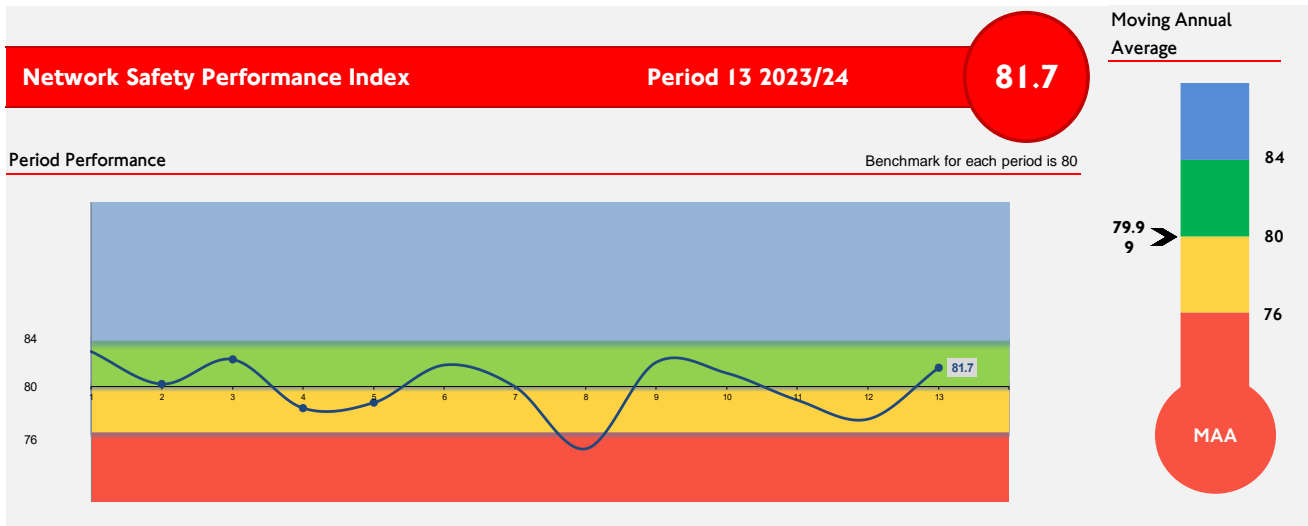


Bus Network Safety Performance Index

We use a Safety Performance Index (SPI) to monitor the safety performance of our bus operators. The SPI uses different groups of datasets known as 'baskets' to generate a single performance score.



The SPI is based on the same principles as the Consumer Price Index (CPI) used by economists to understand inflation levels. While the CPI generates an overall score based on a 'basket' of consumer goods and services, our SPI generates an overall score based on a 'basket' of safety measures or events.

Each 'basket' contains similar types of indicators. For example an 'engineering basket' might include indicators relating to engine fires and CCTV failures. The SPI measures the change in the number of each item against a baseline derived from past performance, resulting in a single figure. The benchmark for good performance is 80. This is derived from five years' worth of past historical data.

Structuring the measure this way allows us to benchmark performance across our bus operators using a single figure as well as understand what factors are affecting safety performance. The measures are weighted to allow us and our bus operators to highlight safety priorities and ensure focus on the most significant issues affecting safety.

Indicators, 'baskets' and their weightings are reviewed annually to ensure they remain relevant.