

Responsible Business Report 2022/23

LNER
LONDON NORTH EASTERN RAILWAY

 A Better
Journey





Dalguise Viaduct, Perthshire

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Managing Director's message

We take our mission to be the UK's most responsible train operator extremely seriously. From the high-stakes, industry-leading decisions that will enable our business to make huge carbon savings over the coming years through to the everyday actions by our 3,300+ colleagues that collectively shift the dial, everyone has their own, unique part to play in our LNER responsible journey.

It's been a tough year for everyone in the industry, with industrial action continuing to affect the stability and growth of our business. I'm extremely proud of everyone's resilience and continued commitment to delivering on our responsibilities - one of four priorities now clearly outlined in our latest Business Plan.

Meanwhile, rail continues to shine as a vital mode of transport in the UK's low carbon economy. With the climate crisis more evident than ever before, our ambition to get more people out of cars and planes and on to trains has become even more urgent. I personally feel it's our responsibility to provide our customers, and potential new customers, with a rail service that is so reliable, comfortable, safe and accessible that there is no need for people to think twice about taking a journey by rail over long distances.

This year we've managed to cut carbon emissions by 8% even though more people are traveling with LNER. We've taken great pride in supporting the communities we serve, bolstering economies and delivering £23m of social value through our supply chain over the period outlined in this report, and made significant progress to attract more women and candidates from under-represented groups into driver roles and apprenticeships. With carbon-capturing algae to technology that limits food waste, we continue to demonstrate our pioneering spirit everyday as we focus on solving some of the biggest industry challenges.

As we begin to exceed pre-Covid customer levels, reducing our impact and ensuring the next generations can enjoy the beauty of travel is an urgent priority. We look forward to keeping you updated on our journey.

Kind Regards,

David Horne
LNER Managing Director

Responsible Business Chair's message

Much has been said about the challenges the railway has faced, particularly over the past 12 months. What has remained constant throughout is our commitment to the environment, our colleagues and customers, and the communities we serve.

We've made some great progress this year and there's a lot more in the pipeline. Our Responsible Business Steering Group continues to meet monthly to monitor progress, share best practice and highlight areas for improvement.

Our skilled, enthusiastic and passionate working group remains a vital conduit for positive change at LNER. The group provides a foundation for strong governance, it's a voice to ensure Responsible Business remains top of mind among senior decision makers and helps hold different areas of the business to account.

In the future, we need to strive to make the working group representative of the colleague population so that different opinions and perspectives from across the business are voiced. This is something we hope to change during the next reporting period.

We've also noted that more colleagues are starting to be proactive in this area and stepping forward to ask how they can make a difference. We need to make the most of this opportunity and bring colleagues on a journey in a way that feels genuine.

This year's report isn't just about numbers and data, however. I like to think of our annual Responsible Business Report as a key tool for LNER to talk about what we're doing and how we're doing in an honest and transparent way. It's a celebration of our successes while also being a chance for reflection - what worked, what didn't and why.

We've also taken the opportunity to give our Responsible Business work it's very own brand in 2023. 'A Better Journey' is our way of showcasing the work we do to be the UK's most responsible train operator.

Kind Regards,

Warrick Dent
LNER Safety and Operations Director



At a glance



50%

Our carbon emissions reduced by **50%** since 2018/19



201

201 students supported through Tomorrow's Talent - our schools and education outreach programme



300 hrs

Over **300** volunteering hours delivered by our people in 2022/23



£400k+

£400,000+ raised for Campaign Against Living Miserably (CALM) since 2018



45

45 designated Safeguarding Champions



£23m+

£23m+ of Social and Local Economic Value unlocked across our procurements in 2022/23

We put **heart** into **everyone's** journey

Our Vision:

*“To be the most **loved, progressive and responsible** way to travel, for generations to come.”*

Our approach

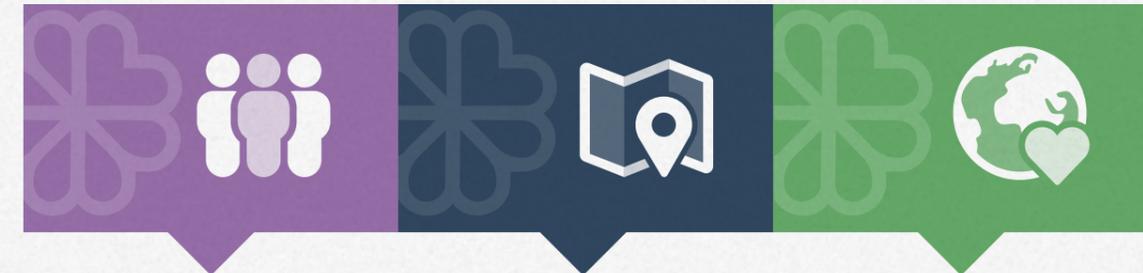
As record numbers of customers return to the railway, we must learn to grow our business without increasing our impact. We operate more than 160 daily services carrying millions of people across our 956-mile East Coast route. Our vision, purpose and values drive us to create better services for the people who rely on us most.

Our Responsible Business approach considers the impact we have across the entire value chain, that includes colleagues, customers, suppliers, regulators and the communities we serve. From locally sourced food served on our trains to supporting young people get into meaningful employment, our strategy considers the needs of our stakeholders and helps us deliver a better railway. Engaging with our stakeholders is an important part of our responsible business strategy. In 2021 we carried out a materiality review and will refresh this process in 2024 to ensure our responsible business priorities are aligned to our stakeholders needs. In 2024, we will also embark on a project to identify priority UN Sustainable Development Goals where LNER can monitor impact and positively contribute to achieving the goals.

Our Responsible Business Plan has three priorities: **Better for People**, **Better for Places** and **Better for Planet** and our framework enables responsible business to be embedded across our business and our priorities. To deliver this we're working hard to ensure every member of LNER, over 3,000 exceptional people, are ready and resilient to join us on this very important journey.

Our Responsible Business Strategy

Our ambition: To put heart into everyone's journey



Better for People Better for Places Better for Planet

Responsible Business Priorities



Enable and promote fair and equal career opportunities



Provide connections that create value and prosperity for the communities we serve



Reduce emissions and pioneer technology that minimises our environmental impact



Foster a culture of equality that champions diversity and inclusion



Source responsibly, with care and respect for individuals, businesses, communities, and the planet



Conserve resources, reduce waste and increase reuse where possible



Make rail travel accessible to all



Support organisations through direct funding and charitable partnerships



Promote rail travel as a sustainable mode of transport for the long-term





Transforming the railway through innovation

Creating a railway of the future requires robust research and scaling up technologies. LNER is embracing innovation and digital solutions to overcome challenges and provide new opportunities.

Our digital transformation and innovation approach enables us to evolve quickly and seize opportunities; revolutionising how we operate.



Digital Engagement Manager, Katey Ellen explains why digital is an important element of LNER's Responsible Business strategy:

What does digital innovation mean to LNER?

We've been delivering digital and innovation projects for over 4 years and have a team of over 60 people with talent that rivals any tech start-up. We're harnessing digital and innovation to create a personalised digital experience that gives customers control over their journey, to compliment the amazing experience offered in our stations and on our trains. We're also streamlining processes and igniting creativity that inspires innovations to address challenges across the industry, for example reducing our environmental impact.

How do you create opportunities for innovation at LNER?

Our biggest platform for unleashing creative solutions is FutureLabs, our annual accelerator programme. For four years, we have worked with entrepreneurs and SMEs to unlock ideas that solve a societal or environmental problem or provide opportunities to create a better railway for our colleagues and customers.

Sounds exciting, tell us more...

FutureLabs is an intense 12-week programme that enables LNER and industry partners to work with SMEs and start-ups directly to explore ideas and concepts, without fear of failure, and provides mentorship and access to industry experts. Concepts can be tested in a safe space, within a rail environment without the need for capital spend from the business.

How does it work?

We invite start-ups and SMEs from across the world to pitch their concepts in four priority areas that are aligned to challenges that the rail industry faces. We focus specifically on ideas that address the following themes: modal shift to rail, creating a sustainable rail network, connected journeys and exploring technologies that will make rail fit for the future.

Together with industry partners, we select companies for the 12-week programme and work with them to explore concepts and ideas. This year, six SMEs embarked on the programme to scale their solutions within the 4 themes. This year's winner, Automedi, developed a product that helps businesses turn plastic waste into usable products within minutes through 3D printing.

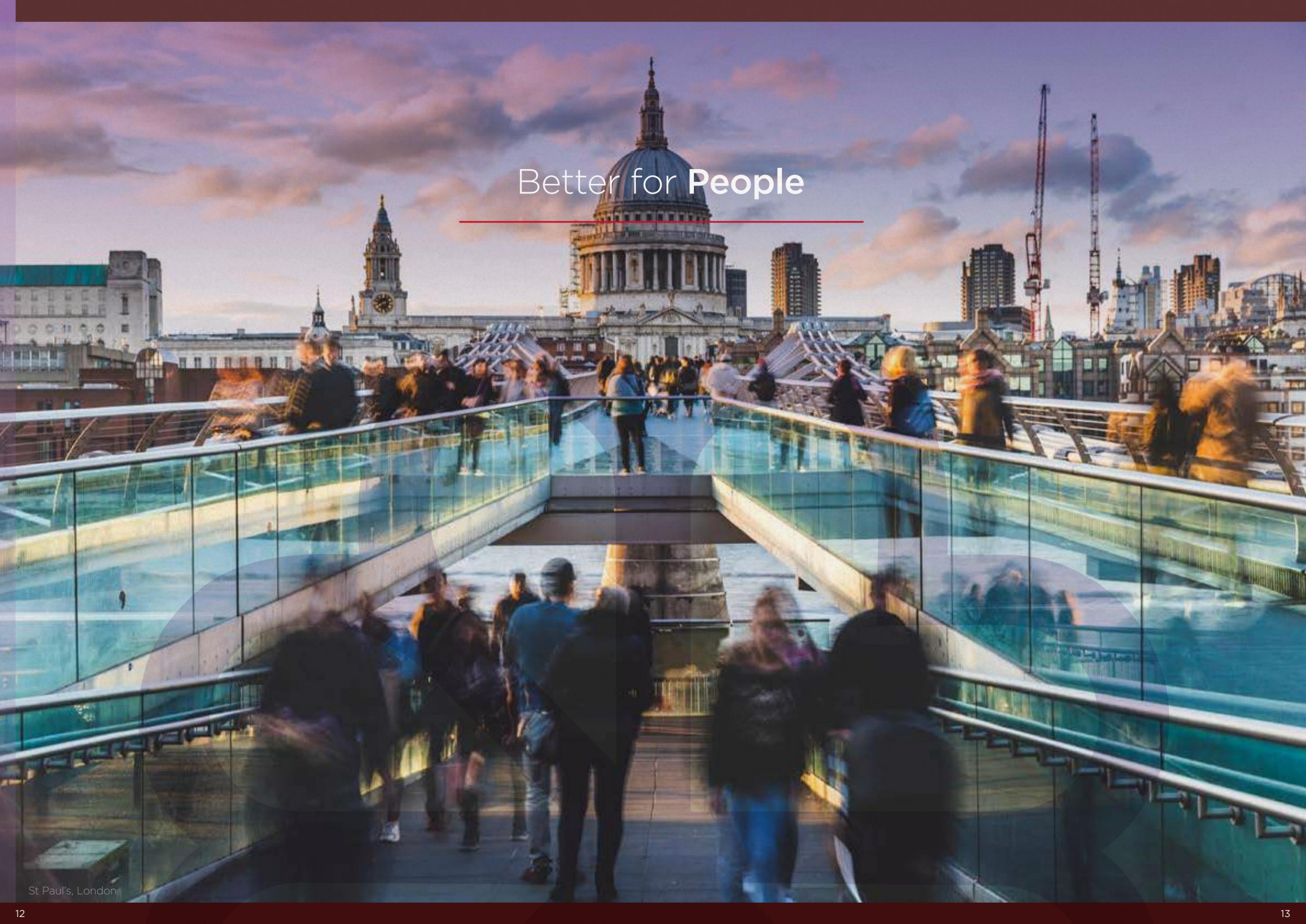
Tell us about a recent project

Earlier in the year we brought to life one of the concepts from last year's programme. We started growing algae! This organism is a secret carbon dioxide (CO₂) capturing giant, despite its size. The pitch was completely different to anything we'd seen before and a project with sustainability at its heart. The team delivered a well thought through pitch and evidenced it with science. The concept was particularly interesting to us because algae bioreactors don't require a lot of space and can easily be fit in or near our stations with minimal disruption to service or aesthetics. This summer, we trialled growing algae at one of our stations and measuring the carbon dioxide capture storage capability. If successful, it could be a cheap and highly effective CO₂ capture and storage method which could be scaled up in stations up and down the country.

Read more about the algae project in [Better for Planet](#)

Find out more at the FutureLabs website: [LNERfuturelabs.co.uk](https://www.lnerfuturelabs.co.uk)

Better for People



Everyone at LNER is instrumental in achieving our ambition to become the UK's most progressive and responsible train operator. From inspiring young people to consider a career in rail to marching in a Pride parade, we empower everyone within LNER to play their part in achieving a diverse and inclusive culture.

As we move into 2023 with a new team of Equality Diversity & Inclusion (EDI) experts, we are looking ahead to what we will achieve. We have recently bolstered several parts of the team to bring in dedicated roles and resource to EDI to ensure it is prioritised in the business. Despite team changes, progress across our targets has been made and we are more than aware of how much work is to be done to create the culture and representation that truly enables our people to thrive. We're committed to delivering a workplace that is better for our people. In this report we highlight our achievements in 2022/23 and plans to build on our ambitions for the future.

Our ambitions

Targets	Performance 2022/23
Reach 10% overall ethnic minority representation by 2025.	On track - 8% ethnic minority representation.
Reach 45% overall female representation by 2025.	On track - 42% female representation.
Reach 15% female driver representation by 2025	On track - 11.7% female driver representation
Reach 10% ethnic minority driver representation by 2025.	Progress needed - 3.9% ethnic minority driver representation.
Achieve and maintain a recognised EDI standard.	Ongoing.
Achieve year on year reduction in mean gender pay gap.	Not achieved - 2022 mean gender pay gap was 23.4%.

Celebrating inclusivity at Pride

Supporting Pride is a staple in the LNER calendar and in 2022 we celebrated in style, attending both London and York Pride events. Pride reinforces our commitment to achieve a truly inclusive culture that enables all colleagues to bring their true selves to work and reach their full potential. Not only does Pride allow us to promote solidarity but it also reinforces the priority of allyship for LGBTQIA+.



Last year our in-station activity ramped up with performances from local drag kings and queens, colour 'glam stations' and an LNER branded infinity booth disco room for the perfect photo opportunity, as well as glitter artists and face painters to give people those finishing touches on their way to the parade. We also had card and stationery available for people to create placards to take to the march. Our support was bolstered by our partners including Network Rail, CALM, British Transport Police, Railway Children and Angels of Freedom who also joined the march.

We encourage colleagues to add pronouns to email signatures, compiled a gender identity toolkit for all employees to help them to support transitioning colleagues, updated our use of the Pride flag to the Progressive flag and created a mini video series with colleagues talking about what Pride means to them and why its important for LNER to take part.

To celebrate Pride month 2023, we launched a new Pride train, called 'Together', featuring a livery that demonstrates the diversity and vibrance of the LGBTQIA+ community.



Crowden Hill, Northumberland

The foundations of our culture

What does Equality, Diversity and Inclusion mean to us?

Equality

WE ARE COMMITTED

to the

FAIR TREATMENT

of and approach to all

COLLEAGUES AND CUSTOMERS EQUALLY,

providing

EQUAL OPPORTUNITIES

to everyone and

VALUING DIFFERENCES

in people.



Diversity

WE WILL WORK

to represent

DIFFERENT IDENTITIES,

BELIEFS AND EXPERIENCES

in our

WORKFORCE AND COMMUNITIES.



Inclusion

WE WILL MAINTAIN

ATTITUDES AND PROCESSES

through which our

COLLEAGUES AND CUSTOMERS FEEL VALUED,

WELCOMED AND HEARD.



FAST FACTS 2022/23

3,220
colleagues

5% increase
in candidate applications from
ethnic minority background

Almost **10%**
of colleagues have shared with us that they identify as **LGBTQ+**

52% of all
successful candidates
in 2022 were **women**

41.3%
of all **internal promotions**
during this period
were **women**

Our approach

Our mission is to create a truly inclusive culture. We want everyone to bring their true selves to work and we believe we can do that by attracting, developing and retaining a diverse workforce that reflects the communities we serve.

Our equality, inclusion and diversity strategy focuses on five priorities:

1. Embedding accountability within all roles in the business.
2. Creating a strong foundation with policies, guidance and tools to support colleagues.
3. Recruiting, developing and retaining a diverse, talented and motivated workforce reflective of the communities we serve.
4. Creating an inclusive and supportive workplace where everyone feels valued, able to be themselves and reach their full potential.
5. Ensuring clear governance is in place to ensure activity is value added.

We have an action plan for delivering against these priorities and have set stretching targets across the business for gender and ethnicity representation.

Breaking down barriers to employment

This year, we extended our programme of listening and learning where we explored experiences of both colleagues and customers covering topics such as gender identity, parents and carers, and disability and ethnicity.

The focus for our research was understanding the barriers to recruitment and career progression for minority groups and the results have informed an action plan which we will deliver over the next year. This important programme has enabled us to have direct conversations with our colleagues and prospective candidates in our communities, hear their concerns in a safe space and take direct action based on their insight.

Last year we also commissioned Business in the Community to facilitate a forum made up of a mix of colleagues with differing tenure sharing their experiences of entering the rail industry and career development at LNER. As a result, we refreshed our plans for talent acquisition to include:

- Inclusive recruitment training for hiring managers.
- Monitoring and tracking representation throughout the recruitment process.
- Reviewing data to understand trends in drop-out rates throughout all stages.

We also utilised external networks to leverage best practice. By establishing regular touch points with Inclusive Employers, the Business Disability Forum and the broader rail industry we are able to ensure we exceed industry standards across our EDI strategy.



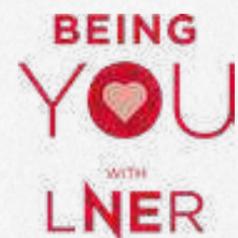
Holding ourselves to account

We are dedicated to creating a diverse and inclusive workforce, and this starts with embedding responsibility for EDI into all roles in the business. The year we made an effort to ensure all colleagues aware of our EDI strategy 'Being You' and how they can contribute to its objectives.

Drawing on employee networks to drive the EDI strategy forward, we refreshed our inclusion network with strengthened governance, elevated the status of networks across the business and worked to make groups fit for our increasing diverse workforce. Through these networks, we share updates on progress against our strategy and individual strand work is showcased internally.

Globally, the bar for EDI best practice is raising at pace and reporting regulations are gaining momentum worldwide which means we can't take our finger off the pulse when it comes to training and strategy development. This year we reviewed our EDI training to ensure the topics were current, language was relevant and that the training was still fit for purpose. We also refreshed our digital learning process for new starters making sure that our EDI content is prominent and impactful.

Our senior leaders are tasked with inspiring and guiding the business to deliver our EDI strategy. They show commitment through sponsoring EDI events and taking part in our recently launched reciprocal mentoring initiative where colleagues are paired with leaders to share experiences and learn from each other.



Increasing gender representation

We've made progress in addressing gender representation, starting with how we talk about the dynamic and rewarding jobs in the railway. For example, we placed significant focus on our EDI themes on our career's website outlining to all potential candidates what our commitments are and how we strive to be an inclusive employer. We also reference the key elements of the EDI strategy such as inclusion, diversity and health and wellbeing in every job advert.

Our ambition is to increase our overall gender representation to 45% female by 2025. There is always more we can do but already we are seeing an increase in females applying to our roles and joining the business, for example in 2022, we appointed 185 Women vs 174 Men.

'We appointed 185 women vs 174 men in 2022'

Attracting more females to driver positions remains a challenge across the sector. With our Train Driver Apprenticeship scheme we can take a role specific approach to addressing gender balance by targeting females through our recruitment campaigns and marketing the role as female friendly. In the 2021/2022 academic year, we welcomed 19 apprentice train drivers and 28 train managers, of which 26% were female.

We love to hear how others in the industry are tackling the same issues we face. That's why we create opportunities to collaborate with other train operators when we can. Last year we strengthened our East Coast Partnership work placement programme, **Never Mind the Gap**, aimed at providing work experience for women looking to get into rail in conjunction with Network Rail.

Case Study

Muslims in rail

Several of our colleagues are members of Muslims in Rail, an independent organisation that aims to connect, grow and inspire people working or seeking a career in the rail industry.

In February this year, our LNER Ambassador attended a careers fair at the London Muslim Centre hosted by Newark Communities. We provided advice and guidance to prospective young students considering a career in rail and helped members of the community understand how they can apply for roles in the rail industry.



"As ambassadors of Muslims In Rail, Annila and I spoke to over 200 young people and families interested in knowing about a career in the railway. We talked to them about apprenticeships and job roles across LNER. There was great help from other TOCs and Network Rail too."

- Customer Experience Host Shihab Biplu after attending the careers fair

Developing our people

We want to create a culture of learning and development where our colleagues have access to the support they need. We want them to feel like they are developing skills and knowledge through learning so they see long term career progression with us.

Enabling career progression

To support our people to be the best they can be at work we provide them with the tools and resources to navigate their development and career journey.

We offer a range of training and development support at all levels from leadership through to graduates. Our development framework encourages colleagues to take control of their progress. Every colleague has access to a wide range of training and learning opportunities including E-learning modules, leadership development programmes, management development programmes and a bespoke portal - SkillsBuilder - for self-assessment to monitor and track their progress.

Investing in skills through apprenticeships

As an industry, we are facing a skills crisis. We need to act now to secure the future of our workforce and create a talent pipeline that is fit for the railways of the future.

Our innovative apprenticeship programme helps us create roles that offer meaningful employment and on the job training nurturing the rail workers of the future. We provide apprenticeship opportunities for people who would otherwise be excluded from shortlists for some of our roles based on a lack of qualifications or experience. Apprenticeship roles are established based on recruitment and training data, for example, if we are struggling to recruit the right skills set for a specific role, or we have identified a training need across the business, we test whether the need and skills gap can be addressed through the creation of an apprenticeship position. As a result, a wider range of internal applicants apply and we bring new talent into the business.

In 2022/23, 70 apprentices joined LNER bringing the total number to 147 apprentices undertaking and/or completing their programme. The total Apprenticeship Levy value for these apprenticeships was £1.8m through the government apprenticeship levy, which not only boosts essential training and developing apprenticeship programmes at LNER, but it also helps fund apprenticeships for other employers in the UK who want to take on apprentices.

In 2021/22 we offered 19 apprenticeships across a range of disciplines, such as digital, finance and HR, and in 2022/23 we broadened this offer to 28 apprenticeship standards in new areas such as management and administration, and we have plans for this to continue to grow next year.

We're proud to have high success rates, with 100% passes for those who sat end point assessments for our internally delivered apprenticeships.

We achieved a 'good' rating for apprenticeships from Ofsted and are on the Register of Apprenticeship Training Providers.

Senior Advertising Executive, Ellie, completed the Level 4 Marketing Executive Apprenticeship at LNER.

"Completing my Level 4 apprenticeship at LNER has opened so many doors and opportunities for me. I have been in the business 4 years and been promoted twice and now hold the position of Senior Advertising Executive. LNER genuinely cares about their people's career ambitions and it's great to be part of a team that encourage development. I'm looking forward to where LNER takes me next."

- Ellie Tyrrell, Senior Advertising Executive

Health and wellbeing

We know that the health and wellbeing of our colleagues is integral to the success of LNER. Our in-house team of clinical experts and health and wellbeing specialists promote health awareness at work and at home through clinic appointments, drop-in surgeries, monthly health related topics and a range of mobile apps.

Evolving our mental health and wellbeing strategy

We published a new mental health strategy in 2021 to support every stage of the employee journey at LNER.

Our dedicated wellbeing manager is tasked with embedding wellbeing across the business, they are empowered to work with senior leaders to discuss ways to manage, monitor and improve the wellbeing of their teams. The wellbeing manager works closely with Linda Wain, Executive Sponsor of Wellbeing to apply governance to this important topic and drive progress.



"As an engineer I am passionate about finding solutions to ensure everything works well and in alignment, and I believe that we should manage mental health in a similar proactive way to support and encourage positive mental health across the whole business."

I am proud to be the LNER sponsor for mental wellbeing and hope to chip away at any stigma that some people still feel around admitting to needing help. One of our values is "always care" and I aim to demonstrate we do live this rather than just pay it lip service."

- Linda Wain, Engineering Director and Executive Sponsor of Wellbeing

This year, we have gained a deeper understanding of wellbeing, particularly that the approach to improve health and wellbeing is to offer, promote and improve visibility of a variety of approaches to health and education.

In 2022/23 we introduced a programme to integrate wellbeing into our regular front line colleague engagement days to ensure wellbeing is seen as a priority for LNER at the offset, ultimately providing an opportunity to embed our mental health and wellbeing priorities into front line activity. Additionally, we set up a wellbeing steering group to look at gaps and health needs of the business, as well as to propose suggestions to improve the health and wellbeing of all employees.

We also developed a new plan to promote health and wellbeing among people working in the railway, with educational sessions on areas including heart health, diabetes and musculoskeletal health and physical and psychological wellbeing.

LNER continues to support and encourage colleagues to attend Rail Wellbeing Live, an annual industry event that focuses on improving the health and wellbeing of everyone who works in rail.

'Colleagues have dedicated time to use the workplace wellbeing app 'Unmind'

Rewards and benefits at LNER

We aim to provide award winning benefits to support recruitment and retention of talented colleagues. For example, we offer free colleague travel that extends to friends and family, recognition schemes where managers can give instant cash rewards together with awards for long service and annual Legends celebration where we recognise staff who have gone above and beyond.

Over the last 12 months we have been finding ways to help colleagues with the current cost of living challenges. Our colleagues have saved over £23,000 through our rewards platform thanks to money saving tips and showcasing the top savings available.

'We issued 1,687 instant cash rewards in 2022/23'

Better for Places



While our fundamental role as a business is to get our customers from A-to-B safely, our duty to communities is so much more than this. We are committed to creating skilled and inclusive communities along our networks that can thrive. We're focused on supporting diversity and inclusion in our local communities and providing them with sustainable travel options. Our programmes are delivering better for places up and down the East Coast route.

Our ambitions

Targets	Performance 2022/23
Reach 300 people per year by 2025 with our work inspiration programmes, with a 25% increase in participants who are confident they will find a job, and a 25% decrease in participants who are not confident they will find a job.	Exceeded - reaching around 200 people per programme.
50 colleague volunteering hours dedicated to mental health and education and employability programmes per year by 2025.	Exceeded - 325.5 hours of volunteering.
Track the social value of large contracts* and deliver £6m of social value through the supply chain per year by 2025. *over 100k	Continuing to exceed.
Support CALM to deliver 6,250 potentially lifesaving calls per year by 2025.	Exceeded - raised £104,550 which supports CALM to deliver 13,000 life saving calls.
<ul style="list-style-type: none"> By 2023, ensure that 50% of colleagues have undergone our suicide prevention awareness training. A Safeguarding Champion is always contactable at key frontline locations. 	Continuing to exceed 55%.

Leisure trips to spark joy

Travel and mobility is fundamental to people's lives and we understand the positive impact connecting people can have on wellbeing. We are pleased to support MHA, the UK's largest charity care provider dedicated to enabling older people to live later life well, through our Customer and Community Investment Fund to ensure the eldest members of our communities have access to the same leisure opportunities as we all do.

MHA have delivered a range of trips for older people to destinations including the seaside, museums, garden centres and stately homes. Thanks to our support MHA members were able to get out of their houses, reconnect with friends, and re-build confidence post Covid-19.

'LNER supported 99 day trips for 2,741 older people'

MHA members Anne and Sue said:

"We are grateful to be able to visit a relatives memorial bench and be able to sit here and think about them. It means the world to us, we never thought that we would be able to do this."

And P Smith said:

"It is lovely to be in Whitby as it's very close to my birthday. This is my first trip out since before lockdown, I have been very cautious about coming out. It has been a wonderful day."

Encouraging a shift to rail

Building a better railway for everyone

Our communities, local economies and environment thrive when more journeys are made by rail.

We want to encourage more people to use rail as a preferred mode of transport over cars, planes and other high carbon alternatives.

At LNER, we are focused on breaking down the barriers to rail and shouting about the benefits of rail travel for everyone.



Travelling by rail can benefit everyone

Rail journeys are a more sustainable and less polluting travel option helping us meet long-term environmental goals.

Supporting rail supports long-term security and stability on the route.

More rail journeys mean more social value unlocked in communities across our route.



Our actions to drive modal shift

Making rail accessible for all - continue to introduce family and accessibility lounges and display information in accessible formats.

Caring for our people - strive for exceptional and human customer service to promote repeat business and loyalty to LNER.

Environmental education - help passengers make informed travel decisions through our carbon calculator.

Making rail attractive and simpler - encourage people who would typically choose other transport modes to travel a route accessible by rail through better facilities at stations for bikes, EV charging, onward connections.

Emphasise the benefits - deliver impactful marketing and PR campaigns to showcase the environmental benefits and ease of using rail.



Improving access to our services

Accessibility is incredibly important to us. We believe making our services as accessible and enjoyable as possible to everyone will play a big role in driving modal shift to rail. Last year we invested in several projects to ensure that anyone can access any part of our service provisions at any point they want – whether it's improving access at the point of booking travel, through to getting on the train and leaving the stations at the end of the journey.

- **Improving the reliability of assistance.** Last year we reduced the amount of time needed to book assistance from 24 hours before travel to 2 hours.
- **Improving access to information for blind or visually impaired customers.** We installed an updated braille station map at Newark Northgate which is more accurate and reflects new facilities. We also installed braille and tactile handrails at LNER stations which will help customers who are blind and visually impaired navigate our stations independently and with more confidence.
- **Improving signage.** New signage at York, Retford and Newark Northgate station has been installed to improve the customer experience through introduction of consistent and clear wayfinding information. We also funded new accessible parking signage route-wide to replace 'Disabled Parking' with 'Blue Badge Holder' wording.
- **Using digital innovation to improve access to information for deaf customers.** Earlier this year we completed a trial at Doncaster station looking at how we present key information via departure boards using dynamic sign language technology. The trial included placing digital totems displaying BSL videos signing key information that departure board is displaying by the platforms and departure boards. To learn from the trial, we carried out user testing with students from Doncaster Deaf Trust and held a feedback session.
- **Future plans and repurposing space.** We plan to redevelop existing spaces in our stations into designated Assistance Waiting Lounges, giving customers requiring assistance a quieter space to wait plus confidence that a member of staff is nearby. Our aspiration is to develop an assistance meeting/waiting area at all of our managed stations, varying in scale depending on the size of the station and the ways they operate.

Clear and simple fares for everyone

Making fares simpler, smarter and good value for money is essential to delivering an excellent customer experience. We are working with the wider industry to achieve this and have been trialling a new initiative called Fair Fares to try out a new simpler fares structure.

The trial allows customers to make more informed choices about which ticket is best for them. They will be able to better Mix and Match between Anytime, Super Off-Peak (Off-Peak in 1st Class) and Advance tickets, allowing them to save time and money.



Working with our suppliers to deliver Social Value

LNER has partnered with Social Value Portal (SVP) since 2020 to establish a mechanism to evaluate, measure and report social value generated by our suppliers. Suppliers can demonstrate their positive actions to society, economy and environment using the National Themes Outcomes and Measures (TOMS) framework – a system developed with the National Social Value Taskforce that is the result of extensive consultation across local authorities and public sector organisations.

During 2022/23, LNER unlocked over £23m of Social and Local Economic Value (SLEV) across our procurements. This was measured through the five core themes of the TOMs framework: promoting jobs and skills, supporting regional growth, empowering communities, protecting the environment and promoting social innovation. As a result of working with SVP and improving our data collection process with suppliers, we have significantly increased the value of social value recorded through procurement projects over the value of £100,000 and substantially exceeded our target set by the Department for Transport (DfT) of £6m.

'We unlocked over £23m of Social and Local Economic Value across our procurements'

Of the £23m in SLEV we delivered, £22m was created through providing local jobs within our supply chain. Typically, we expect to see a high volume of economic value created through jobs and this year we exceeded our expectations by £7m. However, we recognise that this represents a significant majority of our total social and local economic value and highlights vast gaps in contributions across the other four TOMs themes by which we measure our contribution. We will continue to work with SVP to improve how we collect and measure the value our procurement creates to ensure we are creating equitable value across all five of our priority areas.

In 2022, we held a supplier webinar to discuss what social value means to LNER and help our suppliers understand why we are committed to delivering positive impact. Engagement with suppliers increased significantly after this event and the value of social value being delivered improved as a result. We continue to find new ways to engage with suppliers on this topic and explore ways to collaborate to deliver better value.

Sustainable procurement

We are not just responsible for our own activities, we can also make better, more conscious decisions about who we work with in our supply chain. We are taking steps to improve our approach to sustainable procurement and engage with our suppliers to strive for better. In 2022, our procurement team undertook training covering ethics, environmental sustainability and social sustainability to deepen their knowledge of the topic.

In 2022/23 we introduced sustainability questions in the majority of tenders to gain a comprehensive understanding of the impact our suppliers have on the wider environment and community. Each tender comes with a unique set of circumstances, therefore we take a tailored approach, selecting questions that relate to the item we are procuring and weighing our evaluation criteria related to sustainability and ethics within the specific supply chain.

We place great importance of sharing knowledge of sustainable procurement, that's why we have an established Modern Slavery Working Group and contribute to the external industry-wide Rail Safety and Standards Board's modern slavery working group.

In February 2023 we achieved our CIPS Corporate Ethics Kite Mark which demonstrates our procurement team's commitment to ethical sourcing and supply. We can now proudly say LNER is listed on the CIPS professional register.

Sustainable Procurement Manager, Anna Barrett, talks about her role:



"My position was newly created last year to drive sustainable procurement across the business. It's existence emphasises LNER's genuine commitment in this area and the understanding that sustainable and just procurement practices will provide positive economic and environmental impact well into the future. I'm fortunate to collaborate with colleagues who are eager to embrace and implement these principles that we are embedding now. The current landscape in procurement is exciting, marked by a shift towards prioritising total value with sustainability at its core. This momentum shows no signs of slowing down and our aspiration is to set the pace in our industry rather than simply follow it."

- Anna Barrett, Sustainable Procurement Manager



Inspiring young people to join the rail industry

It's our responsibility to promote the breadth of exciting career opportunities within the rail industry to young people – particularly those from underrepresented groups.

'36% Tomorrow's Talent participants are 'very likely' to consider a career in rail'

Last year Tomorrow's Talent – our schools and education outreach programme – had its fourth birthday. In that time, we have helped more than 5,000 students within ten miles of the LNER route to consider a career in rail. Students complete several online modules covering a variety of topics such as the increasing use of digital and innovative technology and the importance of sustainability.

During 2022/23, 201 young people aged between 14 and 18 in Years 10-13 along the East Coast route enrolled in the programme.

'Tomorrow's Talent participants rated the programme 8.7 out of 10 on average'

"I enjoyed learning about the variety of roles on offer within a rail company. By learning about the different careers, I am now able to narrow down the roles I would prefer to do if I were to enter the rail industry."

- Tomorrow's Talent Participant

Case Study

My Big Career

Another highlight of the year was attending the 'My Big Career' event in partnership with a local law firm in Newcastle. We met several young people and shared first-hand accounts of why we love working in rail. My Big Career is an organisation supporting children and young adults from disadvantaged backgrounds to connect to careers they may never have otherwise considered.

My Big Career is one of the many projects funded by the LNER Customer and Community Investment Fund (CCIF).

Better for our communities

At LNER, we are extremely proud of our Customer and Community Investment Fund (CCIF). Running for over 5 years it has directly supported over 136 charities.

Projects funded by CCIF are aligned to our community investment strategy core themes including mental health, education and employability skills among marginalised groups, diversity and inclusion.

'We received over 400 applications for funding during 2022/23.'

Due to a low uptake in previous years, we ramped up our efforts to promote the fund in Scotland. We invested time identifying new and deserving opportunities mapped to our core themes and reached out to the organisations directly. Over 170 applications were received from organisations across Scotland, with half of all funded projects based in this country.



Case Study

Men in Sheds project

Last year, through CCIF, we funded Carr Gomm, a charity which aims to reduce isolation and loneliness throughout Scotland.

Carr Gomm's Men in Sheds project, based in Edinburgh, is a dedicated, friendly and welcoming meeting place where local men experiencing isolation come together to share skills, build confidence and create friendships. We recognise that the Men in Sheds programme represents more than just a safe space for men, but it also has the capacity to change the lives of vulnerable individuals who would otherwise remain in isolation.

LNER is proud to support Carr Gomm Men in Sheds as a project supporting mental health in our local community.

Take a look at our video showcasing how we're tackling loneliness with Carr Gomm:



Volunteering and community support

This year, colleagues at LNER recorded over 320 volunteer hours, with most of these supporting employer engagement sessions as part of our educational outreach activities.

"Last year I had the great pleasure of volunteering on a trip to Rainbird Primary School. It was a great opportunity to speak to young people about the history of rail and the great innovations LNER has made. It was rewarding talking about my own career path and time at LNER and seeing the children take a real interest in rail as a career option! I didn't imagine I'd be surrounded by kids jumping up and down with such excitement to tell me the answer to my railway quiz questions!"

- Kerensa Terszczuk, Social Media Advisor

Case Study

Reaching a milestone with our partner CALM

Since the partnership began in 2018 we have raised over £400,000 for Campaign Against Living Miserably (CALM), thanks to fundraising activities supported by both customers and colleagues.

This major milestone has been achieved less than four years since the partnership was launched, with the money raised helping to support the charity's work preventing suicide through its life-saving helpline.

LNER customers donated £196,997 through the national Delay Repay scheme opting to make a donation in lieu of receiving compensation.

Colleagues up and down the country have taken part in a range of activities - from running marathons to baking cakes to raise funds. A cohort of LNER directors took part in CALM's flagship fundraising event 'Lost Hours Walk' to break the silence around suicide and address the stigma around it.



Customer and colleague safety

Safety is our number one priority. From trains on the tracks, or protecting our colleagues on the platform, we are constantly developing and improving our approach to safety.

At LNER, we keep safety at the forefront of colleagues' minds through high quality regular briefings to all front-line staff.

Vulnerable people come into contact with the railway every day. In 2022, we bolstered our safeguarding programme by establishing deep dive sessions at Team Engagement Days. Reflecting the current issues impacting our communities, we have improved our safeguarding content briefings to include sexual harassment, suicide prevention, the Rail to Refuge and Ask for Ani/Anglea schemes and the Railway Guardian app.

We're proud that LNER currently has **45 designated Safeguarding Champions**. Each are locally responsible for promoting safeguarding awareness and highlighting local issues or initiatives. We are also training additional staff based in the York Rail Operating Centre to provide guidance and support remotely on a 24/7 basis.

'We have 45 designated Safeguarding Champions'

Case Study

Trespassing and safeguarding

As part of our wider safeguarding responsibilities we are increasing access to suicide prevention awareness. We continue to support the charity Campaign Against Living Miserably (CALM) on its mission to build awareness around suicide and work towards our shared goal of reducing the stigmas around mental health.

Our ongoing partnership with Samaritans also plays a fundamental role in educating our colleagues about suicide prevention.

Safeguarding recognition

In 2022, LNER achieved full accreditation against the Safeguarding on Rail Scheme (SRS) scheme criteria, achieving a score of 91.25% at the first attempt. The SRS is a national scheme ran by the Department for Transport aimed at improving the railways industry's understanding of, and response to dealing with, vulnerable people.



Better for Planet

North Berwick beach, East Lothian

Rail travel is better for the planet. We have a role to play in encouraging more travellers to use rail as the low carbon alternative to cars and planes, to ultimately reduce overall emissions from travel.

At LNER we are committed to supporting the Department for Transport's target of net zero by 2050.

Our ambitions

Targets	Performance 2022/23
21% reduction in emissions by 2025*	Exceeding - 50% reduction in emissions.
Achieve a circular economy rate reduction of 50% by end of 2025 in comparison to 2018/19 baseline.	Progress needed - Circular economy rate of 30% in 2022/23.
Create two carbon neutral LNER managed stations.	On track - removing fossil fuel powered central heating from these stations in 2023/24.
Maintain zero waste to landfill.	Achieved - maintained certification as a Zero Waste to Landfill company.

*All targets are for scope 1&2 based on a 2018/19 baseline.

Case Study

Repurposing unused estate to deploy algae bioreactors to capture carbon.

As part of our FutureLabs initiative last year, we partnered with an innovative start up called Algacraft to install carbon dioxide capturing algae bioreactors in unused land near an LNER station.

Algae can actively capture up to 400 times more CO² than trees, meaning they can capture much more CO² with significantly less space and maintenance. As LNER doesn't own much spare land, Algae technology like this could allow us to use the space we do have to help sequester CO² and reduce local pollution.

To start with, we are trialling three different types of algae to test how well they grow in the British climate. This trial will allow us to test whether specific sites can offer appropriate growing conditions for algae and to calculate CO² capture potential at our stations. As the algae grows it can be harvested to turn into new products which lock-in the captured carbon, such as fertilisers or bioplastics.

Our route to Net Zero

Committed to net zero by 2045

The transport sector is responsible for the largest share of the UK's emissions, accounting for

34%
of overall carbon dioxide emissions in 2022.



Rail contributes a small fraction of transport emissions at just

1.4%

demonstrating that rail is already a low carbon mode of transport. The role of rail will be hugely important in decarbonising the whole transport system.

* 2022 UK greenhouse gas emissions, provisional figures, Department for Net Zero and Energy Security
** 2021 UK greenhouse gas emissions: final figures, Department for Net Zero and Energy Security

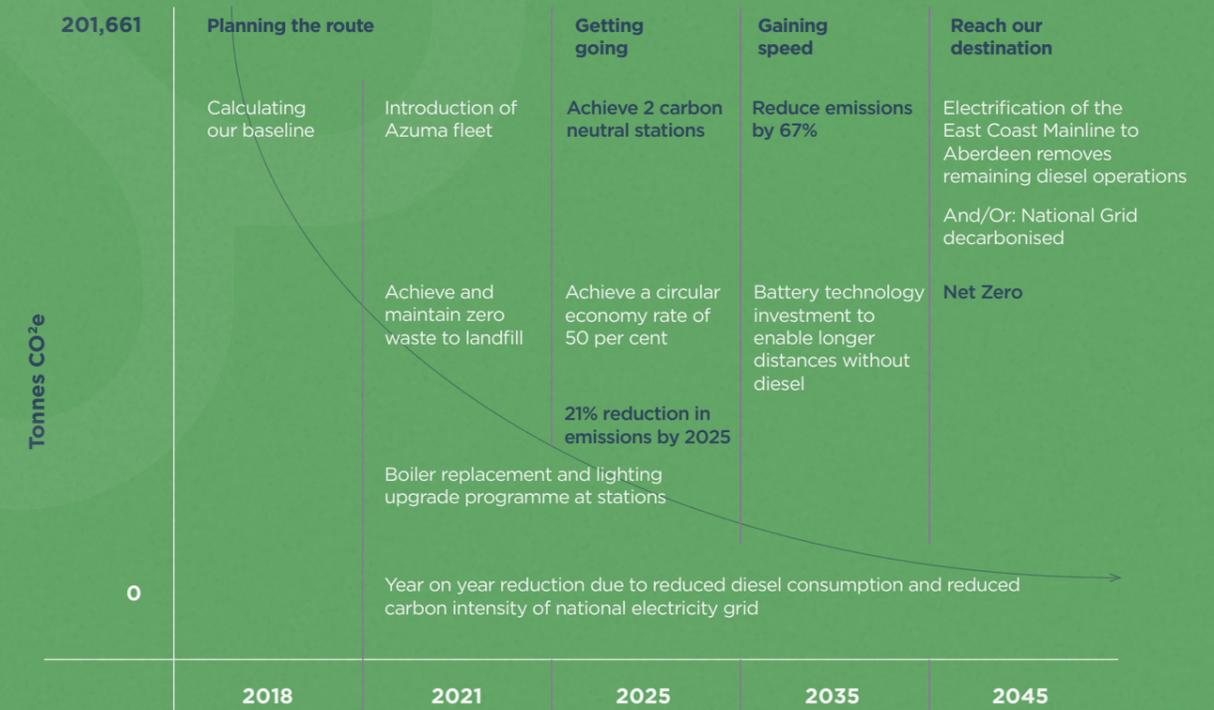
Path to net zero

We started our route to net zero with great success, following the introduction of our Azuma fleet in 2019, we were able to significantly reduce our traction energy consumption caused by the high use of diesel.



We are on track to achieve net zero across scopes 1 and 2 by 2045 and are setting a science-based reduction target to strengthen our approach.

50% emissions reduction since 2018



We are doing everything we can to minimise our environmental impact, today and in the future. In alignment with the Department for Transport (DfT), we have committed to achieve net zero across scopes 1 and 2 by 2045 and have developed a pathway to achieving this.

We have played an active role in meeting the UK's decarbonisation targets by reducing emissions by 50% since our baseline year of 2018/19.

Enabling modal shift to rail

Customers are increasingly conscious of their environmental impact. Because rail is a low carbon choice we want to encourage more people to use rail and this includes breaking down barriers to use for people who could take the train but choose not to.

We continue to engage with the public through communications campaigns to promote the environmental benefits of rail travel. For example, last year we launched our Just One Journey campaign to encourage passengers to switch one leisure journey from car to train to cut their emissions. By quantifying the benefits of switching one journey to train (using data provided by UCL) and providing context to people, the aim was to get more people to think about the environmental benefits of taking the train for journeys that they would usually take the car for. To learn more about this campaign, take a look at our video:



We are aware that to help people choose rail as the low carbon travel option, we need to make travel connections easier. Last year we tested the UK's largest rail 'Mobility as a Service' (MaaS) proposition to help make travel more convenient by streamlining their planning process. We are also ensuring there is enough car parking spaces, bike storage and electric vehicle charging points at our stations to cater for our customers preferences for getting to and from our trains.

Climate risks

Over the last 12 months we have worked with key stakeholders, alongside third parties such as Network Rail, to evaluate the potential impact on the business in the event of various climate scenarios.

We applied the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to ensure that climate change is appropriately reflected in our business, including our governance, risk management and business strategy.



"Climate change continues to shape our world, and adaptation to this is crucial to our business so we can continue to deliver a high-quality service and enable low carbon travel across the UK.

We continue to look at ways to improve our understanding and planning against climate risks and are working with our industry peers within the DOHL group (DfT OLR Holdings Limited) to build on our TCFD reporting. We believe strengthening our expertise will support our ambition to be the UK's most responsible train operator.

The TCFD process makes us think about the broader impact on climate and the risk a warming climate poses to our business. We are strengthening our business planning and strategic approach to reflect these risks. This will help keep us on track and hold us accountable to our stakeholders.

With a focus on the needs of our customers and communities, we will leverage our ability to collaborate and continue to strengthen our climate adaptation plans and how we disclose climate-related risks and opportunities."

- James Downey, Finance Director

Traction and non-traction emissions

Our energy consumption and carbon footprint can be divided up into traction and non-traction:

- Traction refers to our trains, including the energy our trains use.
- Non traction refers to our stations, offices and maintenance depot, including the use of electricity and gas to power equipment, light, heat and cool our estate.

Traction

Our Traction Energy Group is improving energy and carbon efficiency on our fleet. Whilst our traction emissions remain the largest portion of our footprint, we are continuing to identify trends, anomalies and opportunities to deliver future energy efficiencies.

In 2022/23, our total energy consumption remained stable despite an increase in the total distance travelled by our trains as we returned to a full timetable of operations. Whilst traction electricity consumption rose by 2%, traction diesel consumption fell by 11% which ultimately helps reduce our carbon emissions.

We host workshops to interrogate existing datasets and identify key opportunity areas, such as ensuring our trains go into 'sleep mode' when in depots and ensuring we are making the most of our regenerative brakes to feed power back into the network. We're also working with other train operators and rolling stock companies to monitor development of hydrogen, battery and biofuel technologies.

Case Study

Investing in battery technology

Not all of the infrastructure on our route is fully electric, for the remaining track we must turn on higher emission diesel engines. We're working with industry partners to develop a battery powered solution that will enable us to decarbonise these sections of our route.

Battery powered trains will significantly improve the traction emissions from our fleet, for example the trains will switch between electricity and battery, recharge when the train is connected to power and replenish when braking. Technology in battery storage is moving at pace, however, the range current power storage can provide falls short of the distance our trains need to cover without electricity.

We are working closely with Hitachi on the testing of battery technology for trains to help us reduce our reliance on diesel by increasing our use of battery power over some of our non electrified on our route as well as increasing our use of battery power over some of the shorter, non-electrified sections such as our branch lines.

Moving to a complete battery and electric operation will rely on ongoing electrification of the rail network in Scotland, which the Scottish government has targeted to achieve by 2040. A viable and economical solution is not quite within reach for us, however, we are confident that with the support of the smartest minds across the sector we will create a battery storage solution needed for the future of rail travel.



Non-traction

Non-traction electricity and gas consumption increased in 2022/23 as more business units reopened following Covid-induced closures. However, non-traction energy consumption has fallen compared to pre-pandemic levels, with 7% lower energy use in 2022/23 compared to 2019/20. Despite the short term increase in consumption, since the previous year, non-traction emissions decreased by 4% due to the efforts implemented as part of our commitment to make our stations more sustainable.

Our non-traction roadmap includes initiatives that will see a boiler replacement and lighting upgrade programme.

Case Study

Boiler replacement programme

A big focus on decarbonising our non-traction emissions is phasing out gas boilers in our stations. To understand our gas use we conducted heating surveys across all managed stations which provided us with crucial information to map out how to eliminate gas entirely.

We used this information to submit a business case for a phased boiler replacement programme, starting with air source heat pump installations at Wakefield, Retford and Grantham stations. ASHPs offer a renewable source of heating and will help us upgrade our stations to use lower carbon heating. Water and Ground Source options were also considered for all sites on the route.

Our emissions data

Measure	2018/19 (baseline)	2022/23
Traction Carbon per passenger kilometre (kg CO ₂ e)	0.034	0.018
Non-traction Carbon (tCO ₂ e)	5,488	3,898
Total Carbon Emissions (tCO ₂ e)	201,661	100,699
Metered water (m ³)	69,431	45,520
% waste recycled at LNER managed sites	14%	27%

Circular economy and waste management

We see the circular economy as an essential model to reduce and eliminate waste from our business and this has informed our new waste management strategy. Within this strategy we have embedded a circular economy approach to our waste targets, not only do we commit to reducing waste in general, but we commit to reusing and recycling as much as possible of what can't be avoided. We also produced a way of measuring the circular economy in our strategy by capturing how much waste is recycled or sent to energy-from-waste (EFW).

As part of our new Waste Management Plan we categorised our approach into four strategic workstreams:

- Reduce & Reuse
- Recycle
- Recover
- Monitor and Report

Case Study

Uniform recycling

Our front-line employees are issued with branded uniform when they start with LNER and then going forward they order new uniform when required. With over 2,400 frontline employees we need to consider the footprint of our uniforms. In 2022, we developed a portal called Youuniform allowing frontline staff to order uniform and return old items no longer used, ultimately eliminating unnecessary waste from old uniform. In our main crew depots, colleagues can drop old or unused uniform in dedicated recycling bins for the uniform to be collected back which is then sent back to the supplier for either re-use (dependant on quality) or recycling.

We implemented our 'small wins' log that captures smaller waste reduction actions across the business that is then shared internally. This not only helps us engage our colleagues in our progress and celebrate where we've made achievements, but it also promotes and highlights best practice.

Another successful circular waste initiative we introduced last year was the expansion of our Sorting Hubs for waste. This involved delivering another waste Sorting Hub at Peterborough to increase waste segregation and increase recycling at the station.

Water

We know water security is incredibly important to the environment and people.

Our water use is predominantly for domestic purposes on our stations and in our offices, as well as train cleaning at our Depot. Therefore, our biggest priority in helping reduce water consumption is finding and fixing leaks in our stations. We are working through getting our water loggers consistently and reliably sending data.

Next year, we are excited to explore new water-friendly initiatives that will minimise our water consumption, including moving our Head Quarters into a building that uses rainwater harvesting for toilet water.

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