

CSR overview

- Injury Prevention is one of our core values. During the year we continued to improve our safety performance.
- Our environmental performance – particularly in energy reduction and waste management – continues to improve. We have now achieved ISO14001 accreditation for all but one of our UK companies and have strengthened our environmental management structure in North America.
- We are making good progress in improving customer satisfaction levels and service performance.
- We have reinforced our employee management structure to bring greater consistency across the Group. Our employee satisfaction survey findings are helping us to develop better ways of engaging with and managing our employees.
- We continue to progress our community programmes. For the first time we have quantified our contribution using the London Benchmarking Group model.

Progress in achieving our 2008/09 targets is recorded on pages 12 and 13. The list below shows the key commitments in our CSR strategy and indicates where further relevant information can be found in this report.

Minimising environmental impact

Our transportation services play a key role in reducing the environmental impacts of travel. In parallel we are working to reduce our own emissions. **We are committed to:**

	Pages
meeting our medium and long-term carbon reduction targets	15 & 16
reducing the overall environmental impacts of our operations	15-18
continual investment in service improvement both independently and with our partners to attract more people to use public transport	9, 26, 27 & 28
working both independently and in partnership to promote policy measures that support better public transport services.	9

Valuing our employees

We depend on our employees to deliver quality services and attract more people to use them. We strive to be the industry employer of choice. **We are committed to:**

	Pages
reducing the risk of employee injury	20
being an inclusive employer who respects employees' rights	21
recognising and rewarding the contribution of our employees to our business success	21
training, developing and supporting our employees to fulfil their potential and meet our business needs.	22

Serving the local community

It is our responsibility to deliver transport services that serve the needs of the local community. **We are committed to:**

	Pages
providing accessible services to meet the needs of the local community	28
supporting community programmes that provide value to the local community.	29-31

Delivering our promise to our customers

We promise our customers that we will provide safe, punctual and reliable services that deliver high levels of customer satisfaction. **We are committed to:**

	Pages
reducing the risk of injury to our passengers and the general public	25
increasing customer satisfaction levels	26
continual investment in improving the punctuality and reliability of our services	27
providing affordable and accessible services.	28

CSR challenges

Meeting these commitments is not without its challenges. In reducing our environmental impacts we face particular challenges in meeting our carbon reduction targets, particularly when legislation, aimed at cutting local air pollutants in the UK and North America, is reducing the fuel efficiency of our new vehicles. Through our Climate Change Strategy we are working to address this. Further information can be found on pages 15 and 16.

Our large and diverse workforce is spread across over 1,000 sites in the UK, North America and Europe. The majority of our workforce are drivers who spend very little time on company premises. Engaging with and communicating effectively with our workforce is therefore a continuous challenge and a key priority of our people management programmes (see pages 21 to 23).

We seek to provide affordable services that meet a community's travel needs. Where we control fare structures we aim to be as efficient as possible. We must also balance investment in boosting the appeal of our services against affordability for our customers (see page 28).

Many factors (e.g. road congestion and the condition of rail infrastructure) impact on our ability to deliver our services. Partnership working is essential if we are to address these challenges. We discuss the importance and nature of these partnerships in greater detail on page 9.