0</td>
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<td><strong>Environment</strong></td>
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<tr>
<td>Carbon emissions per passenger journey (kg)</td>
<td>0.83</td>
<td>0.81</td>
<td>0.71</td>
<td>0.75</td>
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<td>Site energy savings</td>
<td></td>
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<tr>
<td>- Gas consumption (kwh)</td>
<td>524</td>
<td>523</td>
<td>391</td>
<td>45</td>
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<tr>
<td>- Electricity consumption (kwh)</td>
<td>767</td>
<td>762</td>
<td>760</td>
<td>284</td>
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<td><strong>Fuel efficiency</strong></td>
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<tr>
<td>- Miles per gallon</td>
<td>7.98</td>
<td>7.92</td>
<td>8.02</td>
<td>8.24</td>
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<td><strong>Passengers</strong></td>
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<tr>
<td>Number of journeys running to schedule (%)</td>
<td>95.86</td>
<td>96.47</td>
<td>95.9</td>
<td>96.3</td>
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<tr>
<td>Fleet with wheelchair accessibility (%)</td>
<td>89.0</td>
<td>89.0</td>
<td>100.0</td>
<td>100.0</td>
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<tr>
<td><strong>Employees</strong></td>
<td></td>
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<tr>
<td>Number of employees</td>
<td>564</td>
<td>559</td>
<td>569</td>
<td>557</td>
</tr>
<tr>
<td>Turnover rate (%)</td>
<td>11.0</td>
<td>12.0</td>
<td>11.0</td>
<td>11.2</td>
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<td>Absence rate (%)</td>
<td>4.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.3</td>
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<td>Number of staff training days</td>
<td>354</td>
<td>76</td>
<td>1,337</td>
<td>172</td>
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<tr>
<td>Diversity by ethnic group (%)</td>
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<tr>
<td>- Asian, Back or other origin</td>
<td>11.0</td>
<td>12.2</td>
<td>12.8</td>
<td>14.0</td>
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<tr>
<td>- White</td>
<td>89.0</td>
<td>87.8</td>
<td>87.2</td>
<td>86.0</td>
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<tr>
<td>Diversity by gender (%)</td>
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<tr>
<td>- Women</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
<td>8.8</td>
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<tr>
<td>- Men</td>
<td>91.0</td>
<td>91.0</td>
<td>91.0</td>
<td>91.2</td>
</tr>
<tr>
<td>Average length of service (years/months)</td>
<td>9yr 6m</td>
<td>8yr 10m</td>
<td>9yr</td>
<td>9yr 4m</td>
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<tr>
<td><strong>Community</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Charitable giving and investment (£)</td>
<td>25,083</td>
<td>27,478</td>
<td>24,435</td>
<td>26,842</td>
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<tr>
<td>Number of stakeholder events</td>
<td>n/a</td>
<td>397</td>
<td>544</td>
<td>728</td>
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For information on the full Group data please visit our corporate website www.go-ahead.com
You can find out about Oxford Bus Company by visiting our website oxfordbus.co.uk. More information on how Oxford Bus Company manages its corporate responsibilities can be found by visiting: go-ahead.com/sustainability

If you have any comments, views or ideas on how we might improve, or have any thoughts on other issues that we should address in this report please write to:

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This report was put together by The Go-Ahead Group and designed and produced by Oxford Bus Company.