



# Towards net zero

Brighton & Hove and Metrobus  
Sustainability Report 2021



Brighton & Hove currently operates 222 buses across a network of 73 routes with 2,000 bus stops, serving the urban area of Brighton and Hove and connecting the city to Crowborough, Eastbourne, Lewes and Tunbridge Wells. Metrobus currently operates 125 buses across 50 routes through Sussex, Surrey and Kent.

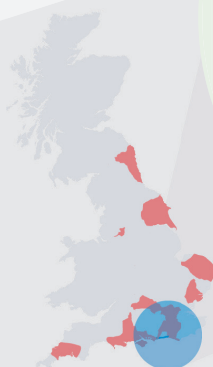
We are currently operating around 90% of our usual services and we have been since September 2020 with the help of the COVID-19 Bus Service Support Grant.

Between the two companies, our passengers made 29 million passenger journeys during the year, a marked reduction from previous years, due to the impact of the COVID-19 and nationwide movement restrictions.

Across Brighton & Hove, our customers make more journeys per head of the population than anywhere in the UK outside of London.

Our passengers made 52 journeys per head in 2020-21, still more than any other English local authority area, but less than one-third of passenger journeys per head before COVID-19 hit. For example, our passengers took 172 journeys per head in 2018-19.

We also have our Spirit of Sussex brand, which provides bespoke coach, bus, minibuss and school bus services as well as wedding and group hire.



## In this report

- 2-5 **Happier Customers**
- 6-9 **Stronger Communities**
- 10-11 **Better Teams**
- 12-13 **Cleaner Environment**
- 14-15 **Local Climate Strategy**
- 18 **Safer Working**
- 19 **Key Data**

## Find out more...

### Twitter

@BrightonHoveBus  
@Metrobus

### Facebook

@brightonbuses  
@gometrobus

### Instagram

@brightonhovebuses  
@Metrobusuk

### Websites

→ [buses.co.uk](https://buses.co.uk)  
→ [metrobus.co.uk](https://metrobus.co.uk)



This year our focus has been on reducing our carbon footprint whilst planning for some of the key environmental challenges that sit alongside the work needed to decarbonise our business in the battle against climate change.

We also report on the challenges of the pandemic and some of our efforts to serve our customers and protect our colleagues. There have been some incredible efforts day after day and it has been inspiring to see the hard work of our colleagues across the Brighton & Hove and Metrobus network.

Our report once again gives an insight into the role of the bus in the community. To the communities they serve, buses mean so much more than simply taking people from A to B. Our stewardship of our community's bus services is a responsibility taken seriously and we will always work hard to be more than 'just a bus company'.

It has also been great to see the recognition of some of efforts to be part of the community at the UK Bus Awards with our Above & Beyond campaign celebrating the heroes in our communities. One of our brilliant colleagues has also received a well-deserved award for the part she has played in leading the work we do to improve the accessibility and inclusivity of our services.

As a company we genuinely believe in being a responsible business that is part of the communities we serve. I hope you find something in this report that inspires you to push a little harder on the way we move about our towns and cities, to make the more sustainable choices more often, and to help us add to the small contribution we make to moving towards a more accessible, more inclusive, and kinder place to live and work.

With best wishes

**Ed Wills**  
Managing Director



# 1. Happier customers

Our passengers are the reason we exist so we put their journeys at the heart of everything we do. We've built up from brilliant basics, creating a clean; safe; frequent; reliable; accessible and good value bus service, but we always push for a better experience for our customers. We do our best to understand what people need and want from their local bus service at different points in their lives and anticipate how this might evolve.

## 1.1 Prices and payments

We rolled out Tap On, Tap Off (TOTO) contactless payments across our entire network in September 2019. TOTO can be used across all B&H and Metrobus services in Sussex, Surrey and Kent and it's automatically capped at the best value on-bus day ticket price.

In August 2021, we added 194 new adult return fare options using TOTO, giving customers greater flexibility and reducing boarding time. The changes mean that around 85% of the most popular adult return Brighton & Hove fares, and almost two-thirds of the most popular adult return Metrobus fares, can now be paid for using TOTO.

We will shortly be launching our new flexible TOTO fares. These are geared towards new travel patterns formed during the pandemic, as people go into the office less frequently and work from home more.

With flexible caps, people still save, even if they only travel two or three days a week. Passengers only pay for the journeys they make but each daily cap becomes cheaper the more they hit in a week. These new flexible caps give people a genuine option for flexible pricing at the point of travel, with minimal pre-planning required.

Customers can also pay using the mobile app or with a key card and 56% of passenger journeys are now made using these.

Our journey towards being completely cashless carries on apace as we develop preloadable cards as an alternative for those



## Key highlights

# 2.94million

TOTO transactions in 2021

# 5.4%

of transactions are now cash

# 2021

flexible TOTO ticketing introduced  
and new app and websites go live

# 89%

customer satisfaction\*

\* Transport Focus Survey, March 2020







without bank accounts. Journeys made with cash being tendered on boarding are now at an all-time low of just 5.4%, down from 11% the year before.

Our Community Deals offer discounted fares for families, students, apprentices, Carers and Compass Card holders and these are covered in the Stronger Communities section.

## 1.2 Customer information

Accurate, up-to-date information has been especially critical during COVID-19, so passengers can feel confident about catching our buses and planning their journeys.

To offer timely and accurate information we created a dedicated COVID-19 safety section on our website and safety messages on buses, social media and e-newsletters. Our busy bus checker app means passengers can see how busy their bus is before boarding, opting to travel at a quieter time, if they wish.

We've made great strides in the way we communicate with customers via weekly

e-newsletters, social media and new websites. Real-time updates are on social media and bus stop destination screens, as well as next stop, audio-visual announcements on every bus.

We went live with our new app in May 2021, delivering better journey planning and real-time information, service updates and favourite journeys and stops, in response to passengers' feedback. New features include a step count and carbon emissions calculator, so people can see the emissions they save by catching the bus and leaving their cars at home.

Passengers can still get face-to-face advice at one of our three travel shops, or at our Hove head office. We also attend numerous community events and visit schools and university Fresher's Weeks, helping passengers plan and pay for their journeys.

## 1.3 Mobility hubs

It's not just passenger information we are always trying to improve but their waiting experience too.

# 1. Happier customers

EASY BREEZY: Days Out campaign



Mobility hubs will dramatically enhance passengers' waiting experience, starting with the busiest central locations. These superhubs will have larger shelters; more comfortable seating; enriched digital information; Wi-Fi; USB charging points; links to other modes of transport; green bus stop roofs and solar panels.

There's a vision of how these could look in our new VirtualBus360 site, which can be accessed with a phone, computer or tablet. Visitors can explore three virtual buses and hear about bus services first hand from real customers; bus drivers and customer service colleagues, as they share their own travelling experiences and tips. It covers every aspect of bus travel including accessibility, tickets and payments, journey planning, real-time bus information and environmental and technological features.

## 1.4 Choose bus

We run regular campaigns promoting the benefits of buses and stressing the importance of avoiding a car-led recovery out of COVID-19. Campaigns often involve our passengers talking about why they use the bus and how they feel about it, and this was the driving force behind our summer 2021 Days Out campaign and it will be in our 2022 campaign.

Promotions like Kids Travel Free at Christmas are always extremely successful. For example, to mark Car Free Day this year we offered free travel on three of our Breeze Up the Downs routes, in partnership with Brighton & Hove City Council, and doubled patronage on these routes.

Our community campaigns also feature inspiring, real life stories. Our Above & Beyond community campaign began in March

2021 bringing stories of hope, humanity and kindness to life when we asked local community groups and members of the public to nominate people who had gone out of their way to consistently light up other people's lives. Their faces appear on the sides of 24 new buses with their stories told inside each bus.

We promote our buses and local area (and community groups) with our bus wraps, which show off the stunning Sussex countryside and seaside and the area's towns and cities, while highlighting the service we provide. For example, our Coaster buses between Brighton and Eastbourne have been rebranded as Coaster Locals making up to 26 journeys an hour.

## 1.5 Bus Service Improvement Plans

Doing better for passengers is our primary focus and it's also the focus of Bus Service Improvement Plans (BSIPs), which we are developing through our already well established partnerships with local councils. The BSIPs include bold targets on several measures, including reducing journey times, improving customer satisfaction and increasing patronage.

Enhanced Partnerships with councils will start in 2022 and bring the vision of BSIPs to fruition, securing real improvements for passengers. Examples include simplified fares, bus priority measures and changes to road layouts to speed up journeys.

**ABOVE AND BEYOND:** Brighton Table Tennis Club





## 2. Stronger Communities

**TRAVEL COMPANION:** Sisters Nikki and Jane Proud enjoy the Ageing Well Festival bus tour



A safe, frequent, reliable, clean, accessible and comfortable bus service is the mainstay of local communities. A vital part of community life, our buses keep people connected with the people and the places they love.

We've taken people to hospital to give birth, to have chemotherapy and to get their COVID-19 jabs. The bus is an inclusive and sustainable travel option and the social interaction on the bus helps combat loneliness and isolation.

Brighton & Hove and Metrobus is actively committed to the communities we serve and live in. Central to this are our Community Deals, which make our services more affordable and accessible and help families, carers and young, disabled Compass and i-go card holders. We also offer discounted tickets to students, children and their siblings.

We work in partnership with local employers to give all their new employees four week's free travel. To help with season ticket costs, we work alongside Wave Community Bank (formerly East Sussex Credit Union), giving people on lower incomes an extra 20% off their annual tickets, which they can spread over a year with a credit union loan, if desired. There's an extra 10% off annual tickets for children too.

Every year we donate thousands of bus tickets to groups working within the community, including those working with young people, refugees, disabled people, LGBTQ+, homeless charities and many more. We donate travel to specific events, like Brighton & Hove Black History Family Day, and operate a discount travel scheme for multiple community groups and organisations.

We have two Community Support Funds where local groups can apply for up to £500.



Last year, we helped 58 groups, which in turn supported thousands of people, funding projects ranging from Brighton Malayalee Association's celebration of the ancient Indian Onam harvest festival, cash and bus tickets for people to attend Brighton People's Theatre workshops and bus tickets for refugees at Voices in Exile, Hove Surf Life Saving Club.

We donate buses, as well as tickets. Colleagues joined forces with Sussex Homeless Support in January 2021, to fit out a bus with serving hatches to feed homeless people, with a foodbank upstairs. It is the charity's second double-decker bus, the first of which is used as a night shelter, housing up to 20 people.

We also love helping out young people and local schools. Shoreham Beach Primary School now has a brightly decorated single decker bus with a maritime theme which children

use as learning space and a breakfast and after school club.

Our engineers converted another de-commissioned bus, which became the UK's first mobile vaccination unit when it opened its doors in Crawley in February 2021. This was a partnership with local GP network, Alliance for Better Care, Crawley Borough Council and the NHS. We've since added another three vaccination buses, two in Brighton and Hove, another in West Sussex. One is a bendy bus, which means twice as many people can be jabbed.

We look forward to future collaborations with our vaccination bus partners, including commercial contracts such as running hospital shuttle buses. Buses may be used for medical tests, such as hearing tests and HIV tests.

**NEW BUS:** Shoreham Beach Primary School



## 2. Stronger Communities continued

COVID-19 has seen the cancellation of many community events we would normally attend but life is slowly getting back to normal. We ran a free shuttle bus for the inaugural Crawley Pride in August and a very popular free open-topped bus tour of the city at the Ageing Well Festival in September.

Our annual Santa Bus is an event in itself, and has raised more than £370,000 for local community groups over the past 18 years. In 2021, the bus visited 200 streets over 18 nights, spreading Christmas hope and cheer, with collection points at local businesses and online. Once again, colleagues from every department were involved, dressed as Santa Claus and elves and decorating the bus with

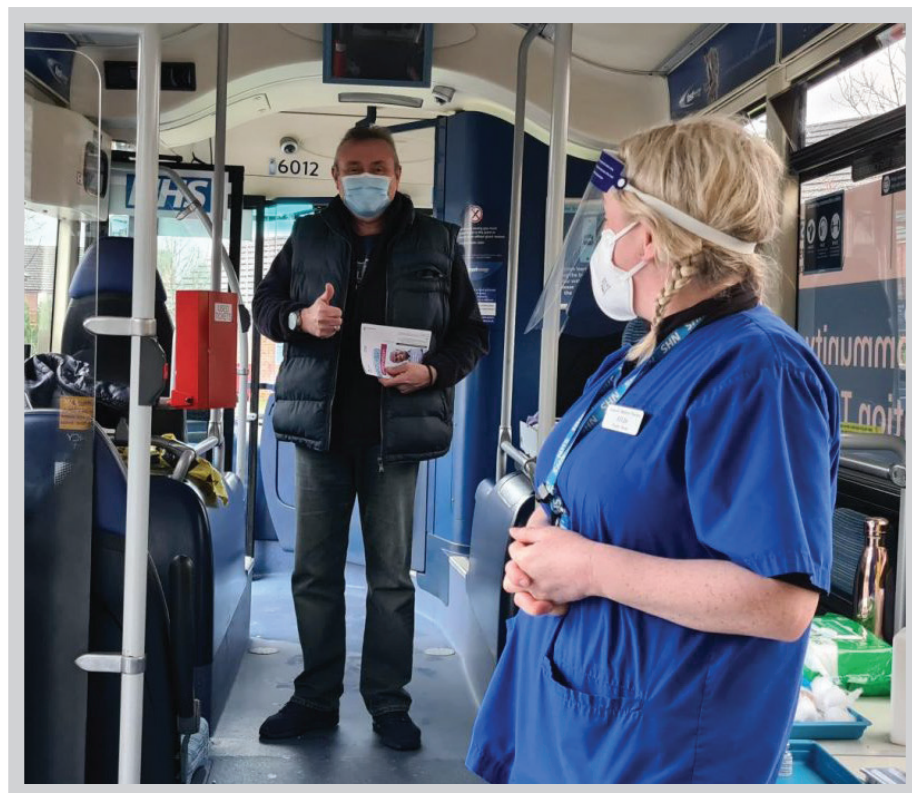
almost 10,000 fairy lights. The Santa Bus goes to Brighton & Hove Albion Football Club's disabled children's Christmas party and visits Chestnut Tree House children's hospice.

We also help promote community groups with our colourful bus wraps, such as our Thomas Highflyer bus, and publicise local events in our on-bus community poster space.

### 2.1 Accessibility

We were proud to be recognised for leading the way in making transport accessible for disabled people after the DfT's Inclusive Transport Leaders Scheme awarded us the highest Leader status in November 2020. We

**UK FIRST:** COVID-19 vaccination bus



were the only English bus company to gain accreditation. The scheme is open to all transport operators across bus and coach; rail; airport and airlines; ferries, cruises and ports.

We've done this by working with disabled people and community groups and putting them at the heart of running our services.

**PROUD PARTNERSHIP:**  
Crawley Pride free shuttle bus



### Our accessibility features include...

- All buses accessible for customers with wheelchairs, buggies and guide dogs
- Audio-visual announcements on every bus
- Basic Principles document for drivers, with practical advice on supporting disabled passengers to travel by bus
- Accessibility and Communities Team – the UK's first
- Helping Hand Card, so drivers know when a passenger needs extra help
- Dementia-friendly floors
- Wheelchair Taxi Guarantee Scheme
- My Guide and Dementia Friend training for frontline colleagues
- Part of the Safe Haven Scheme for passengers
- Hearing loops
- Ticket discounts for carers
- Travel confidence training for people with learning disabilities



### 3. Better Teams

We want our colleagues to bring their whole selves to work, so we focus on creating a safe, supportive and inclusive environment where everyone can flourish and reach their potential. The benefits of this also flow to our customers.

Our new work collective Time for Equality

Diversity Inclusion for all (TEDI), went live in October 2021 with the aim of creating a safe space where experiences are shared and all voices are heard. We have an LGBT+ group, which advocates for colleagues, has their own bus in the Brighton & Hove Pride parade and fundraises for local LGBTQ+ groups. We also have a Diversity and Inclusion Forum, which meets regularly to support the company's commitment to equality at work.

Women remain underrepresented in the industry and our commitment to changing this is unwavering. We hold regular recruitment events where female bus drivers talk to other women about the positive work culture and what it's like to drive a bus. We are part of the Diversity and Inclusion Bus Group in the Women in Transport network, helping to support women in the industry and encouraging more women to join. Our City Operations Supervisor Paula Jones did us proud this year, winning an Everywoman in Transport & Logistics Customer/Passenger Award for going above and beyond for customers and colleagues and promoting women's rights in the workplace. We have three past winners in our ranks too.

We are a Department of Work and Pensions' certified Disability Confident Employer, helping to recruit and retain disabled people and those with health conditions. We aim to reflect the makeup of the communities we serve, while drawing from the widest possible pool of talent. We are working towards becoming a Disability Confident Leader in 2022.

**THANK YOU FRIDAY:** Lewes Road colleagues



Our Colleague Support Network, established in 2020 is made up of 11 Mental Health First Aid England-trained colleagues who have continued to help many colleagues during the pandemic, offering a listening ear and signposting to mental health resources.

Colleagues can access our 24-hour Employee Assistance Program, Wave Bank credit union saving scheme and loans and HAPI, an employee benefit and engagement platform. We have enhanced family friendly leave provisions too.

Unconscious bias training has been introduced and is compulsory for every manager, supervisor and director and we strongly encourage every colleague to complete the non-management unconscious bias course. There is also anti-bullying and harassment training. We have two engineering apprenticeships and we run a graduate training programme.

**WINNER:** Paula Jones



**DRIVER:** Michael John, left



**TEAM EFFORT:** Mrs Whitehawk bus tour



Reward and recognition continues to be a priority, with safe driving rewards, quarterly STAR Awards; long service awards and recognition and improvement letters.

Depot events have continued, despite being less frequent due to COVID-19 restrictions. Many involve fundraising for local charities, some are social. Two 'Thank You Friday' events at our Lewes Road depot earlier this year recognised the outstanding work colleagues have done to keep services going for the public, especially key workers, during the pandemic.

We are always looking for ways to better communicate and engage with colleagues. We use employee app Blink, which 94% of colleagues are signed up to and 92% are active users. This functions as a single access point to our intranet, The Hub, with training videos, route guides, holiday and shift swap requests and DAS-Web for duties.

We also use Yammer, email, depot posters and TV screens in common areas to communicate and senior management record weekly video updates for colleagues. Our new weekly operations e-publication Bulletin

is due to go live across all depots and travel shops by the end of 2021. It's billed as 'your first stop for information out on the road' and aims to give frontline colleagues a quick, easy source for up-to-date information, e.g. on tickets, diversions and new services.

**HAPPY HUB:** Metrobus controllers



## 4. Cleaner Environment

We have a responsibility to our customers, to our wider communities and to each other to do everything we can to take an active part in confronting climate change, reducing waste and improving air quality.

Air pollution is one of the greatest environmental risks to human health. Transport is a major part to play in this and to UK greenhouse gas emissions.\* Despite more than one-quarter of all roadside greenhouse gas emissions in the UK coming from domestic transport, buses and coaches together represent only 3%\*\* of this amount. We need to encourage people to get out of their cars and get on to a bus, train or a bike or to walk.

Environmental responsibility affects every part of our business, whether that's by reducing our emissions, cutting down the water and waste we use in our buildings, or continuing to invest in the cleanest buses and ancillary vehicles we can buy and retrofitting older buses in the fleet.

June 2022 sees the arrival of our first hydrogen powered vehicles. Twenty new Wrightbus single-decker hydrogen buses will be deployed on the Metrobus Fastway route 10 in the Crawley, Redhill and Gatwick Airport area. Fastway is a network of guided busways and dedicated bus lanes designed to speed buses past congestion hotspots.

These buses have zero carbon emissions and long range capabilities and can be refuelled quickly in depots. Our depots will transition to dual diesel and hydrogen refuelling capabilities, beginning with Crawley in 2022, then Newhaven in 2023.

**HYDROGEN:** Coming soon to Fastway



We are also pursuing a second tranche of a further 34 hydrogen buses to operate on other Fastway services, the majority of which are operated by Metrobus in Surrey. This has the potential to become Europe's biggest local fleet of hydrogen buses to date, if completed.

We have 54 Enviro400 hybrid electric range buses in Brighton & Hove, geofenced to run zero emissions inside the city's Ultra Low Emissions Zone. Before COVID-19 hit, they covered more than 3 million passenger journeys and ran the equivalent of 244,000 emissions free miles per year. We have also conducted successful trials for extending the emissions free area to improve air quality in the city and to help tackle climate change.

It's not just about buying new buses. We work in partnership with local councils to retrofit the exhausts of our remaining Euro 5 diesel buses to the substantially cleaner Euro 6 standard, reducing greenhouse gas Nitrous Oxide and Nitrogen Dioxide. It means we extend the life span of our buses and improve the air quality of where we operate. We are also committed to decarbonising our support vehicles, such as small vans and cars, switching to zero

\*Source: World Health Organisation, 2021.

\*\*Transport and Environment Statistics Annual Report 2021 (DfT)

emissions when leases come up for renewal.

We work closely with a number of local councils to reduce bus journey times and secure other improvements for our passengers. For example, pressing for bus priority traffic lights, bus lanes and changes to road layouts. These alliances also work well to promote active travel involving buses, e.g. the Better Points rewards scheme with Brighton & Hove City Council, which rewards people for walking, cycling and bus travel.

Our buildings and the resources we use is another major decarbonisation target. Conway Street and Lewes Road depots will be rebuilt, with much reduced carbon footprints, specifying energy efficient measures. Over the past four years, site energy has improved, we've cut electricity by 28% and gas by 6%. CO<sub>2</sub> emissions combined have reduced by 16% at 29,000 tonnes and we want to make this even better.

We are committed to stepping up our rates of recycling, reducing waste to landfill and using

**GREENER AND CLEANER:** Bus wash



**20**

**new hydrogen bus for the  
Fastway by June 2022**

**54**

**fleet of ultra-low emission buses, running  
zero emissions in Brighton city centre**

**£3m**

**invested in hydrogen fuel cell  
technology**

less energy and water. For example, installing more water efficient bus washes, capturing more rain water; renegotiating waste management contracts.

We have set ambitious targets and improved data collection so we can more accurately monitor consumption and measure progress. For example, making access to shared printers more secure to better chart use and reducing printing in our internal communications and our marketing.

All of these efforts must run alongside engaging and educating colleagues, to affect behaviour change and identify opportunities for improvement. Our existing BeeALERT health and safety engagement campaign has proven invaluable here. Driver training and MiX Telematics technology are also used to benchmark and improve eco-driving standards and keep fuel use down.



**QUICKER:** Dedicated bus lane

# Our Climate Change Strategy

In July 2021, we launched the first Go-Ahead Climate Change Strategy, stating our ambitions for reducing our carbon impacts and detailing how we are going to deliver on them to reduce our impact on the climate. We also addressed how we will seek to minimise the impact of the growing changes in our climate on our operations, customers, colleagues and stakeholders.

As a public transport services provider, we have an important and valuable role to play in decarbonising transport and mobility, through modal shift – a bus can take 75 cars off the road – through technological and service innovation, and working with partners to establish the infrastructure and strategies that will deliver increasingly sustainable transport solutions.

The following pages show how the Go Ahead Climate Change Strategy is going to make a difference here in the areas served by Brighton & Hove Buses and Metrobus, as well as globally.

→ [go-ahead.com/sustainability/climatechange](https://go-ahead.com/sustainability/climatechange)

Our Group target is to reduce our carbon footprint by 75% by 2035 and achieve Net Zero Carbon by 2045. Air quality, from our fleet but also cleaning air via our innovations such as air filtering bus. We have a series of ambitious reduction targets for carbon monoxide (17%), hydrocarbons (49%), nitrogen oxide (63%) and particulate matter (50%) by 2025. Water, including our use, leaks and sourcing.

As a Group we are aiming to reduce water use by 25% by 2025. Waste, including recycling and waste to landfill. As a Group we are aiming to increase recycling rates to 60% by 2025.

Here at Brighton & Hove and Metrobus, our strategy focuses on the decarbonisation of our premises and our bus and ancillary vehicle fleets, reducing our carbon footprint by 75% by 2035 and to net zero by 2045 as this is where we can make the greatest impact.

**GREENER TRAVEL:** A Wrightbus hydrogen bus



## OUR STRATEGY HIGHLIGHTS INCLUDE:

- 1 Climate change adaptation:** Reflecting these concerns in design of buildings, vehicles and processes; better data collection around these. Targets: review risk priorities annually, rolling 3-year R&D programmes, annual investment in risk reduction.
- 2 Decarbonisation:** Decarbonising our bus fleet, ancillary fleet and buildings. Targets: decarbonised bus and ancillary fleet by 2035, if funding bids successful. Rebuild our depots at Conway Street and Lewes Road reducing the carbon footprint of our premises.
- 3 Air quality:** Retrofit diesel buses to Euro 6, lobby for traffic management redesign, increase technical innovation, such as our air filtering system, to reduce roadside emissions from other sources. Targets: Continued conversion of all diesel buses to Euro 6 by 2024 in Brighton, elsewhere by 2028. Materially reduce our tail pipe emissions of carbon monoxide, hydrocarbons, nitrogen oxide and particulate matter by 2025. Optimise performance of geofenced buses running zero emissions in Brighton & Hove. (63%) and particulate matter (50%) by 2025.
- 4 Water:** Reduce consumption & leaks, capture more rainwater. Target: Reduce water use by 25% by 2025.
- 5 Waste:** Boost recycling rates and reduce waste to landfill. Target: Achieve a recycling rate of at least 60% by 2025.



Our five priority areas are listed below. The application of the Go-Ahead strategy reflects these priorities. It does not mean that other priorities such as biodiversity, for example, are being ignored. Our work with the UNESCO Biosphere, The Living Coast, includes supporting the protection and recovery of biodiversity in our local area as part of an international network of UNESCO Biospheres.

**1 Adaptation:** Adaptation to the growing impact of climate events: reviewing the risks posed by rising temperatures and planning our response to increasingly severe and frequent weather events and rising sea levels. Reflecting these concerns in design of our buildings, vehicles and processes. Improving data collection around these issues.

**2 Decarbonisation:** Our primary focus is on decarbonising the bus fleet of over 400 vehicles by 2035 and this remains our ambition, if funding streams make this possible, by 2030. A key part of this is increasing our number of hydrogen fuel cell buses, which emit only water vapour. Twenty of these arrive in June 2022 and we've added a second wheelchair space and the highest quality hearing loops available for public transport, both setting a new standard for future bus designs. We continue to work with partners such as Surrey County Council to convert even more services to zero emissions through investment in hydrogen buses. We are also targeting a zero-emissions ancillary vehicles fleet, the transition of which has begun, and through planned rebuilding of our depots at Conway Street and Lewes Road leading the way, to reduce the carbon footprint of our premises.

**3 Air Quality:** Improvement has been a focus for many years and with partners we will continue the conversion of diesel buses to

Euro 6 by 2024 in Brighton and elsewhere by 2028. Retrofitting the exhausts of these buses converts them to the cleanest European standard, which substantially reduces the greenhouse gas nitrous oxide, the reactive nitrogen monoxide and the harmful nitrogen dioxide they emit. We will materially reduce our tail pipe emissions of carbon monoxide, hydrocarbons, nitrogen oxide and particulate matter by 2025, and increase technical innovation, such as our air filtering system, to reduce roadside emissions from other sources. As well, we will continue to lobby local councils for traffic management redesign to speed up journeys, e.g. priority bus lanes.



**4 Water:** We will reduce water use by 25% by 2025 by cutting consumption, recycling more water, capturing more rainwater, eliminating leaks and responding to them more quickly. These efforts combine the day-to-day behavioural improvements with smarter investments in our systems and processes.

Capturing water and increasing recycling lies at the heart of the water strategy. Rainwater capture is being designed into new buildings and bus washes, with a recycling rate in excess of 90% being rolled out across our sites following the successful trial of a new system design in our Hove depot. We will continue working with the Aquifer Partnership in Sussex to help protect local water supply quality.

**5 Waste:** Our target is to increase our recycling rates significantly and reduce our waste to landfill by recycling at least 60% of all waste by 2025 but our ambitions lie well beyond this. We are working with contractors and exploring new models to rapidly increase our recycling rates over the next three years.

# Our Climate Change Strategy



## CLIMATE CHANGE: ADAPTATION

1. Identify risks and vulnerabilities
2. Assess costs and source funding
3. identify risks to properties
4. Work with suppliers to identify and reduce exposure and vulnerabilities

### WE ARE:

1. Updating risk data, post-COP26
2. Reviewing strategic & operational risks caused by climate change
3. Creating a risk registry
4. Developing risk action plans & reviewing quarterly

## OUR TARGETS

1. Adapt to minimise risks to colleagues, customers and communities from worsening climate effects.



## MITIGATION: DECARBONISATION

1. Bus fleet decarbonisation
2. Ancillary fleet decarbonisation
3. Decarbonisation of properties

### WE ARE:

1. 121 ZE buses in three years
2. Rolling three-year plan
3. Minimise carbon from residual diesel fleet
4. Decarbonising buildings

## OUR TARGETS

1. Zero emissions fleet 2035
2. 75% less carbon 2035
3. Net Zero 2045
4. Develop net/carbon zero commitment, adding scope 2 & 3 to scope 1 work already verified.



## MITIGATION: AIR QUALITY

1. Improve bus fleet by procuring zero electric vehicles
2. Retrofit diesel buses to the latest emissions standards
3. Remove older lower emissions standards vehicles from fleet
4. Work on bus priority solutions with local authorities

### WE ARE:

1. Retrofitting buses to cleanest Euro6 standard
2. Expanding zero-emissions range of hybrid buses
3. Investing in ZE hydrogen buses
4. Partnering councils on road changes for faster journeys and reducing emissions

## OUR TARGETS

1. Minimise Air quality pollutants
2. Optimise ADL E400ER performance
3. Eliminate pre-Euro5 diesels



## MITIGATION: WATER

1. Address leaks better
2. Reduce third party use of our water
3. Reduce water use
4. Improve water sourcing
5. Protect local water quality

### WE ARE:

1. Installing new bus washes to recycle more water
2. Including rainwater capture in site redevelopment
3. Investing in more efficient systems to manage water use
4. Behaviour change program to reduce water use & report leaks earlier

## OUR TARGET

1. By 2025, reduce water use by 25%
2. Agree rapid response to leaks with supplier
3. Protect water quality



## MITIGATION: WASTE

1. Improve rail and bus waste management contracts
2. Increase recycling
3. Behaviour change programmes for customers and colleagues
4. Reduce waste in supply chain and operational activities

### WE ARE:

Reducing waste and increasing recycling by

1. Renegotiating waste contracts
2. Improving data collection
3. Running behaviour change campaigns

## OUR TARGETS

1. Increase waste recycling rate to 60% by 2025

## 5. Safer working

Safety is fundamental to caring for our customers and colleagues and running our bus services. While the pandemic has presented real challenges, colleagues have adapted incredibly well to these new working practices, most of which are still in place.

Our greatly enhanced cleaning regime is now standard, with higher frequency daytime cleaning using food industry grade products, concentrating on high touch points like bells and grab rails, and more regular, deep cleans.

Last year, we fitted air filters on every bus, which remove 99.9% of airborne viruses and bacteria from on-board air intake systems. We've installed blockers to keep windows open, boosting ventilation and there's hand sanitiser on board every bus.

Trials of a new product, Zonitise, began at our Conway Street depot in October. This product lasts 12 months and forms an anti-microbial coating that significantly reduces cross contamination, mould and nasty smells.

Drivers take lateral flow tests and are given face coverings, wipes and sanitiser. There's a robust in-house track and trace system if a colleague tests positive. Hand washing, face coverings and social distancing are encouraged. While face coverings are no longer compulsory, we encourage our passengers to wear them and to pay by contactless. Our When2Travel app allows passengers to see how busy their bus is before boarding, enabling them to plan their journey for quieter times.

Our drivers are trained in-house to a very high standard and newly qualified drivers are given a mentor who goes out on the road with them. Our Driving Standards Officer helps keep standards high. MiX Telematics technology encourages drivers to consistently improve driving techniques with results published on employee engagement app Blink and refresher training mandated for those with lower scores.

We run regular internal safe driving campaigns, including toolbox talks on city driving from council road safety officers, and

a continuous reward and recognition scheme for safe driving. Our new Accident Working Group focuses on further reducing risk and preventing accidents, including investigating causes and finding solutions. We are currently trialling audible sensors on some buses to cut down low speed manoeuvring incidents.

Our successful internal BeeALERT health and safety campaign underlines the importance of recognising and reporting risk and making positive interventions. This successful campaign, led by an interdepartmental team, has had excellent buy-in from colleagues and is now in its third year. There have been 384 positive interventions since BeeALERT began. This is where a colleague acts on an unsafe condition/behaviour and makes it safe, preventing it from becoming a near-miss or incident, e.g. such as clearing up a spillage before someone slips in it.

All of our buses have CCTV and drivers are connected to our control centre and response team. We train our drivers to deal with aggressive incidents and our Public Transport Liaison Officer at Sussex Police works on passenger safety and investigates incidents.

We actively support passengers and drivers to report incidents of hate crime on our buses through our anti-hate crime campaign on buses and online. We're also a founder member of Brighton & Hove Upstanders Network, which brings together local councils, Sussex Police, the Home Office and community organisations, to tackle hate and extremism. We are working with other transport operators to promote women's safety, encouraging recognising and reporting misogyny, and training colleagues.

We run high profile road safety events in partnership with Brighton & Hove City Council, encouraging people to explore the benefits of cycling, walking and using our bus network. Our colleagues always attend these events while also promoting recruitment, sharing travel information and providing reassurance to those with additional needs that our services are safe, clean and accessible.



# Key data

## Brighton & Hove and Metrobus combined data

2021/20 2020/19 2019/18

### HAPPIER CUSTOMERS

Customer satisfaction (Latest Passenger Focus score) (%)	N/A*	89	91.5
UK regional bus punctuality (%)†	86	85	83
Expenditure on new buses in financial year (£'000)	7,757	9,100	1,550
Average age of bus fleet*	8.3	8.3	8.1

### Accessibility

Bus fleet which is DDA compliant (%)**	100	100	100
--	-----	-----	-----

### CLEANER ENVIRONMENT

CO <sub>2</sub> (tonnes) total from all sources	27354	30253	35165
Carbon emissions per mile (kg)	1.51	1.61	1.69
Total waste generated (tonnage)	354	436	773
Recycling rate (%)	48	43	N/A*
Percentage of bus fleet that are zero or low carbon emissions+	180	157	124
Average fleet diesel efficiency (MPG)	7.92	7.42	7.16

### BETTER TEAMS

Average number of employees‡	1372	1554	1513
Employee engagement index	64	N/A*	53
Employee turnover rate (%)†	11.9	11.7	16.3
Absenteeism rate (%)†	4.4	4.26	3.3
Training spend per employee (£)	383	445	790

### Accessibility

% of female employees	12	100	100
% of ethnic minorities	3.9	3.6	3.5

### SAFER WORKING

Bus accidents per 100k miles	6	9	10
Number of reported crimes‡	102	153	137
RIDDOR accidents per 100 employees‡	0.4	0.3	0.7

#### Key

+ For the reporting period July 2020-June 2021

\* data not collected this year

\*\* as at the reporting period end

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](https://go-ahead.com)

## More information

Find out more about Brighton & Hove Buses at [buses.co.uk](http://buses.co.uk) and Metrobus at [metrobus.co.uk](http://metrobus.co.uk)

If you would like to speak directly with the company's Managing Director Ed Wills, please write to him at the following address:

Brighton & Hove Buses  
43 Conway Street  
Hove  
BN3 3LT  
or email: [ed.wills@buses.co.uk](mailto:ed.wills@buses.co.uk)

For copies of this report or inquiries, please email  
Head of Marketing and Communications Vicky Doyle:  
[vicky.doyle@buses.co.uk](mailto:vicky.doyle@buses.co.uk)

## 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 Sustainability Report. The information and data reviewed in this verification process covered the period 28 June 2020 to 3 July 2021.

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: [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

Produced by The Go-Ahead Group and designed by Black Sun plc



Bureau Veritas UK Ltd  
November 2021

Designed by:  
Black Sun plc