





APPENDICES

GROUP GOALS, PROGRESS AND OBJECTIVES

 OPERATIONS		
GOALS SET FOR 2006 <ul style="list-style-type: none"> → Further integration of Group initiatives to ensure continued focus on customers → Implementation of structure and processes to deliver improved product delivery and support cultural change within our operations → Integration of Alsa customer and employee monitoring into Group format 	PROGRESS DURING 2006 <ul style="list-style-type: none"> → Key initiatives in the areas of customer service, employee satisfaction and engagement and leadership development were rolled-out during the year → On the back of improved operational performance, the development of our people is a priority in the coming year → Customer and employee surveys rolled-out in Alsa during the year 	GOALS SET FOR 2007 <ul style="list-style-type: none"> → Continued improved punctuality and reliability across businesses → Improved customer and employee satisfaction and engagement scores to be achieved with targets set of 55 points for employee satisfaction and 50 points for employee engagement → Launch of reviewed mission and values both internally and externally
 ENVIRONMENT		
GOALS SET FOR 2006 <ul style="list-style-type: none"> → Review and reissue management system guidance to UK businesses → Continue to promote environmental benefits of public transport with key opinion formers 	PROGRESS DURING 2006 <ul style="list-style-type: none"> → Updated the Group environmental management framework and supporting guidance documentation → Continued to promote benefits of public transport through involvement in industry groups and responding to government consultations and enquiries 	GOALS SET FOR 2007 <ul style="list-style-type: none"> → Launch "Carbon Club" which will be a loyalty scheme to encourage people to use public transport → Promote the environmental benefits of public transport with new and existing customers → Continue to promote benefits of public transport with policy makers and participate in the WWF's "One Planet Business" personal mobility project
 SAFETY		
GOALS SET FOR 2006 <ul style="list-style-type: none"> → Introduce recommendations arising from independent safety audit report → New "random" drug and alcohol screening to be rolled-out across all divisions 	PROGRESS DURING 2006 <ul style="list-style-type: none"> → All 10 recommendations have now been completed → Introduction of oral testing at MML and within the Coach Division with further roll-out planned 	GOALS SET FOR 2007 <ul style="list-style-type: none"> → The continued roll-out to new vehicles of the CCTV system developed in TWM and the evaluation of retrofitting → The development of a comprehensive safety management system in the Bus and Coach Divisions, taking account of good practice elsewhere, to drive further accident reduction → Trials of new technology and processes to improve further the competence management systems for train drivers → Sharing of good practice developed in our North American safety management systems and initiatives in accident prevention to other Group companies
 PEOPLE		
GOALS SET FOR 2006 <ul style="list-style-type: none"> → Review of employee survey process in Alsa → Improvement in employee satisfaction scores → Greater focus on integrated leadership development across the Group → Review of the Group's UK diversity policy and development of practical initiatives relating to diversity → Further focus on Investors in People (IiP) accreditation with a corporate programme of IiP support for individual businesses to achieve this goal 	PROGRESS DURING 2006 <ul style="list-style-type: none"> → Roll-out of Group employee survey in Alsa with inclusion of the Group's 15 core satisfaction and engagement questions → Employee satisfaction scores increased from 47 points to 54 points during the year. Employee engagement improved from 43 to 48 points → Roll out of the DNA leadership programme → Review completed and updated guidance note → IiP achieved at Central Maintrain 	GOALS SET FOR 2007 <ul style="list-style-type: none"> → Improved customer and employee satisfaction and engagement scores to be achieved with targets set of 55 points for satisfaction and 50 points for engagement → Launch of UK recruitment review → Continued roll-out of the DNA leadership strategy → Hold first leadership conference → Extend DNA review to the next tier of management → Implement DNA Perform, our performance management process