



Responsibility in motion

Responsible Business Report 2023/24

LNER
LONDON NORTH EASTERN RAILWAY

Introduction

Driving innovation, Transforming rail travel

For more than a century we have been bringing families and friends together across the UK. By providing vital transport links that connect cities along the East Coast Mainline, we enable businesses and communities to thrive.

Today and looking ahead, our ambition is to be the most responsible way to travel for generations to come. We're working hard to embed sustainability, equity and just practices into everything we do.



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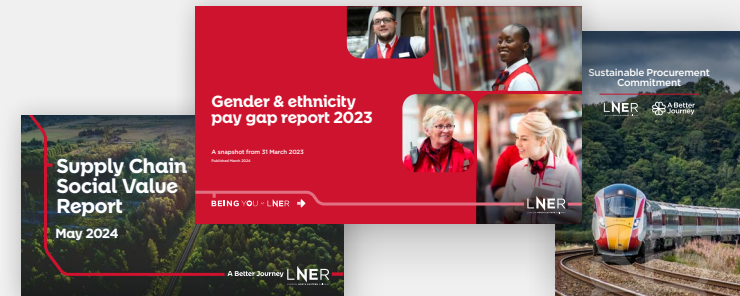
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Committed to reporting on our actions openly and responsibly

Alongside the responsible business strategy, commitments and progress captured in this report, we publish a range of environmental, social and governance policies on our website. We also regularly release a range of disclosures on how we conduct our business.

Below are some of our latest reports:



→ 2024 Social value report

→ 2023 Gender pay gap report

→ Sustainable Procurement Commitment

→ Find out about our policies

Welcome from David Horne

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We have a responsibility to grow our business without increasing our impact on the environment.

David Horne
LNER Managing Director

Building a thriving, resilient and responsible business

Research suggests a shift in customer mentality and behaviour as more of us are choosing rail to travel long distances in the UK because it's environmentally more sustainable than taking a plane or car (see page 4 to read more).

On average, our trains produce 15 times less carbon dioxide emissions than flying and seven times less than driving. These credentials are key reasons why I believe rail is set to play a critical and prominent role in the UK's future low-carbon economy, and we've made it a priority to make people aware of the environmental benefits of rail travel through our marketing and communications efforts.

This year, we took significant steps towards our long-term decarbonisation ambitions by ordering ten new CAF tri-mode trains that will come into operation in 2027. These new trains are one of the ways we are working towards our interim goals of a 50% reduction in diesel emissions by 2032 and our long-term goal of overall net-zero emissions by 2045.

A huge amount of work is being done to reduce emissions and conserve energy in our stations and offices too, but ultimately our long-term net-zero ambitions will be realised through collaboration with our industry partners.

Our long term goal

Net-zero

emissions by 2045

Welcome from David Horne continued

So why must we take our responsibilities so seriously? While fiscal health and sustainability is of course vital for the success of any profit-making business, we're in an era where we cannot operate with the sole purpose of benefitting the bottom line. There are so many aspects of being a true responsible business and while we don't claim to have it all worked out yet, scrutinising and questioning what we are doing and how we are doing it is becoming inherent at LNER – which is only a good thing for us and rail as a whole.

Last year, we launched our **A better journey** programme of work to not just monitor performance and progress against a strategic plan informed by evidence, best practice and legislation, but also to highlight and celebrate the amazing work being done at all levels for the good of our People, Places and Planet. From creating an inclusive and healthy workplace full of opportunities through to contributing to the communities we serve and protecting our natural environment and resources, we are committed to building a thriving, resilient, responsible business that will connect people and organisations for generations to come.



We are committed to building a thriving, resilient, responsible business that will connect people and organisations for generations to come.

I am delighted to present our latest Responsible Business Report, covering the work and achievements from the financial year 2023/24.

David Horne
Managing Director

Rail industry studies show train travel can decrease carbon emissions

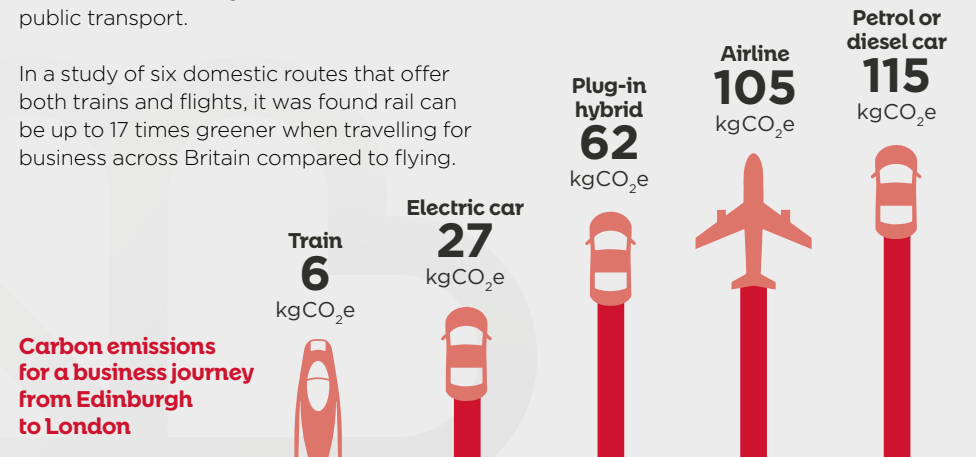
New research by the Rail Delivery Group has reinforced rail's position as the most sustainable form of travel.

As part of its Green Travel Pledge, a commitment to provide greater data on the carbon emissions of rail journeys to encourage businesses to shift to train travel, the Group has completed multiple studies in 2024 showing clear evidence to support rail's claim to be the greenest form of mass public transport.

In a study of six domestic routes that offer both trains and flights, it was found rail can be up to 17 times greener when travelling for business across Britain compared to flying.

Across a study to compare 80,000 rail journeys with equivalent petrol/diesel car journeys, it was found carbon emissions were lower on rail journeys 93.8% of the time.

→ **To find out how we are encouraging a shift to rail, see page 43**



Source: www.raildeliverygroup.com/uk-rail-industry/green-travel-pledge.html

Responsible Business at LNER from Warrick Dent

Responsibility at the heart of a better journey for all

At LNER, we are committed to being a responsible business. That is demonstrated by our purpose, our vision and the long-standing care we have shown for our customers, colleagues and communities.

As Responsible Business Chair, I believe in an authentic and transparent approach where we back up our words with meaningful action. Over recent years we have built a strong foundation, and this year we have evolved our strategy to better capture our areas of focus.

Our Responsible Business Group continues to thrive as a hub of governance and oversight, we have representation from across departments who have a passion and personal commitment to drive LNER to deliver. I see our role as being to support and enable all our people to make a difference, and we're encouraged that more and more colleagues are engaging with and contributing to our responsibility journey.

We have delivered many great projects in 2023/24, from integrating British Sign Language on digital departure screens at our stations, to investing in a significant project to install solar panels at Retford. Thanks to our fantastic

Customer and Community Investment Fund (CCIF) and working with more local suppliers along our routes, we're making a difference for a wider range of people than ever before.

I'm proud of the improvements and progress the business continues to make. We're bringing talented people into the organisation, exploring and investing in innovative technologies and playing a leading role as the industry works to positively impact people and planet.

Looking ahead, there's still much we want to achieve to bring rail to the forefront of the UK's low-carbon economy. Recent initiatives include our Carbon Saving Departures Board which demystifies carbon jargon and helps our customers make more sustainable travel choices. In September 2024, our 'Planet' train began travelling the East Coast Main Line, featuring a livery made from a more environmentally friendly, bio-based product. This train displays our ongoing commitment to environmental sustainability and doing things better wherever we can.

Warrick Dent
Safety & Operations Director and Chair of the Responsible Business Steering Group

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I'm proud of the improvements and progress the business continues to make.

Warrick Dent
Safety & Operations Director and Chair of the Responsible Business Steering Group



At a glance

Delivering great experiences from ticket to track

We are the rail operator for the East Coast Main Line.

We carry millions of people across our 956-mile route every year. We also manage 11 stations as well as being responsible for assistance and ticket retailing at London King's Cross Station and Edinburgh Waverley Station. LNER is publicly owned by the Department for Transport and headquartered in York.

Our vision

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

Our purpose

We put heart into everyone's journey.

Our values:



Always care



Bring passion



Be bold



Own it



LNER people

+3,000

employed

East Coast route

956

miles

More than

160

daily services

Passengers

67k

journeys per day

LNER manages

11 stations

alongside London King's Cross Station, Edinburgh Waverley Station and Leeds Station

Our approach to responsible business

Our responsible business approach guides how we grow our business without increasing our impact

Saving the planet

47%

Our carbon emissions reduced by 47% since 2018/19



Nurturing skills

104

apprentices in 2023/24



people



places

Helping community

£530k+

raised for Campaign Against Living Miserably (CALM) since 2018



Mental health

59

mental health first aiders



Giving back

1,362 hours

Over 1,362 volunteering hours delivered by our people in 2023/24



Circularity

1,288 tonnes

We have diverted 1,288 tonnes of waste from landfill in 2023/24



planet

Materiality

It is vital that our business priorities are aligned to the needs of our stakeholders, as well as those of the sector and wider society.

Our most recent materiality review was carried out in 2021 and formed the basis of our responsible business strategy. This process will be carried out again in early 2025 to inform a strategy refresh. We will also embark on a project to identify our priority UN Sustainable Development Goals (SDGs) so that we can monitor and report on how we are positively contributing to achieving these goals.

Stakeholder engagement

Engaging with our stakeholders is an important part of our responsible business strategy. From serving locally sourced food on our trains to supporting young people into meaningful employment, we consider the impact we can have across the entire value chain.

Priority stakeholders include our colleagues, customers, suppliers, regulators and the communities we serve.

Our responsible business strategy

We are embedding ethical and sustainable practices across our business through our responsible business strategy. This framework has three priorities: **Better for people**, **Better for places** and **Better for planet**.

Better for people



Helping everyone thrive and reach their potential

Fair and equal opportunities

To be reflective of the diverse populations along our route, particularly improving gender and ethnic minority representation across key roles including drivers and leadership.

Being you

To create an inclusive workplace where diversity is celebrated, everyone feels they can belong and can connect with others.

Healthy and safe

To provide an environment where health and wellbeing is an integral element of day-to-day work.



→ Find out more on page 11

Better for places



Supporting the communities along our route

Accessible for all

Removing barriers and providing services that make our stations and trains safe and accessible for more people.

Doing business with purpose

Supporting the economic and social prosperity of the communities we serve.

Giving back

Helping charitable organisations and community projects aligned to our values and responsibilities.



→ Find out more on page 21

Better for planet



Limiting the impact on our natural environment

Net-zero emissions

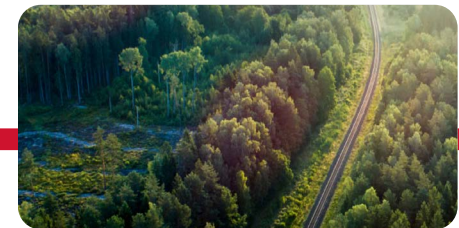
Deliver projects that cut our emissions and achieve carbon net-zero by 2045.

Conserve and protect

To minimise use of natural resources, reduce waste and increase circular systems.

A shift to rail

Drive awareness of the sustainable credentials of rail travel to encourage modal shift and support a low carbon economy.



→ Find out more on page 33

A better journey

Our responsible business strategy continued

Looking forward

Our principles

What underpins our work:

- **Alignment with the RSSB Sustainable Rail Blueprint and industry standards.**
- **Long-term sustainability.**
- **Use of innovation.**
- **Zero waste to landfill.**
- **Maximising social value.**
- **Care and consideration for others.**
- **Removing barriers to travel.**
- **Championing rail travel.**
- **Performance focused.**

Better for people



Helping everyone thrive and reach their potential

Building a diverse workforce

- 45% women by 2025.
- 11% Ethnic Minority by 2025.

Being you

- Inclusive Employer Silver Status (Spring 2025).

Healthy and safe

- Period Positive & Menopause Friendly accreditation (September 2024).
- Achieve Safe Effective Quality Occupational Health Service Accreditation (Mid 2025).

Better for places



Supporting the communities along our route

Accessible for all

- Maintain the highest reliability rate for Passenger Assist in the industry.
- Open a second Passenger Assist Lounge on our route in 2025.

Doing business with purpose

- Track the social value of large contracts and deliver £6m of social value through the supply chain per year by 2025.
- Removing barrier to travel Change modal shift to: Championing rail travel.

Giving back

- Ensure we continue to support charities and community groups within a 15-mile radius of the LNER route, that support our People, our Places and our Planet.

Better for planet



Limiting the impact on our natural environment

Net-zero emissions

Traction:

- 50% reduction in diesel emissions by 2032.*

Non traction:

- Two net-zero stations by 2025.
- 50% reduction in Scope 1 and 2 emissions by 2032.*

Reducing Scope 3 emissions at all levels:

- 30% reduction in scope 3 emissions by 2032.*

Conserve and protect

- Maintain zero waste to landfill across our trains, stations and offices and extend to contractors.
- 50% circular economy rate by 2025.
- Reduce nitrogen dioxide and particulate matter pollution at York station.

A shift to rail

- To be part of a wider movement to increase trust in rail (improving value and reliability).
- Increase market share of rail on key routes vs car and plane (metrics yet to be set).

*Compared to a 2022/23 baseline.

Sustainability in action

A summer of sustainability

A campaign in action

As a rail operator, we want our customers to understand they are making a positive contribution to the environment when choosing to travel by train. So, in Summer 2024 the LNER communications team created two in-station activations in London King's Cross and Edinburgh Waverley to highlight the carbon savings made when a customer chooses the train over a car or plane for a long-distance journey. The activation was also an opportunity to showcase some of the innovative technology being trailed and adopted as part of our commitment to protect the planet.

Stats for the campaign

- Potential press reach of over 429 million views
- 339 total pieces of campaign coverage across print, online and broadcast

The Carbon Savings Departure board at London King's Cross

As part of the campaign, our Carbon Saving Departures Board was unveiled at London King's Cross Station, with TV presenter Kate Humble as the first Carbon Saving Conductor.

Aimed at simplifying 'carbon jargon,' the campaign helped travellers understand the environmental benefits of rail travel by showing real-time carbon savings compared to other modes of transport.

Supported by consumer research on passenger carbon awareness, the board inspires eco-conscious travel and underscores our role in reducing carbon emissions.

Accompanied by impactful photography and video content of Kate Humble at the station, alongside Warrick Dent.

Our Planet Can't Wait-ing Room at Edinburgh Waverley

LNER brought the Carbon Saving Departures Board on tour with the Our Planet Can't Wait-ing Room at Edinburgh Waverley Station, featuring TV presenter and the LNER Carbon Saving Conductor, Kate Humble.

Visitors explored cutting-edge technologies, including the air-purifying capabilities of algae, currently being trialled at Berwick-Upon-Tweed station in partnership with Algacraft, as well as the conversion of plastic waste into useful products through 3D printing in partnership with Automedi.

The initiative was featured in What's On Edinburgh and was covered on the day by BBC Radio Scotland.

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Carbon confusion can happen to any of us, and there's a lot to take on board.

I've been lucky enough to travel all over the world, and I always look for ways to holiday responsibly – from supporting local businesses and minimising waste to picking more sustainable ways to travel.

Knowing the steps you can take to reduce your carbon impact can be really powerful. With this campaign, we want to make it easier to understand the effect of our travel choices on the environment, so we can be more informed and armed with all the information.”

Kate Humble

LNER Carbon Savings Conductor

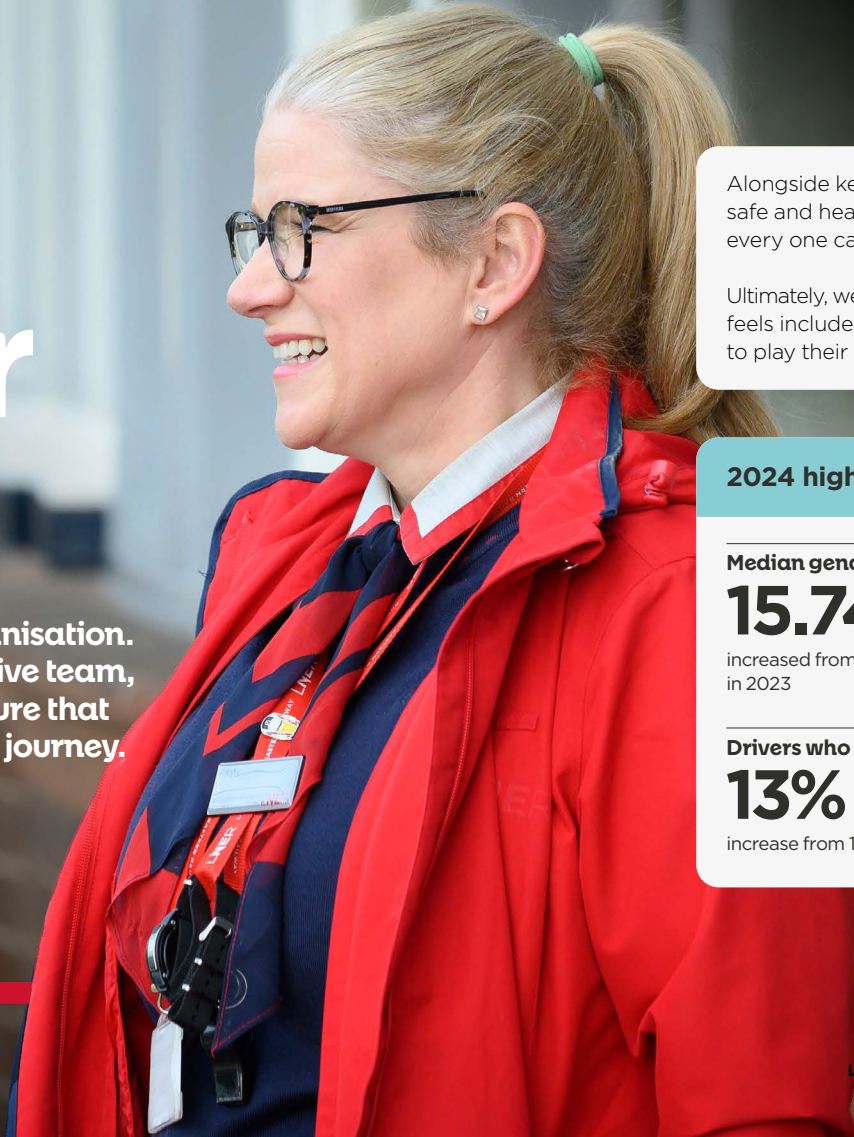




Better for people

Our people are the beating heart of our organisation. We are committed to building a representative team, supported by an inclusive and engaged culture that supports people at every stage of their LNER journey.

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Healthy and safe	18



Alongside keeping over 3,000 exceptional people safe and healthy, we are also investing so each and every one can thrive and reach their potential.

Ultimately, we want to ensure every member of LNER feels included, proud to work for LNER and ready to play their part on our very important journey.

2024 highlights

Median gender pay gap
15.74%
 increased from 15.18% in 2023

Inclusion networks
6
 representing colleagues from across the business

Drivers who are women
13%
 increase from 12% in 2022

Mental health first aiders
59



Building a diverse workforce

We aim to create fair and equal opportunities for all our employees by challenging outdated ways of working and removing barriers that continue to affect many groups today.

This ambition forms the foundation of our comprehensive people strategy, informing everything from recruitment and engagement to career development and fair compensation.

Recruitment and retention

Our recruitment strategy emphasises fairness, transparency and diversity. By advertising roles on both major job boards and specialised diversity job boards, we have increased applications and hires from ethnic minority groups.

Our regular bi-annual employee engagement surveys now include inclusion and wellbeing indexes to give us a better idea of how our people are feeling. We continually review our employee benefits package to make sure it addresses the diverse needs of our workforce. We continue to provide a smart spending app that offers employees regular savings through discounts and cashback on everyday purchases from major retailers.

Closing the pay gap

We continue to work to address pay disparities and ensure equitable compensation across LNER. In 2024, our mean gender pay gap decreased to 21.24% (2023: 22.73%) and our median gender pay gap is 15.74%, remaining between 15-16% for the past three years. We are particularly focused on increasing the number of women in roles traditionally occupied by men. One example is the Women Driving Change campaign, which encourages more women to become train drivers.

We have also seen positive results in our efforts to close the mean ethnicity pay gap, which decreased to 11.61% (2023: 14.17%). By enhancing the representation of ethnic minorities in higher pay quartiles, we are making significant strides towards pay equity.



One example is the Women Driving Change campaign, which encourages more women to become train drivers.

→ [2023 Gender pay gap report](#)

Building a diverse workforce continued

Developing skills and careers

Our investments in career development initiatives are designed to foster continuous learning and growth. We're working on a future talent strategy that will address potential skills gaps and meeting demographic needs, ensuring that our workforce is well prepared for the future.

Our development framework encourages colleagues to take control of their progress, offering a range of training and development support at all levels from leadership through to those at the start of their career in rail.

We have a line manager leadership programme focusing on core leadership skills and an induction programme for all new managers. In 2023/24, we added a suite of new employee courses to support managers and supervisors, covering courageous conversations, conflict management, employer relations and contract management. We have also introduced access to a range of external professional coaches to support the aspirations of our Business Leadership Team.

We have also added courses on IT skills, presentation skills and finding collaborative solutions. Looking ahead, we will be adding courses in facilitation skills, dealing with and

managing change and time management/self-management.

This year, we started a culture programme that will aim to develop new behaviours across LNER.

Apprentices

The rail industry faces an ongoing skills crisis. In response, we are acting to create a talent pipeline that meets the needs of our business and our ambitions.

Our apprenticeship programme offers meaningful employment and on-the-job training to nurture the rail workers of the future. We strive to 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.

In 2023/24, 104 people started an apprenticeship with us, bringing our total up to 153 apprentices across LNER. Through the Government Apprenticeship Levy, the total value was £1,526,647. This Levy boosts essential training and developing apprenticeship programmes at LNER as well as helping to fund apprenticeships for other employers in the UK.

Case study

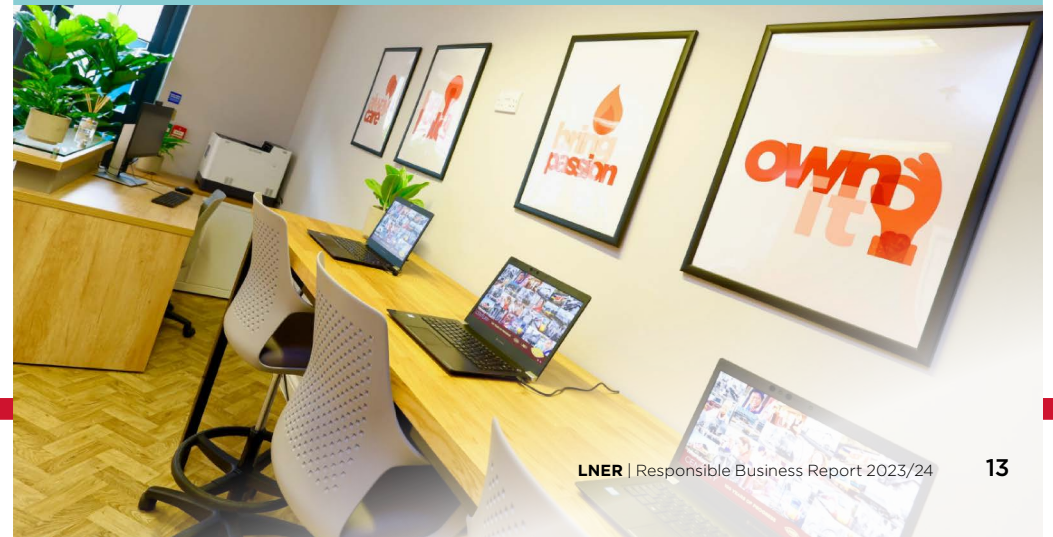
Encouraging colleagues to collaborate and connect at our new Colleague Hub

LNER has launched its first Colleague Hub at London King's Cross Station. Opened in March 2024, the Hub is a dedicated space for colleagues to collaborate, connect and receive support to help with their day-to-day job. Alongside advice and technical support about work equipment, there are also computer and printing facilities and drop-in sessions are held too.

To date, drop-in sessions have covered topics including pensions, LGBTQIA+ history within the railway industry and World Bipolar Day.

"We're so happy to have opened the new LNER Colleague Hub at London King's Cross and our Champions have done an amazing job bringing it to life. We believe it greatly benefits all of our customer-facing colleagues."

Jennifer Kirton
On Train Delivery Manager



Building a diverse workforce continued



Having introduced apprentices across new disciplines for the first time in 2022/23, our Rail Engineer Apprentice, which was new for September 2023, has been so successful our Engineering Team has taken on a second Rail Engineer Apprentice for 2024.

In 2023/24, we introduced a further 10 new apprenticeships, across areas including engineering, HR, public relations and learning and development.

Feedback from one of our End Point Assessment Organisations regarding our Driver Apprentices highlighted that, 'the knowledge of LNER drivers is really excellent, they are demonstrating competence very confidently and professionally.'

Encouraging young people into rail

Another key focus area in developing young talent is our work with Startup Sherpas. In Spring 2024, we ran a six-week SuperSquad that saw 50 teenagers from diverse backgrounds work together to build their skills and bring fresh ideas about how we can improve our impact and engage young jobseekers.



I'm one year into the 4.5-year Rail Engineer Apprenticeship at LNER, aiming for a degree in Rail and Rail Systems Engineering.

The programme has been fantastic, blending academic learning with practical experience of working in many different areas of railway engineering and operations. This apprenticeship has opened the door for me to pursue a fulfilling career in an area of engineering I had never considered before leaving sixth form.

I think apprenticeships are an important way for companies like LNER to build inclusive, dynamic workforces.

I'm excited to give back to the team as a fully qualified engineer."

Alexander Stark
Rail Engineer Apprentice

New apprenticeships, 2023/24

104



Being you

Every person who works at LNER should feel like they can belong and have the opportunity to build a truly fulfilling career.

We aim to reflect the communities we serve at all levels of our business with a supportive, inclusive and diverse culture, recognising that how we act has a big impact on the lives of colleagues, their families and our communities. This allows us to provide the best possible customer service.

Equality, diversity and inclusion (EDI)

In May 2023, we appointed our first dedicated EDI team, led by a new Head of Employee Experience. This investment has resulted in a more targeted approach that is having a positive impact on our ability to attract and retain a diverse range of talent.

We have a key commitment to increase the number of women working at LNER and hope to achieve a 45% women/55% men split by 2025. Men currently represent 59.49% of our workforce, with women making up 40.51%. There is still some imbalance in representation across management grade roles with 58% of senior roles currently held by men and 42% by women. While we are moving in the right direction, we still have a lot of work to do to close the gaps in some areas of the business. For example, information technology (90% men), Safety and Operations (83% men), Business Leadership (82% men) – remain unbalanced.

The past 12 months have seen a range of EDI initiatives launched across the business. We celebrated Pride events in York, Edinburgh and London and launched our first full liveried Azuma train reflecting the Pride flag. Another important initiative was the launch of a Gender Identity Toolkit for managers and targeted guidance for managers supporting fasting employees during Ramadan. This took place

“

Another important initiative was the launch of a Gender Identity Toolkit for managers and targeted guidance for supporting fasting employees during Ramadan.

alongside offering services on our evening trains to support customers who may be breaking their fast while travelling with us.

As a result of our consistent engagement and celebrating various EDI events, promoting openness and inclusivity across the organisation, we are pleased to report that 94% of employees now voluntarily share their ethnicity data with us.

Colleagues who are women

40.51%

Being you continued

Inclusivity training

We revisited our training programmes in collaboration with Inclusive Employers, focusing on allyship and active bystander training. This is helping to embed EDI principles into everyday business practices, ensuring that all employees are equipped to contribute to a more inclusive workplace. Additionally, a short and informative 15-minute webinar specifically designed for frontline staff has been developed to provide useful insights and tips.

Our inclusion network

To make sure that our EDI strategy is understood and implemented as effectively as possible, we undertook a restructuring of the Being You network in 2023/24. We now have an inclusion

network that is more employee-led, intersectional and more closely aligned with our values and goals.

These groups help encourage active participation and representation, fostering an environment where every employee feels valued. They engage in various activities such as celebrating key EDI events, providing safe spaces for discussions, and contributing to business decisions through equality impact assessment panels.



Currently, 10% of our colleagues identify as LGBTQIA+. The primary objective of the Together network is to foster a sense of community and belonging within the organisation.

We are using the network as a platform to share thoughts and ideas, to keep our LGBTQIA+ toolkit up-to-date, and to ensure that our colleagues' voices can reach leadership in order to implement change.

We are also working with other industry LGBTQIA+ networks to share best practices and support them in their growth to further the support for the community across the rail industry."

Carter Goodby
Co-Chair, Together (LGBTQIA+ network)

The being you network

We now have seven specialised subgroups within the Being You network:

- **Empower** (Women's network).
- **Together** (LGBTQIA+ network).
- **Elevate** (ethnic minority and race network).
- **ManKind** (men's wellbeing network).
- **Nurture** (parents and carers network).
- **A network for disabled colleagues is being explored** (disability network).
- **Being You** (general inclusion network).



Being you continued

Promoting gender equality

Attracting and retaining women train drivers is a long-standing issue for the rail industry. We have a Women Driving Change campaign to address these issues, with an initial target of attaining 15% of train drivers who are women by 2025. We made progress in 2023/24, with representation among our drivers rising to 13% (2022/23: 12%).

We also have a collaborative Never Mind the Gap campaign with Network Rail, Gannymead and Siemens which provides training and placements to women who want to get their career back on 'track' after a period away from work. Since launching in 2020, the initiative has successfully helped two women secure jobs - one with Network Rail and another with LNER. LNER also supports numerous events focused on empowering women, including tackling menopause-related issues, as part of our ongoing commitment to creating a supportive environment for women in the rail industry.

13%

of our drivers are women

Case study

Spotlight on Engineering Director Dr Linda Wain for International Women's Day

Dr Linda Wain became LNER's first female Engineering Director in 2022, having been Head of Engineering and Assurance for five years before then. For International Women's Day, she reflected on her career and her time with the company.

"I fell into working in rail (British Rail) having tried planes (Royal Air Force) and cars (Ford Motor Company) previously. I started as a Reliability Engineer, then moved on to safety, maintenance, fleet management, franchise bid development, depot management and finally Engineering Director."

"I think all industries require a diverse workforce, but this is particularly so in rail. We carry all types of customers from many diverse backgrounds, so we can serve them better having a diverse team."

We do not have good representation of women in engineering, with only 2% of engineers in UK rail being women."

"It is important that we have good representation of women across all disciplines in rail so we can embrace the diversity of thinking that this brings."



It's in our hands to attract more women into the railway by clearly communicating the benefits of working in the railway family and the ability to still be yourself.





Healthy and safe

The safety, health and wellbeing of our colleagues is integral to our success.

Health and wellbeing

Our in-house team of clinical experts and health and wellbeing specialists provide a combination of proactive, preventative and reactive services and promote health awareness at work and at home through clinic appointments, drop-in surgeries, monthly health related topics and a range of mobile apps.

The team is overseen by our Chief Medical Officer and features nurses, technicians and other specialists in occupational health and workplace health and wellbeing. The team is based at York but regularly hosts occupational health clinics at Doncaster, Edinburgh, London King's Cross and Newcastle.

We have an overarching health and wellbeing strategy for the next three years, including our mental health and musculoskeletal health commitments. The strategy articulates our commitment to ensuring people are fit for their role, to providing preventive and reactive services, to supporting people when affected by work related issues or trauma, and to regulating and auditing all clinicians and services as necessary.

We also have a health promotion plan, encompassing a wide range of topics that are specifically relevant to the rail industry and are in line with national campaigns and awareness days.

Our mental wellbeing commitments

- Provide strong and clear leadership on mental wellbeing.
- Equip managers across the business to support mental wellness.
- Create policies and procedures that have wellness at their heart.
- Create an open culture around mental health through awareness and advocacy.
- Provide appropriate specialist services and tools to support our people's wellness.
- Use feedback and data to measure wellbeing impacts and improve services.

This includes advice and support on the focus areas of physical, psychological, lifestyle and financial wellbeing.

Health promotion is carried out in a variety of ways, from face-to-face events throughout the east coast route, at clinics, targeted support groups and through the support of the mental health first aiders (see page 19) and wellbeing champions.

Healthy and safe continued

“ We have covered heart health, diabetes, back care, adverse weather effects on the body and the importance of hydration.

We have a monthly wellbeing focus that is accessible through the health and wellbeing pages on Connect, our LNER intranet. It covers a wide variety of topics tailored to address rail specific concerns and issues. As part of the monthly focus, we have covered heart health, diabetes, back care, adverse weather effects on the body and the importance of hydration. We provide education about a topic and its relevance to rail, practical advice and support, and links to LNER policies and guidance and external guidance if appropriate.

Our mental health support offering includes the VitaHealth employee assistance programme, which features talking therapy support and referrals to psychological services. We also provide access to the Unmind app on LNER phones for mental health support, advice and education and our Rewards Wellbeing Hub on Connect.

Safety

LNER’s approach to and ambitions for safety are captured in our five-year Safety and Environment Strategy. Among the four themes of the strategy, we are focused on understanding and managing our risks, encouraging all employees and suppliers to be safety leaders and building a culture of sharing and learning.

This year was the second year of the strategy, with many projects and initiatives underway and improvements already delivered. Among those, we held three safety focus weeks and our annual Keeping Safe Keeping Time conference for managers, health and safety representatives and industry colleagues.

We have improved the quality of our accident and incident investigations, delivered a new Close Call app, developed new assessor standardisation meetings to drive consistency in assessment route wide and launched our first ever alertness reporting tool with training to frontline managers and teams. These have all led to improved reporting and dashboards to better understand our performance.

We also rolled out practical train evacuation training to train managers and supported the delivery of a joint emergency exercise with Network Rail and industry partners.



Case study
Introducing our mental health first aiders

Our mental health first aiders (MHFAs) are an active group of volunteers within LNER who provide support and signpost our colleagues experiencing poor mental health to the support available to them. Each MHFA has undertaken a two-day intensive course through Mental Health at Work England.

This year, three of our MHFAs carried out an instructor course so that they are able to offer a comprehensive programme of training and refresher courses. We have developed an internal application process for recruiting new MHFAs and a handbook to ensure high quality standards are adhered to.

Number of trained mental health first aiders across LNER

59

Healthy and safe continued

Case study

Introducing the Package for a Friend scheme

LNER has become the first UK train operator to offer free period products on its trains, to increase wellbeing for its women passengers.

After listening to our customers and feedback from our on train teams, research was commissioned by LNER highlighting that a lack of access to period products commonly affected women travellers. Of those surveyed, 22% reported experiencing a time where they needed period products for themselves or someone else but could not access any. Half of those needing access to period products were travelling on public transport at the time, with 57% of those on a train at the time.

In response to those findings, customers can now ask our staff for period products or order them discreetly using their phone by selecting the Package for a Friend option from our digital catering service.

The products we supply are made from 100% organic cotton that's responsibly sourced and meets ethical standards. We have collaborated with TOTM (Time of the Month) as part of their Period Positive Workplace Scheme.

The Package for a Friend scheme was first introduced at London King's Cross Station. It has now been expanded to cover our full network of trains, managed stations and offices.

“

LNER are leading the way in not only supporting periods but also doing this in an environmentally-friendly way. We're thrilled to be a part of this journey!

Kiley Yale
TOTM's Period Positive Workplace Scheme





Better for places

Travel and mobility are fundamental to happy lives and thriving communities. We're aware of that responsibility and are striving to make our services more accessible to any customers facing barriers to travelling with us.

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We are committed to doing much more for places up and down the east coast route. In delivering our services, we maximise the benefits for our communities by employing local people and using local suppliers.

Beyond that, we support a diverse range of community projects, with a history of supporting causes relating to mental health, employability, the environment and diversity and inclusion.

2024 highlights

BSL integration

10 stations
equipped with BSL screen technology

Investment

£140m
for Darlington station redevelopment

Community investment

>£37,000
invested in local community projects

Charity support

23
projects along our route supported in 2023/24



Accessible for all

We are investing to improve the customer experience on our trains and at our stations and to make rail travel better for everyone.

Passenger assistance requests*

>252,000

*Between April 2023 and March 2024

Accessibility

We want everyone to feel confident to travel with LNER. One in five people in the UK now have some form of disability, representing a significant proportion of our potential customer base. With these customers in mind, our growing accessibility team continues to deliver impactful projects and embed accessibility considerations in our day-to-day activities.

LNER ensures that accessibility is understood by all employees through induction training, annual refreshers and engagement days. This year, new training resources were developed with Guide Dogs to improve the guiding assistance we offer customers with sight loss.

We engage with our customers on accessibility through dedicated questions in our customer satisfaction surveys and through follow up contact with customers who have had bad experiences by our senior customer relations manager. We also have an accessibility forum, which meets several times a year to allow a focused group of customers to provide feedback and input on new projects.

Our industry-leading assistance reliability rate is

99.8%

Passenger Assist is central to our accessibility offering. Last year, a record number of assistance requests were received, reflecting increased efforts to promote our assistance services. LNER is proud to have the highest reliability rate in the industry and less than 1% of assistance requests delivered lead to a complaint.

The reliability and reporting of Passenger Assist use was greatly strengthened in 2023/24 through the launch of a dedicated employee app. Featuring new tools to digitalise the process, the app has delivered improved efficiency and enabled better documentation of each request. The successful rollout of the app to staff across all stations was enabled by in-person training delivered by the accessibility team, with 96% of all assistance now being correctly recorded in the app.

We run a three-year programme to continually improve the accessibility of our stations. Activity in 2023/24 included rolling out British Sign Language on our customer information screens (see page 23), improving the quality of station wheelchairs and introducing our assistance lounge at Newcastle.

Alongside improving accessibility and increasing inclusion, we are committed to keeping all our customers safe. For our blind and partially sighted customers, a two-year project to improve tactile surfacing at platform edges was completed this year, with more than 600,000 studs installed across our 11 stations.

Accessible for all continued

Looking ahead, LNER will continue to target increasing awareness and confidence in its services, while introducing further assistance lounges and improving the reliability of its assistance through the insights provided by the new app.

Family lounges

As part of our commitment to making rail travel as easy and enjoyable as possible for everyone, we opened our first family room at London King's Cross station in October 2022. Customer research in recent years had highlighted the appetite for a dedicated family space that is comfortable, clean and child friendly.

Created in consultation with The Campaign for Family Friendly Trains, the London King's Cross Family Room now sees upwards of 3,000 visitors during popular days, with feedback highlighting reduced stress for parents and happier children. The Family Room has also received wider industry and media recognition, culminating in being shortlisted for a National Rail Industry award in the Customer Service Excellence category in 2023.

The next family lounge is due to open in York station in December 2024, with plans for a future lounge at Edinburgh Waverley.

Safeguarding

Recent years have seen an increasing number of people who are vulnerable, in crisis or simply seeking shelter using the rail network. We have been engaging staff on safeguarding for a number of years through internal training programmes, and we have been accredited through the Safeguarding on Rail Scheme since 2022, which has formalised requirements to look out for vulnerable people.

Our processes and associated training primarily encourage staff to speak to anyone they are concerned about, and if necessary, look after them until the British Transport Police (BTP) are able to attend and take over. Every report made, which starts by a staff member seeing someone they are concerned about, creates an opportunity to get someone the help they might need.

In the last 12 months, our front-line teams on trains and at stations have made over 500 reports to the BTP that resulted in positive actions taking place, such as safeguarding vulnerability referrals. In the last 12 months, our calls to the BTP have resulted in:

- 377 referrals made to Local Authorities and Social Services.
- 107 referrals made to GPs or local mental health support teams.
- 63 referrals to the Railway Children's charity, which specialises in dealing with young people.

Case study

Making our stations more inclusive through BSL

LNER has introduced fully integrated British Sign Language (BSL) on digital departure screens across its stations. In a UK rail industry first, the screens display videos alongside the latest customer information, translating updates into sign language, with the integrated messaging providing true parity of information.

We worked with the Doncaster Deaf Trust and Communication Specialist College Doncaster to road test and improve solutions in a collaborative environment ahead of a trial at Doncaster Railway Station in December 2023. The BSL

integration was subsequently implemented across 10 of our managed stations equipped with the latest screen technology by April 2024 (further hardware upgrades are required at York and Newcastle).

“We were really pleased to be invited by LNER to work with them on the new screens. It is so important for our deaf community to be kept up to date with the latest travel information and the new displays will make a difference.”

Natalie Pollard
BSL Manager at Doncaster Deaf Trust



Accessible for all continued

Investing in our stations

To ensure our stations deliver an exceptional experience, we are collaborating with key stakeholders on extensive station redevelopments at Darlington, York and Peterborough.



Darlington

Darlington station's £140 million redevelopment is being led collaboratively by LNER, the Tees Valley Mayor and Combined Authority and Network Rail. The project, due to complete in 2025, will increase the number of platforms from four to six, transform station facilities and make the station easier to use for people arriving by public transport or on a bicycle. The station will also be fully accessible for those with additional access needs and limited mobility with step-free access throughout the station.



York

At York, we are working to improve access to the station, by providing an easier and safer experience for pedestrians, cyclists and bus users. LNER, City of York Council, West Yorkshire Combined Authority and Network Rail are working together to deliver this major upgrade, due to be completed in 2025.

The project has seen a significant reorganisation of the station frontage, with a bridge removed and taxi ranks and public pick-up and drop-offs moved to create a better waiting environment for passengers and drivers, while creating space for developing a new public space.



Peterborough

Working alongside Peterborough City Council, Network Rail and Cambridgeshire & Peterborough Combined Authority, the £48 million regeneration of the area around Peterborough station will improve accessibility for pedestrians, cyclists and those with restricted mobility and create a safer and faster route between the station and city centre.

The project aims to create a great first impression of Peterborough for visitors and commuters, cut down on travelling time between the station and city centre.

Accessible for all continued

Case study

Celebrating our trailblazing Be Kind campaign

In 2021, Penny Bond, Digital Engagement Manager, started a campaign to tackle rising anti-social behaviour (ASB) towards LNER colleagues.

Our Be Kind campaign has since grown alongside partners from the wider rail industry, with key messaging for the campaign striving to humanise our colleagues and highlight that they are always 'here to help'. Badges were created along the theme of 'I am someone' to encourage customers to see beyond the uniform and realise they are talking to mums, dads, sisters, sons and more.

Subsequent activity to keep the campaign's momentum have included workshops held alongside other train companies to identify further pain points across trains, stations and social media interactions, and three Be Kind films developed in 18 January 2022 and shared on social media, highlighting the positive impact of customers treating our teams well.

In 2024, a selection of the badges was added to the history archives at the National Railway Museum and Penny attended South Western Railway's first ever Train Operating Company Safeguarding conference in May to speak about



the Be Kind campaign. A campaign on highlighting the damage caused by abusive social media messages sent to rail staff was launched to coincide with World Social Media day on 30 June 2024.



The Be Kind campaign is about looking at ways to reduce antisocial behaviour towards our customers and colleagues. We want everyone to enjoy their journey with us and our colleagues to come to work and feel safe. Not everything we develop will stop this behaviour entirely, but if it prevents one person from being abused, then it was worth doing it."

Penny Bond BME
Digital Engagement Manager



Doing business that adds value

We go beyond getting people from station to station safely and efficiently.

We take a broad focus on the positive impact our business can have on the lives of many people and communities.

Delivering social value

Since 2020/21, we have partnered with Social Value Portal (SVP) to evaluate, measure and report on the social value generated by our supply chain. Social value in procurement means delivering additional economic, social and environmental benefits beyond the core requirements of contracts for goods, works and services. Social value delivery is increasingly embedded in our strategy, with all tenders over £100,000 required to include social value considerations.

Through our activities in 2023/24, we unlocked over £21 million of social and local economic value. Though this a slight decrease on last year's total, we grew our contribution in four of the five categories measured by the SVP's National Themes Outcomes and Measures (TOMS) framework (supporting regional growth, empowering communities, protecting the environment and promoting social innovation).

We are continuing to extend our monitoring to other parts of the business to gain a fuller picture of LNER's true social value contribution.

Our social value performance

In 2023/24, the impact of the £21 million of social and local economic value we generated included:

Full-time local jobs created

665

Spent with local suppliers

>£3m

Hours of wellbeing and mental health support for our colleagues

1,300

Invested in local community projects

>£37,000

Hours of voluntary work

1,362

Doing business that adds value continued

Over the coming years, we plan to form a rail social value working group, enhancing supplier communications with a dedicated social value section and sharing resources and case studies within the supply chain. We will also establish an internal supply chain social value pledge to help suppliers understand what values and actions we expect them to align to. Additional goals include planning to map local needs for station-specific procurements and delivering new tri-mode trains (see page 37).

Partnerships

Throughout the year we continued to collaborate with various organisations to extend our reach and impact. We are an active member of the Rail Safety Standards Board's modern slavery group and partner with Rail Safe Friendly to raise rail safety awareness in schools along our east coast route. Our collaborative efforts with other train operating companies focus on sharing best practice regarding community funds.

Case study

Bringing our customers local and sustainable sandwiches

Combining our focus on suppliers with high environmental standards and our Love Local approach is Middlesbrough-based sandwich company, On a Roll.

We have been working with On a Roll for over three years, and the company has been improving its impact by focusing on its energy use and emissions, waste and packaging in recent years. Its purpose-built facilities have a heat recovery system, air source heat pump and LED lighting.

As an example of our collaborative relationship, this year we worked with On a Roll to develop a windowless sandwich packet, making it easier for us to recycle.

In April 2024, On a Roll signed up to the internationally recognised Manufacture 2030 platform to progress and track its journey to net-zero.



Doing business that adds value continued

Sustainable procurement

Engaging with our top suppliers is crucial for collecting accurate data and driving emissions reductions. By working closely with our supply chain, we can collaborate on solutions, share ideas and gain a much clearer understanding of our shared impact.

We have incorporated environmental questions into key tenders, such as the uniform tender, to ensure that our suppliers meet high environmental standards.

Alongside ensuring that our supply chain aligns with our responsibility goals, we prioritise using local suppliers. Our Love Local approach is how we support small businesses and generate employment and social value in communities along our east coast route, and customers benefit from access to products from independent eateries and artisan distilleries in stations and on trains.



Kirkcaldy

Smith Anderson — Buffet bags

Edinburgh

Brodies — Decaf instant coffee
Edinburgh Gin — Gin & tonic can

Newcastle-upon-Tyne

Ringtons — Hot chocolate

Durham

Virgin Wines — Bottled in Durham; red, white and rosé wines

Middlesbrough

On a Roll — Sandwiches

Harrogate

Tailors of Harrogate — Yorkshire Tea, Yorkshire Tea decaf & Espresso blend coffee beans

Leeds

Lottie Shaws — Shortbread

York

Rudgate Brewery — Hop on Board Ale
Nestlé — KitKat

London

Oatly — Oat milk
Gudness — Poha rice pot
MoMa — Golden syrup porridge
Doughlicious — Double choc chip cookies



Giving back

We are deeply rooted in the communities we serve and proud to support a range of charities and causes that positively impact people up and down the length of our east coast route.

It feels good to be able to give back to the people and local communities along our route. Founded in 2018, the Customer and Community Investment Fund (CCIF) provides vital financial support to small and medium sized projects that are aligned to our own goals of doing things better for people, places and the planet. Whether it's an organisation promoting positive mental health, a charity focused on developing skilled and inclusive communities or a cause dedicated to improving the natural environment, the fund is committed to making an impact within 15 miles of the East Coast Mainline. We received 404 applications for funding in 2023/24 and through a careful review process from colleagues across the business we supported 23 charities. We are proud to be already seeing the positive impact of these investments and we take pride in keeping in touch to follow progress and develop long-term relationships.

Alongside the CCIF, we continue to support our long-term charity partner Campaign Against Living Miserable (CALM) through our Delay Reply scheme and other colleague and

customer initiatives. Sadly, suicide on the railway continues to rise and so our partnership with CALM is an vital way for us to make a positive difference – providing life-saving services, information and advice to anyone struggling.

Case study

Saving salmon in Scotland's rivers

Recent years have seen a worrying decline in salmon numbers across the Findhorn, Nairn and Lossie rivers in Scotland due to rising water temperatures. Working with the Findhorn, Nairn and Lossie Rivers Trust, we supplied funding to the Findhorn Watershed Initiative.

The Initiative has seen the Trust put in place a range of monitoring systems to gather ecological data. It has carried out fish and invertebrate surveys and installed river temperature loggers, providing it with information that will enable them to monitor progress and improvements over time.

The team has also been working with the local community, training volunteers to help protect the river for future generations.

Giving back continued

Our Customer and Community Investment Fund (CCIF) is the cornerstone of our approach to supporting charities and other good causes.

In place for more than five years, it offers grants to charities located within 15 miles of our east coast route and has supported more than 100 projects to date.

In 2023/24, we supported 23 projects, focusing on mental health, education and employability skills, EDI and sustainability. For the next funding year, the emphasis will be to expand on positive environmental, sustainability and accessibility impacts.

Having focused on increasing the number of applications from Scotland last year, we successfully doubled the number from the previous year, with over half of all total applications coming from Scottish organisations.

Number of supported charities

23



Inverness RASASH	Harrogate Henshaws
Aviemore Findhorn, Nairn, and Lossie Rivers Trust	Hull Samaritans of Kingston Upon Hull Trust
Aberdeen Aberdeen Samaritans, Place2Be, Befriend a Child	York The Hut York Limited, The Wilberforce Trust, Next Door But One CIC
Dundee Dundee FC, Community Trust	Leeds The Guide Dogs for the Blind Association, Vision Care for Homeless People
Perth Perth Samaritans	Doncaster Prisoners' Education Trust
Edinburgh When You Wish Upon a Star, Autism initiatives (UK), Care for Carers	Lincoln Samaritans
Northallerton Dales & Bowland, CIC	London Samaritans, Central London Samaritans, Ambitious About Autism

Giving back continued

LNER's charity partner

We celebrated five years of working with the suicide prevention charity CALM this year, raising over £530,000 in the process. To commemorate this achievement and reach even more people, we launched a newly liveried Azuma train named You Belong, which runs the full length of the LNER route from the Scottish Highlands to London King's Cross. This train, the third in the fleet to be named, joins Century and Together in promoting CALM's message of creating a sense of belonging to protect against suicide.

Engaging with schools

Through our partnership with Rail Safe Friendly, initiated in October 2023, we are promoting both rail safety awareness and career opportunities for young people in schools along our routes.

The programme includes an online platform with educational content about rail safety, targeting schools in areas considered high-risk for trespassing and other unsafe activities along the LNER route. Approximately 30,000

young people have been reached so far, with those who are interested in career opportunities within the rail industry able to access a range of useful information.

Feedback from schools has highlighted the engaging format and interactivity as key strengths of the programme.

Maturing our approach to volunteering

Though we recorded more than 1,300 hours of voluntary work this year as part of our social value monitoring, we believe there is significant potential for us to create a more formal and joined-up approach to volunteering across LNER.

A formal volunteering policy is being developed, which is expected to be completed in 2025. This will include structuring a process within the business to encourage and facilitate more employee volunteering.

Case study

Supporting children's mental health in Aberdeen with Place2Be

Place2Be provided embedded mental health support services to 450 schools across the UK last year, reaching a school community of 250,000 children and young people.

We were proud to support the provision of vital mental health support services to children, young people, parents, carers and school staff in five primary schools across Aberdeen, which benefited 1,500 children aged 4-11.

Number of children benefited from our support in across five schools in Aberdeen

1,500



Giving back continued

Case study

LNER funds multi-sensory room at arts and crafts centre

This year, the CCIF has funded a dedicated multi-sensory room at Henshaws Arts and Crafts Centre based in North Yorkshire.

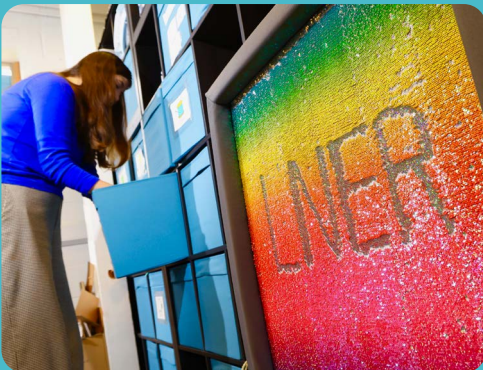
Henshaws is a charity empowering people living with sight loss and a range of disabilities to reduce social isolation and increase independence. Alongside being a popular community hub, it brings more than 175 people together each week to learn skills.

The new multi-sensory room includes a craft zone, comfy seating, colour-changing mood lighting, bubble machines and more, providing immersive experiences where people can relax or enjoy arts and crafts and the surroundings.

“

The sensory room is an incredible addition to Henshaws Arts and Crafts Centre. It helps the Art Makers who come to the centre to focus, explore their senses and better express themselves creatively.

Lisa Hart
Head of Henshaws Arts and Crafts Centre





Better for Planet

We are committed to lessening our impact on the environment. By supporting the decarbonisation of the UK transport sector and encouraging more people to travel by rail, we can help to reduce the environmental impact of our customers' transport.

Net-zero emissions	34
Conserve and protect	39
A shift to rail	43

As captured in our five-year Safety and Environment Strategy, focus areas include working to reduce the energy consumption and carbon emissions of our trains, buildings and products and services, taking steps to minimise pollution and ensuring that we use resources sustainably.

As LNER evolves, we will ensure the environmental impact of new projects, products, services and suppliers is central in all decision making.

2024 highlights

1

new waste sorting hub opened in Peterborough in August 2023

2%

reduction in non-traction energy use since 2022/23

47%

reduction in scope 1 and 2 emissions since 2018/19

84%

reduction in diesel consumption since 2018/19



Net-zero emissions

We are stepping up to the decarbonisation challenge by addressing our energy consumption, capturing carbon and looking at the source of our energy.

Rail has a big role to play in our decarbonised future. Though travelling by rail is already significantly better for the environment than driving, we are taking steps to reduce the emissions produced by our operations and make rail travel even more environmentally friendly.

Our work is also motivated by recognition that climate change and the extreme weather events it causes pose a significant risk to our ability to provide high quality services and deliver on our long-term strategic objectives.

Emissions and net-zero

We started work to make two LNER stations carbon neutral by 2025, and we remain committed to achieving net-zero emissions by 2045. However, it is important to acknowledge that this target is dependent on several external factors, including grid decarbonisation and Network Rail's renewable power procurement.

Our efforts have reduced our Scope 1 and 2 emissions by 47% against our 2018/19 baseline, with our trains now producing 15 times fewer emissions than a domestic flight.

Our Azuma trains are 15 times less carbon intensive than flying and 7 times less than driving the same route.

We use 100% renewable energy at LNER Stations where LNER controls and purchases the supply. We are also investing in using microalgae bioreactors to capture carbon emissions around stations (see case study on page 36).

We have created our first Scope 3 emissions inventory, which was verified in 2023 and makes up around 49% of our total emissions. Our focus now shifts to engaging with suppliers and setting a Scope 3 target, aiming to address indirect emissions from our supply chain and operational activities.

Net-zero emissions continued

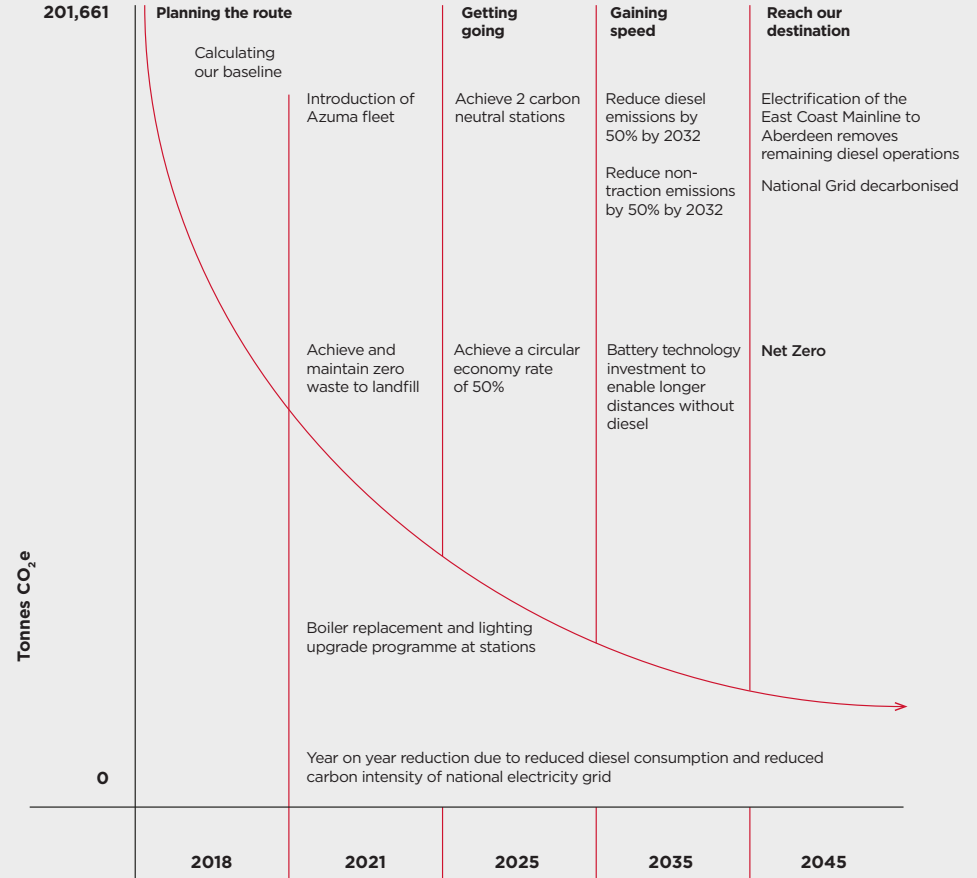
Path to net-zero

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 carbon emissions caused by the high use of diesel.

Emissions reduction since 2018

47%

We are on track to achieve net-zero by 2045 and have set near-term targets for 2032 following a science-based methodology.



Net-zero emissions continued

Case study

Investing in microalgae carbon capture

Following a successful pilot last year, we are scaling up our investment in a microalgae carbon capture solution.

Working with science and technology startup Algacraft, the initial five-month trial in 2023 tested the feasibility of using microalgae bioreactors to capture carbon around our stations. Given the limited land available to us, microalgae are an ideal solution because they can be up to 400 times more efficient at capturing carbon dioxide than trees.

The expanded project is using disused land adjacent to the railway at Berwick-upon-Tweed station to further optimise the system and demonstrate the potential of scaling up.

The Algacraft pilot was selected as part of LNER's flagship accelerator programme, FutureLabs, which brings innovative new concepts to address key challenges in the rail industry.



Increasing our energy and fuel efficiency

We have made strong progress this year on a range of energy efficiency measures across our business. Our energy usage is divided into traction and non-traction, 96% of our energy use is from traction, 4% is from non-traction.

Our first two heat pumps are set to be installed at Grantham and Retford Stations in autumn 2024, helping to reduce our reliance on traditional heating methods and decreasing emissions. We have also received approval for our first solar installation at Retford Station. With the lessons learned from this project, we will be targeting further installations in the near future.

Our approach is built on the data provided by detailed electricity monitoring, which is allowing us to spotlight areas for efficiency savings. In order to keep delivering improvements, we have engaged a new data analyst who will enhance our data collection and usage capabilities. This role will be vital in identifying additional energy-saving opportunities and implementing effective solutions.

We're trialling a high-frequency energy monitoring pilot at our depot in Aberdeen, with sensors that monitor our energy use in real time. These sensors collect valuable data that drives actionable changes, aiming to optimise energy consumption. It has already allowed us to identify issues with our lighting sensors and air conditioning within the depot office block.

The Smart Stations Project, implemented at York and Grantham, includes sensors that monitor a range of environmental metrics such as air quality and noise, allowing us to identify key locations and activities to target for improvement.



In order to keep delivering improvements, we have engaged a new data analyst who will enhance our data collection and usage capabilities.

Net-zero emissions continued

Improving air quality

We have undertaken several initiatives to monitor and improve air quality at our stations and along our routes. Sensors have been installed at York station to monitor particulate matter and nitrogen dioxide concentrations. This data will inform the development of an air quality action plan for York, aiming to mitigate pollution and enhance passenger and staff wellbeing.



In a bid to reduce diesel consumption and improve urban air quality, we have contracted for 10 new electric-battery-diesel hybrid trains.

Cycle to Work scheme

Another way we are encouraging our employees to go green is through the Cycle to Work scheme. The Government-backed scheme offers loans for bikes and accessories for work travel. We offer a salary sacrifice scheme to spread the cost and enjoy significant savings.

Tri-mode trains

In a bid to reduce diesel consumption and improve urban air quality, we have contracted for 10 new electric-battery-diesel hybrid trains. These tri-mode trains will replace older, less efficient models, allowing us to run on electricity in non-electrified stations and urban areas, thereby minimising air pollution and improving our resilience by avoiding reliance upon a single traction source (diesel or electric). These trains are set to be integrated into our fleet in 2027.



Case study

LNER helping employees to consider going electric

To enable LNER employees to reduce the impact of their commute, we have partnered with a vehicle management and leasing company specialising in electric vehicles.

Tusker provides cost-effective electric and ultra-low emission vehicles via salary sacrifice schemes. Since starting to work with Tusker

in May 2023, we have seen almost 150 employees lease a vehicle, with 86% of those being electric (the other 14% are petrol hybrids).

The impact of those drivers switching to electric is estimated to have avoided 230 tonnes of carbon to date.

Net-zero emissions continued

Climate risks and adaptation

Adapting to climate change is a business imperative for LNER and essential to being able to continue to deliver a high-quality service and enable low-carbon travel across the UK.

We continuously look at ways to improve our understanding and management of climate risks, collaborating with our industry peers within the DOHL group (DfT OLR Holdings Limited) to forge a joined-up approach in the best interests of our customers and communities. We apply the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to ensure this is appropriately reflected in our governance, risk management and business strategy.

Preparedness for extreme weather was this year named by our managers as one of the top five priorities for strengthening our resilience against disruption.

At our Keeping Safe Keeping Time conference in June 2024, around 130 managers attended a workshop on preparing for the challenges posed by climate-related extreme weather events.

Run by the LNER Business Resilience Team in conjunction with University of Birmingham climate adaptation experts, the workshop focused on a hypothetical scenario involving Storm Orion, set in the year 2030.

Participants were split into four groups focusing on effective customer communication, smooth staff operations, infrastructure resilience and an adaptable fleet. Each group identified gaps and barriers in current practices that hinder our ability to meet the challenges posed by storms and other severe weather events. They also generated ideas for resilience by exploring how we could better prepare through changes in procedures, strategies, standards and key roles.

The workshop generated a wealth of actionable ideas on how we could bolster communication and preparedness within our internal teams as well as coordinate response plans and teams with external stakeholders, such as contractors, other transport providers, emergency services and local resilience forums. We are now using these valuable insights to develop a climate resilience roadmap through which LNER and our railway industry partners can maintain a smooth customer experience during extreme weather.

Case study

Strengthening resilience to extreme weather events

Storm Babet was among the most destructive weather events to hit the UK in 2023, causing seven fatalities as well as flooding, power outages and widespread travel disruption.

Colleague feedback collected in the wake of the storm found that most colleagues were dissatisfied with the way we managed our services on the day and did not feel adequately supported during and after the disruption. Responding to the event and feedback, our Business Resilience Team carried out a comprehensive review of our readiness, response, recovery and service resumption levels, and drew up an action plan to enhance our resilience.

Improvements now underway include the rollout of new communication and on-call protocols, and the development of digital muster points. We are initiating a Resilience Working Group to drive organisational resilience, and a Business Continuity Programme to conduct impact assessments and continuity plans. Other scheduled improvements include a review and testing of our Emergency Plan, along with exercises to refamiliarise teams with our procedures. We are also developing improved rail replacement options as we work hard to deliver on our mission to be the UK's most responsible train operator.



We are engaging all our people on our waste management strategy and the importance of embracing a circular economy approach, including station visits to discuss environmental projects and actions with our frontline teams.

Waste and circularity

We are committed to reduce our waste generation and implementing circular systems to maximise resource efficiency as we continue to send zero waste to landfill. We have reduced our total waste by a third over the past five years, and we now have the capacity to sort up to 100 kilograms of waste a day in each of our sorting hubs.

Our waste sorting hubs at Newcastle, Doncaster and Peterborough stations have been key to this progress. These hubs are central to our efforts to recycle and re-use materials, reducing our overall environmental impact. We opened our third sorting hub at Peterborough this year, and we aim to open a fourth hub at York within the next 12 months, in line with the station's redevelopment work.

We are continually reviewing our processes and adapting to meet evolving requirements, as demonstrated by the introduction of recycling for menus, vape pens, employee uniforms and headrest upcycling. We also increased food donations to charities and community groups across our route, providing a two-fold benefit: supporting the community and helping to reduce food waste.

1,288

Tonnes of waste diverted from landfill in 2023/24 from our managed station

0%

Waste sent to landfill

100kg

Waste sorted in each sorting hub per day



Conserve and protect

Being an environmentally responsible business means protecting natural resources through innovative waste management and circularity.

We see introducing a more circular process and models as an essential way to reduce and eliminate waste and make better use of our planet's limited resources.

Conserve and protect continued

In 2023, LNER undertook a programme to upgrade all 3,300 of its employee mobile phones. The Responsible Business Steering Group was tasked with maximising the impact of the old handsets, with some given to Business in the Community (BITC) to gift to charities along our east coast route, and some given to O2 to be recycled – with the funds generated going into the CCIF.

Another example is a trial to remove bottled still water from our First Class lounge in York to encourage customers to fill reusable containers from the filtered still water taps instead.

We have also launched a project to monitor and reduce waste from tenants, specifically major waste producers. By engaging tenants in more sustainable practices, we can encourage them to reduce their overall waste generation.

Donated food items in 2023

66.3k



Impact created:

7,666kg



**up to 7,666kg reduction
in greenhouse gases from
food waste**

10,948kg



food waste reduced in 2023

Charities benefited from our donations

5

They are:



Case study

LNER moves HQ to environmentally friendly offices

In September 2023, LNER moved its head office to West Offices in York. Environmental considerations were central to the search for new offices, and West Offices is certified as Excellent by BREEAM and in the top 10% of environmentally friendly commercial buildings in the UK.

Its features include advanced recycling, rainwater harvesting for use in toilets, rooftop solar panels for power generation, natural ventilation instead of air conditioning and biomass boilers for heating. Also, its on-site café is run by national disability charity United Response and all its packaging is biodegradable.

Conserve and protect continued

Water

Water security remains an important part of our environmental focus. As our water use is predominantly for domestic purposes at our stations and in our offices, as well as train cleaning at our depot, our priority is to ensure we are as efficient as possible.

We are finding and fixing leaks in our stations and working to improve the scale and reliability of our water data.

Our new head office harvests rainwater for use in our toilets, reducing the amount of water we are consuming. We have also removed excess emergency water stock on board our trains to reduce the water and plastic wastage that occurs when water goes out of date.

Biodiversity

As an organisation with minimal land impacting local biodiversity, we are prioritising using the CCIF (see page 30) to support and fund community groups and charities focused on biodiversity loss, habitat restoration and more.

Case study

Turning plastic waste into usable items

Another innovative startup we're partnering with through FutureLabs is Automedi. The company's state-of-the-art 3D printing solution helps businesses turn plastic waste into usable products within minutes.

As part of the collaboration, three Automedi 3D printers are now in place for use by LNER staff as we explore how they can be used at station, depot and head office level. We have engaged colleagues to submit ideas and identify areas we can create items from our waste rather than buy them.



Being able to develop our product for the rail industry with LNER support is a truly invaluable experience. It is also hugely inspiring to see transport providers like LNER take action to adopt new methods that strengthen commitments to sustainability and responsible business.

Ethar Alali
Chief Executive Officer of Automedi

Conserve and protect continued

Case study

Upcycling our First Class headrests

In 2024, we decided to replace approximately 4,000 leather First Class headrests on the Azuma fleet. A group of customer experience colleagues came up with innovative solutions for how to make the most of the leather headrests.

40% of the headrests were removed by customers and/or employees, with drivers, on train staff, station staff, managers and office colleagues all taking up the chance to own a piece of LNER history. In exchange, they were asked to make a donation to CALM,

with £483 raised to help CALM fund 39 lifesaving calls on its suicide prevention helpline. Many headrests were donated to local schools, colleges and universities so the leather could be repurposed for art projects. A watch maker in York has designed a watch strap from the leather and an Edinburgh Customer Service Leader has designed and produced a bag.

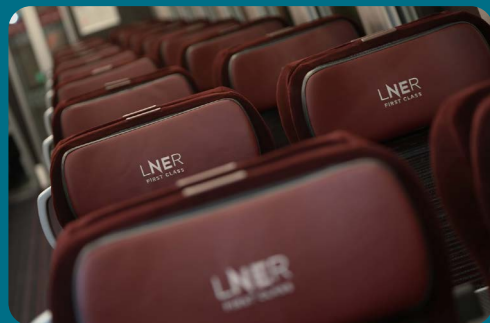
Other headrests were given to local churches and local community gardens for gardening knee pads.

Number of headrest removed and given a new life

4,000

Donation raised from customers and employees for CALM

£483



“

In my role I helped onboard crews bring this initiative to life and in addition to the obvious benefits of diverting waste from landfill or incineration, it was a fantastic way of involving our customers. Getting our colleagues thinking about circularity, and how we can reuse items at their end of life, is just one of many ways we are making positive steps towards a better future.

Gill McKay
Customer Experience
Engagement Manager





A shift to rail

We are driving awareness of the sustainable credentials of rail travel to encourage a modal shift and support a low-carbon economy.

We have an important responsibility to make rail the natural choice for travellers, even when other modes are available. This shift will support the UK's transition to a low carbon economy.

Every part of the business has a role to play in this ambition, as arguably all the work we do to improve our business and make it easier to take the train encourages more people to choose us over other, less environmentally friendly modes of transport.

For example, the communications team is educating our customers about how taking the train is better for the environment and the commercial team is making sure ticket prices are good value and comparatively affordable, as well as working with partners and retailers to encourage more business travel by train between London and Edinburgh. The environment and engineering teams are making the most of the latest technologies to ensure our impact is as low as it can be, and our accessibility and service delivery teams are making sure everyone has access to our services.

We know that work needs to be done to improve public confidence and trust in rail after a long-standing period of industrial action and disruption. While we know that sometimes disruption is unavoidable on the railway, it's the responsibility of train operating companies and key players such as Network Rail to do what they can to improve infrastructure, operations

and communications so that customer satisfaction, and ultimately trust, increases. This is vital for the long term success of the industry and key to unlocking a low carbon public transport system.

Our Azuma trains are 15 times less carbon intensive than flying and 7 times less than driving the same route.

Engaging our people

We want to take our people with us on this journey and help them build long-term, rewarding careers that also actively contribute to a more sustainable future. Our reinvigorated Environmental Pioneers Programme empowers employees to take active roles in our sustainability efforts.

A refreshed e-learning module provides updated information on current targets and initiatives and is available to all employees to involve them in our sustainability strategy. Regular team engagement days now include environmental content, fostering a culture of sustainability across the business. At our recent Keeping Safe, Keeping Time conference, an engagement week focused on environmental issues, saw participation from 130 managers in scenario-building exercises. We have enhanced the environmental content in our induction process for new starters, ensuring that every new employee understands and supports our sustainability goals from their very first day at LNER.



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