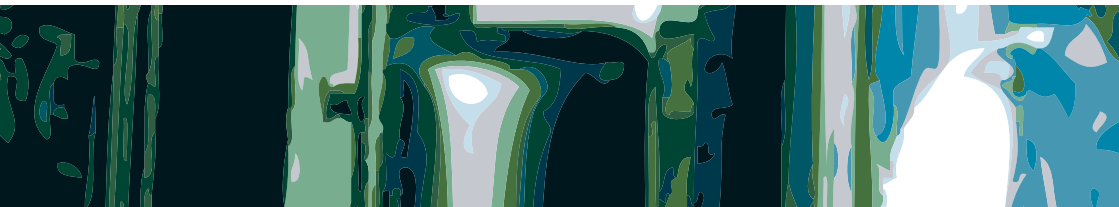




Corporate Responsibility Report 2010  
A local focus driving growth



*With a 400+ strong bus fleet Metrobus is very much a part of the local community. 75 million passenger journeys were made last year on our services.*



We're a part of the  
**Go-Ahead**  
Group

[www.metrobus.co.uk](http://www.metrobus.co.uk)

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## ABOUT METROBUS

Metrobus is part of the Go-Ahead Group, a major provider of transport services across the UK. The Group's operations span bus and rail, and are defined by a belief that local people make the best decisions about running local services. Metrobus employs around 1,374 people and around 74 million passenger journeys were made on our services this year.

- In October 2009 we expanded the business into Horsham
- We have reduced carbon emissions by 1.6% across the fleet
- 85% of our fleet are fitted with Euro III or even cleaner engines

## WHERE WE OPERATE

Metrobus operates in Sussex, Surrey and parts of Kent as well as operating tendered services for Transport for London (TfL) in and around Croydon and Orpington.



## Message from Alan Eatwell, Managing Director



*At Metrobus we take our responsibilities to the environment, passengers and wider community seriously by continuously investing in our fleet and staff.*

**Alan Eatwell,**  
*Managing Director*

Welcome to Metrobus's 6th Annual Corporate Responsibility Report, in which we explain our contribution to local communities and outline the steps that we have taken to reduce the impact upon their and our environment during the last twelve months.

We operate our own bus services in Sussex, Surrey and Kent as well as tendered services for Transport for London from our Croydon and Orpington depots. We carry 74 million people on our services who choose us to get to work, get to the shops or fulfil their many other daily transport needs.

Despite the recession and the tougher economic times our customers have remained loyal to the bus and we have grown passenger journeys by about 10 million on last year:

Managing our impact on the local environment is a major consideration in our approach to running this business. In addition to reducing the inevitable impact that we make, this also helps us to minimise our consumption of energy and fuel.

Some 85% of our fleet are now fitted with Euro III or even cleaner engines and we continuously look at ways to improve efficiency, not only with sophisticated technology but also without ignoring very basic things like switching off lights in empty rooms.

The ever increasing cost of fuel is among the most significant of obstructions to viable trade during a recession and has incentivised us to reduce fuel consumption, thereby also reducing our emissions.

## Our 2010 performance

I am proud that we are industry leaders in the utilisation of contemporary social networking media, which has revolutionised our ability to talk to our customers and also significantly streamlined communication with those passengers that we have previously found difficult to reach by traditional means.

We recognise the importance of looking after our 1,374 staff, especially as our success as a company couldn't be achieved without their contribution. While their employment benefits have to be within our means, we have worked to maintain the best return for each of our stakeholders - customers, investors and employees.

Our increasing volume of work in London has enabled us to purchase new vehicles and despite the recession we have also continued to grow our commercial network, not least by the acquisition of the bus network in Horsham. Such increase in volume is mirrored by our investment in quality and, by that means, patronage growth.

6<sup>th</sup>

ANNUAL CR REPORT

74<sub>m</sub>

PASSENGERS

PASSENGER JOURNEYS  
INCREASED BY

10<sub>m</sub>

FROM 2009

85%

OF FLEET FITTED WITH  
EURO III ENGINES

1,374

STAFF

# Simply our top priority

## Safety

**100%**  
**OF FLEET COVERED  
BY CCTV**

*CCTV is a useful deterrent against anti-social behaviour.*



Our aim is to provide passengers with a safe and secure environment on our buses. We invest in the latest safety equipment and technology as it evolves and all of our fleet and properties are equipped with CCTV. The CCTV is not only a useful deterrent against anti-social behaviour but has helped police during criminal investigations.

Driving Standards Managers are employed at each of our depots to promote safe and efficient driving techniques and to reduce the risk of passenger injury. They undertake route risk assessments and provide refresher training for those likely to find it of benefit.

Our comprehensive health and safety programme includes the training for and possession of a nationally recognised certificate of competence by every Director, Manager and Supervisor. Elected Trades Union representatives are encouraged to undertake training too and given paid time off.

Operational and occupational risk assessments are frequently reviewed against a background of experience and best practice and, where necessary, specialist advice is sought from retained advisors.

Managers from our Crawley depot hold weekly meetings with the local police at which issues such as illegal parking on provincial bus stops and anti-social behaviour on buses are discussed. Our drivers are encouraged to report such incidents with details being passed straight to the police for investigation and correction. Managers from our Orpington depot have been working with the Metropolitan Police in order to combat a spate of unacceptable incidents in the area of Biggin Hill. Those of our managers responsible for the operation of TfL's services work alongside the Metropolitan Police's Safer Transport Team who similarly encourage our drivers to report anti-social behaviour.

We work to maintain safety within our depots. Workshop inspection pits have highly-visible surrounding barriers, while new low-energy high-efficiency lighting has been installed and positioned to minimise any shaded areas thus improving visibility. Our depots are frequently audited for safety by Directors and Managers and annually by external audit.

# Committed to reducing our environmental impact

## Environment

While the use of public transport is unarguably an environmentally friendly way of travelling, we do recognise that we must work to minimise our own impact upon that environment.

We continue to invest in new low-emission vehicles. 27% of our fleet are equipped with the current Euro IV engines, up from 17% last year, and next year we will start to receive buses fitted with the latest Euro V engines. The carbon dioxide emissions per passenger journey are down again this year to 0.58kg from 0.59kg last year as a result of this investment.

We have fully implemented a form of driver and vehicle 'black box' monitoring with the objective of improving fuel economy and providing a safer and more comfortable journey for our passengers. The technology monitors and records the driver's technique throughout each journey and a visual dashboard display appraises the driver if he or she exceeds the acceptable parameters for harsh acceleration or braking.

We have been trialling an engine idle shut-down system, whereby a bus that is stationary with its engine idling for any prolonged period will automatically be stopped in order to reduce fuel wastage and minimise emissions. The early test results have shown promise and we are now working-up a programme to so equip all vehicles during 2010/11.

Our engineers have invested in state of the art laser tracking equipment, which checks that the front wheels of vehicles are precisely aligned, thereby avoiding unnecessary tyre wear and providing a small reduction in fuel consumption – across our fleet such savings all add up.

This year, to reduce our energy consumption at our depots we have fitted new high efficiency, light sensitive bulbs within our yard and once daylight is sufficient the bulbs automatically switch off. Along with the introduction of movement-activated lighting in our depots we should start to see a reduction in our electricity consumption. The significant reduction in our gas consumption from 2007/08 to 2008/09 was due to the introduction of an Energy Management System at our three depots. Our aim now is to reduce consumption further by investigating and implementing possible efficiencies elsewhere within the company although these savings will be on a smaller scale.

# 27%

**OF FLEET EQUIPPED  
WITH THE CURRENT  
EURO IV ENGINES**

# 1.6%

**REDUCTION IN  
CARBON EMISSIONS**

*"Blackbox" monitoring technology has been installed on all of the vehicles.*



# At the heart of everything we do

## Passengers

# 6,200

FACEBOOK FANS

LAUNCHED 'NEXT BUS'  
SMS SYSTEM

EXPANSION  
INTO HORSHAM

*Buses were refurbished when we expanded into Horsham.*



We successfully strive to improve the punctuality of our services and are assisted in this by the GPS technology with which all of our fleet is equipped and which allows us to pro-actively track our vehicles. All our buses have a display showing impending bus stops, thereby taking away any uncertainty for our passengers, especially if they are not yet regular users and are unsure of their destination.

By working in partnership with West Sussex County Council (WSSCC), we have launched a 'next bus' SMS and iPhone App system. This readily alleviates any uncertainty and is ideal for rural areas where buses are less frequent.

In October 2009 we further expanded into Horsham by acquisition of a competitor's business. We immediately introduced a package of improvements, including the introduction of Real Time Information on all routes. We assigned a dedicated Inspector to Horsham Bus Station, recognising this as an important point of contact for passengers. 'Plusbus', giving combined rail/bus accessibility, was introduced during January 2010. Feedback from users show these measures have been very much appreciated.

In May 2010, having taken on board the many suggestions that passengers provided us as well as using our experience gained in growing patronage elsewhere many services were enhanced. Frequencies were increased, services were re-timed to improve reliability, areas that previously enjoyed no services were newly served, earlier journeys were provided and Sunday operations were introduced where previously there were none. Further real-time displays were added at main stops and bus priorities were provided at key road junctions by WSSCC. Our roadside infrastructure was improved, and new clearer bus stop flags were fitted across the town, along with new information cases providing stop-specific timetables and route maps. Fares were simplified, while quarterly and annual tickets were introduced.

We have exploited contemporary social media to communicate with our passengers. Our Facebook page was one of the first for a bus company and now has over 6200 'fans'. Facebook equally gives our passengers, particularly the young, a straightforward method of communicating with us, and they do!

Facebook proved invaluable during the snowy days of December 2009 and January 2010. By this means of communication we were able to immediately alert our 'fans' of the latest disruptions and in return they alerted us of impending difficulties of which we may not otherwise have been aware.

# Recognising and rewarding our staff to inspire delivery of a quality service to customers

## Employees

Our 1,374 employees make an essential contribution to our success. It is in our interests to retain such dedicated staff and to provide a safe and supportive working environment that encourages loyalty and rewards commitment.

Within our means, we offer attractive rates of pay and secure employment together with privileged travel and access to a pension scheme with Company contributions.

As driving a bus in training is very different from driving a bus with passengers, mentors are assigned to new drivers in order to provide support during their first few weeks at the wheel.

Every year we recognise long service at an awards ceremony and in increments of five years beyond the first fifteen. Qualifying employees choose gifts as well as receiving a sterling silver medal and certificate. At that awards ceremony we also make presentations to those staff recognised and nominated by their peers as having made a contribution above and beyond the call of duty through our Star Staff Award scheme. The Star Staff scheme is awarded quarterly through nominations, and this year a total of 18 staff were recognised for their actions.

In March 2010 a testimonial football match was organised to benefit a member of our staff suffering severe ill-health. The match was played against sister Go-Ahead subsidiary, the Brighton & Hove Bus and Coach Company (who won!) and from which £4000 was raised to help fund necessary care.

All drivers undertake annual CPC (Certificate of Professional Competence) training which is specifically tailored to their depots' geographic location and with modules provided in "defensive driving" and "customer care".

Drivers have the opportunity to gain an NVQ in Passenger Carrying Vehicle Driving in conjunction with Orpington College. Staff can also take courses in numeracy and literacy under the Government's 'Train to Gain' scheme in order to improve their skills and gain a nationally recognised qualification.

# 18

**STAFF RECEIVED  
A STAR AWARD**

# £4,000

**RAISED TO AID SEVERELY  
ILL STAFF**

*Metrobus staff taking part in a charity football match against sister company Brighton & Hove Bus Company.*



# Strong partnerships within the community

## Community

# 30%

**OF GATWICK STAFF  
NOW TRAVEL TO WORK  
BY BUS**

*Local school children attending a Bus Behaviour class.*



We have provided free advertising space on our buses to help local charities publicise fundraising events. We also provide period tickets to local charity fundraising events as prizes.

We have continued a very successful school behaviour project with Bromley Council's education department, for which we provide one bus and driver to visit schools within the Borough. We thereby provide the opportunity for children moving to secondary school to learn appropriate behaviour when on a bus and also to inspire their confidence before first using bus services unaccompanied by a parent.

With the help of Gatwick Airport we have introduced a new hourly service that directly connects a further Crawley suburb to the airport, which is a centre of employment. The route was promoted to cater for airport staff and particularly to provide an alternative to their cars. Tempting free-use vouchers and service information were targeted at airport employees living along the route.

Metrobus has worked with Gatwick Airport for many years and by joint promotion the usage of local buses by airport staff for their journeys between home and work has grown from just 5% in 1997 to currently 30%.

We have developed a strong working relationship with Bus Users UK, including our active participation in surgeries held in Crawley, Horsham, Worthing and Brighton. The surgeries take place in local town centres which gives the local population the chance to provide feedback to the Company, whether it be a complaint, query or suggestion. This has provided an excellent opportunity to receive valuable passenger feedback, such as requests for bus shelters and real-time information screens at particular locations. We worked closely with the local councils to prioritise these requests and get the shelters and screens fitted.

We have a strong relationship with local councils, at parish and county level, and always consult with these authorities before undertaking any service revision. Our provincial services fall under three different Quality Bus Partnerships with several different local authorities and we are encouraging the formation of Punctuality Improvement Partnerships (PIPs) to avoid roadworks disrupting our services.

All of the buses that we provide for Transport for London's contracted services are low floor and our few remaining high floor buses will all have been superseded by August 2010 after which our entire fleet will be low-floor:

# Data table

|   | 2009/2010 | 2008/2009 | 2007/2008 |
|---|-----------|-----------|-----------|
| <b>Safety</b>                               |           |           |           |
| Bus accidents (per million km)              | 56.08     | 56.99     | 52.60     |
| Fleet with CCTV (%)                         | 100       | 98        | 93        |
| <b>Environment</b>                          |           |           |           |
| Carbon emissions per passenger journey (kg) | 0.58      | 0.59      | 0.65      |
| Site energy savings                         |           |           |           |
| – Gas consumption (kwh)                     | 1,767     | 1,643     | 2,059     |
| – Electricity consumption (kwh)             | 1,286     | 1,130     | 1,056     |
| Fuel efficiency                             |           |           |           |
| – Miles per gallon                          | 5.92      | 6.08      | 6.05      |
| <b>Passengers</b>                           |           |           |           |
| Number of passenger journeys (m)            | 74        | 63        | 57        |
| Fleet with low floor (%)                    | 99        | 96        | 93        |
| Web sales (%)                               | 1.4       | 0.93      | 2.23      |
| <b>Employees</b>                            |           |           |           |
| Number of employees*                        | 1,374     | 1,242     | 1,189     |
| Turnover rate (%)                           | 19.1      | 17        | 19        |
| Absence rate (%)                            | 3.5       | 4         | 4         |
| Number of staff training days               | 6,102     | 5,391     | 3,375     |
| Diversity by ethnic group (%)               |           |           |           |
| – Asian, black or other origin              | 18.3      | 16        | 15        |
| – White                                     | 81.7      | 84        | 85        |
| Diversity by gender (%)                     |           |           |           |
| – Women                                     | 9.9       | 10        | 10        |
| – Men                                       | 90.1      | 90        | 90        |
| Average length of service (yrs)             | 5yr 8m    | 5yr 3m    | 5yr 5m    |
| <b>Community</b>                            |           |           |           |
| Charitable giving and investment (£)        | 5,627     | 5,370     | 6,316     |
| Number of stakeholder events                | 59**      | n/a       | n/a       |

\* 'Number of Employees' is now calculated on a monthly average basis rather than number of employees at the financial year end. 'Number of Employees' for 2007/08 and 2008/09 have also been adjusted to a monthly average basis.

\*\* First year of data collection.

For information on the full Group data please visit our corporate website [www.go-ahead.com](http://www.go-ahead.com)

# We're a part of the **Go-Ahead** Group

You can find out more about Metrobus by visiting our website [www.metrobus.co.uk](http://www.metrobus.co.uk) and more information on how Metrobus manages its corporate responsibilities can be found by visiting [www.go-ahead.com/corporateresponsibility](http://www.go-ahead.com/corporateresponsibility)

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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**BUREAU**  
**VERITAS**

## **Verification of Corporate Responsibility data**

For the second year Bureau Veritas UK Ltd has worked with the Go-Ahead Group plc (Go-Ahead) to verify and to provide an independent opinion on selected corporate responsibility (CR) key performance indicators (KPI) data contained within the Go-Ahead Group's Corporate Responsibility Report 2010. The information and data reviewed for this verification process relates to the period of 28th June 2009 to 3rd July 2010. The verification incorporated site visits, interviews, document review and checking of Group and Operating Company data.

The full Bureau Veritas verification statement is available in Go-Ahead's Corporate Responsibility Report and at <http://corporateresponsibilitygo-ahead.com/>

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