



Quarterly Newsletter for Friends of Golden Arrow Bus Services

INTERCHANGE



Golden Arrow Bus Services
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Golden Arrow's Mission:

To operate safe, reliable passenger transport services designed to meet the needs of our customers and by applying sound business principles, to create a secure future for the company and its people.

Golden Arrow se Missie:

Om veilige, betroubare passasiers-vervoerdienste te lewer, gerig op die behoeftes van ons klante en, deur gesonde sakebeginsels toe te pas, 'n seker toekoms vir die maatskappy en sy mense te skep.

Umqophiso kaGolden Arrow:

Ukufaka iinkonzo zothutho luka wonkewonke ezikhuselekileyo kunye nezithembekileyo kwaye nezilungiselelwe ukukhawulelana neemfuno zabakhweli bebhasi zalenkampani oku kufezekiswa ngokusebenzisa imithethosiseko yoshishino ephilileyo, nokwakha ikamva elikhuselekileyo lwalenkampani kunye nabantu bayo.

from the CEO'S DESK

Francois Meyer



Golden Arrow drivers, inspectors and other road based staff work under extremely challenging circumstances. Congestion, road works and civil unrest have become part and parcel of a day's work. In addition to this, Golden Arrow is often asked to assist when other transport services are not functional.

When this occurs we make every effort to assist stranded passengers despite our limited resources. We do this because we take our commitment to the people of Cape Town very seriously and because we know that every passenger has somewhere important to be.

What many people don't see is the work that goes on in the background. From the first phone call that comes in requesting assistance or advising of unrest, schedules must be adjusted, spare drivers must be brought in specifically, shifts must be extended and many other difficult operational decisions must be made. This has to happen in addition to operating a regular peak service which already requires all available capacity.

This requires absolute commitment from staff on the ground. They are in the thick of it assisting passengers, feeding information through to the wider operational network and working with law enforcement. These collective efforts ensure that thousands of people are able to get to where they need to be. These drivers and company officials are real every day heroes for going above and beyond the call of duty time and time again.

As Chief Executive Officer, it fills me with a sense of pride knowing that Golden Arrow is able to rise to the challenge time and time again and bring stability to an otherwise chaotic transport system. I am, however, deeply concerned that despite our commitment to the people of Cape Town, our buses and staff continue to be targeted by criminal elements and vandals.

Recently the Golden Arrow family lost one of our own, bus driver Mluleki Ngxishi, in an attempted robbery. It is unfathomable that a man earning an honest living for his family by making sure that other mothers and fathers are able to get to work, should lose his life in such tragic circumstances. We mourn with his wife and children as they come to terms with their loss. Sterling investigative work ensured that the alleged perpetrators were apprehended within a week and it is our hope that justice will prevail.

I am grateful to the South African Police Services, City law enforcement and local and provincial government for their assistance because crime and vandalism are elements of a larger societal problem that Golden Arrow cannot face alone. Going forward we will continue to strengthen these partnerships and to seek new ways to foster meaningful engagement with the communities that we serve.

A day in the life of a Road SBU Manager

Nicolette Young is a small business unit manager located at our Arrowgate Depot in Montana. She is responsible for the Nyanga area. Young is not only a perfect example of a woman excelling in a male-dominated environment; she is also a courageous quick thinker. Here she recounts a day in her work life. On the day in question a nationwide strike resulted in one bus being burnt out completely and 98 buses sustaining serious damages as a result of vandalism. Young and her colleagues played a critical role in ensuring that those numbers did not increase further.

“Our day starts as early as 4am or sometimes earlier depending on the stability of our operational areas. We monitor the area to ensure that it is safe for our buses to operate. We have a variety of roles and responsibilities and at times the hours of the day don’t seem long enough to finish our tasks. Prioritising is important in our daily work life.

During the peak we follow up on passenger complaints and queries, assist passengers where necessary, and monitor how efficiently our services are operating in general. We are constantly looking for ways to improve our services. After the morning peak we focus on administrative tasks (Drivecam, complaints and counselling drivers where necessary). During the day we also deal with issues that drivers have brought to our attention, as well as discipline. During the afternoon peak we go to our terminal points and liaise with the regulators with regard to challenges at the points. Being there also allows us to communicate with passengers and respond to their questions and concerns.

Monday 18 September 2017 was no different to any other protest action day. We prepared ourselves very early to monitor our areas preceding the strike. We soon found out that our buses were not safe at Nyanga terminus and we moved our services to load at Nyanga police station. Passengers were informed to exit the terminus as it was not safe for them.

While I was busy informing them about our new loading area at the police station, three unknown men came from the containers and started stoning the

buses that were about to leave the terminus as well as the company bakkie. The sound was very loud as the stones hit the bakkie.

We diverted our services the entire day and we stayed in Nyanga to monitor the situation from strategic points. At 19:50 while waiting for someone to relieve me I received a call from our operating tower informing me about a bus that had been abandoned on Emms drive in Browns Farm. I started the bakkie without hesitation with my colleague Lennon Maledu next to me and we rushed to the scene.

However, when we got there the bus was gone. We drove through fire and debris on the road looking for the bus. I contacted the operator again who informed me that the driver was at the police station. After driving around looking for the bus we finally spotted it. On arrival we found that the bus had no windows and unknown individuals were inside the bus. One of them was in front in the driver’s cab.

It was very dark and there are no street lights in the area. Further on the same road we saw a police van and managed to get their attention. They turned around and we followed. While driving we were met by a barrage of shots being fired between the police and the protesters. We were in the middle and had to lie low in the bakkie while driving through the shots.

Having ascertained that the driver was safe, our main objective was to get the bus out. We did not want another bus to be burnt so we just acted without hesitation. A young male jumped out of the cab and the bus moved across Govan Mbeki alone and drove into a tree. At that time there were a lot of bystanders.

We waited on the police to cross the road towards us and the bus so that we could drive it away. Unfortunately the bus wouldn’t start and we had to wait for a breakdown truck for assistance. While waiting for the breakdown bus to arrive the police remained with us and once the bus was ready to go we were escorted out of the area.”



ON THE FRONTLINE:
Small business unit manager
Nicolette Young’s quick thinking
saved a bus from being vandalised

Golden Arrow's greener future



THE FINISHED PRODUCT:

An artist's rendering of the completed Training and Recruitment Centre

Golden Arrow Bus Services (GABS) is committed to reducing its carbon footprint and optimising sustainability measures across the Company's operations. It is an exciting time for Golden Arrow as a number of sustainable eco-conscious interventions are being introduced, piloted or investigated.

The aim is to reduce carbon emissions, maximise water saving potential and access viable alternative energy sources.

According to Company Engineer, Gideon Neethling, GABS wants to be at the forefront of eco-sustainability in the South African bus industry. "There are so many advances in the field of sustainability, which hold the potential to transform how we operate. Now is not the time to wait for other businesses to lead by example, we want to lead from the front," he says.

Solar power

Golden Arrow's Epping Complex began generating its own solar electricity supply on September 1st, 2017. The pilot offers a 25 kilowatts peak (kWp). It is envisaged that it will supply an average of 100 kilowatt hours (kWh) on average per day but

at its highest it has already generated 154 kWh.

To give some perspective the electricity generated in a single day could power the equivalent of a 60 watt light bulb for 1667 hours. The same kilowatts peak will be available at Arrowgate and the new Training and Recruitment Centre. The primary aim of the pilot is to generate various data sets to assess the viability of rolling out solar energy across the entire Company.

Water saving

Keeping a fleet of 1100 buses clean requires a significant amount of water. As a responsible corporate citizen, Golden Arrow has sought to reduce

New Training and Recruitment Centre prioritises sustainability

After out-growing its current location, Golden Arrow is nearing completion of its purpose-built new Training and Recruitment Centre in Philippi. The Training and Recruitment Centre is located along one of Cape Town's major transport corridors and boasts a number of green features.

These include:

- Overall building orientation and arrangement designed to enhance sustainable energy and water use
- Passive sun control with covered balconies and sun screens
- North facing court yard
- Generous natural lighting to reduce power consumption.
- The use of rainwater harvesting for all flush mechanisms
- Well-point water for additional water saving capacity
- Detailed specification of materials to conform to environmental legislation
- Special acoustic glass to mitigate the street and other environmental noise
- Solar PV power and Tesla Powerwall battery to supplement the electrical supply and serve as emergency backup and security lighting
- Exclusive use of energy efficient LED lighting and services.

water use across our operations to protect this scarce shared resource. As an example, Capetonians may have noticed buses with the message “Saving water one dirty bus at a time” on the roads. GABS initially had exemption to wash buses but took the decision to stop washing buses as part of the collective effort to save water. Prior to this an innovative bus washing system was introduced at the Arrowgate depot, which recycles more than 80% of water used in the washing process. This had already achieved significant water savings.

The Company has started selectively washing the dirtiest buses using rain water harvested on site at Company facilities. A waterless car washing product has now also been introduced for the cleaning of all Company vehicles (excluding buses).

At present the Company is exploring the feasibility of additional sustainable water use initiatives which include the viability of shallow-depth well points at a number of Company facilities. Sustainability experts are on hand to ensure that any options that are implemented will comply with all legislative requirements and meet the highest ethical standards. It is hoped that eventually only drinking water will be supplied through the municipal water system.

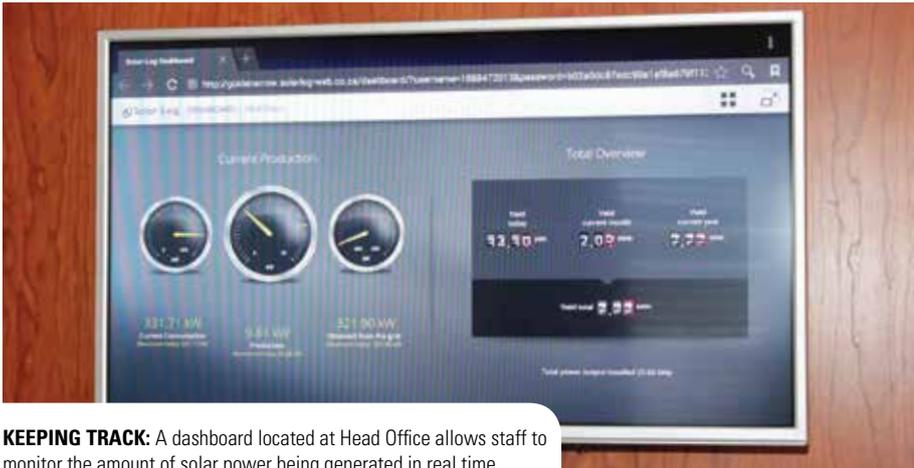
Buses of the future

Golden Arrow already follows European Bus Industry Best Practice when purchasing new buses. Diesel buses are currently the most suitable for the South African bus industry but the Company is investigating the feasibility of electric and gas engines. Of particular interest are hybrid diesel

and biogas engines, which use biogas as a preferred source of energy and only make use of diesel as a back-up.

Going forward

South Africa is reportedly the 13th most active country globally in the fight to reduce carbon emissions. South Africa committed itself, at the 2009 Copenhagen Conference of Parties (“COP17”), to undertake appropriate national actions to reduce greenhouse gas emissions by 34% by 2020 and a further 42% by 2025. Golden Arrow is committed to achieving the highest possible level of sustainability and the initiatives mentioned here provide a solid foundation to build upon in years to come.



KEEPING TRACK: A dashboard located at Head Office allows staff to monitor the amount of solar power being generated in real time.



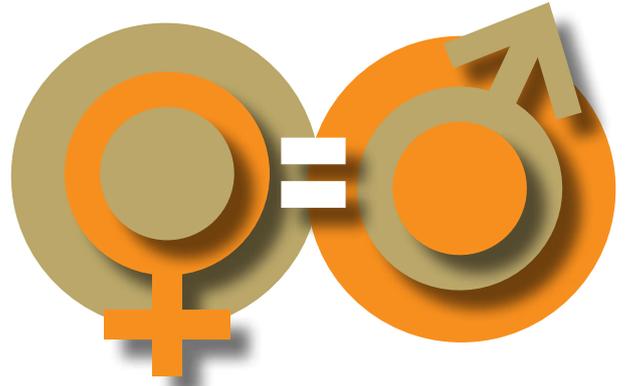
WATER SAVING ON THE ROAD: Some GABS buses have been specially branded to show the Company’s commitment to water saving



SUN POWER: Golden Arrow makes use of roof space to generate solar energy

BREAKING DOWN BARRIERS

The bus industry is still very much a male dominated industry. Golden Arrow does not believe in gender stereotyping and as such women are present in a number of male-dominated positions. Women currently make up more than 16% of the workforce and this number is set to rise. In acknowledgement of Women's Day, we interviewed a number of female staff members who have successfully broken through the gender barrier.



Khanyisa Mtsolo – Diesel mechanic



Salome Alexander – Maintenance assistant

1. How did you find yourself in this job – was it always something you wanted to pursue?

I always wanted to do something in mechanics. When I saw the job advertised in the newspaper, I applied and, fortunately, I was successful.

2. What do you enjoy most about your job?

I enjoy everything about it because I love doing what I'm doing. I'm very passionate about my job. I'm even used to the grease as it is part of the trade. I work in the Fuel Shop and therefore know all the injectors and fuel pumps. It feels good when buses drive past me and I can identify the buses on whose injectors or fuel pumps I worked.

3. What is your advice for other women looking to do traditionally male-occupied jobs?

There is transformation happening and things are getting better. It's not impossible to work in a male dominated environment. I am enjoying my job, so you can too.

1. How did you find yourself in this job – was it always something you wanted to pursue?

At the time my sister was a duty bus driver for the company and she advised me to fill in an application form. At that time the company was recruiting people for learnership programme and, luckily for me, I was accepted. To be honest I never saw myself doing this kind of work, but have always been interested in working with my hands or doing any physical work as opposed to sitting in an office, and as time went by, I started to enjoy it.

2. What do you enjoy most about your job?

I know that not all women feel the same, but actually getting your hands dirty, knowing that you are part of a team that's working towards one goal and after completion of a job, seeing that completion of a specific bus driving on the road and knowing that I had a part in that, is a good feeling. Naturally it is also great when your superiors tell you that was a job well done.



Fazlin Jones – Workshop assistant

1. How did you find yourself in this job – was it always something you wanted to pursue?

Honestly, it is not what most women want to do, but I find it interesting and challenging and it keeps me on my toes.

2. What do you enjoy most about your job?

I enjoy assisting wherever I can and this makes my job exciting because every day is not the same as I am exposed to both engineering and administrative work.

3. What is it like working in a traditionally male environment?

It is not always easy, but I still enjoy all the challenges.

4. What is your advice for other women looking to do traditionally male-occupied jobs?

Be open-minded about all challenges within the male environment, bearing in mind that with the new technology available today, it is possible for a woman to do a man's job.

1. How did you find yourself in this job – was it always something you wanted to pursue?

I applied for the learnership because I was inspired to pursue a career in transport after seeing other female bus drivers. I always saw myself as a strong woman, capable of anything, and saw the learnership as an opportunity to take on a new challenge.

2. What is it like working in a traditionally male environment?

I have not felt any significant difference because I believe males and females are treated equally in the industry. A very humorous anecdote about passengers, however, was the fact that they were surprised when they realised that I was a female. The one incident I remember is when a passenger who left my bus with a 'Goodbye Bhuti', was very surprised when he heard a female voice returning his greeting. Passengers always compliment me on my driving and are happy to see that I am their driver when they enter my bus.



Nasa Petu – Operator

1. How did you find yourself in this job - was it always something you wanted to pursue?

The current position allows me to have enough time to spend with my kids as a single parent they need care. I always wanted to be in this position but I waited patiently and invested lots of my time in this company I always wanted to work for.

2. What is your advice for other women looking to do traditionally male-occupied jobs?

I would advise other females, to be yourself, be strong do your work don't allow any situation to change you. Believe in yourself.



Sisiwe Dase – Duty bus driver

GABS' RTMS accreditation renewed

In 2015, Golden Arrow Bus Services (GABS) received the prestigious Road Transport Management System (RTMS) official accreditation.

RTMS is an industry-led, government-supported, voluntary, self-regulation scheme that encourages road transport operators to implement a management system with outcomes that contribute to preserving road infrastructure, improving road safety and increasing productivity. It covers vehicle maintenance, speeding controls, accident and traffic violation analysis, driver wellness and skills development.

The RTMS National Standard (SANS 1395-1) has been published by the South Africa Bureau of Standards (SABS) and compliance is assessed by South African National Accreditation System (SANAS) accredited external auditors.

Accredited operators must be audited annually to ensure that compliance is on-going. Golden Arrow was audited in mid-2017 and accreditation was renewed. According to Company Engineer Gideon Neethling, RTMS accreditation reflects Golden Arrow's ethos of subscribing to international best practice in all operational facets.

"In 2015, when we were awarded the RTMS accreditation for the first time, the then Minister of Transport, Dipuo Peters, urged us to continue to act as a role model to other operators. As the largest single-fleet yet accredited, we view the yellow RTMS sticker as an assurance to our passengers and other road users that we are committed to the highest operational standards," Neethling says.

RTMS outcomes:

- Reduction and minimisation of overloading
- Preventing road damage and preserving our infrastructure
- Enhancing the safety of heavy vehicles on our national roads
- Taking care of drivers' health (Driver Wellness Initiatives)
- Reduction of traffic violations (e.g. reducing speeding incidents)
- Improving efficiency in various industry supply chains
- Actively promoting skills development within the transport sector

Source: <https://rtms-sa.org>

DONATION to assist unemployed learners



SHARING THE KNOWLEDGE:

GABS has donated R500 000 worth of equipment to train unemployed learners for the automotive industry

South Africa is plagued by extremely high unemployment statistics as well as a shortage of qualified artisans. Golden Arrow was therefore pleased to play its part as a responsible industry player by donating approximately R500 000 worth of equipment to the Imperial Technical Training Academy to be used in training unemployed learners.

The donation consists of an ADE engine, Leyland Gardner LXB engine, MAN D0862 engine, MAN rear axle with Hub reduction, ERF front axle, MAN front axle with disc brake and two gear boxes.

The learnership programme is in collaboration with the Provincial Department of Economic Development and Tourism and recruits unemployed learners and then trains them to become fully qualified artisans.

According to Corporate Affairs Executive John Dammert, the donation is part of Golden Arrow's commitment to the industry and job creation. "We hope that the equipment will aid in the practical training of the learners and ultimately play a part in empowering people to upskill themselves and contribute to the economy," says Dammert.