

Taking care of every journey

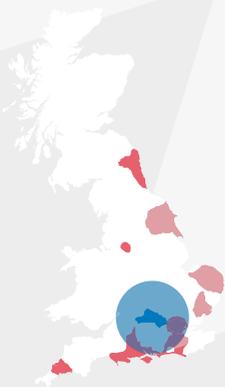
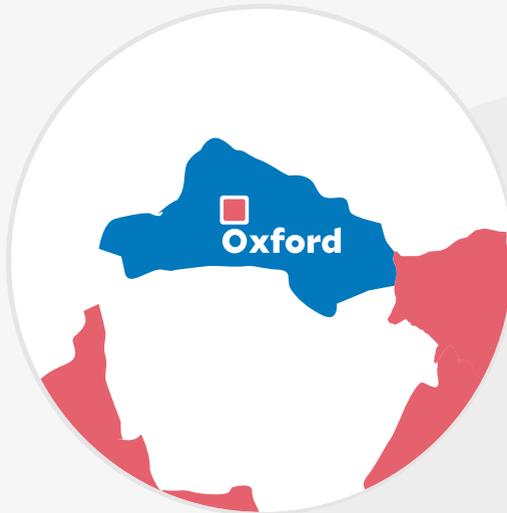
The Oxford Bus Group
Sustainability Report 2019



Oxford Bus have connected passengers across Oxford, South Oxfordshire, Buckinghamshire and Reading since 1881. We also provide services between Oxford and London, Heathrow and Gatwick. The Group's fleet consists of 286 buses and coaches across three depots (Oxford, Didcot and High Wycombe).

We have also offered open-top bus tours of Oxford, since acquiring City Sightseeing Oxford in December 2017. Our PickMeUp on-demand ride-sharing minibus service has also grown rapidly since its launch in 2018, serving passengers in the eastern arc of Oxford.

We provide employment for over 800 people throughout the region.



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Social media:

-  Oxfordbuscompany
-  ThamesTravel
-  Citysightseeingoxford
-  Oxford.pickmeup
-  @OxfordBusCo
-  @Thames_Travel
-  @CarouselBus
-  @OxfordOpenTop
-  @Oxford_pickmeup

Websites:

- oxfordbus.co.uk
- thames-travel.co.uk
- carouselbuses.co.uk
- citysightseeingoxford.com
- pickmeup.oxfordbus.co.uk



Our reporting structure

We are committed to operating our buses in a way which helps to put our services at the heart of the communities they serve. This report is split into six sections:

Finance

To work together with suppliers to jointly deliver the best possible service.

→  Read more on page 4

Stronger communities

To be a responsible partner, supporting our colleagues and wider local community.

→  Read more on page 5

Happier customers

To gain more happy customers and reward colleagues for receiving positive feedback.

→  Read more on page 6

Better teams

To perform all job roles and tasks competently to allow further growth.

→  Read more on page 8

Smarter technology

To implement new market leading technology and adapt it for the best results for our customers and colleagues.

→  Read more on page 10

Cleaner environment

To improve air quality and encourage fuel efficiency at all locations across the business.

→  Read more on page 12

Managing Director's message



2019 highlights

- Opened the new Thames Travel depot in Didcot.
- Expanded PickMeUp, Britain's largest demand responsive bus service.
- Won the contract to provide Science Transit Shuttle services part-funded by the University of Oxford, Science and Technologies Facilities Council and UK Research and Innovation.
- Invested £3.5m in upgrading Airline services.
- Won the 'Investors in People' Silver award.
- Rolled out a new 'Wellness@Work' colleague support programme.

"We've risen to the challenges and further improved our business for customers, colleagues and our community this year. We're focussed on providing excellent travel services adapting to the City's evolving landscape and utilising innovative technological solutions."

Phil Southall
Managing Director

In February 2019, we opened Thames Travel's new depot as a central hub for its growing team and bus fleet. The move from the old depot in Wallingford was part of a £2.5m investment into fleet, infrastructure and people. The new depot in Collet, Didcot boasts a fully equipped workshop, fuelling and washing facilities, newly refurbished office space and a large parking area for vehicles when not in service. The building has been fitted with the latest energy efficient LED lighting.

This year we invested £3.5m upgrading our Airline fleet with 11 new, high specification, Mercedes Turismo coaches. This service consists of 16 coaches in total and operates 24/7 365 days every year between Oxford and Heathrow and Gatwick airports. The new coaches are fitted with the latest green technology and are ultra-low Euro 6 rated for emissions. The vehicles provide customers with luxurious seating that can be extended both vertically and horizontally, plus tray tables, USB charging points, sat nav progress display, free WiFi, wheelchair access and much improved luggage capacity. In Financial Year ending June 2019 this service carried more than 600,000 passengers. Based on Experience

Oxfordshire's 'Economic Impact for Tourism' report, it is estimated that the service brings in more than 150,000 visitors to Oxford annually and therefore contributes approximately £75m to the local economy. The service is popular with customers who benefit from drop-off points near the Terminals with walking times of 5 minutes from coach stop to Heathrow T5 or Gatwick North/South, and 10 minutes from Heathrow T2 and T3. Nine of the new coaches are branded with the Airline blue livery, while the other two are fully wrapped in eye-catching artwork as part of our partnership with the world famous Ashmolean Museum.

We expanded our award-winning 'PickMeUp' on-demand, ride-sharing minibus service this year, with investment in additional vehicles bringing the fleet total to ten, and expanding the travel zone in response to customer feedback to include popular Jericho and Summertown destinations. The hours of operation have also been extended, enabling passengers to use the service until 23:00 hours on weekdays, and mid-night on Saturdays. The improvements have been well-received and we have seen increased riders and associated revenue.

Towards the end of FY2018-19 we won the contract to launch the Thames Travel Science Transit Shuttle service, connecting Oxford and key employment sites, facilitating collaboration in research and enabling Oxford University to access the cutting-edge scientific infrastructure at Harwell including Europe's largest synchrotron. In order to do so, we invested £1m in a new fleet of six ultra-low emission (Euro 6) vehicles.

We purchased 25 new Euro 6 buses and coaches this year (including the above-mentioned Airline coaches). Among these were six electric hybrid vehicles for our popular BROOKESbus service. As part of our ongoing commitment to developing sustainable travel solutions,

267
staff training days

841
employees

23.6 million
passenger journeys

we also completed the upgrade of a further 59 vehicles to Euro 6. This represents a major achievement in terms of improved air quality. In addition, we invested in further innovative technological solutions this year, such as NotLost – of which more later.

We are proud to have won the 'Investors in People' Silver award this year, showcasing our achievements in terms of sustainability, continued improvement and creating an outperforming place to work. We have also rolled-out a new 'Wellness@Work' programme of awareness and support available for colleagues. This is designed to provide opportunities for colleagues to learn more about their own (physical, mental and financial) health and wellbeing, with support from both Occupational Health and HR functions.

Finance

The 23 million journeys taken on our services every year are critical to our local community and economy.

These journeys provide our customers with a convenient way to travel around the communities we serve; going to work, engaging in social activities, and accessing essential services. Through helping people make these connections, we make a direct positive contribution to the communities we serve.

Nearly two thirds of visitors to Oxford City Centre on any given day get there by bus, and so our services are also essential in ensuring a vibrant and prosperous high street economy.

We have 841 employees and we are dedicated to providing training and development, supportive inclusive workplaces, engineering apprenticeships and a graduate and internal management trainee programme. These investments allow our people to reach their full potential, with the aim of improving our customers' overall experience.

In 2018-19 we made a direct contribution to the UK economy through payment of £957k in corporation tax, and through £2.82m in National Insurance and Apprenticeship Levy contributions.

We invested £6.9m in 25 new, ultra-low emission vehicles during the year, and more than half our fleet now meets the Euro 6 emissions standard, helping to improve air quality in the areas we operate.



Key highlights

£6.9m

investment in new buses

0.9%

improvement in MPG

90%

customer satisfaction

2.5%

passenger volume growth

£34,901

community investment

24.2m

bus kilometres travelled

Stronger communities

The Oxford Bus Company supports a wide variety of charities and other good causes, helping to build a stronger local community through challenges and fundraising activities.

In response to the Government's report on loneliness, we ran our first 'Chatty Bus' day in January 2019. Our volunteers were on board the Thames Travel Route 41 service all day, chatting to passengers. We ran another 'Chatty Bus' activity in June, encouraging passengers to chat with each other.

In April 2019 we launched a specially designed bus celebrating Girlguiding Oxfordshire as the winners of our first 'Brand the Bus!' competition. This eye-catching addition to the Oxford Bus Company fleet now travels the streets of Oxford every day promoting not only the winners but also positioning Oxford Bus Company as a responsible and supportive business within our community. In its first year the competition attracted 37 entries from local charities and other good causes, and almost 6,000 unique votes from members of the public. The winner was selected by a panel



Winners! Members of Girlguiding Oxfordshire were delighted to climb on board their 'Brand the Bus!' competition winning bus at the launch event in April 2019.

of judges from a shortlist of ten entrants who attracted the most public votes. Now in its second year, the 'Brand the Bus!' competition opened to entrants again in June 2019.

Our driver, Mark Temple, set out to complete an amazing 50 marathons in a single year, and successfully achieved this amazing feat on his 50th birthday in May 2019. He elected to run along bus routes, motivated by fellow drivers giving him a wave and a shout of encouragement. Oxford Bus Company supported his achievement with a publicity campaign and £1000 donation to Sobell House, his nominated charity.

We continue to proudly sponsor several local sports teams, including Barton Ladies FC (17-25 year olds) and Girls (under 13s) teams. We have also kitted out the East Oxford United Boys teams with fresh kits again this year for both their Under 16s and Under 12s.

The Oxford Bus Company is also proud to support the Oxfordshire Community and Voluntary Action's annual awards night, which brings much-deserved recognition to individuals and organisations in the voluntary sector. The OCVA support and empower volunteers, networks, partnerships and non-profit organisations.



Cheque, please! Oxford Bus Company Managing Director, Phil Southall presented Mark Temple with a cheque for £1000 on completion of his 50th marathon in support of Sobell House hospice.

Happier customers

No business would exist without its customers, and Oxford Bus Company is no exception. In an increasingly challenging market, “putting the customer first” must be the prism through which all business decisions are made. That’s why we’ve been listening, investing, and most of all, doing.

Independent passenger surveys

We consistently rank near the top of the Transport Focus Bus Passenger Survey. The study, conducted annually by the transport watchdog, measures all aspects of customer satisfaction from value for money through to the quality and cleanliness of services. In the autumn 2018 survey we achieved 92% overall satisfaction, up 3% from the previous year. Our park and ride service, the most established in the country, stood out across the industry with an impressive score of 96%.



Customer feedback

“Great place to find out about buses to and from Oxford. Also to get your travel card from and to do your top up.”

David King

“Always very good and reliable.”

Susan David

“The place to organise bus trips in and through Oxford, as well as between Oxford and London. Friendly and efficient staff are the cherries on the cake.”

Joy Owen



A happy team is an effective team: our Colleague Relations program has increased employee satisfaction which is key to engaging with our customers.

Customer feedback

“He was so friendly when I got onto the bus, he was patient with me which is great! He’s a lovely guy and I wish all bus drivers were like him.”

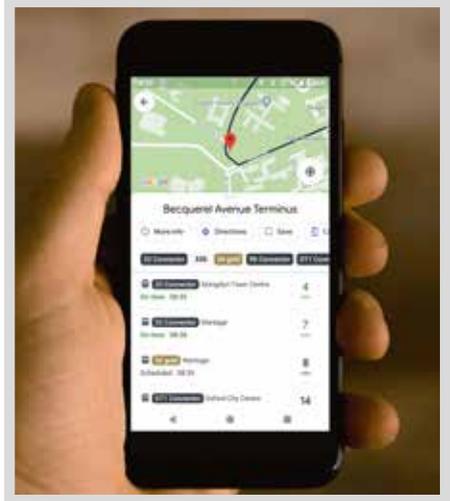
X90 customer

“I was on the number 4 from Wootton at 8.47 this morning going to Oxford and the driver was very kind and helpful to a disabled man who was struggling when he got on the bus. He’s a good advert for your company. Thanks.”

city4 customer

“Impressed with your driver’s customer service skills. He went out of his way to be welcoming and helpful to everyone, and his announcements were very clear.”

Customer comment on one of our X90 drivers



Where's my bus? In times of disruption, research has shown that our customers are much more forgiving if they are informed. Our mobile app and Google Maps integration help us achieve this.

Putting things right when they go wrong

Early in 2019, we introduced an industry-leading incident and feedback management system, developed by UK company Arepo. In addition to streamlining the follow-up experience for customers when they report incidents or other feedback, automated workflows in the background ensure that matters are escalated to the appropriate departmental manager with no delay.

Improved integration with Google Maps

We continue to improve the quality and granularity of journey planning and realtime data that we provide to Google Maps, to ensure our customers can see where their bus is and when it's going to arrive. This work is closely associated with our preparation for the central government's Open Data requirements that will soon be coming into force.

Better teams

Oxford Bus Company is one of Oxfordshire's largest employers, with all employees paid in excess of Oxford Living Wage.

The Oxford Bus Company have been Investors in People accredited since 2016. We're committed to sustainability, continuing improvement, and to creating an outperforming place to work. The Oxford Bus Company achieved silver accreditation from Investors in People in April 2019, and we're part of the Go-Ahead Group, who have achieved a gold standard accreditation. The Standard defines what it takes to lead, support and manage people well for sustainable results.

We are one of Oxfordshire's largest employers, with all colleagues paid in excess of Oxford Living Wage. Our drivers earn while receiving professional training and support. Employees receive a free travel pass, enabling them, their partner and their children under 18 to travel on all Oxford Bus services including X90 Oxford-London and Airline services. There are also opportunities for flexible shift patterns and overtime. We are committed to the Go-Ahead Group's 'Women In Bus' initiative, aiming to increase the percentage of female employees from the current 11% to 20% in the next few years through a focussed campaign promoting equal opportunities and inclusivity.

Oxford Bus Company offers an Engineering apprenticeship scheme and Graduate management trainee scheme. As part of the Go-Ahead Group, we are proud to have been nationally recognised by the Education and Skills Funding Agency (ESFA) for the quality of apprenticeships across our business.



Key highlights

386

stakeholder events attended

£41.50

community spend per employee

66%

employee engagement index

841

colleagues employed



Learning the ropes: Owain Morgan, Graduate Management Trainee 2019, learning to drive an Oxford Bus Company vehicle.

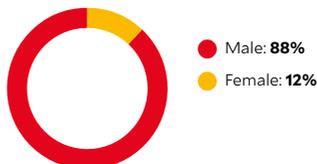


Well deserved!
 Mark Dolan presents the 50 years service recognition award to Mohammad Faradoon with Phil Southall at the 'Really Amazing Awards' February 2019.

Thursday 28th February 2019 was the occasion of Oxford Bus Company's second annual 'Really Amazing Awards' held at Oxford's prestigious Ashmolean Museum. 100 invited guests enjoyed an evening of top-class food and drink, with entertainment from Mark Dolan (who may be known to some from TV's 'Balls of Steel').

The awards evening recognised colleagues with a collective 325 years of service. A particularly special recognition was awarded to Mohammed Faradoon, formerly a driver for the park&ride300 service, who was joined by his wife and daughter to mark an incredible 50 years' service to the Company. The Company directors plan to hold a third annual 'Really Amazing' awards in the New Year.

All employees



Gender pay gap



Mean pay for men is **4.4%** higher than that of women, compared to the national average of **17.2%**.

Smarter technology

Oxford Bus Company continually seeks out innovative technological solutions and adapts the best of these to improve services for customers, and to improve processes for colleagues.

PickMeUp

PickMeUp, the county's first transport service of its kind when introduced in June 2018, enables passengers to request a mini-bus pick-up within 15 minutes at a 'virtual bus stop' using a mobile phone app. Following comprehensive analysis of early results, a major review was carried out this year and the technology and shift patterns were adjusted based on learnings. The service has since exceeded all forecasts, providing more than 140,000 rides in its first year of operation for the 25,000 passengers who have downloaded the app and registered to travel across Oxford. PickMeUp now carries on average nearly 4,000 passengers per week. The fleet has grown to 11 mini-buses and 26 jobs have been created.

NotLost

This year, Oxford Bus Company has become the first UK bus operator to use new technology to make it easier for passengers to be reunited with their lost belongings. We have partnered with NotLost, an innovative lost property software supplier. The new platform combines image recognition and powerful search functionality with a simple, intuitive interface. It enables Oxford Bus Company to digitally log misplaced items quickly and match them to the rightful owner. The NotLost online tool enables customers to log a notification of a lost item and the system will suggest matches at the click of a button.

Customers can then request the lost item be posted to them from within the system. Prior to implementation of the new software, lost property enquiries were the biggest reason for people telephoning the Oxford Bus Company. 2,800 items were lost in 2018 with just under 1,000 items left unclaimed (which were donated to local charities or disposed of safely).

Live Travel Updates

Meanwhile, Thames Travel passengers now have access to live travel updates displayed in front of the Wallingford Corn Exchange, thanks to a new digital screen we installed in May 2019. The real time updates on all Thames Travel services serving Wallingford have been made possible by synching on-board travel information with the digital information board. Thames Travel Managing Director Phil Southall was joined by Lord Bradshaw, Co-Chair of the Liberal Democrat Parliamentary Party Committee on Transport to formally unveil the screen, where he stated that we have invested in this as part of our commitment to our customers and Wallingford.



NotLost: Customer Service colleagues, Alexandra 'Lexy' Hudson and Josh Stone showcase some of the items found on Oxford Bus Company vehicles.



Awards

Park&Ride ‘World Class’

In March 2019, Oxford Bus Company’s Park&Ride service achieved a ‘world class’ 96% overall satisfaction, in an independent passenger survey. This placed our service equal first in England alongside another operator. Research conducted by Transport Focus revealed passengers using Oxford’s Park&Ride services were ‘highly satisfied’ in 2018, up 3% on the previous year. Passengers were asked questions regarding punctuality, journey time, value for money and the overall journey experience. Our City services also performed well and achieved a 92% overall satisfaction in the passenger survey, representing an improvement of 3% on 2017.

PickMeUp ‘Best Use of Technology’

In July 2019, PickMeUp scooped the Thames Valley Chamber of Commerce ‘Best Use of Technology’ Award. The award recognises organisations that have fully exploited technology available to them to grow their business. Judges agreed that PickMeUp’s use of technology improved business processes and customer experience.

City Sightseeing Oxford ‘20 Years Recognition’

Also in July 2019, City Sightseeing General Manager, Jane Marshall and Oxford Bus Company Finance Director, Luke Marion, flew to the Casa Pilatos Palace in Seville (the location of the original ‘City Sightseeing’ tour) where they were presented with an award in recognition of the Company’s 20 years as a provider of open-top bus tours.



Awards

‘Most Innovative Customer Service Operator’

Oxford Bus Company proudly took home the innovation award at the 2019 Transport Ticketing Global Awards, for our outstanding work.

ISO50001

We achieved the ISO50001 award for energy management.



PickMeUp wins: Luke Marion, Finance & Commercial Director and Andrew Morison, Head of Customer Experience attended the Thames Valley Chamber of Commerce Awards on behalf of Oxford Bus Company.



City Sightseeing Oxford is rewarded: Luke Marion, Finance & Commercial Director and Jane Marshall, City Sightseeing Oxford General Manager attended the City Sightseeing Global Awards on behalf of Oxford Bus Company.

Cleaner environment

We are dedicated to being responsible citizens of the communities we serve and are committed to improving air quality and reducing the impact of our services on the environment through improving the emissions profile of our fleet and managing the energy we use responsibly.

We also want to educate customers and stakeholders in the areas we serve so that they can fully appreciate the benefits of the investments we have made, and understand how important buses can be in improving local quality of life.

This year we completed the retrofit of 59 buses to Euro VI standard using Selective Catalytic Reduction (SCR) systems, which reduce oxides of nitrogen emissions from our vehicles by as much as 90%. This was part of a £1m programme to upgrade a total of 66 vehicles with funding provided by the DfT's Clean Bus Technology Fund, following a successful bid to the fund in partnership with Oxford City Council. We expect to complete the remaining 7 upgrades early in 2019-20, following which 65% of our bus and coach fleet will be at the highest Euro VI standard.

This project is also expected to deliver the first 5 fully electric double deck buses to be introduced to service in Oxford, which will be used on our City Sightseeing services and involves retrofitting existing diesel vehicles with electric drivelines. The first of these vehicles was nearing completion by the year end. To support this, we invested £80,000 of our own funds in installing an innovative

depot charging system for the vehicles which will allow us to harness energy generated from our on-site solar PV array to help charge the vehicles at night time, through using storage batteries.

We are also conscious that large commercial buildings such as our depot sites can be a significant source of carbon emissions if not managed properly. We put a lot of focus on this area and were delighted to be the first UK bus group to be awarded ISO50001 accreditation for our energy management practices this year. As part of our fit-out of the new Thames Travel depot site in Didcot, we installed the latest generation low energy LED lighting to help minimise the carbon footprint of the site. Looking ahead to 2019-20 we expect to install a solar PV array on this site to further improve its impact on the environment.



Powered by sunshine: David Brown, Go-Ahead Group Chief Executive and Phil Southall, Oxford Bus Company Managing Director with the newly installed universal energy storage system at the Cowley depot.

Key data: Oxford Bus Group

	2018/19	2017/18	2016/17
Stronger communities			
Community investment per employee (£)	34.90	38.59	15.22
Stakeholder engagement score (%)	83	84	84
Stakeholder events attended	386	308	236
Cleaner environment			
Carbon emissions per vehicle mile (kg)	1.41	1.45	1.47
Average age of bus fleet (years)	7.3	6.7	5.7
% of fleet Euro 6 (%)	56.4	32.6	28.8
Happier customers			
Customer satisfaction (%)	90	88	91
Passenger volume growth (%)	2.5	1.5	(4.6)
Safety			
Bus accidents per million miles	17	17	29
RIDDOR accidents per 100 employees	0.0	0.1	0.3
Accessibility			
Bus fleet which is DDA compliant (%)	100	100	100
Fleet with audio-visual announcements (%)	24.9	21.7	18.0
Better teams			
Number of employees	841	809	776
Employee engagement (%)	69	54	56
Employee turnover rate (%)	20.3	16.5	19.4
Absenteeism rate (%)	2.8	3.5	4.9
Diversity			
Female employees (%)	12.2	12.1	11.0
Black, Asian and minority ethnic (BAME) employees (%)	16.3	20.4	20.6
Smarter technology			
Journeys made with smart payment channels (m)	8.3	8.1	8.2
Buses with on board WiFi	84.1	83.1	79.4
Buses with on board USB charging	26.4	21.0	17.2

Key

RIDDOR – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations at workplaces
 DDA – Disability Discrimination Act



For information on the full Group data, please visit our corporate website: go-ahead.com

More information

You can find out more about Oxford Bus Group by visiting our website oxfordbus.co.uk and more information on how Oxford Bus Group manages sustainability 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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Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc. (Go-Ahead) over selected sustainability indicators contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 1 July 2018 to 29 June 2019.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality will be released alongside the Group's Sustainability Report and can be found on the Go-Ahead Group website:

go-ahead.com/sustainability

