

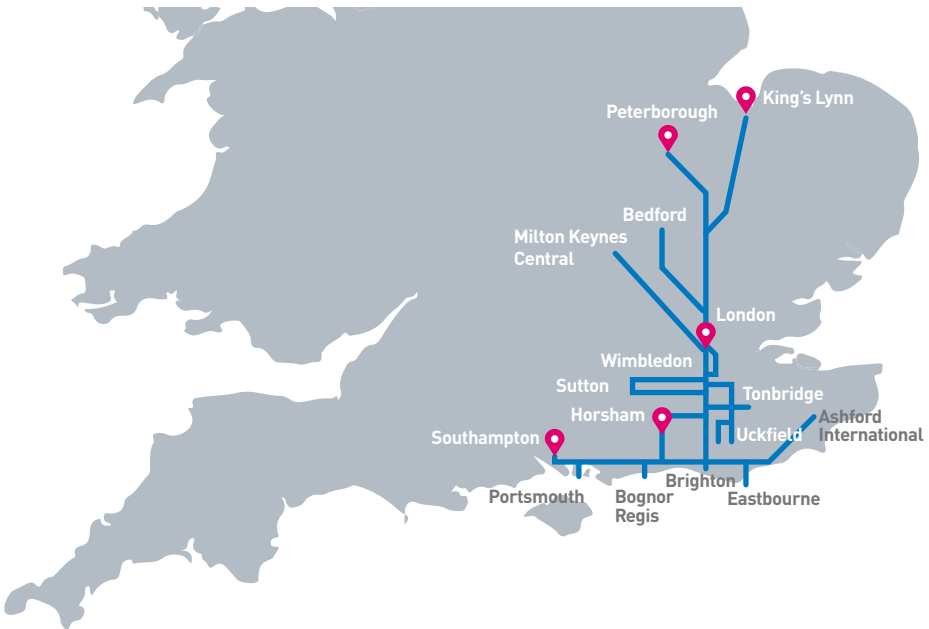
# Focused on partnership



Photograph by Thomas Ball

# About us

Govia Thameslink Railway (GTR) operates the Gatwick Express, Great Northern, Southern and Thameslink rail services for commuter, business and leisure passengers. Every day we run over 3,200 services across the South East of England into and through central London and on towards Luton, Bedford, Peterborough and Kings Lynn. We're a family of local brands, that have come together to make the UK's largest train operating company. We pride ourselves on the way we work in partnership with our local communities and are committed to building on this into the future.



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## 2016 highlights

- The first full year of running the Gatwick Express, Great Northern, Southern and Thameslink services together
- 236 stations managed, 140 of which have step free access to all platforms
- Over 6,500 employees
- More than 2,200 train carriages, running across the network and this figure continues to increase

For more information, visit our websites:  
[www.gatwickexpress.com](http://www.gatwickexpress.com)  
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**Go-Ahead**  
Group



# CEO's message

Welcome to Govia Thameslink Railway's (GTR's) second sustainability report. This report sets out to update you on many of the activities across our network over the last 12 months, focusing on work within the areas of society, customers, finance and our people.

Charles Horton,  
Chief Executive Officer



I wish to start this report by acknowledging what a challenging year it's been for our passengers. Sadly we have not been able to deliver the levels of service we know that you expect from us. The on-going development at London Bridge, infrastructure issues, as well as industrial action have all impacted our ability to get you where you need to go, on time. I am particularly disappointed that during the course of 2016 the RMT has disputed our plans to change the way our staff work, resulting in strike action which has significantly reduced the services we can run on certain days.

Around these challenges, we do continue to work hard across our organisation to improve your experience. This report gives us a chance to look back over the past 12 months, review what has happened, as well as acknowledge the hard work of our teams to improve the sustainability of our services. In particular, a lot of this work has been focused on how we can work together with partners, to deliver projects which are more than the individual sums of their parts

Work continues across our network, to help our stations truly reflect and support their local communities, whether this is us making a donation to a local charity, supporting a community group or helping a group form a new station partnership. Station partnerships have really taken off over the past year – we've set up almost a third more. We are so impressed with the efforts of the volunteers in this area, we have included a special supplement in this report to tell you more and, hopefully, encourage others to get involved.

Our support for charities has grown further during the past 12 months as well, including supporting two corporate good causes with a dedicated Charities Week.

Over a seven day period, staff from across the network came together to raise over £3,000 to be split equally between Max Appeal and Worthing Kids and Dapper Snapper. This meant a lot to the charities and it was wonderful to see individuals from all over our business working together for their benefit. Through our employee survey, staff have nominated and selected our two new corporate charities for the forthcoming year and we intend to do even better with our Charities Week next year.

We continue to look at ways we can support youngsters around our network and have made excellent progress with our "Get Into Railways" programme with the Prince's Trust, providing development opportunities for 36 youngsters, aged between 18 and 25. Meanwhile, our Go-Learn sessions, based on safe and independent travel, far exceeded our expectations and we delivered these to 200% more children than we originally expected.

We have also maintained our support for the work of Community Rail Partnerships (CRPs), who help to encourage people to travel with us, especially at quieter times of the day. We support all five of Sussex CRP's route lines, and continue to be impressed with how this wonderful team helps to further strengthen links between ourselves and the communities within these areas. The Meldreth, Shepreth and Foxton CRP, near Cambridge, continues to grow and develop, especially with the support of Sussex CRP, and we look forward to further work with this group in the future.

All of the above has been delivered against the continued backdrop of investment in trains and stations throughout our network. Our great new Gatwick Express and Thameslink trains continue to impress with the latest

technology and added capacity. Alongside this we extended the service on the Great Northern route between Finsbury Park and Moorgate into the evening, supporting shoppers and late-returning commuters. As a result, inner suburban route trains which previously ran into King's Cross at night and at weekends, are now operating to Moorgate linking with a number of stations on the underground. At the same time we introduced new Monday to Saturday overnight services between London and Bedford to make it much easier to travel on our services to Luton Airport for early morning flight check-in.

Work is progressing on the steps required to design the 2018 timetable, when we will significantly increase the number of services running through the inner London stations of Blackfriars to St Pancras, to a fantastic 24 trains an hour; in both directions. Upon the completion of the Thameslink Programme, our new trains will run from the north to the south of our network, creating new and exciting direct routes between a wide range of locations.

Alongside this work, our focus remains on making journeys simple and we were proud to work with TfL and Gatwick Airport for the extension of Oyster and CPAY smartcards from London to Gatwick. At the same time, our award winning smartcard, the key, was rolled out across Great Northern and Thameslink routes. There are great benefits to using the key, including buying tickets online and then loading them up simply by touching one of our ticket gate card readers. Security is also increased, as if anyone loses a card, it can be instantly cancelled and a replacement issued with the same ticket pre-loaded.

The smartcard is supported by the updated online ticketing system and revised app which is designed to make the whole ticket buying process easier:

We continued our progress to give you a 21st century railway, even offering free Wi-Fi at 105 stations across our network. Passengers can now check on service disruption and catch up on email at our stations, and increasingly, on board our trains.

At the same time we have continued to concentrate on how we can reduce our impact on the environment. Our groundbreaking and award-winning strategy is aligned to the One Planet approach, helping to focus our teams on a range of areas including waste, biodiversity, noise, air pollution and water.

While it's new trains that frequently catch people's eye, it is also the investment in the background infrastructure of the railway that helps to deliver clean and reliable services. During the year we opened a brand new depot at Three Bridges, alongside the £40 million redevelopment of the Cricklewood sidings. The former has been specifically designed to support the introduction of the new 700 fleet, including specific training suites for our drivers. The new yard, at Cricklewood, which can accommodate 22 trains at a time will play a vital part in running the 700's new intensive train service.

All in all, I am extremely proud of all the work the people across GTR have undertaken to improve the way we operate in our communities, despite the challenges we have experienced. I look forward to the year ahead, as we continue to connect our stations and services with the people they serve.

## Our 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.



### Customers

To provide high quality, locally focused passenger transport services.



### Our people

To be a leading employer in the transport sector.



### Finance

To run our business with strong financial discipline.



# Society

At GTR we are passionate about putting our stations at the heart of the communities they serve. We achieve this in a variety of ways: working with local charities, making donations to support our staff fundraising, increasing the number of station partnerships, and engaging youngsters in the railway. A lot of this we achieve through working with Community Rail Partnerships (CRPs), including the five line groups in Sussex and the Meldreth, Shepreth and Foxton CRP.

One of the stand-out community activities last year has been the extension of our station partnerships. These are groups of volunteers who adopt a station and work with us to improve the look of the location, ensuring it further reflects the local area. Over the past 12 months, we have invested more than £13,000 setting up 17 new partnerships or helping existing ones to do more. From flowers, herb gardens, children's art and notice boards, we have had a whole host of wonderful new additions to our stations. We have seen so many stations adopted, with such enthusiasm and energy from communities we have dedicated a whole section of this report to celebrate our station partners (see pages 6-7). We hope their efforts will inspire others to get more involved and adopt their local station too.

Another area which has drastically improved over the past year is the delivery of our Go-Learn programme. This is educational material, divided into three modules and is designed to inspire youngsters to travel safely and independently by train. Our Rail Neighbourhood Officers deliver the first module through attending long days of council led-safety events (pictured, below). Sussex Community Rail Partnership's (SCRPs) Education Officer builds on this work, with the independent travel module, delivering this one hour sessions in schools. Working with our staff she then brings classes to stations and takes them on short train journeys for the final module, turning theory into practice. Go-Learn has been extremely well received and during the course of the year over 6,000 children have benefited from these sessions. Our efforts were recognised with Go-Learn winning the Engineering and Safety category of the Railway Industry Innovation Awards. We intend to deliver Go-Learn to more youngsters next year and a group of our staff are adapting the package so it can be used by cubs, scouts and guides too.

## Key Highlights



“Very informative and well structured! Children were engaged and interested. They had to use their knowledge of counting. They now understand how to read a map and timetable properly. The activities were very well structured and made the children think.”

Teacher feedback on Go-Learn

Our charitable efforts have also grown over the past year and in April 2016 we held GTR's first-ever Charities Week. Across seven days our staff ran a host of activities to raise money for our corporate charities. This included the Great GTR Bake Off at our head office, our choir singing for donations at East Croydon station, along with our Resourcing Team at King's Cross organising local quizzes. Alongside this a number of our staff gave up their time to try and cycle 200km from Brighton to St Neots, via Blackfriars. Based at Blackfriars for ten hours, using two exercise bikes, not only did our team exceed the distance, clocking up over 320km, they also raised almost £300 from passenger donations. In total our effort resulted in £3,361 being split equally between our two corporate good causes.

Members of our Thameslink team have also gone out of their way to support Luton-based charity NOAH, a centre aimed at helping homeless individuals get back on their feet. Local Station Managers have provided mock interviews and support to those attending the centre, whilst also working with other teams to provide the chance to understand more about our business and see "behind the scenes". Staff also gave up their time to spruce up the centre, repainting the training room and toilets, as well as donating usable office furniture too.

On the Great Northern route we have gone out of our way to support anti-bullying charity Red Balloon, providing funds to help them launch their latest report, along with tickets to help the youngsters travel to a literacy camp. In return, the charity provided sessions to our staff to help them spot the signs of bullying between youngsters on our services and the steps to take in these situations. These were so well received we helped the charity run this with a local school and hope to provide this training to more students in the future.

Our Gatwick Express team wowed children's charity Worthing Kids and Dapper Snapper with a £4,000 donation. This came from the money spinner at the station, where passengers drop off spare change and foreign currency as they return from their holiday.

On the Southern network, our work with Sussex CRP continued to delight our passengers with new and inventive artwork being created at a number of our stations. Edenbridge's entrance was transformed with new art from a local youth group, who gave up part of their summer to work with a local artist and display the different locations people can travel to. At Rye, Captain Pugwash took over the station, in recognition of John Ryan, the author who lived in the town. The ticket office was decorated in memorabilia of the beloved pirate and followed the launch of a memorial garden earlier in the year.

We know that our staff are passionate about different causes too and have provided £100 sponsorship, up to £300 for teams, to support their own fundraising during the last 12 months. In total we provided over £5,000 of sponsorship, with individuals going on to raise over £30,000 for a range of good causes.

## Joining the celebrations

2016 was a special year for Her Majesty, as groups across the country helped celebrate her 90th Birthday. Our teams got involved too, holding seven different parties at stations over one special weekend. Activities kicked off at Downham Market, where the local Women's Institute and school gave the station a royal makeover, followed by refreshments. At Enfield Chase the local station partnership and coffee shop provided free drinks and cake to passengers, and raised money for MIND. On the Sunday, Sussex CRP worked with our teams to host four afternoon tea parties. At Bexhill the local café helped wow passengers with royal cakes, while Horsham passengers were joined by the local councillor and MP to celebrate. Eridge was awash with bunting and in partnership with Spa Valley passengers enjoyed cake and a "pose in your crown" photo competition. The celebrations at Lewes included a guided royal walk, starting at the station, before everyone signed a birthday card for the Queen. Meanwhile, passengers passing through Stevenage were treated to free drinks and cake, as well as a kids' colouring competition and selfies with a cardboard version of the Queen.

# True partnerships

Over the past year we have been astounded with how many groups have got involved with us to adopt their local station and sign up as a station partner.

Our partners and teams have worked together to improve the look and feel of the station, helping it further reflect the local area it serves. We have seen really inspirational examples of how joint working can benefit everyone and were keen to show off some of the wonderful examples.

New colour has arrived at Hitchin thanks to the efforts of two local organisations (pictured, bottom left). Pauline Girvan, co-President of the InnerWheel Club, said: "A long time ago we were travelling abroad and I remember seeing a station completely blooming with flowers and I thought to myself how wonderful it would be for Hitchin to be like that."

"I am really pleased that we have been able to start this at Hitchin station with the Priory Rotary Club, supported by the Inner Wheel Club. The new plants look amazing and I thank everyone for their efforts to turn my idea into a reality."

Pauline Girvan, co-President of the Hitchin Inner Wheel Club



Before the local Town Team adopted Cricklewood, the entrance to the station was unappealing and used as a dumping ground for litter. As a result of the volunteers' efforts, with our station team plus other partners, the area has been transformed. It now includes beautiful flowers, a fantastic "Cricklewood" sign (pictured, above), as well as a custom built station clock. The group are pictured on the front cover of this report, and you can see the results of their efforts here in the photograph taken by group member Thomas Ball. We were delighted the group's efforts were recognised with them winning the Silver level of the "It's Your Station" category at the Community Rail awards.

At Newhaven Town, the local councillor worked with local businesses, Paradise Park and Burleys, to add new planters and colour to the station (pictured, bottom right). The group went on to receive a Gold award in the local "In Bloom" competition.







The enthusiasm for Alexandra Palace station was evident when the newly formed "Friends of Ally Pally station" celebrated their arrival (pictured, bottom right). A day-long event included a local band playing, with free food and drink from the local coffee shop. Members of the partnership, plus other residents, donated a total of 28 plants and tubs to spruce up the station.

At Cheam, the local children's nursery (pictured, above) adopted the station, producing art for the waiting room and tending flower tubs. Clare Masters, from Glaisdale Day Nursery, said: "Our children love visiting Cheam station and it's a perfect way to involve them more. Many of our parents use the station for their commute into London and are so pleased to see their children's art work displayed in the waiting room. We have already had wonderful feedback from members of the community who have seen us at the station with groups of children putting art work up and tending to the plants, they have said it has already brightened the station."

Uckfield passengers are now welcomed into the station by blooming marvellous flower displays, which even include a "pick your own herb" garden. The work has been the result of the efforts of the new station partner, Brighter Uckfield, along with support from the local rotary club. Photograph by Ron Hall (pictured, top right).

And it doesn't end there! Other examples include First Impressions, station partner for Elstree and Borehamwood, which involved a range groups to add a new welcome sign, recognising the importance of the BBC to the area. In Thornton Heath, the new station partner worked with the Station Manager to add new beautiful flower displays, as well as a station piano!

We would like to take this opportunity to thank all our wonderful partners for their excellent work at our stations. We hope that this report helps to highlight the wonderful efforts of these groups and encourages others to consider adopting their station as a partner.

"I am truly amazed by the wonderful work of all our station partners. Some of these groups have been established for many years and continue to work with us to go from strength to strength. We have had 17 new stations adopted over the past year and I welcome the enthusiasm and effort they have brought to further establish each station as part of the community it serves. Together, these volunteers and our teams are making a true difference to the experience of our passengers, for which I am very thankful."

Charles Horton, GTR's CEO





# Customers

Over the past year passengers have seen a range of new trains arrive on our network, the introduction of two new fleets, on both Gatwick Express and Thameslink, as well as adding an extra 171 diesel units to the Southern Uckfield line. We have also agreed, with Siemens, to build 150 new carriages for the Great Northern route into Moorgate.

Alongside this we have worked hard to continue to develop our stations, including improving access to them. We are also keen to gain passenger feedback and use this in our plans for the future.

## Key Highlights

1,140

new carriages to be provided by the class 700 units

£145m

cost of new Gatwick Express fleet

25

Meet the Manager sessions held

19

Customer Cabinet members

The 108 new class 387/2 carriages first started operating on the Gatwick Express route in spring 2016. These units were based around the excellent 378/1, previously introduced on Thameslink, which won the Rolling Stock Excellence category of the Rail Business Awards. The new Gatwick Express units include modifications to improve the journey for those travelling to the airport, including dedicated luggage racks in every carriage and real-time passenger information.

At the same time, the first ever class 700 unit came into service (pictured, below). Fifty per cent longer than almost every train in the Thameslink fleet, the trains can carry up to 1,750 people seated and standing. These trains will be running on many routes to London from Sussex, Surrey, Kent, Hertfordshire, Bedfordshire and Cambridgeshire in the future. These units offer an improved experience to passengers and will greatly support the delivery of 24 trains an hour through the London core in 2018.

We continue to develop our stations and were pleased to see Lewes judged as Medium Station of the Year 2015 at the National Rail Awards. Alongside this, Brighton was named Station of the Year at the Cycle Rail Awards during the same period, recognising the wonderful station and excellent cycle hub and facilities now provided to passengers. During 2016, the £12.5 million investment programme was completed at Hatfield station. Working with a range of partners, the location has been transformed, with a new multi-storey car park, modern multi-modal transport interchange and step-free entrance. Speaking at the official opening of the station, Lord Salisbury, hereditary owner of Hatfield House, said: "This station has become a flagship for a new Hatfield." Meanwhile the improvement work at Haywards Heath concluded, with the new car park being linked to the station by a footbridge, allowing a simple route between parking and the platforms.



We have been working hard to give you the right information at the right time, and across the course of the year have equipped even more of our staff with iPads and radio mics to help them keep you informed. We are also rolling out our real-time passenger information systems on our trains. These displays are managed by our Control team, who are able to provide up to the minute service information. Using the latest technology we are able to broadcast these messages to all units at once, or target particular points along a route. This work has been well received and was highly commended at the Railway Industry Innovation Awards.

We have worked hard during the year to get passengers involved in our work and decision making. Throughout the year we held Meet the Manager events, every month, at key locations, including Blackfriars, Kings Cross, London Bridge and London Victoria. We have also run a number of local sessions at other stations, led by our Passenger Services Directors. Our Passenger Panel includes over 5,000 members, who we regularly survey to ask their thoughts and opinions on key topics. We have setup two Customer Cabinets, one for the North and the other in the South, bringing together individuals who can help to act as a "critical friend", giving input and suggestions. We have also established an Accessibility Advisory Panel, made up of passengers with different access needs, to help us look at how we can develop this area further.

We continue to focus on developing our services to support the access needs of all, and in the forthcoming year will be spending at least £600,000 developing the infrastructure across our network to make our stations more accessible. Our Try the Train days continue to be popular with groups and our staff. Our station teams ran seven events, many in partnership with Sussex CRP, in more than six weeks and have committed to organise more of these this year.

The "This Is Me" campaign, run in the south of the network, was recognised at the Rail Business Awards, winning the Customer Information and Service Excellence category, as well as being highly commended at the Association of Community Rail Partnership Awards. This work involved existing passengers with access needs and encouraged our staff to see past their disability and focus on them as individuals. Videos were included in our new starter training and team brief process. We also included posters at our stations and details on our website to encourage others to consider travelling with us.

Meanwhile our Great Northern and Thameslink teams got an "insight" into living with a visual impairment. During the year we became the UK's first train operator to put frontline staff through Team Insight training, developed in association with the RNIB, to further develop our understanding of how to best assist visually impaired passengers travelling on our services.

**"The group were put at ease on the Try the Train day and made to feel very welcome by the staff. Everyone enjoyed being shown around the station. They now feel much more confident and less scared of being in such a busy place."**

Member of the County Care team after a trip from Redhill to London Bridge

## An outstanding team

Our Rail Neighbourhood Officers (RNOs) have continued their focus on helping staff and passengers feel safe when travelling on our network. Throughout the year the team have issued many Penalty Fares, written up Fare Evasion notices, contributed to arrests, issued cautions and given out Anti-Social Behaviour warnings. They also took on the serious issue of tissue beggars, tracking these individuals across services and working hard to remove them and prevent repeat offences. Alongside this the RNOs delivered over 60 cycle surgeries, in partnership with British Transport Police. During these events, targeted at stations with the highest levels of cycle crime, a total of 1,332 bikes were marked and 397 free bike locks given away to passengers. On top of this the team were instrumental in supporting youngsters stay safe on the trains, providing Go-Learn sessions to thousands of children. These sessions were part of large scale safety events, meaning the officers had to repeat them over and over again, whilst ensuring each one felt like it was the first time. In recognition of the team's efforts the team won the Safety and Security Excellence category, at the Rail Business Awards. We have also developed a similar team, known as Rail Enforcement Officers, for the North of our network.



# Our people

Over the last year we have seen some good examples of our people going out of their way to support local communities and charities.

Whether this is through work with our station partners, supporting local good causes, improving the sustainability of our services or helping youngsters develop their skills and interest in work, we have been able to do achieve some marvellous results.

In June, we gave our staff the chance to nominate and vote for our new corporate charities through our Employee Survey. Our teams put forward a number of local good causes, which we shortlisted to six, half from each end our network. Every person who completed the survey was able to vote for the cause they wanted as our new corporate charity, with every nomination equating to a £1 donation to that cause. We received over 4,000 surveys and as a result our corporate charities for the coming year are Embrace, an Eastbourne-based cause supporting youngsters with disabilities, and Keech Hospice, which provides care for adults and children with life-limiting and terminal illnesses, based across the Great Northern and Thameslink routes.

The Employee Survey gave us additional feedback from our teams on how we can improve and develop further in the future. Our Organisation Development team continue to support managers across the business to review the survey results and look at what changes can be made to support our people further.

Our focus for the coming year is on supporting our staff as they become familiar with the new roles of On-Board Supervisors and Station Hosts. The move to On-Board Supervisors means that our staff on trains can focus fully on customer services, without the need to leave passengers, to operate the doors. As a result, our people can be increasingly visible and available to ensure you have the right ticket and know where to change. Our trains will continue to have a second person on board and, because an On-Board Supervisor will be able to work on any route, not just the one for which he or she has been trained, it will be much easier to cover any last minute absences which means fewer cancelled services. Our proposals to evolve the role of our station teams will see more people out on the concourse, to support you with ticket purchases. We will continue to offer the full range of tickets and a number of our stations will have staff available for longer, from the first to last train. As a result of this development, we will have an additional 2,600 hours of staff at stations each week. We are trialling the changes at eight stations.

We know our people often undertake great work, especially in difficult times, and we were pleased to see one of our Drivers recognised with an award. Gatwick Express driver Adrian Voice, was presented with a special Golden Whistle award for his efforts to rescue a youngster: Adrian was on his day off but leapt into action when he saw a child walking on the tracks, after being separated from his parents, on another operator's service.

## Key Highlights

£4,058

donated across six charities as a result of the employee survey

36

youngsters offered a space on the "Get Into Railway" programme with the Prince's Trust

£44,991

donated to charities by staff payroll giving

18,992

staff training days provided



Over the year our people also went the extra mile supporting our three "Get Into Railways" programmes with the Prince's Trust charity. The four week courses held at Luton, Stevenage and Croydon, were jointly run between the two organisations and aimed at 18 – 25 year olds, including those in long term unemployment, individuals who have been in care, as well as those with disabilities. The programme includes 10 days of training on areas such as CV writing, teamwork and communication skills, as well as a day of mock interviews where around 20 members of staff provide opportunities for the youngsters to practise this skill. The second half of the programme sees the group out with our station teams, gaining valuable work experience. At the end of the course we review the individuals against our vacancies to see if we can offer them a role with us. To further support the young people who spend time with us, we have had a number of our staff trained by the Trust as mentors, offering support and guidance to any youngster who completes the programme. This has been exceptionally well received and our first course to offer this saw a 100% take up, considerably higher than the usual 20% witnessed by the Trust. We are now seeing more and more individuals who have attended a "Get Into Railway" course working with us, and even have some who are mentors as well.

Our people continue to be passionate about the environment and we have seen the number of volunteer Area Champions for the Environment grow during the year. Our strategy is aligned with the One Planet principles, ensuring we are thinking about how we can reduce the impact of all of our operations. By incorporating feedback from staff and by listening to a wide variety of interested parties we have developed a number of staff guides. This includes the 'For Lower Energy' (FLEx) Guide which gives an easy-to-follow outline of our electricity management system, helping staff to further understand what they can do to make a difference.

As a result of our efforts we hold ISO 14001 Certification, the International Standard for Environmental Management. The dedication of our team, including the inspirational strategy, resulted in us being awarded the top honour in the Environment category of the Railway Industry Innovation Awards.

## Awards

### National Rail Awards

Medium Station of the Year – Lewes

### Cycle Rail Awards

Station of the Year – Brighton

### Golden Whistle

Special Award: Adrian Voice, Gatwick Express Train Driver

### Rail Business Awards

Customer Information and Service – This Is Me campaign

Rolling Stock Excellence – 387/1s

Safety and Security Excellence –

Rail Neighbourhood Officers

### Rail Industry Innovation Awards

Engineering and Safety – Go-Learn

Environment – GTR's Sustainability Strategy

### Association of Community

#### Rail Partnership Awards

It's Your Station: Silver level –

Cricklewood station partnership

"I needed a change in direction. I wanted a career, so I could provide for my family. I've really enjoyed the Get Into Railways course and rediscovered my confidence. I sat the first interviews I've ever had and I really appreciated the feedback. I have a new focus and thank the Prince's Trust and GTR for this."

Josh, Get Into Railways programme attendee



GTR's Environment Strategy sits at the heart of the One Planet principles



# Finance

Throughout the last year our Local Development Managers (LDM) have been working hard to review the ways we can collaborate with others on our improvements plans, to produce schemes which are larger than the sums of their parts. We have a LDM for each of our brands, helping to craft relationships with local authorities and other organisations whose aims for improving provisions at stations, as well as access to and from these, align with ours.

Over the course of the year we were pleased to secure over £15 million of funding from the National Station Improvement Programme (NSIP). This money is provided by the Department for Transport, with all train companies able to bid for a share of it. Network Rail will deliver the works, in partnership with us. These funds have been further increased to £20 million, through contribution of partners to either undertake additional work with us or to deliver projects on our land at a similar time.

Some of the exciting programmes being developed include new retail projects at key Great Northern stations, along with new and upgraded customer information systems on the Hertford loop. Alongside this we have a number of feasibility plans to understand the possibility of adding new facilities at key Thameslink stations, including St Albans, as well as Elstree and Borehamwood. On the Southern area of the network, a number of programmes will provide additional or alternative access to existing stations, or help to redesign buildings to improve the way people move around them. This includes an overhaul of Eastbourne station and improved access at the rear of Horsham. Work has now finished on a dedicated Gatwick Express entrance and passenger lounge at the airport station, with the aim of improving access to these services and easing congestion at the station.

We also have a focus on improving the access to and from our stations, especially by bicycle. We know that train travel is a sustainable form of transport and are keen to provide our passengers with the ability to use other environmentally friendly methods to get to and from our services too. We have been successful in securing funding from the Department for Transport's Cycle fund, and have a number of plans to improve the number and standard of our bike facilities at a variety of stations. We are also pleased to have gained over £100,000 additional match funding towards these plans on the Great Northern and Thameslink routes.

## Key Highlights

105

stations with free Wi-Fi for passengers

£5,000+

donated by GTR to support staff fundraising



Hatfield (pictured) is an example of where working together with local authorities, Network Rail and the Department for Transport, we have been able to deliver an all-round better passenger experience. Through partnership working, especially with Hertfordshire County Council, we were able to build a multi-storey car park, improve access and create a multi-modal interchange.

# Key data

GTR 2015/16

Safety	
SPADS per million miles (excluding those in depots) <sup>+</sup>	0.99
Passenger RIDDOR accidents per million passenger journeys	0.11
% train units with CCTV	83
Number of reported crimes <sup>+</sup>	4,010
Environment	
Carbon emissions per passenger journey (kg)	1.09
Community	
Total community investment (£)	184,629
Number of stakeholder events	248

## CUSTOMERS

Customer satisfaction (Latest National Rail Passenger Survey score) (%)	72.0
Rail punctuality PPM (%) <sup>+</sup>	78.8
Accessibility	
Trains certified accessible (RVAR/PRM-TSI) (%) <sup>*</sup>	80

## OUR PEOPLE

Average number of employees <sup>+</sup>	6,876
RIDDOR accidents per 100 employees <sup>+</sup>	0.53
Employee turnover rate (%) <sup>+</sup>	9.2
Absenteeism rate (%) <sup>+</sup>	4.6
Number of staff training days	18,922
Training spend per employee (£)	801.42
Diversity	
% of female employees	16.7
% of Asian, black and other ethnic group employees	18.2

## FINANCE

Passenger Journeys ('000)	349,180
Change in Passenger journeys (%)	16.6

### Key

+ 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 GTR by visiting our websites

[www.gatwickexpress.com](http://www.gatwickexpress.com)

[www.thameslinkrailway.com](http://www.thameslinkrailway.com)

[www.southernrailway.com](http://www.southernrailway.com)

Extra information on how GTR 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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**BUREAU  
VERITAS**

### Summary verification statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd has provided verification for The Go-Ahead Group plc over selected sustainability Key Performance Indicators (KPI) data contained within the Group's annual report covering the period 28 June 2015 to 2 July 2016.

The full verification statement, including the verification scope and 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)

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