

southeastern

Adapting to the future

Southeastern
Sustainability Report 2018

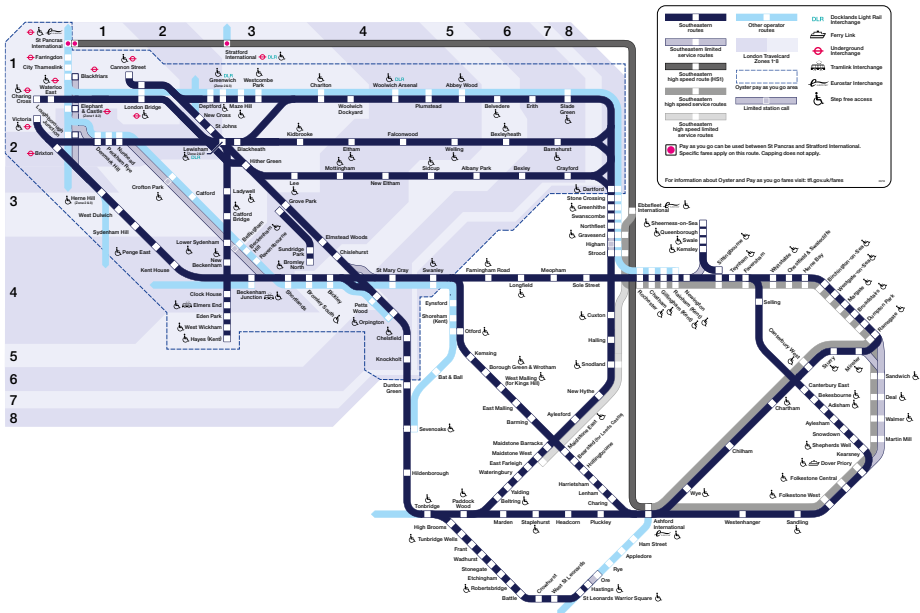


About us

Southeastern has been running the train service between London, Kent and parts of East Sussex since 2006.

We operate one of the busiest and most complex networks in the country, including the UK's only domestic high speed service. Every week we take 1.75 million passengers to where they need to go, by operating 12,500 services across the region.

During peak hours, we help around 260,000 passengers travel on our network, and last year we ran an average of 1,759 daily metro, mainline and high speed passenger services into and out of major terminals, which is more than any other National Rail operator.



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For more information,
visit our website:

[southeasternrailway.co.uk](#)

Our reporting structure

We are committed to operating our trains 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



Smarter technology

To implement new market leading technology and adapt it accordingly.

p5



Stronger communities

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

p6



Happier customers

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

p8



Better teams

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

p10



Cleaner environment

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

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We're part of The
Go-Ahead
Group

Managing Director's message

I've been proud to be the Managing Director at Southeastern since 2014. Today we operate one of the UK's oldest, biggest and busiest commuter railways, carrying more than 620,000 passengers per day from Kent and East Sussex into five major London terminals.

David Statham



But we also have a proud history. Two years ago, we celebrated the 180th anniversary of the London and Greenwich railway opening in 1836. This was Britain's first elevated railway built specifically for passengers, providing the very first regular passenger services in the world. Fast forward to today and we're supporting 170 million journeys every year.

For passengers travelling into London and around the South East, the last few years have been difficult and often disrupted while we work with Network Rail to make significant infrastructure improvements.

These improvements are fundamental to maintaining the railway's role in the prosperity of our region. It connects workers to jobs, businesses to markets and people with each other.

Throughout our franchise, we have invested more than £80m to improve the fundamentals of our passengers' experience, service and performance for each journey on every route.

This includes introducing Customer Ambassadors who have delivered a 20% uplift in overall customer satisfaction at two of our busiest stations, a £30m revamp of a third of our trains, and the roll-out of our smart ticket called The Key.

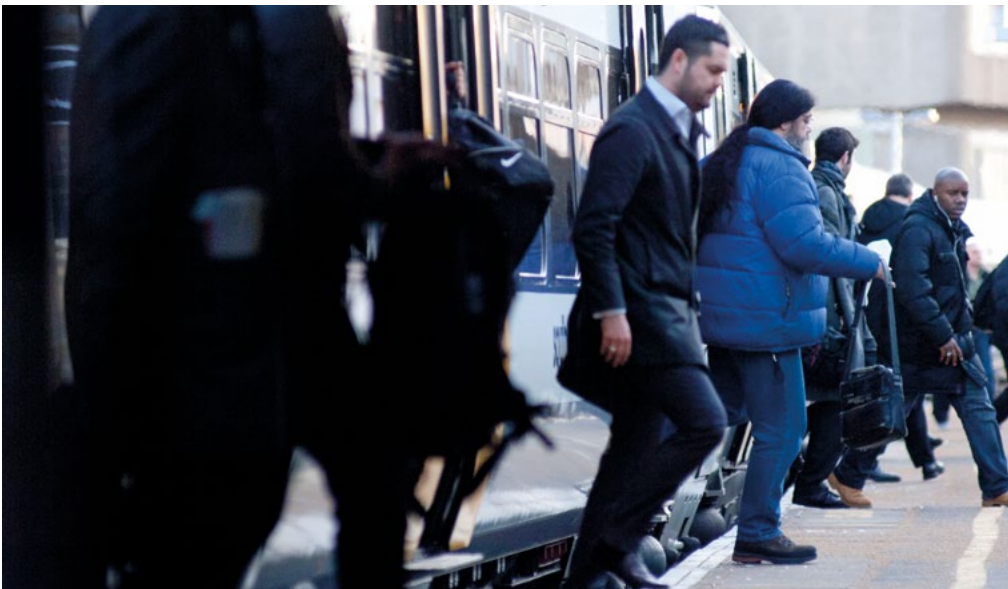
The delivery and success of these projects are a credit to our dedicated employees, who have worked incredibly hard over the years to improve passenger experience. It is also why supporting and retaining the best and brightest talent from across the region through our apprenticeship and training schemes continues to be a priority for our business.

Everything we achieve is through partnership, working towards a shared goal to improve the passenger experience. A great example of this in action is One Team Victoria – a new initiative with Network Rail, Southern and Gatwick Express. All staff at London’s Victoria station now wear the same uniform, regardless of who they work for, to embed a ‘one team’ ethos and improve passengers’ experience.

We’ve also joined Network Rail, HS1 and a range of partners to launch In Partnership for Britain’s Prosperity – a collaborative plan to secure economic growth, improve journeys, boost local communities and create more rewarding jobs in south east London and Kent.

We know passengers’ expectations of us as a rail company are changing faster than ever. That’s why we’ve joined our parent company Go-Ahead to launch the Billion Journey Project. This new ‘accelerator lab’, launched in July, is helping scale-up businesses find new ways to improve travel with the support of transport experts from Southeastern and the Go-Ahead Group.

For Southeastern passengers, this means that we are committed to delivering the best ever experience for our passengers, and we won’t stop until we’ve achieved this vision.



Finance



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

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

Key highlights



Supporting the regional and UK economy

The company made a direct contribution to the UK economy through £60.3m it paid in income taxes and £10.3m in Corporation Tax. The company also returned £16.2m to the government in profit share which was above contractual levels. We also indirectly support the economy

by providing thousands of people with the means to travel to work, shops and other services every day.

Fair Tax mark

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

Ethical procurement

Go-Ahead's ethical procurement plan is embedded in its supply chain procurement and management processes. As a buyer of goods and services we have a responsibility for the supply chains from which these goods and services come into the organisation. We take into account ethical as well as commercial and technical factors when considering which suppliers to partner with. The company encourages its suppliers to adhere to similar high standards of corporate responsibility and to have in place appropriate safeguards against bribery, corruption and facilitation payments. In particular, Go-Ahead expects its suppliers to be committed to high standards of health and safety and to demonstrate a respect for the environment.

Smarter Technology



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

It can also be easily replaced if lost or stolen, is more durable than paper tickets, and entitles passengers to additional offers including a whole host of special two-for-one offers on attractions and restaurants. The Key will have further improvements in the year ahead.

WiFi has been fitted onto all of our trains as we continue to improve the journey experience for our customers. Our WiFi network can be found easily under 'Southeastern WiFi' with no need to provide an email address. It enables email without large attachments, surfing the internet, connectivity for smartphones and tablets and on-train stored content. This was a project with the Department for Transport and other partners.

WiFi on our trains

Everything you
need to know



se

WiFi on all of our trains as part of our £80 million programme of investment.

Stronger Communities

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

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

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

In December last year we celebrated Ashford International's 175th birthday with a ceremony to mark the station's rich history. To mark the occasion, Cllr Gerry Clarkson CBE unveiled a specially-named train. Over the past ten years, we've been proud to run the UK's only High Speed rail service. For our Ashford passengers this has meant cutting journey times into London from 83 minutes to 37 minutes – something unimaginable for passengers in 1842.





We also support our local communities by planning train services for large scale events such as the London Marathon.

Working with Dame Kelly Holmes Trust

More than £20,000 has been donated to the Dame Kelly Holmes Trust, our other corporate charity, to help change the lives of disadvantaged young people, providing them with mentoring from world-class sportsmen and women. Some of the young people who have already gone through the course have since found employment with us.



Bringing music to our network

A number of pianos have been placed in stations across our network, delighting our passengers by bringing music to the concourse. Sir Elton John and John Legend have famously

surprised commuters by playing the piano at St Pancras. A talented 11 year old boy from Dartford Grammar School spent the day at Bromley South raising money for a local mental health charity by tinkling the ivories. We then matched the money he raised.

Supporting the arts

The local community at Herne Hill has been supported by us to set a new Guinness World Record for the most contributions to a 'colour by numbers' picture that will transform a busy underpass. This complements work we are already doing to regenerate Herne Hill and a number of stations on our network. There are many beautiful station buildings and we understand the importance of looking after them, not only as guardians of history, but also so local communities can be proud of the stations they use every day.



Happier Customers



Key highlights

£18.5m
invested
in WiFi

£8.3m
DfT investment
in The Key

£80m
invested in
performance,
service and
facilities

Approximately
75k
invested in
passenger
information

Refurbishment of our trains

We completed a £30 million venture with Eversholt Rail and Bombardier to upgrade a third of our trains as our Class 375 fleet reached its 15th year of operation. By the middle of next year all of our trains will have received a full deep-clean by our new service providers Servest.

The revamping of trains and stations is just one example of our commitment of more than £80 million to improve the experience of our passengers.

Our passengers have also benefited this year from 68 extra carriages across the network, boosting capacity on busier services, and we have introduced air conditioning on all our Maidstone East services.

Access and inclusion

We have issued hundreds of Priority Seating Cards and want as many as possible of our passengers to apply for one if they have a need. We have been rolling out clearer Priority Seating signage on our trains, which are marked with a 'P' inside a blue triangle. We know that this will give reassurance to our passengers who need them and provide helpful information to other people's needs.





Southeastern station staff at Gravesend proudly supported Gravesham Access Group's annual Disability Awareness Day. The group was set up to help raise awareness of the everyday challenges that people with disabilities face, and the Access Group highlighted these difficulties by conducting a walk around Gravesham. Participants, including Adam Holloway MP for Gravesham and local councillors and officers, were invited to be either blindfolded or experience reduced mobility.

Stations with step-free access

For the coming five year period the Department for Transport has made £300 million available for accessibility improvements across



[@Se_Railway](#) congratulations to Orpington station who have the most immaculate ladies loos. Popped in this morning and they were gleaming... well done and thanks

9:50 PM – May 28, 2018 • Lambeth, London

Day made by member of [@Se_Railway](#) staff carrying my bag up the stairs at Ashford International. Seemingly small gesture but so very much appreciated – thank you! ❤️

7:42 AM – May 15, 2018

[@Se_Railway](#) Your train guard on this mornings 5:44 from Folkestone West to London Charing Cross is amazing! Gone out of his way to be helpful, courteous, cheerful and detailed in his dealings with all passengers. [#morelikehimplease](#) great work train guard!

7:20 AM – May 19, 2018

My wife is on a [@Se_Railway](#) train right now. The Train driver just announced 'football is coming home, I repeat, football is coming home' ... awesome 😊 [#EnglandvsCroatia](#)

4:42 PM – Jul 11, 2018 • Greenwich, London

Britain and we asked our passengers, stakeholders and mobility groups to nominate their local stations for step free access, with the work being carried out from 2019 onwards.

Getting you where you need to be at the right time

We are continuing to work closely with Network Rail through our Joint Performance Team, and invested in modernising our control centre to improve the way we work and manage our train service on a day-to-day basis. Together, we've been working hard to ensure delays are down to the lowest levels year on year. Our fleet performance is still strong and our right time performance moving annual average has increased by 4.8%.

Better Teams

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

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

Awards

National Rail Awards

Outstanding Teamwork (Highly Commended) for Waterloo International diversions to support the Thameslink Programme in 2017. Joint with Network Rail.

Railway Industry Innovation Awards

Cross Industry Partnership (Highly Commended) for Waterloo International diversions to support the Thameslink Programme in 2017. Joint with Network Rail

Investors in People Gold Award

Investors in People status sets apart organisations that have achieved excellence in the way they lead, support and manage their people. This reflects a lot of hard work and investment.



Our Customer Ambassadors won the National Rail Award for excellence in customer service where the pilot was praised for delivering increased customer satisfaction and a better passenger experience. These ambassadors proactively seek out and engage with passengers, allowing the station staff to focus on delivering the Right Time railway.



Investing in training

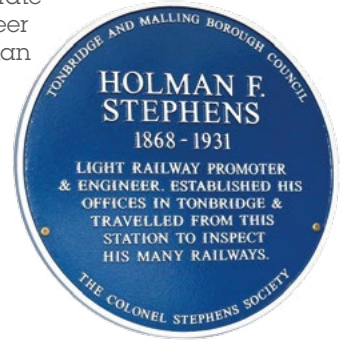
We regularly deliver training to employees so that they can further help our passengers. For example using systems to access up to date information during a disruption.

We ran 48 competency based courses and 18 management development courses. We invested over a million pounds on training and 12,500 training days were carried out across the past year.

We also run our apprenticeship scheme which supports predominantly young people each year, the majority of whom continue into employment with us. In total we have 86 apprentices spread across Engineering, Passenger Services and Train Services.

Getting involved

A large number of our employees support the various communities around our stations to bring the railway and community together. From working with local Brownie packs to makeover station gardens to working with local history groups to commemorate railway pioneer Colonel Holman F Stephens at Tonbridge station.



Gender pay gap

All employees



- Male **81.2%**
- Female **18.8%**

Senior Management



- Male **78%**
- Female **22%**



Median pay for men is 11.3% higher than that of women, compared to the national average of 18.4%

Cleaner Environment



We believe in operating a public transport service in an environmentally responsible way. We continue to look for ways to improve our environmental performance both by working with our teams and making improvements to facilities.

We look for ways to make our sites energy efficient both engaging our teams and making improvements to our estate.

Our facilities teams have been leading the way in delivering energy efficient lighting systems by continuing to install LED lights across our engineering depots and sidings. We have also installed LED lights in train crew depots. This commitment has meant that not only are the new systems more energy efficient to operate, but because LEDs provide a

better quality of light they also help to create safer working environments. Additionally, LED units have a longer working life, so there is less maintenance work associated with replacing failed units. For our station teams we have shared a simple tool kit to encourage them to think about straightforward ways that they can reduce energy use.

We have completed detailed work to enable us to begin installing large solar arrays on the roofs of some of our engineering depots. This installation work is due to be completed during the next year. This is a great project that will help us work towards a more sustainable future.

We have an established environmental management system that is externally verified by independent audits. It continues to meet the requirements of ISO 14001 (environment) and ISO 50001 (energy). Our system helps us to proactively manage the environmental and energy impacts of our operations. We also successfully transitioned to the latest version of the ISO 14001 standard.



Key data: Southeastern

	2017/18	2016/17	2015/16
Society			
Safety			
SPADs per million miles (excluding those in depots) ⁺	0.37	0.36	0.78
Passenger RIDDOR accidents per million journeys	0.062	0.067	0.1
% train units with CCTV	100	100	100
Number of reported crimes ⁺	4119	3883	3243
Environment			
Carbon emissions per passenger journey (kg)	0.99	0.97	1.23
Community			
Community spend per employee (£)	27.60	25.96	19.44
Stakeholder events (number)	121	125	131
Passengers			
Customer satisfaction (latest Transport Focus score) (%)	75	81	69
Rail punctuality PPM (%) ⁺	87.7	87.6	86.3
Accessibility			
Trains certified accessible (RVAR) (%)	71	57	51
Our people			
Average number of employees ⁺	4139	4351	4191
RIDDOR accidents per 100 employees ⁺	0.6	0.23	0.33
Employee engagement index	75	74	70
Employee turnover rate (%) ⁺	5.7	7.2	6.5
Absenteeism rate (%) ⁺	3.7	3.4	3.4
Training spend per employee (£)	426.99	689.92	518.74
Diversity			
% of female employees	18.4	18.3	17.7
% of Asian, black and other ethnic group employees	10.9	10.4	10.1
Finance			
Passenger journeys (m)	177.7	179	185.6
Passenger volume growth (%)	-1.1	-3.6	0.6

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 go-ahead.com

More information

You can find out more about Southeastern by visiting our website southeasternrailway.co.uk and more information on how Southeastern manages sustainability can be found by visiting go-ahead/sustainability

If you have any comments, view or ideas on how we might improve, or have any thoughts on other issues that we should address in this report, please write to:

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Summary Verification Statement from
Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc (Go-Ahead) over selected sustainability indicators contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 2 July 2017 to 30 June 2018.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality will be released alongside the Group's Sustainability Report and can be found on the Go-Ahead Group website:

go-ahead.com/sustainability

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Bureau Veritas UK Ltd
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We're part of The
Go-Ahead
Group