

# Taking care of every journey

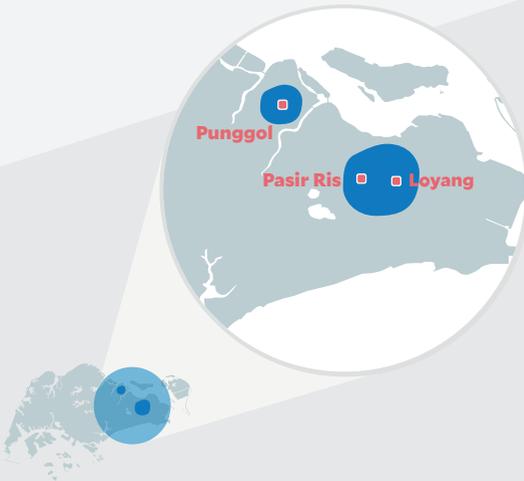
Go-Ahead Singapore  
Sustainability Report 2019



**Go-Ahead Singapore currently operates 30 public bus services after securing the Loyang Bus Package in 2015. Put up for tender by the Land Transport Authority (LTA) in the same year, under the Bus Contracting Model (BCM), this package manages its routes out of Loyang Bus Depot.**

Located in eastern Singapore, Loyang Bus Depot houses a growing team of more than 1,000 colleagues. Comprising a highly experienced engineering team, operations control centre, bus captains and office staff, it is the collaborative effort of all that contributes towards a seamlessly reliable service.

Unveiled in May 2019 by the LTA, the Land Transport Master Plan 2040 is a nationwide plan to improve connectivity, boost convenience and cultivate an inclusive land transport system over the next 20 years. LTA has committed to a 100% cleaner energy bus fleet by 2040, starting with the earlier deployment of diesel hybrid buses followed by electric buses which will roll out for service in 2020.



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## Find out more...

### Twitter:

@GoAheadSG

### Facebook:

goaheadsingapore

### Website:

go-aheadsingapore.com



## 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 five sections:

### Stronger communities

To support colleagues with fundraising events which support the local community.

→ Read more on page 4

### 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

### Cleaner environment

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

→ Read more on page 10

### Smarter technology

To implement new market leading technology and adapt it accordingly.

→ Read more on page 11

# Regional Managing Director's message



## 2019 highlights

- Recorded a 32% reduction in preventable collisions
- Improved Excess Wait Time (EWT) performance by 12.2%
- Introduced two new bus services – 43e and 661
- 75% of BCs with performance scores A and above

Welcome to Go-Ahead Singapore's third sustainability report.

This year has been another one of exceptional commuter service, delivered by a dedicated group of more than 1,000 colleagues and reinforced by innovative work processes that adapt to constantly changing technology.

The ability to deliver effective change management, critical for any successful organisation, is especially relevant as the wider public transport sector commences work on the LTA's industry transformation programme and its ambitious 2040 Masterplan. In the short-term, this means a trial of DRT and the introduction of diesel-hybrid and electric buses, among other things. Go-Ahead's expertise in both fields is especially useful and we look forward to working with the LTA, our workforce and other stakeholders to ensure that the country's bus network remains world-class during a period of change.

**“The last 12 months were a period of sustained growth, underpinned by two new services, 43e and 661, that offer commuters even greater connectivity. Other noteworthy happenings include a further improvement in bus captain performance, a series of pro-active colleague education campaigns (on safety, technology and community engagement) and the introduction of Demand Responsive Technology (DRT) staff buses. Having recently celebrated our third anniversary, I am very optimistic for our future.”**

**David Cutts**  
Regional Managing Director

A series of other milestones can be found in this document and they include a 32% reduction in preventable accidents, increased recruitment of Singaporeans, the ongoing development of smart device applications and the positive results of mystery shopper surveys.

While our core business will always be the provision of a safe and reliable service, community engagement is an important part of who and what we are. By again partnering with the Children's Cancer Foundation on a 'Hair for Hope' satellite event, we raised an impressive \$9826 earlier this year, slightly up on the figure from 12 months earlier.

Loyang has additionally hosted a series of local school visits, including a particularly memorable one to celebrate Labour Day, when children from the Bethesda Pasir Ris Kindergarten distributed care packs and handwritten notes to bus captains to thank them for providing an essential public service.

This heartfelt gesture was well received by drivers and it supported the Company's decision to issue four complimentary cinema tickets for every colleague as part of the Labour Day festivities.

Elsewhere, the annual National Kindness Awards – Transport Gold resulted in recognition for 25 team members, while the number of commendations received in the last 12 months have increased by an impressive 20%. During the same period, complaints reduced by 13%. Further public recognition came in the form of our being awarded Champion in the 'Public Bus Fleet' category at the Singapore Road Safety Awards.

I am very pleased to report that 2019 saw the Company's first-ever workplace health and safety roadshow, in which colleagues from all departments, not just bus captains, came together to review existing work practices. This initiative took place at the depot and bus interchanges and it stimulated a great deal of positive feedback, which in turn resulted in a series of refinements to our driver training regime.

Now in its second full-year of service, the GreenRoad telematics system fitted to our over 430-strong fleet continues to deliver positive benefits. This system complements a defensive driver training programme that commenced in 2019 and it is part of a 'safety first' culture at Loyang that now includes mystery commuter surveys for all bus captains.

On the fleet side, we have implemented a real-time maintenance monitoring system that has been designed to deliver rapid diagnosis of mechanical problems. Feedback received has been positive and we will continue monitoring its effectiveness. Staying with buses, the Company operates four distinct vehicles and we have maintained exceptionally high levels of reliability and performance across all types.

We also continue to liaise with UK colleagues, especially those in Go-Ahead London, as their many years' experience of operating hybrid and electric vehicles is very relevant as we future-ready our colleagues.

The LTA's 2040 Masterplan is a vision for improved connectivity, convenience and inclusivity that will further enhance all modes, including buses, over the next couple of decades. This 20-year period will also be one in which vehicles move away from diesel engines to cleaner energy sources and we are ready to seamlessly deliver this, based on relevant experience.

We remain committed to the BCM and a team is ready to deploy as and when future competitions are announced. Go-Ahead is proud to have established itself as a part of Singapore's wider transport community and we very much hope to be a long-term contributor to it.

# Stronger communities

## Community engagement with pre-school students

Go-Ahead Singapore believes in actively engaging the community, especially in public education on safe commute.

We collaborated with local early childhood organisation, My First Skool, to conduct interactive sessions at a couple of their centres, where students are in a familiar environment conducive for learning. The nursery and kindergarten students were particularly excited about meeting our bus captain and traffic inspector and hearing more about the roles they play in public transport. Our colleagues also took the opportunity to share safe commuting tips with the little ones, keeping them interested with the use of visuals whilst communicating the dos and don'ts when commuting by public buses.

This learning programme included the Overseas Family School located in Pasir Ris, within the vicinity that we operate in. Warmly welcomed by the enthusiastic kindergarteners, our colleagues continue to spread the message of safe commuting and engaged them in a hands-on activity of crafting their very own cardboard Go-Ahead Singapore bus models.



Traffic Inspector, Muhammad Rizal Bin Ayoh, and Bus Captain, Johnson Ng, engaging with students from My First Skool.

## Labour Day visit by Bethesda (Pasir Ris) Kindergarten

Labour Day this year was extra special with a visit by pre-schoolers from the Bethesda (Pasir Ris) Kindergarten. They came to show their appreciation to our public transport workers who continue to work tirelessly throughout the year and deliver safe and reliable journeys for everyone.

They personally presented care packs with a handwritten thank you note to every colleague they met.



Our team of technical specialists and colleagues joined by special guests from Bethesda (Pasir Ris) Kindergarten.

### **Iftar with Senior Parliamentary Secretary, Mr Baey Yam Keng**

We had the honour of having Senior Parliamentary Secretary, Ministry of Transport & Ministry of Culture, Community and Youth, Mr Baey Yam Keng, join our Muslim colleagues for iftar, or breaking of fast, at Punggol Bus Interchange on 3 June. They spent a joyous evening together and enjoyed traditional local cuisine – nasi ambeng and dates.

During Ramadan, our Muslim colleagues continue to take their work seriously and serve every commuter while fasting from dawn to dusk, delivering every journey to the best of their ability.



A delicious iftar meal shared with colleagues and Senior Parliamentary Secretary, Ministry of Transport & Ministry of Culture, Community and Youth, Mr Baey Yam Keng.

### **Chinese New Year visit by Minister for Trade and Industry, Mr Chan Chun Sing, and Senior Minister of State for Transport, Dr Janil Puthuchery**

Chinese New Year celebrations started off early with a bang this year when Minister for Trade and Industry, Mr Chan Chun Sing, Senior Minister of State for Transport, Dr Janil Puthuchery and Executive Secretary of the National Transport Workers' Union (NTWU), Mr Melvin Yong, made a surprise visit to Punggol Bus Interchange on the eve of Chinese New Year.



Thumbs up to starting Chinese New Year with an early morning prosperity toss.

A lo hei (prosperity toss) session was organised with the guests and bus captains, a traditional favourite which represents good fortune for the new year.

### **TP engagement on safety**

We regularly collaborate with the Singapore Traffic Police Force on engagement activities to educate commuters on road safety and safe commuting habits, especially for the elderly.

Traffic Policemen (TP) are onsite at our interchanges during these sessions to share tips with the public such as flagging early for buses to stop and refrain from running after buses, instead wait for the next bus to arrive.

The elderly are a more vulnerable group of commuters who require extra attention so the TP are mindful to remind them to hold onto grab poles when on board a moving bus to avoid falling down, and particularly to remain seated until the bus has come to a complete stop before getting up to alight. They were also educated on how to use the proper pedestrian crossing after alighting from the bus and to not jaywalk in any circumstance, all as part of ongoing road safety initiatives.

# Happier customers

## Commuter engagement

Our commuters are at the heart of everything we do, and we make the effort to hear and communicate regularly with them. It has been observed that more journeys are made annually on our buses, pointing positively towards the increased commute by public transport. When ensuring that every journey is safe and reliable, we require the active participation from our commuters.

Our customer service department regularly initiates campaigns to promote a safe commute on board our buses. Key safety messages were prepared in a pamphlet with informative messages and clear graphics, communicating the desired messages.

Colleagues distributed the pamphlets at Pasir Ris and Punggol bus interchanges while explaining to commuters how they can play a part in taking ownership of their own public transport experiences.

Work teams have been established to review performance in areas such as safety, service quality and reliability, also taking into account feedback received from commuters.

In the Public Transport Council Customer Satisfaction Survey 2018, commuter satisfaction levels with bus services were maintained with a mean score of 7.9 out of 10. The percentage of respondents satisfied with public transport also increased to 98% from 96.7% the previous year. These reflect the improvements in the bus services industry.



A screenshot of Go-Ahead Singapore's Facebook page.

## Social media engagement

Go-Ahead Singapore continued to show strong performance in its social media efforts and strengthened engagement with commuters over the past year. We continue to generate awareness of the Company's activities and provide updates of bus services, mainly through two channels, Facebook and Twitter. The Facebook channel has gained over 7,500 page likes, a 15.5% increase from the previous year.

We have produced videos in-house, an extension of the #ExplorewithGoAhead series, showcasing the individual charm of each bus service route. Each video is centred around a lead character to introduce the local sights that one can take in while travelling on board a particular bus service. A contest is included for every video and each has met with encouraging participation numbers from our followers. These videos have generated 13,000 unique views in total.

Our ongoing feature on colleagues has been switched up for a first-person narrative style, now known as #MeetTeamGAS. Interviewed colleagues speak about their job roles and their expectations of the future land transport industry.

## Excellent Service Award

The annual Excellent Service Award (EXSA) is recognised nationwide and presented to individuals who have delivered outstanding service in their area of work.

All award recipients in 2018 received a certificate of recognition and an exclusive EXSA badge from our Managing Director, Andrew Edwards, and Operations Director, Gavin Smith. Bus Captain, Tsok Siaw Foong, was awarded the Gold award for his exemplary customer service and patience shown towards his commuters.



## Awards

### Singapore Road Safety Award

We were proud to be named Champion (Public Bus Fleet) at the Singapore Road Safety Awards held in October 2018. Safety is of paramount importance and our colleagues are regularly engaged in initiatives to promote safe behaviour. Together, we all play a part towards ensuring a safe, reliable and smooth-running operation.

### National Kindness Award – Transport Gold 2018

The annual National Kindness Award – Transport Gold commends public transport workers for their exceptional service. The 2018 edition culminated in a presentation ceremony at the Istana.

Our Customer Service Officer, Tay Yu Ying, received the Outstanding Award from President Halimah Yacob, the highest accolade for providing exemplary service to commuters.

She went the extra mile and personally took time out of her schedule to return a lost wallet to its owner at a residential address, as she understands how upsetting it can be to lose a valuable item.



Managing Director, Andrew Edwards receiving the Champion (Public Bus Fleet) award from Minister for Manpower and Second Minister for Home Affairs, Mrs Josephine Teo.



Tay Yu Ying, an Outstanding Award recipient at the National Kindness Award – Transport Gold 2018.



GAS Driver of the Year, Mohd Nizam Bin Haron, looking mighty pleased with his prizes including a brand new iPhone XS, \$300 in cash and an all-expenses-paid holiday for him and three others to Club Med Bintan.

### GAS Driver of the Year Award

Every year, since the implementation of GreenRoad, we celebrate the achievements of our bus captains at a GAS Driver of the Year award ceremony. 40 outstanding bus captains are recognised based on an evaluation of their driving performance, customer service delivery and other relevant conduct records. They each receive a cash prize, certificate and specially designed collar pin, with repeat winners getting an upgrade in the colour of their collar pins.

GAS Driver of the Year 2019, Mohd Nizam Bin Haron, came in first place with an impressive safety score of 0.16, which equates to more than 40,000km of safe driving.

# Better teams

## Bus captains' performance appraisal ratings

A significant improvement in the overall bus captain performance appraisal rating has been observed, with 57% scoring an A in 2018 to 75% achieving the same in 2019.

This can be attributed to a variety of factors such as understandable measures, consistent engagement and open communication with bus captains, providing them with new skills through training and having in place a fair reward system.

Monthly campaigns that involve customer service, safe driving, and operational procedures, are organised to equip bus captains with the essential knowledge they require to effectively deliver a safe and reliable service. If they are uncertain of any topic or require clarification on an issue, they are aware that the organisation adopts an open-door policy where they are welcome to approach a supervisor or director, if necessary, to address their concerns.

With the technological changes happening within the industry, we keep our bus captains informed and trained regularly through the Singapore Bus Academy courses, Excellent Service Award customer service programs and Smith defensive driving system training, to name a few.

An encompassing reward system serves to encourage bus captains to perform their best by setting benchmarks to evaluate different aspects of performance. For example, the quality of service bonus is tied to monthly service performance results, while the safe driving bonus is linked to monthly safe driving records. These are mutually exclusive and if for some reason, bus captains do not qualify for the quality of service bonus in a certain month, they will still be eligible for the safe driving bonus should they meet the criteria.

## Culture week roadshow

An initiative delivered in the first quarter of this year was the culture week roadshow aimed at reinforcing and refreshing colleagues' understanding of Go-Ahead's vision, beliefs and attitudes (VBA).

As part of outreach efforts, posters were custom designed and interactive activities planned to communicate the VBA, even distributing stylish vision cards to every employee for their easy reference.

Pictures of colleagues in acts demonstrating our VBA were taken and affixed on a wheel to form a spin-the-wheel game where colleagues had to match acts with their corresponding belief and attitude.

These activities culminated in a lucky draw on the roadshow's last day, where 30 lucky winners received gift vouchers for submitting a completed game card with VBA-related questions answered correctly.

## Mystery commuter surveys

Scheduled for completion in November, these surveys are conducted as part of our continuous effort to maintain excellent customer service and deliver safe journeys for commuters.

Mystery commuters of varying demographics have been engaged to evaluate our bus captains' performance on the road based on the following qualities:

- Safe and smooth driving
- Presentable appearance
- Displaying polite and courteous behaviour
- Providing assistance as required (e.g. responding to commuters with questions, helping commuters with disabilities, waiting for vulnerable commuters to be safely seated before moving off)

These commuters board our bus services anonymously with the bus captains not knowing their identity, whilst they make observations and notes on the survey questionnaire that had been provided.

Results to-date has been excellent with more than 75% of completed surveys returning with an “A” grade. Where there are areas of improvement, a manager will meet with the bus captain to discuss this.

### Smith System

By 2020, all our bus captains will have completed comprehensive training on the Smith System of defensive driving, aimed to educate them on collision avoidance. This system of driving focuses on reducing collisions, preventing injuries and saving lives.

It is important for bus captains to know that the top three causes of collision are inattention, attitude and fatigue, which are factors that they can be aware of and are well within their influence. This training will equip them with the skills necessary to put this five keys theory into action through their driving behaviour.

- Key 1: AIM HIGH IN STEERING
- Key 2: GET THE BIG PICTURE
- Key 3: KEEP YOUR EYES MOVING
- Key 4: LEAVE YOURSELF AN OUT
- Key 5: MAKE SURE THEY SEE YOU

### Certification for Technical Specialist (CTS)

The CTS initiative was introduced by LTA with the aim of upskilling bus technicians and ensuring that they remain relevant through the ongoing transformation of the industry. This is aligned with our organisational objectives and we strongly support our technical specialists (TS) in their journey to attaining the CTS.

As the CTS is a structured approach to recognising TS’ skill levels through the endorsement of an external body, it is a

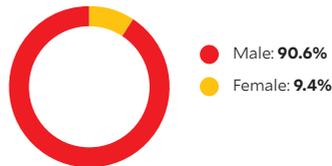


CTS graduates, posing proudly with their certificates, flanked by representatives of our management team.

certificate that is recognised industry-wide, conceivably leading to future career opportunities within the organisation and beyond.

Furthermore, our job grades are made symmetrical to the CTS certification levels which provides for easy affiliation within our team of TS who recognises the value of CTS. They are motivated to do their best to be selected for the course, undoubtedly due to the greater prospects for advancement and promotion potential upon graduation.

#### All employees



#### Senior management



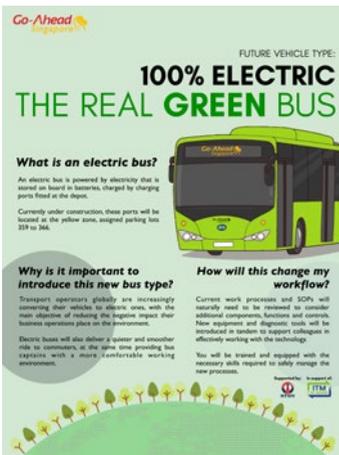
# Cleaner environment

## Industry Transformation Map (ITM)

The ITM is an industry plan to improve productivity and develop workforce skills through the use of technology. This will reinforce our global competitiveness and enable us to stay relevant in a changing landscape.

It is natural that when new forms of technologies are introduced into our daily work processes, business operations will become more efficient and the skillsets of workers will increase in applicability. Nevertheless, it is critical to communicate the impending changes to all colleagues, identify areas that they will be affected by and alleviate concerns through engagement and detailed informative material.

Tapping into Go-Ahead London's award-winning expertise in the space of diesel-hybrid and electric vehicles, a video has been produced to provide an insight on how the London team transitioned and continue to work with such vehicle types. It includes interviews with personnel across functions and glimpses at how the vehicles operate.



An informative poster introducing the electric bus, its benefits and potential workflow changes when working with the vehicle.

Print and digital messages have also been designed to inform colleagues about the upcoming technological changes as well as the support they will receive to continue to effectively perform their duties.

## Remote duty sign-on

Since its implementation, the remote duty sign-on app has been popular with its bus captain users, who appreciate the convenience it serves and its ease of use.

All bus captains using the app are issued with a mobile phone. They are trained on its functions and how to successfully sign-on for their duties remotely at an interchange or terminal. They are provided with a helpline and contact person to assist with any difficulty they face when using the app.

Along with the benefits this app produces for bus captains, it has also significantly contributed towards mileage and time savings due to reduced point-to-point travel required when starting a shift.

Take service 2 for example, 32% of mileage has been saved per week as compared to before the use of this app.



The remote duty sign-on app development team showcasing its features and functionalities.

# Smarter technology

## EB Ride

EB Ride is an on-demand service providing greater convenience to our colleagues who utilise the employee bus. Currently a third of them are enjoying the EB Ride service.

The app allows pre-booking of rides at preferred times and pick-up points, functioning very much like a ride-hailing app, without any payment required.

Scheduled rides up to two weeks in advance is available for booking by users, providing ample time to accommodate schedules and plans, whilst ensuring that one gets a ride booked for the journey to work or home.

This digital move from the traditional employee bus service, where allocated service numbers would ply fixed routes and call only at selected bus stops along the way, was made with the intention to operate our employee bus service with greater efficiency. This on-demand service utilises an algorithm to plan routes according to colleagues' individual journeys, minimising their wait and travel time.

## IBM Maximo

A new maintenance system, IBM Maximo, has been implemented to provide for a better structured and complete process when planning for bus maintenance activities.

The operational capabilities of this system are extensive and in maximising its use, we will include an e-checklist to replace the current physical checklists that our technical team utilises. In addition to eliminating paper wastage, this will allow for system traceability and retrieval when necessary.

With the introduction of this system, checklists now go through a designated process flow electronically, resulting in greater accountability and transparency for all colleagues involved.



The EB Ride app has been well-received by colleagues who utilise its service.

IBM Maximo is also integrated with BC Click, a bus captain app we have in place, automatically transmitting pre-set data completed by bus captains to our technical team through the system. Case in point is the vehicle condition report (VCR) that every bus captain must complete prior to beginning revenue service, to identify any internal or external defects on the vehicle. These reports will now be completed through an app by bus captains and the information made immediately accessible by the technical team through Maximo.

That would mean more than 400 VCR cards per day that are replaced by the e-VCR module!

## BC Click

Complementing the remote duty sign-on app, BC Click is an app for bus captains that is built with the capability to facilitate activities such as vehicle condition checking, accident/incident reporting, retrieving duty cards/log cards, accessing information on bus stops, paperwork submission, management of appointment diary and setting notification alerts for bus captains.

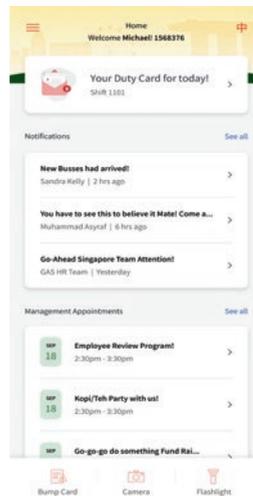
With this app and its corresponding functionalities, we will move towards a paperless operation and improved bus captain efficiencies. This will upskill our bus captains through the use of technology, reduce the need for supervision, increase automation internally and reduce office-based admin time.

For example, a bus captain may have access to all service duty cards if required, allowing for convenient swapping of duties when necessary. All business functions will also be able to send messages to individual bus captains or selected groups of bus captains to share important notices and information.

In addition to the above, the app will allow a bus captain to issue an immediate notification to the bus operations control centre if an accident or incident has occurred. This supports our bus captain to competently manage the situation on the ground and reduces their manual input required for reporting.



A screenshot of the BC Click app login page.



A bus captain will be able to view the assigned duty card, notifications received and management appointments on the app's dashboard.

# Key data: Go-Ahead Singapore

	2018/19	2017/18	2016/17 (04/09/16 -30/06/17)
<b>Stronger communities</b>			
Stakeholder events	21	31	13
<b>Cleaner environment</b>			
Carbon emissions per passenger journey (kg)	0.44	0.43	0.43
<b>Happier customers</b>			
On-Time Adherence (OTA)	93.49	89.54	80.93
Excess Wait Time (EWT)	0.43	0.49	0.67
Average age of bus fleet*	4.16	3.34	2.23
<b>Safety</b>			
Bus accidents per hundred thousand kilometres	21.72	25.46	26.89
Fleet with CCTV (%)+	100	100	100
Number of reported crimes+	7	11	2
<b>Accessibility</b>			
Bus fleet which is fully wheelchair accessible (%)*	100	100	100
<b>Better teams</b>			
Average number of employees+	1,021	1,011	986
Accidents per 100 employees+	1.4	2.2	1.2
Employee turnover rate (%)+	15.7	15.7	15.2
Absenteeism rate (%)+	4.79	5.73	5.52
Average training spend per employee (SGD)	995	1,253	1,620
<b>Diversity</b>			
Female employees (%)	9.4	9	10
<b>Finance</b>			
Passenger journeys (m)	110	105	81

## Key

+ For the reporting period

\* As at the reporting period end

All data displayed are Go-Ahead Singapore Management Estimates.



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

## More information

You can find out more about Go-Ahead Singapore by visiting our website [www.go-aheadsingapore.com](http://www.go-aheadsingapore.com)

More information on how Go-Ahead Singapore manages sustainability can be found by visiting:

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

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Bureau Veritas UK Ltd  
August 2019

