

GETWICK
EXPRESS

Great Northern

SOUTHERN

Thameslink

Govia Thameslink Railway
Sustainability Report 2015

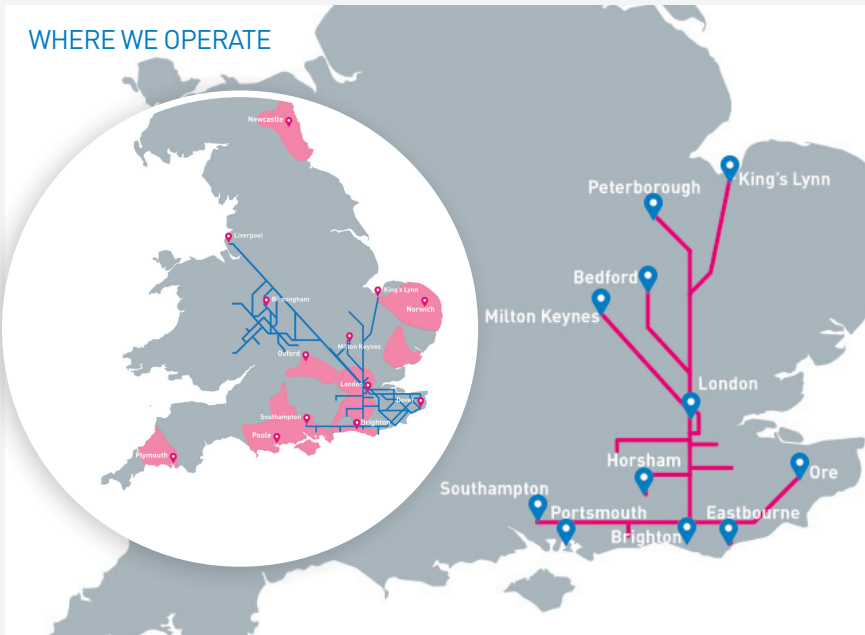


STRONGER
TOGETHER

OVERVIEW

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 to 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.



GATWICK EXPRESS

Great Northern

SOUTHERN

Thameslink

2015 HIGHLIGHTS

- GTR took over the Great Northern and Thameslink services on 14 September 2014
- The Gatwick Express and Southern services integrated into GTR on 27 July 2015.
- Over 6,500 staff employed across the network
- 237 stations managed by GTR

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104

stations have Wifi installed

1,140

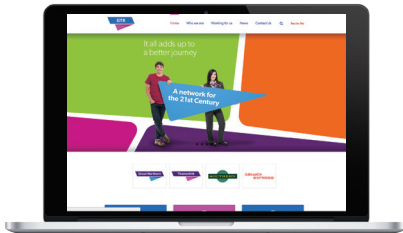
class 700 carriages to be completed by 2018

2

editions of our passenger magazine, Connections, each year

25

additional stations have been staffed from first to last train from September 2015



For more information about Govia Thameslink Railway, visit: www.gtrainway.com

FOLLOW US ON SOCIAL MEDIA



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@TLRailUK @GNRailUK

We're part of the
Go-Ahead
Group

CEO'S MESSAGE



Charles Horton,
Chief Executive
Officer

“Welcome to the first sustainability report for GTR. Over the last year we’ve been focussed on bringing together the Gatwick Express, Great Northern, Southern and Thameslink services. This report highlights many of our successes during this time and our future plans.”

What a year it has been – in September 2014, GTR took over the operation of the Great Northern and Thameslink services. This was followed by the integration of the Gatwick Express and Southern brands in July ten months later. Over the course of the past year we have been focused on the continued operation of our railway, as well as bringing together many of the aspects of these different services. Today we have an organisation with an excellent diversity of skills and knowledge in the right roles and locations to ensure we are setup to fulfil our vision of “delivering a better railway together”. Sustainability, including our work with communities, charities, our staff and partners, is a key part of our focus for our services. We are keen to build on the successes we’ve seen in this area prior to integration.

We recognise that performance across the GTR network has not so far met the level our passengers want. Across the course of the year we have faced many difficulties and in particular the work at London Bridge created complications which have impacted many of our services. We have and continue to work closely with Network Rail to improve the service operating from London Bridge, around the continued investment in infrastructure at this location. Together we have also published a joint Performance Improvement Plan for the whole of the Brighton Mainline. Across GTR we are also focusing on ways we can develop our performance further and much of our work is already seeing improvement, particularly on the Great Northern route.

We are committed to supporting our passengers, communities and stakeholders on the routes which we serve. As part of this we have appointed five Passenger Services Directors (PSDs), who are

4

industry awards won by individual GTR staff



378

stakeholder events held

responsible for each of the individual services which make up GTR, with the Southern area split into Metro and Coastal areas. Each of our PSDs will focus on the operation of the station and on-board staff for their routes, whilst working jointly to take on-board feedback and develop our services further.

Despite the challenges we have faced our people have continued to shine and I am exceptionally proud of the hard work put in by all of our teams during this period. We were particularly impressed with two of our Southern team sharing the National Rail Award for Outstanding Personal Contribution. It's rare for these awards to be given to more than one individual and for two colleagues to share this is unheard of. Each was a very worthy winner, in a very different way.

From flowers, vegetables and art, we now have a wide range of station partnerships that are helping to improve the experience for all at many locations across the network. This is largely thanks to our partnership with the Sussex Community Rail Partnership (SCRIP), which recently celebrated 10 years of work with Southern. We continue to support the SCRIP in everything it does and are extremely pleased they are also working with us to help deliver our Go-Learn educational materials to schools across the network.

The environment remains a key focus of our sustainability and we will continue to work across our network to reduce the impact we make. This includes seeing more stations becoming "Zero Waste to Landfill", as Gatwick has in the last year. We were extremely pleased to receive funding from the Department for Transport for a number of new cycle storage facilities at our stations in the coming year.

The above is just a highlight of some of the aspects we are focused on going forward and you will find much more detail within the rest of this report.

OUR REPORTING STRUCTURE

We are committed to operating our train services in a safe, environmentally and socially responsible manner



SOCIETY

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



CUSTOMERS

To provide high quality, locally focussed passenger transport services.



OUR PEOPLE

To be a leading employer in the transport sector.



FINANCE

To run our business with strong financial discipline to deliver sustainable shareholder value.

Visit www.go-ahead.com/sustainability to find out more about our approach →

ADDITIONAL OP CO INFO

GTR's vision

Our vision is 'delivering a better railway together'.

GTR's values:

Committed to Customers

Continuous Improvement

Dedicated to Safety

Excellence

Working Together



Across GTR we are committed to helping our local communities, tying our stations and services into the areas which they serve. We are passionate about working together and now have a number of station partnerships, which have helped to transform stations and waiting areas in a way which is tailored to the needs of the area. We are keen to continue these relationships, as well as grow new ones.

KEY HIGHLIGHTS



COMMUNITY MATTERS

Southern continued its sponsorship of Sussex Cricket's Community Programme, helping to support the development of young people across the region through sport related development sessions. As part of this work, members of Southern spent a day playing cricket with members of the Brighton based charity Blind Veterans. Our staff wore specially designed glasses which simulated various stages of visual impairment, giving everyone a better understanding of what it is like for the veterans.

In May 2015 our Great Northern teams came together with many of the contractors who serve the route to provide a makeover to key parts of family-run Shepreth Wildlife Park (pictured). As part of the work they prepared the zoo for a family day out, also sponsored by Great Northern, for over 100 children, who are supported by charity Max Appeal, which supports individuals with a rare genetic syndrome

"The visit to the zoo is such a special day and this year was a great success. Max Appeal couldn't do this without the kind support of Great Northern."

WORKING WITH YOUNG PEOPLE

We have continued to showcase a range of new art to enhance the look of our stations. Children from the Chatsmore Catholic High School worked with us and the South Downs National Park to create a fantastic piece of art for the bicycle shelter at West Worthing. For many this station is viewed as the gateway to the park and the picture helps to promote cycling further.

Following a suggestion from a member of the station team at Purley we approached and worked with pupils from the John Fisher School, who designed a beautiful mural, depicting the place of the station within the local area and the link it offers to other areas.

Working together with the SCRP, local station partnership and Albion in the Community we have brightened up the subway at London Road (Brighton). Youngsters involved in the education programme with Albion were required to volunteer as part of their qualification and the group worked with the partners to design and install a beautiful mural, which has helped to improve the look of the station.

To further support the development of young people we have rolled out a variety of Go-Learn educational materials. These include transport related numeracy and literacy exercises and we are in the process of further developing material to help youngsters travel independently. This will particularly focus on those preparing to move from primary to secondary school, who may have to start taking public transport. In partnership with the SCRP we will be delivering this material to any school, across our network that is keen to get involved.

SERVING UP MORE

More and more food outlets have popped up on our stations, with additional personal touches. Stevenage's £340,000 refurbishment included us partnering with a popular local lunchtime provider. The Street Kitchen, which had run out of a food van in the town centre, regularly attracted long queues of hungry customers. The new outlet at the station is open all day serving fresh food and includes a new customer app, allowing busy travellers to order and pay for their order in transit, arriving at the station to collect a hot, freshly made meal. Alongside this local resident Annita Corriea treated Great Northern's Palmers Green station coffee shop to a makeover. Local resident Annita, a qualified textile designer, took on the empty coffee kiosk on the London bound platform and worked with us to transform the retail unit, to create an environment that is bright, modern and minimalistic. The new glazed door floods the seating area with light and passengers can now enjoy freshly made coffee and fruit juices.

CASE STUDY

It was particularly pleasing to see SCRP celebrate ten years of partnership of connecting the community with their railway during the last period. Founded in 2004 on just two routes, the Sussex CRP has since grown to encompass five of Southern's rural lines and it has seen passenger journeys in these areas increase to over 13 million per year, with vibrant line groups encouraging use of the railway.

Thanks to the efforts of the SCRP we have continued to see our Station Partnerships flourish. Examples of the partnerships fostered with the SCRP include the vegetable garden at London Road (Brighton), flower displays at Lewes, as well as the vibrant 150th celebration for the Bognor Regis line. We are now well on course to hit the 50 mark and will continue to encourage more local communities to get involved with us.



Teams from Great Northern and our contractors prepare the zoo for the children's visit

CUSTOMERS

The integration of our four brands presents a number of exciting opportunities for everyone who uses our service. Most importantly, as we look to future timetables you will have one company focused on providing a plan which aims to meet the needs of all our passengers, both north and south of London. Alongside this, we are working hard to join up the best aspects of our different services.

KEY HIGHLIGHTS

65+

accessibility improvements

10,000

booked assistance requests processed by Southern teams

116

New Class 387 carriages introduced

5,000

individuals registered on our online Passenger Panel

ACCESS FOR ALL

Accessibility has been a key area across our services during the past 12 months. From the start of 2015, 80 of the Class 319 Thameslink services were retrofitted to introduce spaces for wheelchair users, as well as larger toilets, and onboard electronic information screens and automated public address announcements. Similar work is now underway on the Class 365s and includes the introduction of additional priority seats on these services too. Our industry leading Priority Seat Card has now been joined up, meaning that passengers in need of a seat can use one card across all of our services. We have linked our card into Southeastern, as well, meaning it is valid on their services too.

Using feedback from passengers with accessibility needs Southern launched the "This Is Me" campaign, saw existing passengers talking about their assistance experiences. The footage was turned into a range of films and shown to new staff, existing teams as part of our Team Brief process, and also made available online for other passengers to view. Posters and leaflets were put up across Southern stations and "This Is Me" received excellent feedback from our teams, as well as passengers, with our success rate for providing assistance improving even further as a result. Access Roadshows were also held at Eastbourne, Horsham and Brighton, promoting all the work undertaken to improve access across the network. The campaign and roadshows helped contribute to Southern winning the Access for All category of the Lewes Business Awards.

"It's great to win the Lewes Access Award in recognition of the hard work our people, including our dedicated Assisted Travel team, undertake to help our passengers use our services."

LEADING TECHNOLOGY

Southern was the first train operator to integrate its own smartcard, "the key" with London's Oystercard and this now means that passengers from the coast can travel into London and on the Underground, bus and trams, all with the same card. We are committed to easier ticketing and the key team have also been running trials of new ticket types. Alongside this, a lot of work has been put in over the summer to extend the key to many of the Thameslink and Great Northern routes.

We have a dedicated twitter team across the network, which operates 24/7 every week (except Christmas and Boxing Day) and as we head into 2016 we will be further developing our App, On Track, to include even more information and functionality.

GETTING YOU WHERE YOU WANT TO GO

Thameslink and Southern introduced 29 new Class 387s (pictured), providing additional comfort for our passengers. These units have increased the capacity on key services on this route and include additional space for wheelchair users to travel. The carriages are the templates around which the new Gatwick Express and Moorgate trains are also being designed.

GTR has entered into an alliance with Network Rail to focus on how we can improve our operational performance for our passengers. This is led by GTR's Chief Operating Officer, Dyan Crowther, and is already looking at a range of ways we can work further together, including station works and maintenance and the overall Brighton Mainline Improvement Plan.

We are passionate about helping you get to our stations in sustainable ways and over the last year have introduced 1,500 new cycle spaces, including building new hubs at Brighton, Hassocks and Lewes. We have also introduced 50 electric vehicle charging points in car parks at 23 stations and will be designing many new station travel plans for key locations across our network.

CASE STUDY

We are keen to continue to work with our passengers to understand how we can improve our services. As part of this GTR has introduced a range of ways passenger can get involved with us.

Our Passenger Panel is an online forum where we can ask your thoughts on our plans. There will also be sessions where you can pose your own questions to our senior team. Meet the manager events, held at a variety of locations across our network, provide an opportunity to speak with your local team face to face. Our two Customer Cabinets are made up of a range of passengers, who travel on our services and GTR staff to provide input on how we can improve our work. We will work with the cabinets to discuss our future plans and gain their feedback and suggestions.





OUR PEOPLE

Our people are at the heart of our business. We have some fantastic stars across our network and our attention remains on supporting our teams to give you fantastic service. As we look to the future we are working to ensure our teams have up to the minute information, as well as the knowledge and skills to provide a strong service to everyone. This commitment includes issuing over 600 iPads to staff and investing £9.8 million in training.

KEY HIGHLIGHTS

50

people hired through Prince's Trust programme

140+

new drivers recruited during the last year

£1,000

of payroll giving by our teams

£9.8m

to be spent on training for the rest of the franchise

POSITIVE RECOGNITION

It's not been an easy year for our teams, with the challenge to improve our performance, as well as bringing together four different services. However, our people have not only risen to the occasion, but continued to shine.

Matt Lenton, Rail Neighbourhood Officer, and Peter Harding, Train Carer, were joint winners in the Outstanding Personal Contribution category at the National Rail Awards. The win recognised Matt's actions to intervene when he noticed a potentially suicidal passenger and Peter's dedication and commitment to keeping our trains clean, preferring to arrive an hour early for his shift than be a minute late. Matt went on to win the Lifesaver category of the Rail Staff Awards, while Great Northern PSD Keith Jipps won Rail Manager of the Year.

In Luton, we continued our relationship with the Prince's Trust seeing more unemployed individuals join us for a dedicated "Get Into Railway" work experience programme. This combines customer service courses with practical hands on experience, working with our teams. As a result of our work with the group we have seen over 50 excellent individuals join us for new careers and we will be expanding the programme to other areas of our network. We were extremely pleased when Mike Tyler, an attendee on the

"My life was a black hole after becoming homeless due to family breakup. Now, through the training I've been given in customer service, I have a job and a sense of purpose."

programme and now a Revenue Protection Inspector, was presented with the HP Flying Start Award by the Princes Trust, recognising his dedication and commitment to his development.

Within Southern, our Area Champions for the Environment (ACEs) have gone from strength to strength. This is a group of staff who volunteer, on top

off their day-to-day duties, to get involved in reducing our impact on the environment. In particular Kevin Bayley and Jason Brooker were highlighted for their dedication to this role and were awarded the Environment Award as part of our internal recognition process. They have now turned their passion into careers being appointed as Environment Managers for GTR and will now focus on doubling the number of ACEs to 100.

IMPROVING TRAINING

We have continued to focus on giving the best development we can to our staff. This has included creating e-learning packages on smartcards and ticket vending machines, helping to improve the knowledge of all of our frontline teams on these areas of our business as they grow and develop.

The Gatwick Express Customer Service training programme, PRIDE, has seen an improvement in the experience we offer to passengers, as demonstrated by improved results in key areas of the National Passenger Rail Survey. It was also named Best Customer Service Programme at the Training Journal Awards.

GETTING INVOLVED

Not content with just going above and beyond the call of duty for our passengers, our people continue to get more and more involved in their local communities, as well as supporting charities and good causes close to their hearts. Recently our people have skydived, walked from Brighton to Brean Down (approximately 200 miles in 10 days), as well as cycled from Lands End to John O'Groats. All of these individuals have been supported with a £100 sponsorship from GTR, in support of their efforts.

Alongside this individuals have got involved with other charities, across our network. This included work on the dedicated Thameslink Tracker service, which we arranged to charter for a number of railway enthusiasts. As part of the organisation of the service Thameslink timetable planner Matthew Dodd ensured that the proceeds of £9,000 were split between The Royal Marsden Hospital, Royal Brompton & Harefield Hospital and childhood illness support organisation Max Appeal.

AWARDS

RAILSTAFF AWARDS

Rail Manager of the Year: Keith Jipps
Samaritans Lifesaver Award: Matt Lenton

TRAINING JOURNAL AWARDS

Best Customer Service Programme: PRIDE Training, Gatwick Express

LEWES DISTRICT BUSINESS AWARDS

Access for All: Southern

NATIONAL RAIL AWARDS

Outstanding Personal Contribution: Matt Lenton and Peter Hardy

Putting Passengers First: the key

NATIONAL COMPLEMENTARY POLICING AWARDS

Railway Safety Accreditation Scheme Team of the Year: Safer Travel Team



Southern's Matt Lenton (left) and Peter Hardy (right) with their awards.



FINANCE

GTR is part of The Go-Ahead Group plc.

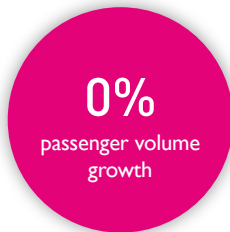
Go-Ahead makes a contribution to the UK economy through the employment of 26,000 people, the taxes the company pays, payments to its suppliers and the contribution its rail franchises make to Government finances.

SUPPORTING THE UK ECONOMY

Public transport brings benefits to individuals, communities and the nation as a whole. Economically, it connects workers to jobs and enables trade. Socially, it provides access to employment, education, and health care, and unites friends and family. For many, especially older people, people with disabilities and children, public transport is often the only viable option.

During the year, Go-Ahead made a direct contribution to the economy through the £20.3m we paid in UK corporation tax and its net increase in contributions to the DfT in the year was £191.9m, up to £255.9m. Indirectly, we also support economic growth through the employment of 26,000 people; investing £1.08bn in staff; and by providing millions of people with the means to travel to work, shops and other key services and leisure activities every day.

KEY HIGHLIGHTS



FAIR TAX MARK

Go-Ahead is the first 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 crucial to support a vibrant mixed economy.

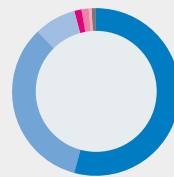
ETHICAL PROCUREMENT

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 will 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 demonstrate a respect for the environment.

THE GO-AHEAD GROUP ECONOMIC CONTRIBUTION

£3,215.2m



■ Payments to suppliers	£1,746.8m
■ Staff costs	£1,079.6m
■ Net rail contribution to DfT	£255.9m
■ Economic value retained by shareholders	£52.2m
■ Capital expenditure	£42.3m
■ Corporation tax payments to Government	£20.3m
■ Finance costs	£18.1m

KEY DATA

GTR	2014/2015	2013/2014
Society		
Carbon emissions per passenger journey (%)	1.53	n/a
Water used per passenger journey (l)	1.01	n/a
Recycling rate (%)	49.51	n/a
SPADs per million miles	0.11	n/a
RIDDOR accidents per 100 employees	0.8	n/a
Community spend per employee (£)	72.11	n/a
Customers		
Customer satisfaction (%)	74	n/a
Punctuality (%)	87.3	n/a
Our people		
Employee engagement index (%)	n/a	n/a
Absenteeism (%)	4.5	n/a
Employee turnover (%)	7.7	n/a
Diversity by gender (%)		
– Women	17.9	n/a
– Men	82.1	n/a
Finance		
Revenue (£m)	393.9	n/a
Passenger volume growth (%)	0.0	

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 website www.gtrailway.com and more information on 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:

Jane Lee, Head of Communications
GTR
2nd Floor
Monument Place
London
EC3R 8AT
Tel: 02037502033
Email: jane.lee@gtrailway.com



BUREAU
VERITAS

Summary Verification Statement from Bureau Veritas UK Ltd

For the seventh year, Bureau Veritas UK Ltd has worked with The Go-Ahead Group plc to verify selected sustainability key performance indicator (KPI) data contained within the Group's annual report.

The information and data reviewed for this verification process relates to the period from 28 June 2014 to 27 June 2015.

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