

# SOUTH EASTERN RAILWAY – progress update



We are the UK's **first in a new era of integrated railways** under public ownership

We are a **trailblazer** for Great British Railways

We are **already seeing benefits of integration**

# SOUTH EASTERN RAILWAY

We formally launched our integrated railway on 9 June 2025 – this week marks our first six months

SER has **already delivered tangible improvements** in safety, reliability, and customer satisfaction

We've **achieved this by investing** in new technology, infrastructure upgrades, and colleague development

Passenger journeys and revenue are up and **customer satisfaction has reached a record high**

We're **building a safer, better railway at a lower subsidy** that sets a new standard for the future

southeastern



South Eastern  
Railway – Our Plan



# Our purpose...

Working together to secure a thriving future for our railway and for the communities we serve

## By...



Improving performance  
and safety



Growing revenue, freight and  
passenger journeys, and  
controlling costs, to reduce  
subsidy



Exceptional customer and  
stakeholder experience



Making South Eastern Railway  
a great place to work for  
everyone

## We'll achieve that through...



Aligning business plans to deliver a simpler,  
more affordable and sustainable railway



Deepening the integration of Network Rail and  
Southeastern

## Our ambitions are to achieve...

90%

Customer  
satisfaction

90%

Time to 3

<2%

Cancellations

# Our why?

## Economic growth



## Decarbonisation



## Inclusion



## Social mobility



**By connecting people with jobs, education, housing and opportunity**

- We continue to grow with Thursday 4 December our busiest day since Covid with **436K** customers through our London terminals - up 5K on our previous busiest
- **P1 - P8 over 87.5M journeys – up 3.4M over same period last year**
- **4% growth**



# A safer railway

Major infrastructure upgrades between Tunbridge Wells, Hastings and Bexhill successfully delivered – a £9 million investment

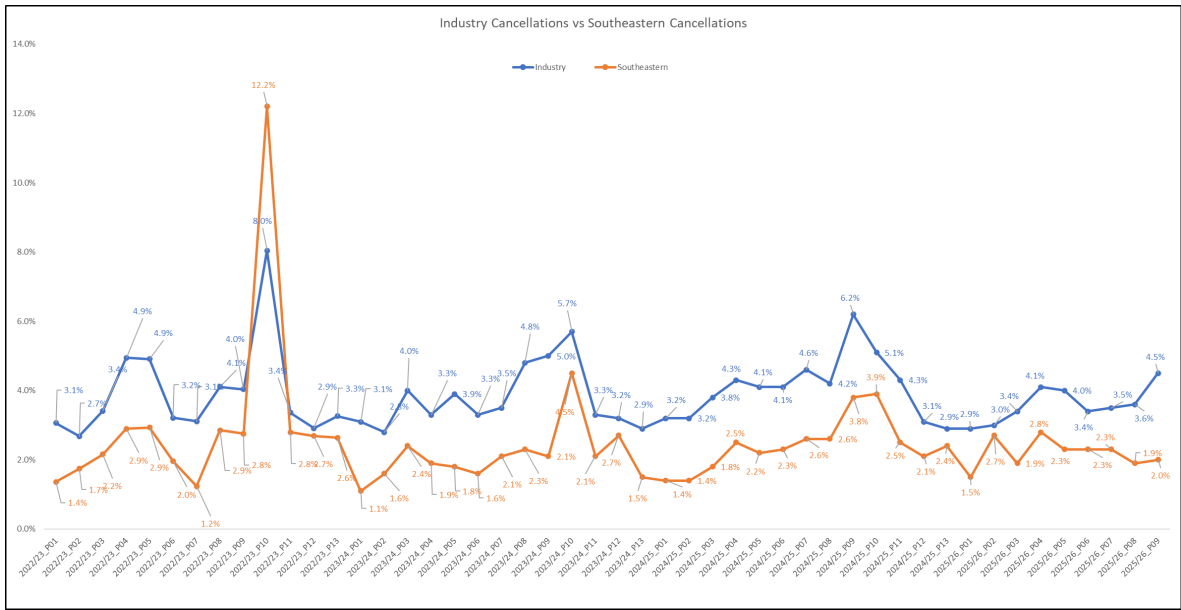


SER has achieved its lowest maintenance backlog since 2021, ensuring safer and more reliable journeys

The impact of non-track asset failures is at its best level in four years, reflecting significant improvements in operational safety and asset management

# A better railway

As one of the largest commuter train operators, our reliability is better than our peers



Cancellations in Rail Period 9 were 2.0% - almost half the industry average of 4.5%

Cancellations %		
Rank	Operator Name	Cancellations
1	c2c	1.3%
2	Greater Anglia	1.5%
3	Caledonian Sleeper	1.6%
4	Lumo	1.8%
5	Southeastern	2.0%
6	Merseyrail	2.5%
7	Chiltern	3.1%
8	ScotRail	3.2%
9	Crossrail	3.2%
10	Hull Trains	3.3%
11	South Western Railway	4.1%
12	EMR	4.2%
13	HEX	4.3%
14	LNER	4.6%
15	TfW Rail Limited	4.6%
16	Northern	4.6%
17	GWR	4.8%
18	West Midlands Trains	5.4%
19	London Overground	5.5%
20	Grand Central	5.6%
21	Transpennine Express	6.1%
22	GTR	6.9%
23	Avanti West Coast	9.9%
24	CrossCountry	10.8%

## Progress against our ambitions in Rail Period 9

	Our ambitions	Moving annual average	Period 9	Days hitting ambition
Time to 3	90%	84.8%	80.70%	3
Cancellations	<2%	2.3%	2.0%	16

# Improving customer experience



**All 36 units in the Class 376 fleet are getting a full mid-life refresh**

**The upgrade includes:**

- Fully refurbished seating
- Handy at-seat power points
- Accessibility improvements for better journeys
- Plus a sleek, new blue livery



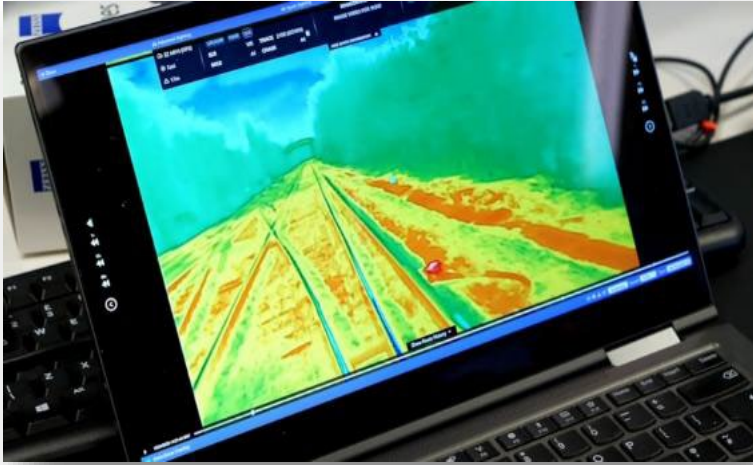
**All 29 of our iconic highspeed Class 395 Javelin trains have had an interior refresh**

**The £27 million upgrade included:**

- A full interior refresh with re-painting, new carpets and new seats
- At-seat USB charge points
- New energy-efficient LED lighting



# Driving excellence: modernisation and customer focus



**SER is fitting 32 passenger trains with AI-powered CCTV and thermal imaging cameras to monitor the railway each day**

These give an early warning of faults so that we can fix them before they can cause delays to customer journeys



**We are in a live procurement for a new or more modern metro train fleet,** aiming for:

- improved accessibility to maximise unassisted boarding
- brighter, more spacious interiors
- air conditioning
- enhanced reliability
- batteries to keep trains running in the event of power supply failure



**We jointly successfully bid for funds for the introduction of ANPR at 42 stations. ANPR is more convenient and more secure for customers**

The additional revenue has helped reduce our subsidy



# Empowering people, elevating service

**500+**  
Apprentices

Developing the next  
generation of railway  
professionals

Over 500 apprentices are currently working across the business helping people build careers in the rail industry

This follows **Southeastern's** placement at number 24 in *The Sunday Times* Top 100 Apprenticeship Employers for 2025, up 34 places and the highest placed transport or rail company

**1,071**  
colleagues  
trained in  
Dare to  
Care  
Customer  
Experience



Dare to Care is a 2-day course that teaches the '**Be on the 10**' mindset to turn standard service into world-class customer experiences, and covers de-escalating conflict, understanding complaints, early intervention, and building resilience

**90%**  
record  
customer  
satisfaction  
Oct 2025



In October 2025, we achieved our **joint highest ever score for customer satisfaction** since records began in 2016

We need to achieve this consistently

# LOWER SUBSIDY



**Nearly 11.4  
million journeys  
in Rail Period**

**57%**  
year on year  
increase in  
advance ticket  
revenue



**Strong control  
of our costs –  
lowest increase  
among train  
operators**



Efficiencies support  
a forecast £50m  
subsidy reduction  
between 2024/25  
and 2025/26.  
improving resilience  
and taxpayer value

