

Great Northern

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GATWICK EXPRESS

SOUTHERN

ThamesLink/

Adapting to the future

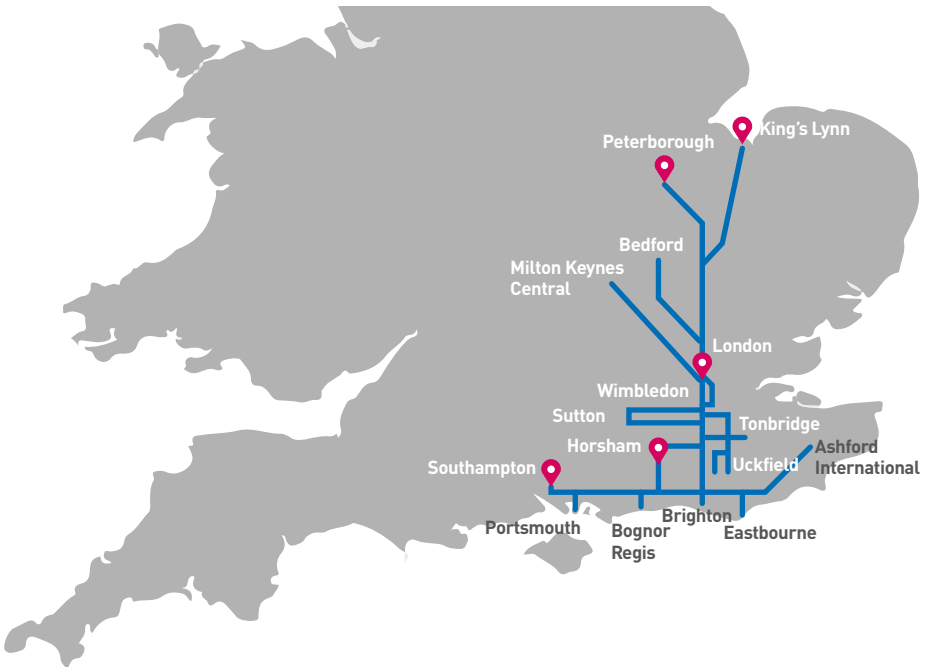
Govia Thameslink Railway
Sustainability Report 2018



About us

The Govia Thameslink Railway (GTR) franchise was established to modernise the network and bring change, introducing more frequent and dependable services into and beyond London.

Passenger numbers across these geographies have continued to rise faster than other areas of the country and the efforts of our teams are helping to create new journey opportunities, whilst delivering state of the art trains, better infrastructure, improving stations and supporting local communities.



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Our reporting structure

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



Finance

To work together with suppliers to jointly deliver the best possible service

p4



Better teams

To perform all job roles and tasks competently to allow further growth.

p5



Happier customers

To gain more happy customers and reward colleagues for receiving positive feedback.

p6



Stronger communities

To support colleagues with fundraising events which support the local community.

p8



Cleaner environment

To improve air quality and encourage fuel efficiency at all locations across the business.

p10



Smarter technology

To implement new market leading technology and adapt it accordingly.

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www.gatwickexpress.com

www.greatnorthernrail.com

www.southernrailway.com

www.thameslinkrailway.com

We're part of The
Go-Ahead
Group

Chief Executive Officer's message

"As we get ready to add more services into our December 2018 timetable it is right for us to take a moment to look back on the past year. I am sorry for the disruption our passengers experienced over the summer, however I am working closely with my team to improve the customer experience across our network."

Patrick Verwer

Chief Executive Officer, Govia Thameslink Railway



When I started with GTR towards the end of July, my first priority was ensuring that we stabilised the train service, making it more reliable and giving our passengers confidence to plan their journeys. The timetable we introduced on 15 July delivered this consistency, whilst ensuring we had 200 more services operating than we had prior to May 2018. Once this was embedded, the underlying benefits the timetable had been designed to deliver started to show through. Across August our public performance measure (PPM) rose, with most days eight or nine trains out of 10 arriving near their scheduled time, whilst the number of cancellations dropped. In fact, during this time, Southern actually recorded the best PPM score in over four years. Please do not think though that this signals the completion of our work — I am fully focused on improving the passenger experience across our four brands. My aspiration is not only to meet the levels of service our passengers' desire, but go way beyond them.

As part of making some amends for the disruption of the timetable, we led the industry's additional compensation scheme for those affected. This work began by us targeting season ticket holders who travelled during the disruption, and then, listening to our passenger and stakeholder feedback, we extended this to passengers with day tickets, including Carnets, as well. All of this supplemented our usual Delay Repay scheme, which pays out for any delay of 15 minutes or more, and our enhanced compensation process.

This report gives us the opportunity to reflect on the last year, as well as look towards the future. It's our chance to tell you about some of the activities and initiatives we have been working on behind the scenes, and give you a flavour of what is to come. This includes our teams' efforts to introduce brand new trains onto the Moorgate line, the reopening of London Bridge station, as well as our commitment to introduce new technology, such as our automatic Delay Repay system.

2018 highlights

- First ever train operator to run automatic train operation on an urban railway
- Over £8 million invested in station improvements
- 8 community rail lines supported
- 115 new Class 700 trains now operating, serving the whole Thameslink route
- 200 more trains being run across the network
- Thousands of passengers invited to St Pancras familiarisation tours

Across the network GTR continued its commitment to reduce our environmental impact, increase our connection with local communities, deliver infrastructure enhancements, as well as support the development of our people.

There is a lot of good work being undertaken by different teams from the business, and while I appreciate that the most important aspect of our operation is getting you where you need to go, on time, there's also a lot being undertaken to improve your experience, support good causes, as well as make us a more sustainable business. I hope this report gives you more information on those efforts and I look forward to working closer with many of our stakeholders and partners during the coming months.

£276,450

invested in our local communities

10+

Try the Train events, supporting those with accessibility needs

18,000

Over 18,000 children have so far benefitted from a Go-Learn session

63

new Ticket Vending Machines



Over the last 12 months we have continued to invest significant funds, especially in our stations, to improve the passenger experience. This ranges from large developments to smaller enhancements.



Bognor Regis Town Mayor cuts the ribbon to celebrate the completion of work at the station.

Again we are investing over £650,000 in works to improve accessibility at our stations. This includes installing an accessible toilet at Carshalton, new way-finding signage at Flitwick and an additional help point at Meldreth. All of these plans are endorsed by our volunteer Access Advisory Panel members, Passenger Focus and the Department for Transport (DfT). We also work with London Travelwatch for those locations inside the travelcard zones.

We continue to work closely with Network Rail to deliver a number of significant step free improvements to stations across the network. This includes work at Alexandra Palace, Luton and Selhurst, all funded by the DfT's Access for All fund. These will be delivered in control period 6 (2019-2024).

We continue to invest more than £1 million each year in our smaller stations (with less than 1 million footfall per annum) too, including retail improvements at Bellingham, enhanced booking hall at Buxted, plus a new waiting shelter at Downham Market.

Many of the schemes are jointly delivered with Network Rail and partners. This included a booking hall refurbishment at Hatfield and a complete redevelopment of Bognor Regis. The latter was completed in collaboration with the local council plus Railway Heritage, and the Town Mayor praised all those involved (pictured), saying: "It's fantastic that Bognor Regis has had these much needed improvements."

Work continues on other schemes, including the redesign of Eastbourne and Elstree stations.

Key highlights

£2.5m

invested in the project at Bognor Regis

30

More than 30 Station Travel Plans being reviewed

Better Teams



Throughout the year we have continued to see our teams work hard to support our passengers, even in some of the most trying situations. We continue to focus on ensuring they have the right tools and support to give you the experience you deserve.

We continue to support our people, especially focusing on their development. Most of our staff have now attended our 'One Step Ahead' training. This goes beyond normal customer service courses, focusing on how we really do make a difference to the journeys of our passengers.

Our commitment to development continues with more and more of our staff getting involved in the "Get Into Railways" programmes with the Prince's Trust. Throughout the last year we have run another three courses, which blend

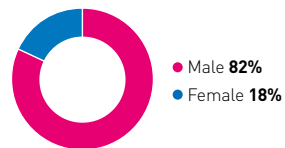
classroom learning with practical work experience, with many of the young adults going onto employment, most often with our own teams (pictured). One of the programmes' success stories, Ben O'Day, even supported the Trust by presenting the benefits of this type of partnership to an audience of almost 200 industry leaders at the DfT. As a result of Ben's very personal story, other operators have approached the Trust about replicating our work on their own networks.

We continue to focus on our diversity and a recent intake of trainee train drivers saw women account for half of Great Northern and Southern's intake. During the year, one class of trainees from across Peterborough and St Neots demonstrated the commitment we have made, with the group having a 50:50 gender split, including mums retraining from different industries, as well as former station staff from across the network. Since June 2017 our Southern driver training intake has been 25% female and progress remains good.



Another group of young people celebrate the completion of their Get Into Railways programme.

All employees



Gender Pay Gap



Happier Customers

The GTR franchise was put together to deliver brand new, fit for purpose timetables, that directly linked areas north and south of the river Thames. After one of the industry's largest ever consultations, with many thousands of responses, we were able to devise new offerings that reflected the feedback.

Sadly, the late industry approvals of our timetable meant that our resources were not correctly aligned for the new service, and our passengers, like others across the country, experienced unprecedented disruption. Following May 2018, our teams have worked closely with industry partners to stabilise the service, and we are getting back on track.

Our intention, as the timetable is operating with increased confidence and reliability since July, is to slowly introduce more and more trains into it. We will only do this when we have full confidence that what we promise is what we can deliver.



The new Class 717 on the Siemens' test track.



Alongside this work, our teams are looking towards adding further direct routes into our services. Already, for the first time ever, our passengers can travel on trains from Cambridge to Brighton, Bedford to East Grinstead and Peterborough to Horsham. During the next 12 months we will be working to open up further route opportunities, removing the need for our customers to change services in central London.

This has been supported by the completion of the work on the final Class 700 units, which now run across the whole of the Thameslink network. Despite being in their infancy, in comparison to other units across the country, these units are already delivering performance figures equivalent to the old fleet they replaced. The Class 700s are also up to 16% more efficient than the stock they replaced. Our intention is to improve the performance of these units even further as we bed them into service.

The trains had been making a significant impact to our work across the network, and this was reflected in the National Rail Passenger Survey conducted in autumn 2017. These results saw Thameslink score 11% higher than the previous year — the highest figures ever reported for the route, and with the timetable issues resolving, we are keen to work on developing these scores even further.

The state-of-the-art Class 700 trains, which include live journey information, and even tell passengers the level of crowding across carriages, have formed the templates for our new units to be introduced onto the Great Northern line into Moorgate. The fixed formation six car trains, Class 717 (pictured), will be a fantastic step up from the 40 year old fleet that has been running on the route.

We will gradually roll out the new units during 2019 and look forward to our passengers experiencing similar uplifts in their travelling experience as the 700s have provided to Thameslink travellers.

Alongside the points above, our Southern passengers have already been seeing some of the benefits of the new timetables, with performance improving beyond the levels seen across the franchise so far. This is supported by the efforts of our Fleet team, who have been involved in a significant programme of refreshing and refurbishing the units across these routes. This includes paying particular attention to the Class 171 diesel units, which arrived in a much poorer state than we had expected. Thanks to the efforts of our engineers these units are bedding in nicely.



The Class 700 are now all out of production.

Stronger Communities

Our efforts across our communities have continued over the last year. In addition to setting up more station partnerships and continuing to educate youngsters with our Go-Learn programme, we have also dramatically increased our support for Community Rail Partnerships (CRPs).

Traditionally GTR has supported two CRPs, covering six lines. This includes the long-established Sussex CRPs, as well as Meldreth, Shepreth and Foxton CRP. At

the start of 2018 we committed the funds to set up two new community rail lines, covering stations from Angmering to Hove on the Southern network, and Bedford to St Albans, in the north of our Thameslink route. The first of these lines fills in a gap between the current operation of Sussex CRP and we are delighted to be working with a range of stakeholders, old and new, to help link communities further with their railway. In the north of our network, we have partnered with Bedfordshire Rural Community Charity (BRCC) on the other new line. BRCC already operates CRPs covering St Albans Abbey to Watford and Bedford to Bletchley and we are excited about the possibilities that this brand new CRP can bring to the communities in this area.



Staff and youngsters from Hawthorns Primary School celebrate the start of their station partnership with a generous donation from GTR



We continue to be wowed by the hard work of our station partners, and during the last 12 months were pleased to see new groups join us at many other locations, including Durrington, Hornsey, Ford and West Hampstead Thameslink. From art to gardening, station partners make a great difference to the connection local communities have with their stations. We were also delighted that these groups continue to receive national recognition. Both the Friends of Angmering and Friends of Ally Pally were shortlisted for the Association of Community Rail Partnership Awards, while the latter group won Network Rail's 2018 Rail Partnership Award for community engagement.

We continue to partner with Sussex CRP to deliver our award winning education programme, Go-Learn, and, despite a change in personnel this year, we maintain a high level of extremely positive feedback on the difference this scheme makes to youngsters. Since the start of the franchise we have collectively delivered Go-Learn to over 18,000 school children and look

forward to future success. Over the coming months we hope to involve more schools with disabled pupils, supplementing our successful Try the Train programme.

We continue to support a number of good causes across our network and in our employee survey in 2017 our people nominated and voted on our corporate charities. Over the past year Chestnut Tree Children's Hospice, in Arundel, and the Shepreth based East Anglian Air Ambulance have received over £11,000 from the efforts of our staff. This has included collection tins at stations, as well as fundraising activities, such as our Safety team undertaking a walking challenge which saw them cover over 523 miles in one week.

We know that the challenges of the last year meant we were not always able to give both causes the support they deserve and as a result made the decision to continue our partnership into 2019.

Key highlights

80+

station
partnerships

£11,000

Over £11,000 raised for our
corporate charities

£41,000+

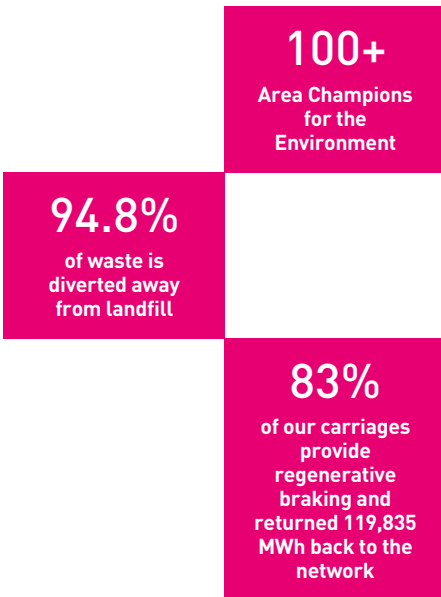
Funds donated through
Payroll Giving

Cleaner Environment



GTR's Environment team has worked hard during the year to map sustainability with a variety of its partners and stakeholders, to enhance the delivery of our award-winning "Towards a One Planet Railway" strategy.

Key highlights



Our efforts to enhance our environmental effectiveness, reducing our energy consumption, increasing our recycling and helping to protect the planet, were greatly enhanced by the brainstorming and collaboration with those who attended our Sustainability Forum in March. This included looking at sustainable stations of the future and a simplified strategy which will see us concentrate, until the end of the franchise, on turning the tide on waste and promoting energy conservation.

Our strategy has always focused on moving towards a one planet railway, and our actions are divided up around the 10 principles of 'One Planet Living', developed by Bioregional. This is an effective way for us to make our priorities easy and attractive for everyone, to help them lead happy and healthy lives within the environmental limits of our planet. Over the coming years our core priorities are going to be towards:

- Protecting the environment,
- Water efficiency,
- Managing our waste,
- Reducing our impact on the climate.

We have set ourselves some stretching targets across these areas. This includes using good management practices, which have been monitored and improved, as part of our 14001:2015 certified Environmental Management System, to ensure we retain this standard and transition to the newer ISO 50001:2018 accreditation.

We have also committed to install at least five energy gardens on our network. The fully funded programme is the world's first city-wide combined community energy and gardening project. The gardening spaces are

powered by solar water pumps and solar lighting. We also have plans for interactive solar powered notice boards to help people stay up to date with community projects. Alongside this, we will increase our focus on installing water harvesting, utilising rainwater to support our toilets and other non-potable applications.

This work will continue to be supported by our staff Area Champions for the Environment (ACEs). The group was originally created as voluntary eyes and ears of the railway network to support the Environment team in their work to protect the environment and increase good practice at stations, depots and offices. We now have over 100 ACEs and have recently enhanced the role to try to get these individuals to take an increasingly active part in running local projects and initiatives which help to create positive change in their local workplaces.

Working with this team of volunteers from within the company we have celebrated national environmental events, such as World Environment Day and National Recycling Week (pictured is ACE Eloise Rowan with her event at St Albans). The celebrations included stalls for customers, litter picks and recycling challenges. These events raise the profile of environmental issues within the business, helping our staff and stakeholders to take action to tackle them.

Our ongoing work with our ACEs has even seen the training expanded to allow each person to achieve a Level 2 Environmental Sustainability award, a nationally recognised qualification.



Eloise's roadshow at St Albans gets passengers thinking about reducing their plastic waste.

Smarter Technology



We continue to focus on the use of technology to improve the travelling experience for our passengers. This includes investing in new trains, with state of the art software, as well as developing our online and smartcard offerings.

connectivity between our stations, as well as the business and economic centres to / from the capital.

Alongside the above we continue to invest in technology to support our passengers. Our smartcard, The Key, offers innovative functionality to passengers, and now includes automatic Delay Repay. As a result, our systems now contact smartcard travellers when we can see they were delayed, to help process compensation quickly and easily for them.

One very tangible example of our efforts was the world's first successful operation of a train on an urban, high-density railway using Automatic Train Operation (ATO) over European Train Control System (ETCS) in passenger service. On 17 March 2018, train unit 700019 drove automatically through the central London core, transitioning back to conventional signalling after leaving Blackfriars on its way to Elephant & Castle.

This operation marked the culmination of a collaborative programme of nearly 200 night and day shifts of testing, over 11 months, progressing from dynamic proving trials through to actual passenger service. This operation is paving the way for the underground-style service we are working towards, as we introduce more and more services through this section of track in the next two years. ATO and ETCS will eventually see us raise our service levels to 24 trains per hour in each direction during peak periods, providing even more

Key data: Go-Ahead

	2017/18	2016/17	2015/16
SOCIETY			
Safety			
SPADS per million miles (excluding those in depots)+	0.88	1.43	0.99
Passenger RIDDOR accidents per million passenger journeys	1.12	0.1	0.11
% train units with CCTV	95	86	83
Number of reported crimes+	5,256	4,839	4,010
Community			
Community spend per employee (£)	39.1	41.37	26.85
Stakeholder events (number)	173	118	248
CUSTOMERS			
Customer satisfaction (latest Passenger Focus score) (%)	75	82	72
Rail punctuality PPM (%)+	80.8	75.7	78.8
OUR PEOPLE			
Average number of employees+	7,071	7,074	6,876
RIDDOR accidents per 100 employees+	0.59	0.25	0.53
Employee turnover rate (%)+	8.2	8.3	9.2
Absenteeism rate (%)+	6	4.8	4.6
Training spend per employee (£)	1,113.31	1,026.09	801.42
Diversity			
% of female employees	17.7	17.1	16.7
% of Asian, black and other ethnic group employees	18.7	18.1	18.2
FINANCE			
Passenger journeys (m)	322,290	315,000	349,180
Passenger volume growth (%)	2.2	-4.4	16.6


Key

+ For the reporting period

* as at the reporting period end

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 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:

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