TRANSFORMING OUR RAILWAY

Govia Thameslink Railway
Sustainability Report 2017

Pictured: Blackfriars is the largest solar bridge in the world, boasting a roof with 4,400 panels generating up to 50 per cent of the station's energy needs

Great Northern

GX
GATWICK EXPRESS

SOUTHERN

ThamesLink/

ABOUT US

Over the last 16 years passenger numbers across the routes covered by the Govia Thameslink Railway (GTR) franchise have more than doubled.

To meet the rising demand in journeys, as well as provide the level of service that our passengers deserve, it is essential that we modernise our working practices, fleet of trains, stations and depot infrastructure.

We are committed to delivering the biggest transformation programme ever seen on the railway to improve the travelling experience and future proof the busiest part of the UK rail network.

In this report

Our reporting structure

We are committed to operating our train services in a way which puts 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

Follow us on Social Media:

@gatwickexpress

@GNRailUK

@southernrailUK

@TLRailUK

For more information, visit our websites:

www.gatwickexpress.com

www.greatnorthernrail.com

www.southernrailway.com

www.thameslinkrailway.com

We're part of The
Go-Ahead
Group

Great Northern

GX GATWICK EXPRESS

SOUTHERN

ThamesLink/

CHIEF EXECUTIVE OFFICER'S MESSAGE

"GTR is almost halfway through its franchise and the ambitious aim of transforming rail services across the most congested network in the UK. The project to increase capacity for passengers is therefore in transition. Over the last year we have achieved so much and have a lot more to look forward to."

Charles Horton
CEO

I am extremely proud of the changes we've delivered to modernise the railway throughout the last year. Despite the challenges we have experienced, our passengers are already seeing the benefits of our significant investment in every aspect of our operation, with our customer satisfaction score increased to 74%.

We have spent over £500 million introducing more new trains on our network than all other UK train operators put together. These units are more accessible and include modern facilities such as free WiFi. They have either replaced older units or added capacity on busy routes. Our fleet teams have also delivered a number of overhaul programmes to existing units.

The introduction of the On-Board Supervisor role means our passengers are being provided with more assistance and support during their journeys.

We have also improved the experience at stations, making significant investment in the infrastructure and the technology we use to keep our teams and passengers up to date, especially during disruption.

Alongside this we introduced the industry-leading Delay Repay15 and even set up automatic processing of this compensation for customers using our smartcard.

We continue to focus on reducing our environmental impact and are proud of the way our people support charities and youngsters, making a difference to lives across the network.

The future has a lot more to offer, most notably the delivery of 24 trains per hour through central London. I want to thank the many thousands of passengers and stakeholders who fed into our timetable consultation. This will truly be the largest transformation of journeys that anyone on our network has ever seen.

2017 highlights

- 9,000 new seats on Great Northern and Thameslink
- Over 10,000 individuals and groups provided feedback on the 2018 timetable consultation
- UK's largest driver recruitment and training programme
- Six industry award wins/commendations

OUR VISION AND VALUES

Our vision:

Delivering a better railway together

Our values:

Dedicated to safety

- Safety is the foundation on which we build our railway

Committed to customers

- We keep our customers at the heart of everything we do

Working together

- Creating partnerships with customers and colleagues to build strong teams and communities

Continuous improvement

- Constantly finding new ways to improve how we work

Excellence

- We're passionate about going the extra mile and owning our commitments

GTR Leadership Behaviours

Over the summer of 2017 our People Development Team created an updated set of Leadership Behaviours for GTR. These are:

We inspire – we believe in trusting our people to do their best, building alliances with others and developing our people

We think – we believe in thinking broadly, strategically and analytically to effectively tackle challenges and take advantage of new opportunities

We involve – we believe in building strong relationships with others and working collaboratively to achieve success together

We deliver – we believe in getting things done with a 'can-do' attitude and creating an environment that always makes it easy for people to do the same, so that as we improve we also evolve

These four behaviours have been designed to reflect the challenges and changes that we have been through as a business and to set a foundation of how leadership and team-working will be demonstrated as we look to the coming years of this franchise.

This framework will also support the personal and professional development of our people going forward.

STAKEHOLDER ENGAGEMENT

At GTR we are committed to working with our stakeholders to gain input on our plans and deliver an improved experience for all. Examples of some of our relationships are shown below:

Airports – we have strong established relationships with both Gatwick and Luton to help ease the transition from plane to train for our customers

Passengers – we regularly receive feedback from those who use our services and welcome it. This includes emails, tweets and one-to-one discussions with our senior team at our dedicated Meet the Manager sessions

Access Advisory Panel – this is a group of passengers with access needs who provide input and suggestions on how we can make the railway more accessible for all

Local Authorities/ Members of Parliament – we have a dedicated team focused on providing feedback and answers to questions brought to us from the many constituencies we cover

Customer Cabinets – we have two groups of passengers, divided between the north and south, who meet with our senior teams to review our projects and suggest ways we can develop our works further

Rail User Groups – we liaise with a range of passenger bodies across our network, listening to their feedback and suggestions

Transport Focus and London TravelWatch – we work with these independent bodies to explore ways to enhance the passenger experience

Department for Transport – we committed to deliver a range of programmes to improve the railway when we were awarded the franchise. We continue to report to the Department on our plans and progress

Community Rail Partnerships – we work closely with six different line groups to help further connect our stations and services with local communities

SOCIETY

We are passionate about being a good neighbour to the communities we serve, supporting good causes, community groups and schools, whilst undertaking efforts to reduce our impact on the environment.

All for a good cause

In autumn 2016 our people voted to support Eastbourne-based Embrace, a charity supporting youngsters with learning disabilities, as well as Keech Hospice, in Luton, which provides care to those with terminal conditions. Over the course of the year our people helped make a significant difference to these causes, raising over £25,000 between the two. This included our dedicated Charities Week, where our people went out of their way to collect donations, through cycling events at stations (pictured), quizzes and cake sales.

"We support both adult and child patients with terminal and life-limiting conditions and with GTR's amazing support we can continue to make the difference when it matters the most."

Caron Hooper
Corporate Fundraiser at Keech Hospice Care

Key highlights

388
community groups/charities benefited

£25,691
value of time donated to community groups/charity

£7,500
donated to staff fund-raising

6
Stations send zero waste to landfill

These activities made a huge contribution to both charities' efforts, and when Embrace was given notice by their landlord, the funds raised by our teams meant they could relocate to new premises, which they could not otherwise have afforded.

Alongside this our people went above and beyond to support the victims of the tragic Grenfell Tower fire and for three days, over 60 employees gave up their time to undertake station collections, raising almost £20,000 for those affected.

Educating others

During the year we have continued to make a difference to the lives of potential travellers. Our people continued to give up their time to deliver our Go-Learn programme on safe and independent travel at assemblies, in classrooms and during week-long safety events. As a result, over 15,000 youngsters have benefited from this initiative during the first six months of 2017. We also delivered more of our Try the Train events, supporting individuals with accessibility needs to develop confidence with travelling through practical experience.

Groups continue to want to get involved with us and adopt their local stations. These station partnerships help to transform our locations so that they reflect the local area, whilst offering individuals a range of benefits, including social and skills development. New groups include Glynde, Kentish Town (pictured), Ore and Sandy.

We continue to focus on reducing our impact on the environment and now have over 100 volunteer Area Champions for the Environment. These individuals use the learning they gain in this role to develop and support local initiatives, helping to increase our sustainability, including ensuring that we now recycle almost 85% of our waste. Our efforts in this area were also recognised with ISO 50001 certification for our energy management system.

Going above and beyond

Our teams at Bedford, Flitwick, Harlington, Leagrave, Luton and Airport Parkway won Sight Concern Bedfordshire's prestigious 'Above and Beyond' award, recognising businesses which go the extra mile to support the visually-impaired.
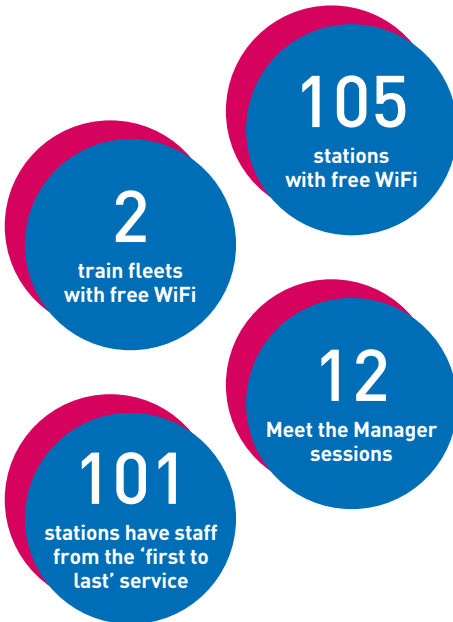
Martin Green, Chair of the Board of Trustees for Sight Concern Bedfordshire, said: "Public transport is vital to the community and knowing the assistance they will receive is informative, friendly and helpful, is absolutely vital to ensure they have the confidence to use the service."

CUSTOMERS

Over the past 12 months we have added newer and longer trains on many of our routes. These units include modern air-conditioning, free WiFi and additional spaces for passengers in wheelchairs.

Alongside this, we continue to improve the way we use technology to improve journeys.

Key highlights

105
stations
with free WiFi

2
train fleets
with free WiFi

12
Meet the Manager
sessions

101
stations have staff
from the 'first to
last' service

New modern trains

September 2017 saw the completion of a major milestone in our efforts to transform the travelling experience, as all of the Thameslink services are now delivered by the modern class 700s units (pictured, front cover). These make a significant difference to our passengers, adding extra capacity to many routes. These units allowed the cascade of the 387/1s onto the Great Northern route (pictured), moving passengers on those lines from the oldest to one of the newest fleets in the UK.

We completed the introduction of the £145 million fleet of class 387/2s on the Gatwick Express. These units have quickly settled into the route and are showing outstanding performance figures with even the worst day of performance exceeding the best of their predecessors. Elsewhere the new 171 diesel units have been well received on the Uckfield services, adding extra capacity on this busy line.

New routes

We are gearing up for the historic introduction of 24 trains per hour through the central London core. Our timetable consultation received tens of thousands of responses and was one of the largest exercises of this type ever. Using this feedback we are now gearing up for the first stage of timetable changes in May 2018, which will see 20 trains per hour through the core.

New technology

In ground-breaking work we introduced automatic delay repay on our smartcard, the Key, making it simpler for these passengers to receive compensation. Alongside this, we were the first train operator to introduce DelayRepay15, compensating any passenger who is delayed by a quarter of an hour or more. All other operators start their schemes from a 30 minute delay, so this is a significant improvement for our passengers.

During the year we launched our Gatwick Express app to provide specific information for those travelling to and from the airport, including updates on flights. We have also provided more than 2,000 handheld devices and additional handheld microphones to our frontline teams, allowing them to access and pass on the most up-to-date information to our passengers. Our easy-to-use Eyewitness email process also allows our staff to safely report anti-social behaviour to our dedicated team of Rail Enforcement Officers.

"We welcome the initiative that GTR passengers using the Key are automatically compensated for delays. It is right, and making it easier to claim is good news."

Linda McCord
Transport Focus

QuEST for Success awards

In May 2017, we recognised the teams which make a significant difference to our passenger experience with our first ever QuEST for Success awards.

These focused on teams which consistently delivered exceptional service quality scores and the top groups were judged by a panel including senior members of GTR, plus representatives from Transport Focus and our Customer Cabinets.

Winners included Bedford, Hatfield, Haywards Heath, Lewes, Polegate and Ravensbourne stations, as well as Bedford and Gatwick Express Presentation teams.

OUR PEOPLE

We know that our teams are at heart of our business and we continue to support them, especially as they go out of their way to support others.

Development for all

We are passionate about transforming lives and continue to offer development opportunities through our graduate and apprenticeship programmes. At any one time we have a number of individuals studying with us, and in 2017 introduced a fast-track management programme. We also quadrupled our work experience programme, providing even more youngsters with help with their school studies.

We have invested in further training for our staff and have already provided our innovative One Step Ahead customer service programme to over 1,000 members of our frontline staff. This acknowledges the great work many of our staff deliver every day and looks at how we can raise it to the next level.

Each year our people also support the development of others. We run three month-long programmes with the Prince's Trust, where up to 20 unemployed youngsters, often from disadvantaged backgrounds, work with us and the charity to turn around their lives. Many of our staff give up their time to help these young people gain confidence and new skills, helping to make them work ready.

Key highlights

28,405
staff training days provided

More than
250
drivers in training

60
spaces offered on our programmes each year, with the Prince's Trust

£55,440
donated from Payroll Giving

By the end of the course (pictured) we are genuinely amazed by the transformation achieved by these individuals and, where possible, will consider them for a role with us. After our first two courses of 2017 we offered 28 young people a position with us. Anyone who completes the course with us has access to the support of one of our 20 trained staff mentors, offering help and assistance as they set themselves up in their new role, reducing the chance of them falling back into old habits and unemployment.

More than he asked for

This year our work experience programme hit the headlines after #askeddie went viral. As part of his two week placement with us, 15 year old Eddie Smith (pictured) took over our Southern twitter feed for an afternoon to help answer passenger questions. His quick wit caught the travelling public's imagination and he was an instant hit. While Eddie's experience was a rather unique one, we are proud to continue to offer this development to youngsters.

In total 50 young people spent their work experience with teams from across the business in 2017 and all gave wonderful feedback on our teams, including:

"I have had an amazing time doing work experience with GTR. Please thank everyone I worked with as they did such a good job. I really enjoyed going out and about with the on-board supervisors and conductors. I aim to work my way up to a driver by achieving these roles first."

2017 Awards

Rail Staff Awards

Depot Team of the Year – Fatality Cleaning Team, Highly Commended

Driver of the Year – Steve Copley, Winner

Outstanding Customer Service Award – Zoe Hemes, Highly Commended

National Transport Awards

Frontline Employee of the Year – Mike Tyler, Highly Commended

National Rail Awards

Major Station of the Year – Blackfriars, Winner

Outstanding Teamwork Award – Right Time Right Pathway, with London Overground and Network Rail, Winner

FINANCE

The transformation being delivered to the GTR network is seeing record investment in infrastructure, fleet units and passenger improvements to benefit all.

Record investment

Millions of pounds have already been committed to improving all aspects of the travelling experience for passengers and this will continue into the remaining years of our franchise.
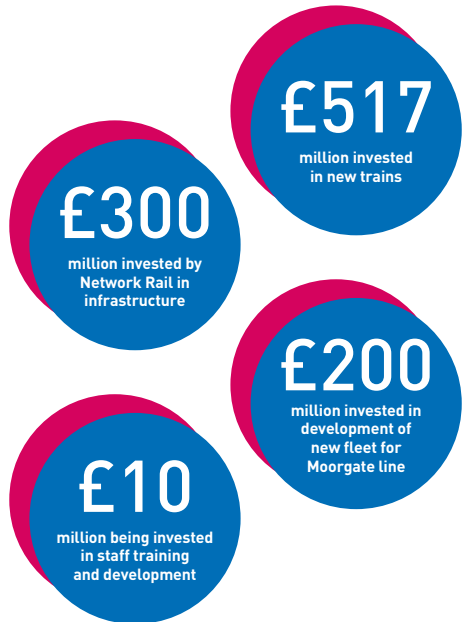
Both Three Bridges and Hornsey depots have been enhanced to provide the necessary space and infrastructure to support the many additional units we now run across the network.

We continue to invest in small station improvements, as well as bid for additional finance through the Department for Transport's National Station Improvement Programme and the Access for All fund. Money from these schemes has helped to fund significant improvements, including widening the entrance at Elstree and Borehamwood, giving Downham Market a heritage makeover and improving the facilities at Leatherhead.

We continue to invest at least £500,000 each year in improvements to support those with access needs. These include installing a ramp to make Hadley Wood station accessible from both sides (pictured). The addition of this step free access was extremely well received by the local community, with over 100 people attending the opening event in the summer of 2017.

Key highlights

£517 million invested in new trains

£300 million invested by Network Rail in infrastructure

£200 million invested in development of new fleet for Moorgate line

£10 million being invested in staff training and development

KEY DATA: GOVIA THAMESLINK RAILWAY

	2016/17	2015/16
SOCIETY		
Safety		
SPADS per million miles (excluding those in depots)+	1.43	0.99
Passenger RIDDOR accidents per million passenger journeys	0.1	0.11
% train units with CCTV	86	83
Number of reported crimes+	4,839	4,010
Environment		
Carbon emissions per passenger journey (kg)	1.53	1.09
Community		
Community spend per employee (£)	41.37	26.85
Stakeholder events (number)	118	248
CUSTOMERS		
Customer satisfaction (latest National Rail Passenger Survey score) (%)	74	72.0
Rail punctuality PPM (%)+	75.7	78.8
Accessibility		
Trains certified accessible (RVAR/PRM-TSI) (%)*	85	80
OUR PEOPLE		
Average number of employees+	7,074	6,876
RIDDOR accidents per 100 employees+	0.25	0.53
Employee turnover rate (%)+	8.3	9.2
Absenteeism rate (%)+	4.8	4.6
Training spend per employee (£)	1,026.09	801.42
Diversity		
% of female employees	17.1	16.7
% of Asian, black and other ethnic group employees	18.1	18.2
FINANCE		
Passenger journeys ('000)	315,000	349,180
Change in passenger journeys (%)	(4.4)	16.6

+ For the reporting period
* As at the reporting period end

SPAD – Signal passed at danger by trains
RIDDOR – Reporting of injuries, diseases and dangerous occurrences regulations at workplaces
DDA – Disability Discrimination Act

For information on the full Group data, please visit our corporate website www.go-ahead.com

More information

You can find out more about GTR by visiting our websites

www.gatwickexpress.com

www.greatnorthernrail.com

www.thameslinkrailway.com

www.southernrailway.com

Extra information about how GTR manages
sustainability can be found by visiting
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:

Myriam Walburger, Head of Public Affairs and CSR
GTR
2nd Floor
Monument Place
London
EC3R 8AT
Tel: 0203 750 2067
Email: Myriam.Walburger@GTRailway.com

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)
of 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

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