

southeastern

Southeastern
Sustainability Report 2015/2016



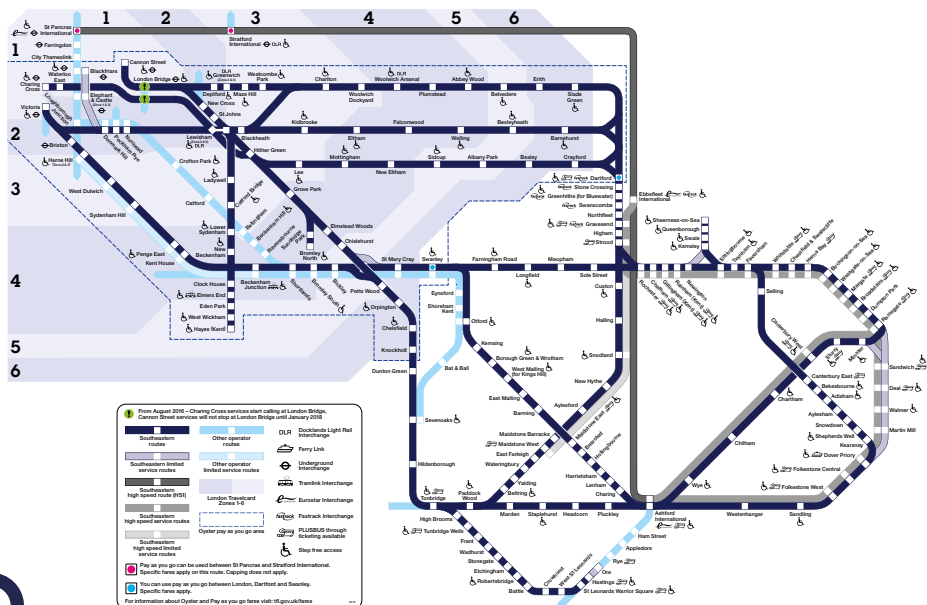
Focused on
partnership

About us

Southeastern operates one of the busiest and most complex networks in the country. Predominantly, we operate commuter routes into London with over 185 million passenger journeys made a year. We are unique in that last year we ran an average of 1,755 daily metro, mainline and high speed passenger services into more major terminals than any other National Rail operator.

The Southeastern network has seen passenger numbers grow by around 40% since we commenced operating the franchise in 2006 and the success of the railway means that numbers continue to grow.

Where we operate



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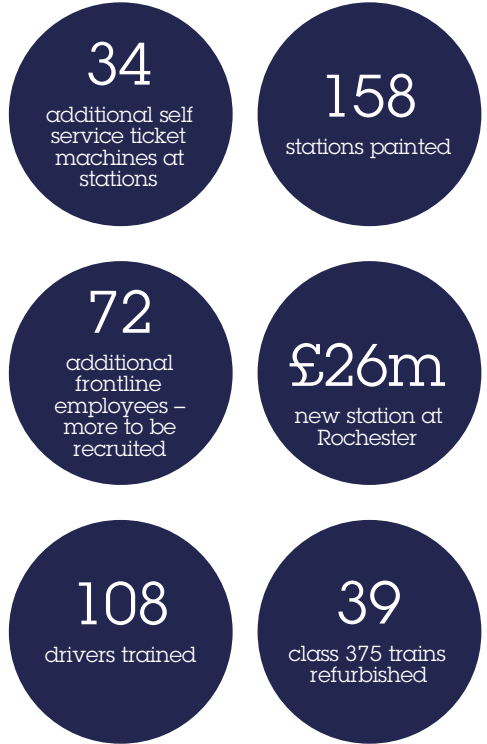
2016 highlights

- 158 stations painted
- 34 new ticket vending machines (TVM's)
- 39 Class 375 trains refurbished
- 108 new drivers trained
- 72 additional front line employees
- 3,204 employees have completed Route to Success workshops
- £26m new station at Rochester officially opened by HRH The Duke of Kent
- Oyster extended from St Pancras to Stratford International, Dartford and Swanley



For more information about Southeastern, visit: www.southeasternrailway.co.uk and sign up to our newsletter

 @SE_Railway



We're part of The
Go-Ahead
Group

Managing Director's message



"We have been working hard to deliver on our commitments, investing over £70 million in all areas of the business. We have deep cleaned and repainted most of our stations, refurbished many of our trains, installed more self service ticket machines and recruited additional people to assist passengers. We proudly opened our new station at Rochester."

David Statham,
Managing Director

Over the past year we have been working hard to deliver improved services for passengers. We are now half way through our Direct Award Contract, and rolling out our £70m improvement plan.

We've been focussed on fundamentals of cleanliness, comfort and punctuality - and passengers have noticed a difference. We have deep-cleaned every single train, and half the fleet is undergoing a refurbishment. We've painted and improved our stations, employed more people focussed on delivering customer service and launched more off peak fare offers to provide greater value for money. We have recruited over 300 new people since the start of the Direct Award Contract in 2014.



Our new £26m station at Rochester

We know passengers rightly expect a train service they can rely on, and that's why we have been working in close partnership with Network Rail, our infrastructure provider, on a Joint Performance Improvement Plan to ensure the network's track and signalling is robust and reliable.

This year has not been without its challenges however, with the rebuilding of London Bridge station impacting passengers' journeys, along with the collapse of the sea wall at Dover on Christmas Eve 2015, closing the railway. While Network Rail focus on the engineering work, our focus is to look after passengers.

Just some of the passenger-focussed improvements we've made include; launching a priority seating scheme and baby on board badges for mums to be. We've removed unnecessary administration fees on refunds, and we've launched season ticket rewards. We've also successfully launched the TfL Oyster card on our services from Dartford and Swanley, and on high speed services between London St Pancras International and Stratford International.

Our new station at Rochester opened following a £26m investment, and improvements are also being delivered at Abbey Wood, where a new interchange station is being created for the opening of Crossrail (the Elizabeth Line).

Looking Ahead

Over the next 12 months the rebuilding of London Bridge station, as part of the government-sponsored Thameslink Programme, will begin to take shape. In August 2016 half of the station will open – and passengers will be able to see for the first time the extent of the work that’s been carried out.

We will also launch another major timetable change to accommodate the next phase of the building work. Once completed, passengers will notice improvements in reliability, more journey choices and a transformed station at London Bridge.

Our local investment plan will also continue at a pace as we focus on delivering our best ever passenger experience through investing in improving station facilities, customer service and better journeys for our passengers.

Our vision is:

‘Delivering our best ever passenger experience’

Our values

- We make the difference together
- We aim to be the best
- We care passionately about our people and passengers

“Over the past year we have been working hard to deliver improved services for passengers. We are now half way through our Direct Award Contract, and rolling out our £70m improvement plan.

Go-Ahead reporting structure

We are committed to operating our train services in a safe, environmentally and socially responsible manner. This report is split into four sections:



Society

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



Passengers

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.



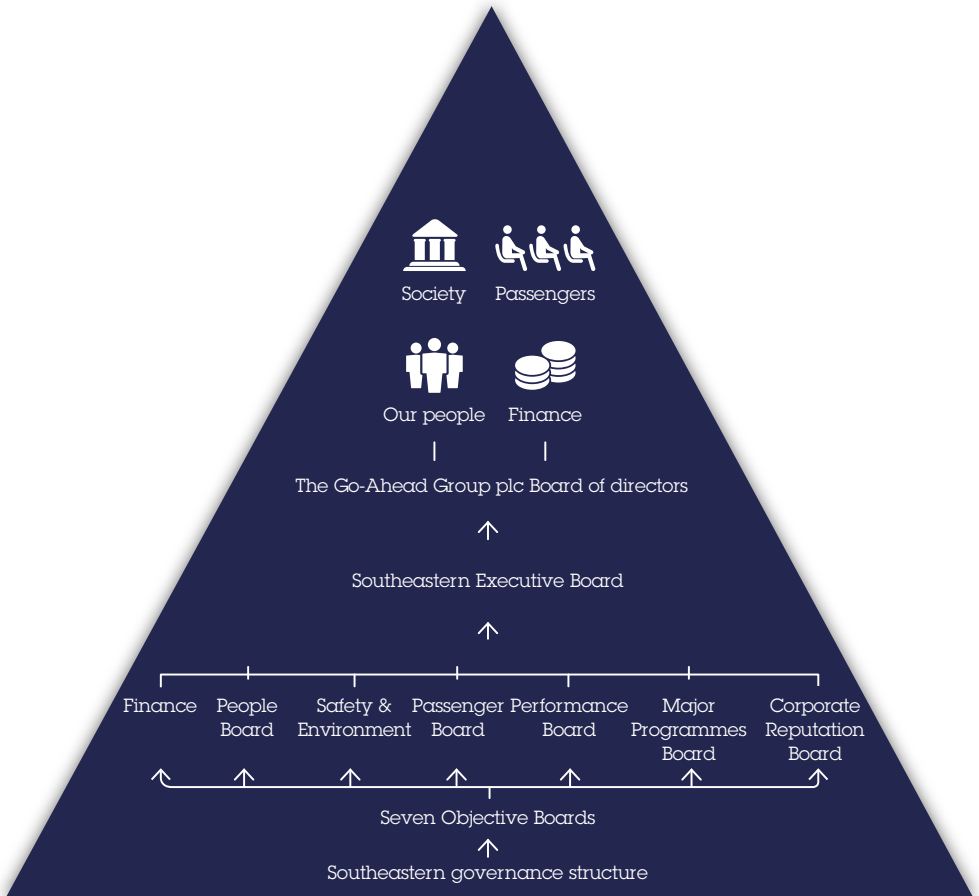
Visit www.go-ahead.com/sustainability to find out more about our approach

Our approach

We have a clear strategy to which our Executive Board is committed. Our key performance indicators are linked to our strategic priorities.

Governance structure

Our Executive Board is committed to the principles of good governance. Through our robust internal framework of systems and controls, Southeastern strives to maintain the highest standards of corporate governance. The Executive Board takes ultimate responsibility for sustainability, which underpins our approach and activities.



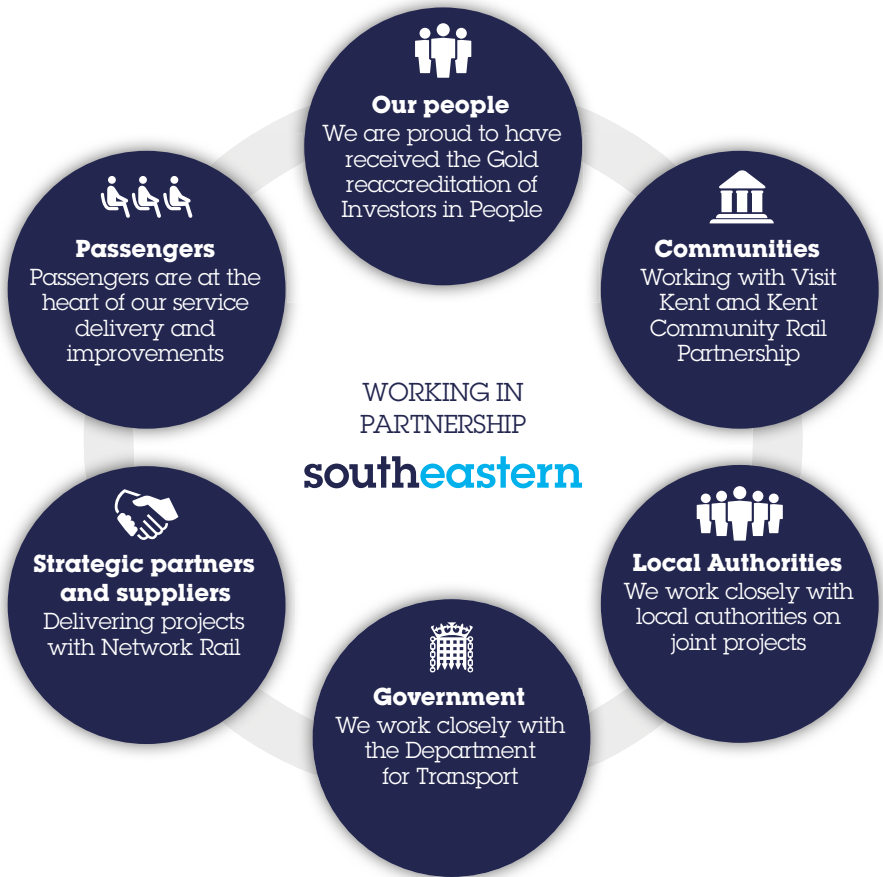
Read more about our approach online at:
www.southeasternrailway.co.uk

Our stakeholders

Collaboration with stakeholders and partnership-working is fundamental in our approach to sustainability.

Stakeholder structure

As a leading provider of transport in the UK, we face a wide range of complex issues. Some of those issues are within our control, some we seek to influence, and others are more challenging to manage and require partnering with pioneering and forward-looking groups.





Society

We value the contribution our local communities bring to our stations, working in partnership in so many different ways. Our Community Rail Partnership delivers a wealth of projects engaging local communities along the length of the Medway Valley and Swale branch lines. Their work includes introducing children to use the railway safely and delivering art projects with local communities to brighten up our stations.

Working with young people

We are proud of our employability schemes to support young people to develop the skills that they need to gain meaningful employment. Our employees support young people through their four week programme by mentoring, whilst on work placements where they have the opportunity to try out a real customer facing role, along with support for CV writing and interview skills. We ran programmes throughout the year including six with the Dame Kelly Holmes Trust for young people facing social disadvantage. Two of the young people are now full time employees with us, along with eleven from our other employability programmes.

Key highlights



Art students from MidKent College completing their personalisation of our Rochester peoples' piano

A Bentley piano, in the main concourse at Rochester station is for passengers to play for fun. The piano has been given a personalised look by art students from MidKent College, who were invited to decorate it. They designed colourful paintings inspired by local imagery including Rochester Castle, Rochester Cathedral and Charles Dickens who lived nearby.

Communities

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

Some of our larger stations with a 24 hour operation can provide a safe haven for young people who are at risk, in fear of being harassed or bullied. As part of a wider "Safe Haven" scheme our employees are trained to help a young person feel safe until further support can be obtained. Posters with information are displayed at these stations.

We continue to engage with a wide range of stakeholders across our network area including local user groups and MPs. We work creatively with wider stakeholders on joint projects that support local communities. We hold two stakeholder forums each year and hold monthly Meet the Manager sessions at larger stations. We also held late afternoon and early evening Meet the Manager sessions at some of our key local stations.

We sponsor events that are important to our local communities including Kent Charity Awards, Pride in Thanet Tourism Awards and Pride in Medway Awards, recognising the great achievements of local people to help and support others in their community.

Supporting the Arts

In Kent we sponsor the Turner Contemporary's *Art Inspiring Change* programme which, amongst other things, will see local schools transforming areas of Thanet through public art. We are very proud to provide travel for school groups coming into London very often to visit art galleries for the first time.

Developing new skills



Young people from Bradfields Academy

Kent Community Rail Partnership has developed a project with Bradfields Academy, a specialist school for students who have mild, moderate and more complex learning difficulties, to give young people the opportunity to develop skills to travel independently. This project has been transformational, providing students with a Travel Training programme that has taught them how to use the railway safely, giving them the skills and confidence to make independent rail journeys.

Students can now look forward and make the transition from school to college with greater ease and confidence.

In Greenwich we support our *Poet in Residence* who provides a monthly poem which is displayed on platforms in the Greenwich area. At other stations we host pop up performances from local musicians and choirs as part of our *A Platform For* initiative bringing the local community into our stations.



Passengers

Our passengers are at the very heart of our vision and we are passionate about our responsibility for the hundreds and thousands of people who rely on us for work, business or leisure. We have listened to our passengers and have based our vision on "Delivering our best ever passenger experience". We are determined that our passengers should see and feel the benefit.

Key highlights



Access and Inclusion

We are making our stations more accessible and have improved our on train facilities for people with disabilities, older people, those travelling with children and "mums to be" through our Priority card and seating scheme. We have also introduced 'baby on board' badges.

We are modifying our Class 465 trains so that they are accessible by installing wheelchair spaces, accessible toilets, priority seats, grab rails and signage. We have improved our stations and installed anti slip stair edgings at 14 stations, additional handrails at another nine stations, and 'tactile' paving at 33 stations to make them easier to use. Our network map has been redesigned to highlight stations with step free access, blue badge parking, accessible toilets and accessible ticket purchasing facilities. We continually test the service and use feedback from disabled mystery shoppers to improve practice.



Innovation in technology

We trialled a pioneering technology that allows monitoring of the wheels and bearings whilst running trains in real time. This high-tech equipment is fitted to the underneath of trains and uses self powering wireless sensors to provide data that enables us to proactively plan maintenance without causing disruption and delay to passengers. The trial was successful, we have fitted this device to half our fleet and will be fitting this to the remainder of our trains.

We launched our On Track app to make it easier for passengers to purchase tickets obtain refunds, plan journeys and get personalised information.

Getting you where you want to go

We are proud of our fleet performance delivering more trains at busy times and a greater level of reliability, improving our delay targets for the past 12 months. We provided additional people to help us communicate widely major timetable changes to our passengers and the temporary timetable at Dover. We ran additional services for major and local events such as the major firework event at Robertsbridge and major sporting events throughout the year.

We are working closely with Network Rail who are delivering track renewals and upgrades to signalling equipment, level crossings and platforms across the network as part of Network Rail's Railway Upgrade Plan. We are also working with the Department for Transport to introduce additional trains on our busiest routes.

Supporting people with accessible travel



Supporting people with accessible travel

German Shepherd Rio missed his footing, jolting visually impaired Catherine Todd, as he fell between the platform and train before leaving for Greenwich. Quick thinking station team member Jim Smith and employees on the platform, alerted the driver and rescued the Guide dog. Employees looked after shaken Catherine, offered her a coffee and when ready to continue, Jim accompanied them to Lewisham. Our station teams at Greenwich, Abbey Wood and Lewisham now co-ordinate and work together to make sure that Catherine is accompanied on each leg of her journey so that she can get to work safely.

"It's this type of support that is a shining example to other transport hubs and stations in the City." Rob Harris, Guide Dogs London, Engagement Manager



Our people

Our people are our greatest asset, are at the heart of our business and are key to delivering our best ever passenger experience. We are proud of the numbers who go that extra mile to deliver great service to our passengers.

We are thrilled to have received accreditation by the Institute of Customer Service for our "Route to Success" programme provided to our people who deliver our services and meet passengers every day.

Key highlights

iiP gold

Investors in People gold reaccreditation

£519

Training spend per employee

3,204

attended workshops on delivering our Vision

1,600

completed Route to Success programme

Positive recognition

When heavy storms washed away the sea wall at Dover last Christmas, Paul Wilding, our Head of Train Planning, along with his team, gave up their Christmas break to plan a new timetable which would normally take twelve weeks. This is the level of their commitment to deliver a service for passengers and passion to get people back to work after the Christmas break. So many of our people worked tirelessly with partners to organise buses, car parking and additional people to support passengers during this challenging time.



Ben and Holly on their wedding day, a short walk from the Church to Sydenham Hill station

Passengers Ben and Holly chose our services to transport 70 wedding guests to their wedding reception at Herne Hill. Sharon McCarthy, our group travel coordinator, made all of the arrangements and even put up balloons.

"It was a great day, Sharon was so helpful, she said that she would reserve the carriage and even offered to be on the train on the day," said Holly.

Improving training

Our commitment to delivering our best ever passenger experience has inspired us to look at how we can improve our services for passengers. We look forward to seeing the fruition of our newly accredited "Route to Success" programme, which we completed at the end of this year. We hope that our passengers will see the difference, especially in times of disruption. The roll out of new iPads and smart phones, along with our support for colleagues to know how to use them effectively will assist our employees in having up to date information to help passengers at times of disruption. We have delivered training to our managers with our new "Leading Southeastern" programme which will see the leaders in our company focussed on delivering our "best ever passenger experience". Our apprentice scheme supports ten young people each year, the majority of whom continue into employment with us.

Getting involved

So many of our people support the communities around our stations, bringing the railway and community together. Our people are involved in local station gardens, giving their own time to enjoy gardening with members of their local communities, working together to enhance the stations and make new friends.

Our people have raised over £20,000 in support of our employee chosen charities this year, Kent, Surrey and Sussex Air Ambulance, Dame Kelly Holmes Trust and Help for Heroes. In addition the Poppy Train raised over £20,000 for The Royal British Legion.

One of our employees Denise James at Shortlands is a "super fundraiser" and raised an amazing £8,611 for Help for Heroes.

Our people support a range of local initiatives, including organising school art competitions, station book exchanges, fundraising for local charities and two of our employees even helped their local community in East Malling "Clean for the Queen" day to give something back locally.

Awards

Travel Marketing Awards

Runner up: #SE Hiddengems marketing campaign

London Transport Awards

Shortlisted: Rail Operator of the Year

Rail Business Awards

Shortlisted: Marketing Award

Community Rail Awards

It's Your Station: Elmstead Woods Garden Club – Gold Certificate

It's Your Station: Charlton Community Garden – Gold Certificate

Our Community Partner organisation: Kent Community Rail Partnership

Outstanding Volunteer Contribution – First and Lifetime Achievement Award

Mike Fitzgerald Kent CRP Chair and Volunteer



Train Services apprentices

"So many of our people support the communities around our stations, bringing the railway and community together."



Finance

Southeastern is part of the Go-Ahead Group plc

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. In employing nearly

Key highlights

185.6m

passenger journeys

0.6%

passenger volume growth

4,191

average number of employees



Investment in a new cycle hub at Ashford station using a local supplier

4,200 people, mostly in Kent, East Sussex and London, the company also helps to support our local communities. Socially rail provides access to employment, education and unites friends and families.

Supporting the regional and UK economy

The company made a direct contribution to the UK economy through the £49.2m it paid in income taxes and £10.2m in Corporation Tax. The company also returned £39.9m 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 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 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.

Key data

Southeastern	2015/16	2014/15
SOCIETY		
Safety		
SPADS per million miles (excluding those in depots) ⁺	0.78	1.36
Passenger RIDDOR accidents per million passenger journeys	0.10	0.25
% train units with CCTV	100	100
Number of reported crimes ⁺	3,243	3,126
Environment		
Carbon emissions per passenger journey (kg)	1.23	1.34
Community		
Community Spend per Employee (£)	19.44	20.88
Stakeholder events (number)	131	152
Passengers		
Customer satisfaction (Latest Passenger Focus score) (%)	69**	75
Rail punctuality PPM (%) ⁺	86.3	89.4
Accessibility		
Trains certified accessible (RVAR) (%) [*]	51	48
OUR PEOPLE		
Average number of employees ⁺	4,191	4,005
RIDDOR accidents per 1,000 employees ⁺	0.33	0.43
Employee engagement index	70	68
Employee turnover rate (%) ⁺	6.5	5.2
Absenteeism rate (%) ⁺	3.4	3.3
Training Spend per Employee (£)	518.74	463.22
Diversity		
% of female employees	17.7	17.1
% of Asian, black and other ethnic group employees	10.1	9.4
FINANCE		
Passenger Journeys (m)	185.6	184.6
Passenger volume growth (%)	0.6	3.1

Key

⁺ For the reporting period

^{*} as at the reporting period end ^{**}Under review

SPADS – 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

More information

You can find out more about Southeastern by visiting our website: www.southeasternrailway.co.uk and more information on how Southeastern 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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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

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

We're part of The
Go-Ahead
Group