

# southeastern

Southeastern  
Sustainability Report 2017

A photograph of two people on a train platform. On the left, a woman with blonde hair is smiling broadly. She is wearing a dark blue turtleneck, a blue and yellow high-visibility safety vest, and a dark jacket. On the right, a man with glasses and grey hair is also smiling. He is wearing an orange jacket over a blue sweater and a collared shirt. He is sitting in a motorized wheelchair, which has a control panel with a joystick and buttons. He is holding two silver trekking poles. The background shows train tracks and a station platform with a blue and white structure. The text 'Focused on partnership' is overlaid in white at the bottom left of the image.

Focused on  
partnership



# southeastern

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## Our vision is:

'Delivering our best ever passenger experience'

### Our values:

- We make the difference together
- We aim to be the best
- We care passionately about our people and passengers

## Go-Ahead reporting structure

We are committed to operating our train services in a way which helps to put our stations and services at the heart of the communities they serve. This report is split into four sections:



### Society

To run our company in a safe, socially and environmentally responsible manner.

**page 6**



### Customers

To provide high quality, locally focused passenger transport services.

**page 8**



### Our people

To be a leading employer in the transport sector.

**page 10**



### Finance

To run our business with strong financial discipline.

**page 12**

We're part of The  
**Go-Ahead**  
Group



Follow us on Social Media:  
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For more information, visit our website:  
[www.southeasternrailway.co.uk](http://www.southeasternrailway.co.uk)

# Managing Director's message

"Over the past year we have continued to work hard to deliver improved services for passengers. We're over half way through our Direct Award Contract and rolling out our £70m investment plan."

David Statham  
Managing Director



We've been working hard to deliver on our commitments, investing over £70 million in all areas of the business as part of our investment plan. We have deep cleaned and repainted nearly all of our stations, refurbished many of our trains, installed more self service ticket machines and recruited additional people to assist passengers.

Over the past year we have continued to work hard to deliver improved services for passengers, by investing in areas that they've told us matter to them most. We're over half way through our Direct Award Contract and rolling out our £70m investment plan, and we've invested an additional £11m on top of this into our people, our services and the improving the passenger experience.

And our passengers have noticed a difference, with our most recent National Rail Passenger Survey (NRPS) results of 81% overall passenger satisfaction – an 11% increase from our last spring result. It's the highest increase that any Train Operating Company has seen in the history of the NRPS, and a direct result of the improvements we've put in place.

Our passengers' experience is our utmost priority – so we've also been working hard with the Department for Transport (DfT) to secure additional trains for the network to ease overcrowding on our busiest routes.

A particular challenge has been the continuing changes to services, including several blockades, whilst Network Rail continues to transform London Bridge station as part of the government sponsored Thameslink Programme. We've run extensive communications and customer care campaigns before, during and after these major works with very positive feedback from passengers.

Other passenger-focused improvements we've made include upgraded station facilities, better information and more customer-facing staff. We've spent more on customer service training, and kept a determined focus on trains arriving on time.

Concentrating on the fundamentals of cleanliness, comfort and punctuality, deep-cleaning work has taken place to clean every single train – and our programme to refresh one third of our entire rail fleet is almost complete. We've painted and improved all of our stations, and Heme Hill and Strood are due to undergo major rebuilding work in 2017.

We've concentrated on employing more people focused on delivering customer service and continue to deliver our Investors in People Gold accredited training programmes. We've installed better information systems and additional digital screens at stations to further support

passenger information, and more ticket machines to make it easier for passengers to buy the tickets they need.

Last year we rolled out our new smart card, The Key, introduced easier ways to claim compensation, and launched more Off Peak fare offers to provide greater value for money.

As well as recruiting 300 more permanent frontline staff, we've also introduced Customer Ambassadors at two of our busiest stations: London Cannon Street and London Charing Cross. The specialist team are customer service champions who are on hand to proactively help and offer assistance – and passengers have told us it's been a huge success.

We know passengers rightly expect a train service they can rely on, and that's why we've been working in close partnership with Network Rail, our infrastructure provider. Our newly set up Joint Performance team shares knowledge to deliver improved performance. They work together to minimise delays and ensure the network's track and signalling is robust and reliable – providing a better service for our passengers.

## Looking ahead

68 extra train carriages will be rolled out, increasing seats for passengers on our busiest routes – 5,000 additional seats into London in the morning peak alone.

As we get closer to the completion of the Thameslink Programme works at London Bridge, we'll see further major service alterations and timetable changes. But passengers will also be able to see, for the first time, the full extent of the transformation. From 2018 they'll begin to experience the improved service reliability, additional journey choices and additional station facilities.

We'll continue to implement our local investment plan as we focus on delivering our best ever passenger experience –

through investing in improving station facilities, customer service and better journeys for our passengers.

## 2017 highlights

- 81% Overall Passenger Satisfaction in our National Rail Passenger Survey results
- Station repaint complete – 163 stations painted and refurbished with a deep clean
- 63 new ticket vending machines (TVM's)
- 45 Class 375 trains refurbished
- 300 extra permanent front line employees
- 101 new drivers trained
- £1.1M newly redeveloped station building at Snodland

81%

Overall  
Passenger  
Satisfaction

63

Additional self-  
service ticket  
vending  
machines

45

Class 375 trains  
refurbished

300

more front-line  
employees

101

New Drivers  
trained

£1.1m

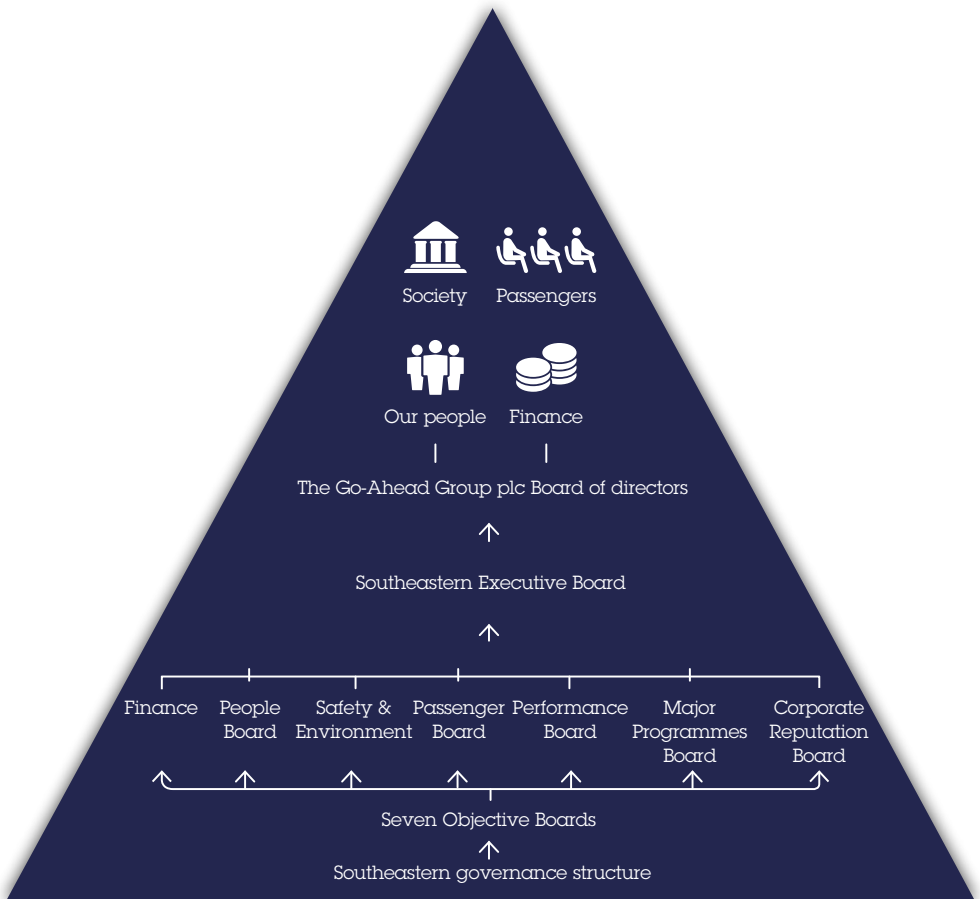
redeveloped  
Snodland  
Station

# Our approach

We have a clear strategy to which our Executive Board is committed. Our key performance indicators are linked to our strategic priorities.

## Governance structure

Our Executive Board is committed to the principles of good governance. Through our robust internal framework of systems and controls, Southeastern strives to maintain the highest standards of corporate governance. The Executive Board takes ultimate responsibility for sustainability, which underpins our approach and activities.



# Our stakeholders

Collaboration with stakeholders and partnership-working is fundamental in our approach to sustainability.

## Stakeholder structure

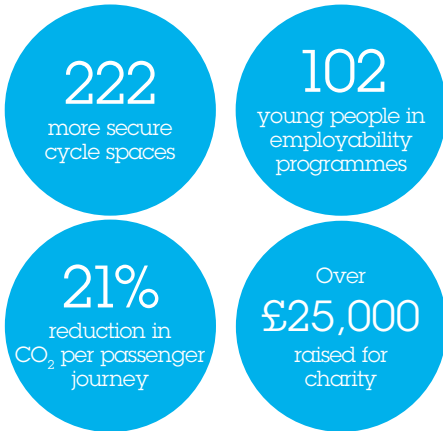
As a leading provider of transport in the UK, we face a wide range of complex issues. Some of those issues are within our control, some we seek to influence, and others are more challenging to manage and require partnering with pioneering and forward-looking groups.



# Society

We value the contribution our local communities bring to our stations and our train services. We have stations in more than 170 cities, towns and villages across the South East, and believe it's important to support these communities.

## Key highlights



## Communities

Our train service is at the heart of the communities we serve, providing a vital link to London for local business, supporting tourism and providing employment for local people.

Some of our larger stations with a 24 hour operation can provide a safe haven for young people who are at risk or in fear of being harassed or bullied. As part of a wider Safeguarding for Transport scheme, we are working with one of our corporate charities, Railway Children and the British Transport Police to train employees to identify and protect those at risk on the transport network. Posters with information are also displayed at these stations.

We continue to engage with a wide range of stakeholders across our network, including local user groups and MPs. We work creatively with wider stakeholders on joint projects that support local communities, hold stakeholder forums each year and monthly Meet the Manager sessions at larger stations. Late afternoon and early evening Meet the Manager sessions are also held at some of our key local stations.

We continue to support our local communities by planning train services for large scale events including football matches, the World Athletics and Para Athletics Championships, as well as local events such as the Herne Bay Air Show.

This year we also supported events that are important to our local communities including Kent Charity Awards, Pride in Thanet Tourism Awards and Pride in Medway Awards, recognising the great achievements of local people to help and support others in their community.

## Developing young people

We're proud of our employability schemes to support young people to develop the skills that they need to gain employment. Our employees support young people on





work placements and apprenticeship schemes, where they have the opportunity to try out a real customer facing role, with support for CV writing and interview skills.

## Working with Dame Kelly Holmes Trust

More than £20,000 has been donated to the Dame Kelly Holmes Trust, one of our corporate charities, to help change the lives of disadvantaged young people across the South East.

The donation represents one third of the funding for two of the Trust's 'Get on Track' courses, which help transform the lives of disadvantaged young people, providing them with mentoring from world-class sportsmen and women. Some of the young people who have already gone through the course have since found employment with us.



## Supporting the Arts

When Brian Barnes' mural, created in 1989, was removed from Tunbridge Wells station due to safety issues, it felt as if the station had lost something special. Knowing how much passengers missed the artwork, we asked local artists to create an "engaging and inspiring piece of work" to help bring some art back to the platform, and donated £10,000 to the project. Overseen by the Refresh Tunbridge

Wells Group, Chris Burke was chosen to create the new three by 35 metre piece, which has brought new life to the station.



## Developing new skills

An art project took place at Sheerness Station with Sheppey Matters, a charity that provides health and wellbeing community services. The scheme supported 12 young people aged 14 to 25 to create an art piece for the station. Whilst completing the project, they also gained a qualification in art over the four months and many are now in employment as a result.

Support for the project provided by the station team, the Kent Community Rail Partnership and the Association of Community Rail Partnerships.

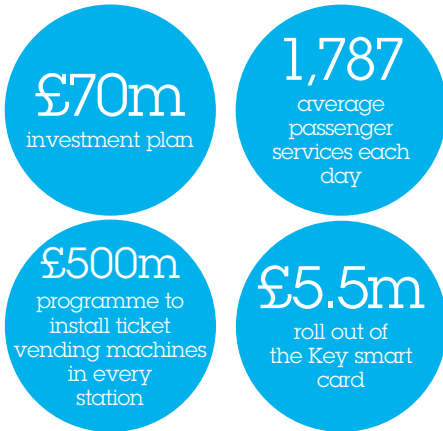


# Passengers

Our passengers are at the very heart of our vision – and we are passionate about the responsibility we have for the hundreds and thousands of people who rely on us every day.

We have listened to feedback from passengers, and are determined that they see and feel the benefit of the improvements we've made.

## Key highlights



## Access and inclusion

Making travelling easier and safer for our passengers is really important to us. As part of our £70 million investment plan, we've been able to refurbish stations, refresh our trains and provide better information.

We have introduced Baby on Board badges and priority seating cards to

help passengers in need of a seat to identify themselves.

We've also launched Travel Support Cards for people with hidden disabilities, and Communication Assistance Guides for passengers who encounter difficulty in verbal communication or in hearing replies.

Our Class 465 trains have been modified so that they're accessible, with wheelchair spaces installed, accessible toilets, priority seats and grab rails, with the relevant signage.

We've made station improvements, including handrails, anti slip stair edgings, and 'tactile' paving to make it safer and easier to get around. We've also made toilets and ticket office windows more accessible.

We continually test our facilities and use feedback from disabled mystery shoppers to improve the services we offer. Additionally, our network map has been redesigned to highlight stations with step

## Travel Support Cards

Our Travel Support Cards are for passengers with a hidden condition, disability, or anyone who simply needs additional help while at our stations or on our trains. They have space to tell us what they need and how we can help them on their journey. They're available to download from our website, or can be requested at a station or through our customer services team.





free access. Blue Badge parking, accessible toilets and accessible ticket purchasing facilities.

## Unlocking smarter travel

Our smart card, The Key was launched as part of the Department for Transport's £5.5m South East Flexible Ticketing (SEFT) programme. It's free and makes it easier for passengers to purchase tickets online.



It can also be easily replaced if lost or stolen, is more durable than paper tickets, and entitles passengers to additional offers including 2FOR1 on attractions, restaurants and more.

## Better payment and Delay Repay options

We've introduced PayPal as an online payment option, dropped admin costs from most refunds and improved our Delay Repay compensation options. These now include BACS, PayPal, eVouchers, cashable vouchers, cheque, Visa or Mastercard.

## Getting you to where you need to be, right time

We're continuing to work closely with Network Rail, forming our Joint Performance Team, and have invested in modernising our joint control centre to improve the way we work and manage our train service on a day-to-day basis.

Together, we've been working hard on the removal of temporary speed restrictions, and have got underlying delays down to lowest levels seen for many years.

Our fleet performance is still strong, and our performance has significantly improved since the completion of the Dover Sea Wall repairs by Network Rail. Since reopening, our right time performance moving annual average has increased by 5.9%.

We are also the first train operating company to introduce a Performance Investigation Team to work closely with our front line teams, focusing on right time delivery.

## Investing in Customer Service

As well as recruiting 300 more permanent frontline staff, we've also employed more people focused on delivering customer service, introducing Customer Ambassadors at two of our busiest stations.

The specialist team of Ambassadors – customer service champions at London Cannon Street and Charing Cross are dedicated to helping passengers when and where they need us most. Passenger feedback tells us they've made a big impact and helped improve our customer service at those busy locations.



# Our people

Our people are our greatest asset.

They are at the heart of our business and the communities we serve, and they are key to delivering our best ever passenger experience.

We're extremely proud of the number of colleagues who go that extra mile to deliver a great service.

## Awards

### **Chartered Institute of Professional Development Awards 2017**

Highly commended:  
Employee Engagement Initiative

### **Institute of Internal Communications 2017**

Winner: Best Newspaper

### **Rail Staff Awards 2016**

Runner up: Station Staff of the Year

### **National Cycle Rail Awards**

Highly commended:  
Partnership Working and  
Local Government Schemes

## Key highlights

IiP

Investors in  
People gold  
accreditation

Over  
**£3m**  
spent on  
training

Over  
**16,000**  
training  
days

**74%**  
employment  
engagement  
index

## Investing in training

We regularly deliver training to employees in ways that they can further help our passengers. For example, station colleagues have been trained on new iPads and smartphones so that they can quickly access the most up to date information for passengers during disruption.

The majority of our people have now taken part in workshops to understand how they can contribute to delivering our best ever passenger experience.

We've rolled out our Institute of Customer Service accredited programmes throughout the company, we've further trained our Managers to develop them as leaders, and have introduced a new scheme for all employees that encourages professionalism and delivering the best ever service.

We also run our apprenticeship scheme which supports young people each year, and the majority of whom continue into employment with us.



## Getting involved

Many of our employees support the communities around our stations, bringing the railway and community together.

Some colleagues are involved in local station gardens, giving their own time to enjoy gardening with members of their local communities, working together to enhance the stations and make new friends.

Elmstead Woods station is home to a well established garden that is enjoyed by passengers and employees alike.

The station employees have worked with local residents of the Elmstead Woods Station Gardening Club to create a peaceful space for all those waiting for a train. Ponds provide a haven for attracting and supporting local wildlife and there is



even a new herb garden that commuters can pick from on the way home.

The aim of the club and the garden was to enhance the station environment for passengers, and they give their own time and volunteer to help.

This year, the club has installed a new pump for a water feature, cleared both ponds and used several donated pots to cheer up some of the duller platform areas.

Our people also support a range of local initiatives, including organising school art competitions, station book exchanges, fundraising for local charities.

Many take part in charity fundraising. This year, employees have raised over £3,000 for our employee chosen charities this year: Railway Children and Dame Kelly Holmes Trust.

In addition, our very own high speed train dedicated to the Royal British Legion, the "Poppy Train", raised over £20,000.

## Showing we care

We've recruited more employees to our Rail Incident Care Team – who are there to support anyone who has been affected by an incident on or around the railway.

All members of the team are volunteers who are on call at any time of the day or night. They provide short-term practical and emotional support for passengers affected by incidents, which can include arranging and paying for accommodation, travel and replacement of lost or damaged personal items.





## Southeastern is part of the Go-Ahead Group plc

The UK economy relies on rail. It brings benefits to individuals, communities and the nation as a whole.

Economically, rail connects workers to jobs and enables trade. Southeastern employs over 4,350 people, mostly in Kent, East Sussex and London, and also helps to support our local communities. Socially, rail provides access to employment, education and unites friends and families.

## Key highlights

179m  
passenger  
journeys

4,351  
average  
number of  
employees



Investment in a new cycle hub at Gravesend station using a local supplier.

## Supporting the regional and UK economy

The company made a direct contribution to the UK economy through the £59.7m it paid in income taxes and £8.9m in Corporation Tax. The company also returned £22.9m to the Government in Profit Share which was above contractual levels. We also indirectly support the economy by providing thousands of people with the means to travel to work, shops and other services every day.

## Fair tax mark

Go-Ahead was the first Financial Times Stock Exchange (FTSE) 350 company to be awarded the Fair Tax mark for being a good taxpayer, open about its tax affairs and paying the right amount of corporation tax at the right time and in the right place. A fair tax system is to the benefit of everyone and is crucial to support a vibrant mixed economy.

## Ethical procurement

Go-Ahead's ethical procurement is embedded in its supply chain procurement and management processes. As a buyer of goods and services we have a responsibility for the supply chains from which these goods and services come into the organisation.

We take into account ethical as well as commercial and technical factors, when considering which suppliers to partner with. The company encourages its suppliers to adhere to similar high standards of corporate responsibility and to have in place appropriate safeguards against bribery, corruption and facilitation payments. In particular, Go-Ahead expects its suppliers to be committed to high standards of health and safety and to demonstrate a respect for the environment.

# Key data: Southeastern

2016/17 2015/16 2014/15

## SOCIETY

### Safety

SPADS per million miles (excluding those in depots)+	0.36	0.78	1.36
Passenger RIDDOR accidents per million passenger journeys	0.10	0.10	0.25
% train units with CCTV	100	100	100
Number of reported crimes+	3,883	3,243	3,126

### Environment

Carbon emissions per passenger journey (kg)	0.97	1.23	1.34
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### Community

Community Spend per Employee (£)	25.96	19.44	20.88
Stakeholder events (number)	125	131	152

### Passengers

Customer satisfaction (Latest Passenger Focus score) (%)	81	69	75
Rail punctuality PPM (%)+	87.6	86.3	89.4

### Accessibility

Trains certified accessible (RVAR) (%)*	57	51	48
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## OUR PEOPLE

Average number of employees+	4,351	4,191	4,005
RIDDOR accidents per 100 employees+	0.23	0.33	0.43
Employee engagement index	74	70	68
Employee turnover rate (%)+	7.2	6.5	5.2
Absenteeism rate (%)+	3.4	3.4	3.3
Training spend per employee (£)	689.92	518.74	463.22

### Diversity

% of female employees	18.3	17.7	17.1
% of Asian, black and other ethnic group employees	10.4	10.1	9.4

## FINANCE

Passenger Journeys (m)	179	185.6	184.6
Passenger volume growth (%)	(3.6)	0.6	3.1

+ For the reporting period

\* As at the reporting period end

Note - due to this being the first full year of operation of all four services, no comparable data is available for previous periods

SPAD - Signal passed at danger by trains

RIDDOR - Reporting of injuries, diseases and dangerous occurrences regulations at workplaces

RVAR - The Rail Vehicle Accessibility Regulations



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

## More information

You can find out more about Southeastern by visiting our website: [www.southeasternrailway.co.uk](http://www.southeasternrailway.co.uk) and more information how Southeastern 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 Key Performance Indicators (KPI) data contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 3 July 2016 to 1 July 2017.

The full verification statement including Bureau Veritas' verification opinion, methodology, areas of good practice, recommendations and a statement of independence and impartiality can be found on the Go-Ahead Group website:

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

Produced by The Go-Ahead Group and designed by Black Sun plc



Bureau Veritas UK Ltd  
August 2017

We're part of The  
**Go-Ahead**  
Group