

southeastern



# Social Value Report

2022 – 2023

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**Our Social Value commitment is to work together to secure a thriving future for our railway and the communities we serve.**

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## Welcome from Steve White, Managing Director

At the heart of Southeastern are our customers, colleagues, and stakeholders. We operate one of the busiest rail networks in the country, keeping customers moving between London and Kent and parts of East Sussex and helping the communities we serve to live, work and grow. Although we operate in some of the most prosperous areas in England, we also serve many areas which will benefit from increased social mobility.

Since becoming a publicly owned, not for dividend, train company two years ago, it has been our priority to attract more customers back to our railway and target growth in the number of journeys we provide each year. We have a target to grow to 175m journeys a year by the end of 2025.

Our ambition is to build a better, more reliable, and sustainable railway, while balancing the need to spend taxpayer's money wisely. To attract more customers back to our railway, we are:

- Offering more value for money advance fares.
- Improving our trains and stations.
- Increasing the frequency and reliability of our services.
- Continuing to make customer focused improvements such as the rollout out of e-Tickets and s-tickets across our network.

We recognise that we play a vital role in delivering social value within our communities and can reduce economic and social inequality and support social mobility and local economic growth. In building a sustainable railway there is a real opportunity to be an economic enabler by connecting people and places.

To achieve these aims, and to ensure we make a positive contribution to society, we have created this Social Value report as a call to action that provides both a structure and meaning to our work, and a vision that shows where we want to go. In this way, we can make better decisions, focus our efforts, work with likeminded partners, and share our hopes for the future.

Our approach is uniquely Southeastern, and its embedded social purpose sets us aside from some other railways. We are the first train operating company to sign up to a Social Mobility Pledge with the Purpose Coalition. As Managing Director, I understand what we do has a significant value to, and major impact on, not only our customers and our employees, but also our industry and the wider society. This report outlines the positive impact we have on our local communities, the environment, and the economy and highlights our social value activity for 2022-23.



## What is social value?

Social Value is the value created by an organisation through its financial and non-financial day-to-day activities in terms of the wellbeing of individuals and communities, social capital created and the environment. By considering social value, organisations can see how their activities can benefit stakeholders and wider society. An example of social value in action is sustainable procurement, buying locally, reducing carbon emissions, volunteering, and hiring locally. It's about building stronger communities and stronger organisations.

We need to ensure that our everyday actions support our communities. Thus, we recognise that the railway provides a significant social value to the UK - these principles are embedded in both our Sustainable Business Plan and our Sustainability Strategy. As a train company operating over a large geographical area in England, we understand that our broader social value comes from how we conduct ourselves as a business – our everyday decisions and responsible actions. There are many important activities and impacts that we (and other organisations) have through the way we operate.

For example, how we ensure our staff's wellbeing and safety, choose to recruit, and procure from our local communities, or how we direct our purchasing spend to our local stakeholders to aid in their socio-economic development<sup>1</sup>.

We are proud that Southeastern colleagues were responsible for creating the Rail Industry Mental Health Charter and the Rail to Refuge Scheme, both of which demonstrate our commitment to a better society.

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1. Further socio-economic research looks at the core of what a business does; how what is created (products, service etc) provides social value. For example, rail facilitates communities to connect, have economic growth through access to tourism and business connections, and facilitates individuals to commute for work and play. This is out of scope of this report.

## Executive Summary

Our latest Social Value report has provided our team with an opportunity to take a 360-degree view at the difference we can make in the context of economic, environmental, and social wellbeing.

We are proud to serve the people and the communities of the southeast of England. Our ambition is to enable communities to flourish around our railway, connecting them to what is important, be it family, friends, work, education, and/ or leisure.

As a responsible business, we want to leverage our community investment and direct value creation to those areas where there is social need and where we can make a meaningful difference. We have been working more closely than ever with Network Rail as part of our drive to create social value not least as we know we can achieve more together. This year, we have captured broad and deep social impact in our priority areas of:

### 1. Our work with the Purpose Coalition

Southeastern has signed up to a Social Mobility Pledge (the Pledge). The Pledge is a commitment by businesses to bear social mobility in mind when considering access to opportunity, outreach, and recruitment; a valuable consideration given the diverse cross-section of society our network serves. Working with the Coalition will test our approach and look to achieve more to deliver on our purpose.

### 2. Promoting local skills and jobs

To promote growth and development opportunities for all within a community and ensure that they have access to opportunities to develop new skills and gain meaningful employment.

### 3. Supporting growth of local responsible businesses

To provide local businesses with the skills to compete and the opportunity to work as part of public sector and big business supply chains.

### 4. Healthier, safer and more resilience local communities

To build stronger and deeper relationships with the voluntary and social enterprise sectors whilst continuing to engage and empower citizens.

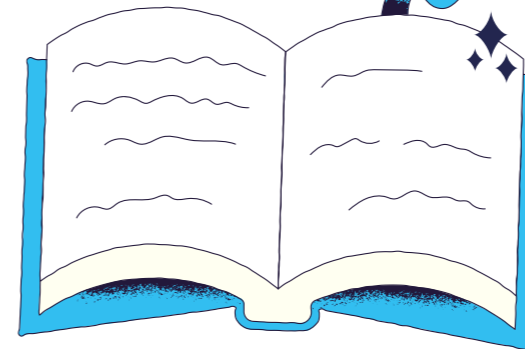
### 5. Decarbonising and safeguarding our world.

To ensure the places where people live and work are cleaner and greener, to promote sustainable procurement and help secure the long-term future of our planet.

### 6. Promoting social innovation

To promote new ideas and find innovative solutions to old.

## Key achievements of 2022-2023 at a glance



We launched a new Procurement Social Value Charter

**£274,000,000**



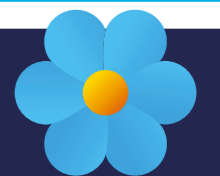
of our procurement spend went to suppliers to the local area

**£14,000,000+** went to MSMEs



We invested

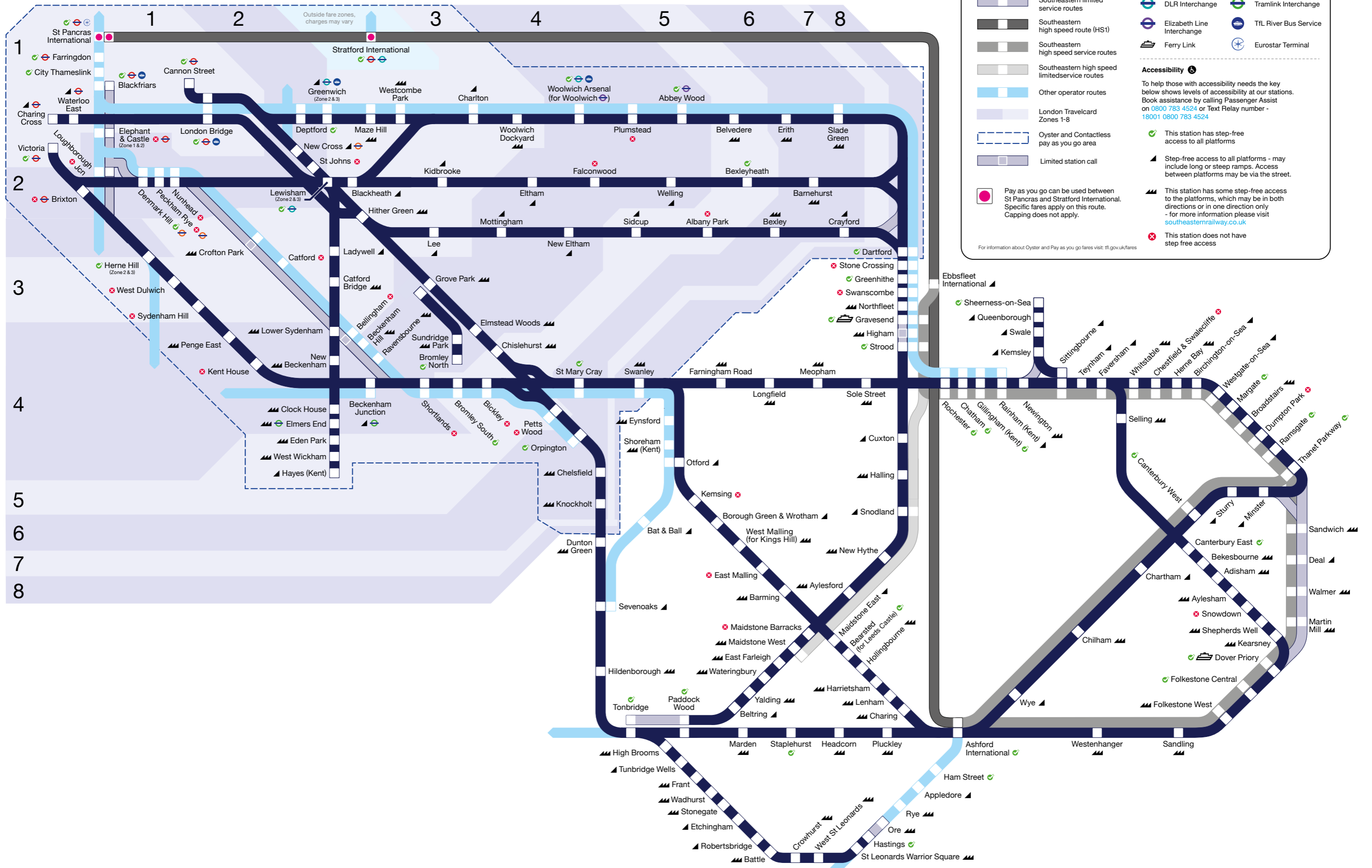
**£200,000**



on Community Rail Partnerships



# Our Network



## Key Achievements 2022-2023

The reporting period referenced throughout is from 1 April 2022 - 31 March 2023.

### Skills and jobs and our people

- We saw a 137% increase of female train drivers over the last five years.
- Nearly 200 of our apprentices are now in full time roles with us.
- Over 90% of our workforce live in our local communities.
- We achieved Investor in People accreditations (Triple Gold: People, Diversity, Apprenticeships)
- We won the Women in Rail Award for Top Employer of the Year (over 250 employees) in 2022.
- Recognised by the Financial Times - Diversity Leaders as 'walking the talk' on EDI.
- 774 colleagues completed our Equity Act training module.
- We partnered with The Prince's Trust to deliver a 'Get into Work' programme where we host young people coming through their charity who need a helping hand getting a taste of what employment at Southeastern looks and feels like.

### Supporting growth

- We launched a new Procurement Social Value Charter.
- We directed over £274 million of our procurement spend to suppliers in the local area. Over £14 million went to local micro and small to medium enterprises (MSMEs).
- We achieved ISO20400 (Sustainable Procurement) certification.

### Healthy, safer communities

- We launched our new Safeguarding Strategy with Network Rail and British Transport Police.
- In March 2023, 106 organisations had signed up to our Railway Mental Health Charter that we developed with the Rail Safety and Standards Board (RSSB) (this increased to 128 as of December 2023).
- £30,000 invested in live feed CCTV to support safeguarding and crime reduction.
- We reduced antisocial behaviour and disorder in hot spots by 44% and sexual offences by 25%.
- Over 71 suicide-prevention interventions from staff supporting vulnerable people on our railway.
- We provided close to £20,000 in funding for cycle rails across seven stations to help encourage more sustainable travel.
- We worked with over 80 schools, supporting over 86,000 students.
- We invested £200,000 in Community Rail Partnerships.

### Decarbonisation

- We reduced our Scope 1 and 2 CO2 emissions by 35% between 2018-19 and 2022-23.
- We undertook significant work to calculate our carbon footprint and explored pathways towards net-zero carbon by 2050.
- We completed our first climate risks and opportunities assessment.
- We developed our first Climate Financial Disclosure report.



## Our approach to social value

Our aim is to deliver a better, more reliable, and sustainable railway. We operate an essential rail service for a large region of the UK, and as of 2021, we sit within the group of government-owned train operators and are the group's largest train operator. Our purpose and approach to being a responsible business encompasses all our business operations.

Through our social value journey, we are clear that activity we have carried out as business as usual, often falls under other names, therefore as a business we have adopted the broad 2013 Social Value Act Themes, Outcomes and Measures (TOMs) framework to unify our work and direct our resources for social value creation.

Specifically for this report, we are focusing on the social value we create through our operational choices and activities. Our focus is on our regional area – the communities we serve across London, Kent and East Sussex and the local areas around our stations, depots, and large rail hubs and our people.

## 2023 Social Value Themes, Outcomes, and Measures and indicators

Theme	Outcome
Jobs: Promoting local skills and employment	More local people in employment
	Fair work
	More opportunities for disadvantaged people
	Improved skills
Growth: Supporting growth of local responsible businesses	More opportunities for MSMEs and VCSEs
	Ethical procurement is promoted
	Social value embedded in the supply chain
	Improving staff wellbeing and mental health
	Reduced inequalities
Social: Healthier, safer and more resilience local communities	Crime is reduced
	Creating a healthier community
	More working with the community

Theme	Outcome
Environment: Decarbonising and safeguarding our world	Carbon emissions are reduced
	Air pollution is reduced
	Safeguarding the natural environment
	Resource efficiency and circular economy
	Sustainable procurement is promoted
Innovation: Promoting social innovation	Safeguarding the environment and responding to the climate emergency

## Progress update on the 2021-22 report

Our 2021-22 Social Value Report identified four recommended steps to progress. Highlights included:

1	Extend social value into the supply chain, including with tenders, encouraging green credentials of suppliers, engaging with SMEs in the supply chain, and launching a Procurement Social Value Charter	ACHIEVED
2	Potential to install electric charging points at all stations and further energy improvements	ONGOING <sup>2</sup>
3	Encourage apprentices, especially from disadvantaged backgrounds. For example, through local schools' engagement for work experience, staff volunteering time for interview practice days or mentoring	ACHIEVED
4	Develop a programme of work for ISO20400	ACHIEVED

## Our work with the Purpose Coalition

Southeastern is the first rail company to work with the Purpose Coalition to break down barriers to opportunity. Our work with them will help boost social mobility in the communities we serve and enable them to thrive.

Apolitical, the Purpose Coalition is led by the Rt. Hon Justine Greening (previously MP for Putney and the first female Conservative to be

<sup>2</sup>. There are no plans or funds at present to install EV charging points on Southeastern. We are currently installing £500k of LED lights across our stations i.e. car parks, platforms to reduce energy consumption.



Secretary of State for Transport) and John Woodcock (Lord Walney - the former MP for Barrow and Furness between 2010-2019 and previously a Special Adviser to the Rt. Hon Gordon Brown MP).

As a member of the Purpose Coalition, Southeastern has signed up to a Social Mobility Pledge ('The Pledge'). The Pledge is a commitment by businesses to bear social mobility in mind when considering access to opportunity, outreach, and recruitment; a valuable consideration given the diverse cross-section of society our network serves.

The Coalition has identified 14 areas of focus (Purpose Goals). The Purpose Goals are now the leading architecture for truly purpose-led organisations who are committed to actions rather than just words. Organisations use the Purpose Goals architecture to clearly articulate their purpose.

As part of an initial assessment, organisations focus on three or four areas to develop their work. As part of our work the review focussed on four areas.

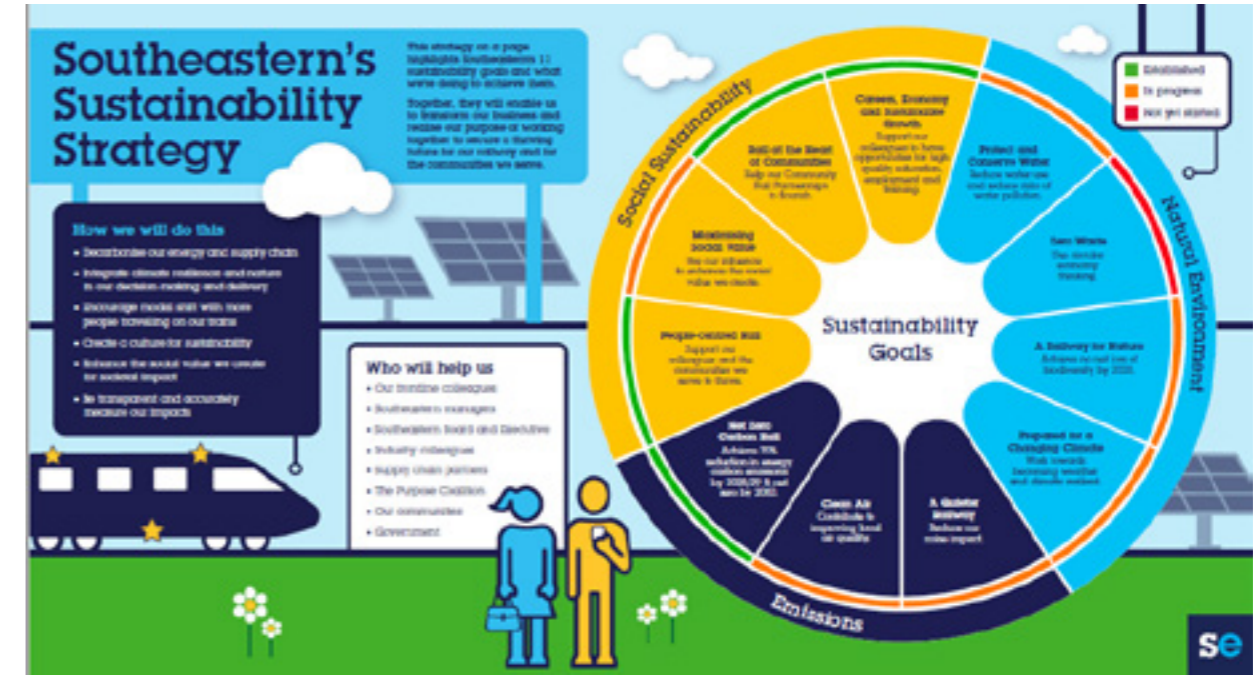
- **Positive post 16+:** Every young person and adult to have the choice of a high-quality route in education, employment, or training.
- **Fair career progression:** Opportunities for career advancement for all based on ability and potential, not connections.
- **Infrastructure for opportunity:** Developing the physical infrastructure that connects people and places to opportunity.
- **Harness the energy transition and Net Zero:** The transition to a Net Zero version of Britain is a unique opportunity to see new careers and new roles but in the very places where they can make the most difference on levelling up.

Southeastern's first review is now complete, and we are using the insights obtained from this work to achieve more. Southeastern look forward to being part of the Purpose Coalition in 2024 to provide support to our communities, leverage our purpose and to inspire our people and communities.

Our work with the Purpose Coalition is an important part of our broader Sustainability Strategy, (that we launched in November 2023) as illustrated below, and the Coalition is a key partner in helping us to jointly deliver our strategy.

Our Sustainability Strategy is aligned to the Rail Safety and Standards Board's Sustainable Rail Blueprint and sets out our change agenda across the three themes of Natural Environment, Emissions and Social Sustainability. We are focusing on 11 goals which will enable us to transform our business and realise our purpose of working together to secure a thriving future for our railway and the communities we serve.

We believe everybody has a role in progressing our sustainability agenda. Rail continues to be relevant to our customers, colleagues and to society and, as we adapt and change, we'll continue to deliver great services in ways that create social, environmental, and economic sustainability.



Speaking about our joint work with the Purpose Coalition, its Chair, the Rt. Hon Justine Greening (a former Secretary of State for Education, Transport and International Development) said,

"Rail connectivity and infrastructure can play a pivotal role in driving our nation's economic growth and breaking down barriers to opportunity. I know from my time as Transport Secretary the positive role companies such as Southeastern can play for their customers, colleagues, and communities.

Our extensive railway network can be a building block for regional development, economic growth, and boosting opportunity.

Through its work with the Purpose Coalition, Southeastern Railway is at the forefront of showcasing the rail industry's potential to create lasting positive impact. Our collaborative cross-party efforts, are bringing together the most innovative leaders, parliamentarians, and businesses in the UK to enhance, share, and develop solutions that break down barriers to opportunity for customers, colleagues, and communities.

This report highlights the Southeastern approach, serving as a blueprint for others. By illustrating how these practices directly contribute to economic growth and opening up opportunities, Southeastern sets a precedent for others in the sector. I look forward to continuing our partnership working together, as Southeastern goes further in its commitment to have a positive impact on its customers, colleagues, and communities."



**The following sections report our progress towards the themes, measures, and outcome we have prioritised for 2022-23.**

## 1. Jobs: Promoting local skills and employment

Southeastern is privileged to work with over 4,500 employees. Here is what they help us achieve:

- 117 million passenger journeys over the year.
- Operating over 1700 train services every weekday.
- Running a fleet of 399 trains.
- Carrying over 500,000 passengers on weekdays.
- Covering 540 miles of track.
- Managing 165 stations and serving 181 stations.
- Operating the UK's first domestic high-speed service, which has a 140mph top speed.

Ten percent of our workforce are now apprentices-in-training who add enormous value to our business, and we are working hard to recruit more. Of the 400 apprentices we currently have in training, 72 identify as women and 52 identify as Black, Asian, and Minority Ethnic. Whatever people's current perception of rail, we want and need to recruit people, with the right skills, from a diverse range of backgrounds, as well as ensuring our workforce reflects the communities we serve.

Our apprenticeship programme has been awarded the Gold Standard by respected workplace performance assessors, Investors in People. We are now one of only three large employers in the country to hold gold in three areas of assessment:

- We Invest in People.
- We Invest in Wellbeing.
- We Invest in Apprentices.

The overall experience of apprentices has been rated as exceptional as part of this process, with high satisfaction rates and a strong commitment to the programme throughout the organisation. This follows Southeastern being listed in the top 100 Apprenticeship Employers and achieving 5% Club Gold, which underlines our commitment to developing our people.

Inclusivity and diversity are hugely important for us at Southeastern. Continuing to create a better and more inclusive organisation, where people can bring their whole selves to work, and where our people can thrive is a top priority. That is why we are extremely proud to have been named as a Financial Times Diversity Leader.

Southeastern Railway has been highlighted as one of 850 employers from 16 countries across Europe who have been seen to do more than just talk about their commitment to diversity and inclusion and take action to promote change and create an inclusive environment.

## Our work in 2022-23 - Jobs

We understand we can have a significant local impact, such as by running our employment practices well, and we take this responsibility seriously. This year we are pleased to report that:

- At least 90% of our staff are from the local area.
- This year efforts to improve gender diversity among our train drivers has culminated in a 137% increase of female train drivers over the last five years.
- We retained the three Investors in People accreditations for being a great place to work.
- We signed the Armed Forces Covenant and were awarded both Bronze and Silver Employer Recognition Scheme Awards.
- Over 13,000 self-guided programmes of our new online learning programmes were completed by our colleagues.
- 191 Apprenticeships were completed during this period, all of whom went onto full-time roles.

### Local employment

The southeast is a mix of affluent and less well-off areas; the London effect provides opportunities for employment for residents, but there are also a lot of service, catering and tourism and leisure industries in Kent and East Sussex, and Gatwick Airport supports the travel and tourism industry.

However, these sectors were significantly adversely impacted by the Covid-19 pandemic and associated lockdowns and local employment is only now starting to normalise. Please see our 2021-22 social value report for specific actions to support recovery from the pandemic. In 2022-23, commuting by train is on the rise again, an indicator of local industries and employment returning to strength - although still not yet back to 2019 levels. We can help with this recovery by recruiting from the local region and supporting ongoing next generation talent development.

### Local next generation talent development

In 2021-22, we identified developing the next generation of local talent as key and committed to more local socially led employment schemes.

- In 2022-23, we therefore worked with the Princes Trust and The Schools Outreach Company to nurture the local pipeline of the next generation of talent so that we could employ more from our local region (please see the next section 'Social' for more detail).

### Local recruitment

Investing in efforts to recruit locally continues to be a clear social impact we have.

- Most of our 4,542 employees (90%) in 2022-23 come from the local region; by local we mean the region of Kent, East Sussex, London Boroughs of Southwark, Lewisham, Bexley, and Bromley.
- In 2022-23, we attended 16 careers fairs (a mixture of schools and job centre/ other external events and stands at our stations) as well as 88 school engagement events.
- We dedicated 231 hours 15 minutes of engagement with local communities.

### Great place to work

Once a local resident is in employment, it is important the job is one that is good and fair. To aid this, we use Good and Fair Work Charters that specify best practice standards for related employment practices.

We take good and fair work for our employees seriously and are measured and accredited against the three Investors in People frameworks, achieving the Investors in People (IiP) Gold standard for:

- The Apprenticeship Framework since March 2023. We invest in Apprentices: an apprenticeship programme that provides job outcomes for the apprentices (please see below "improved skills").
- The Wellbeing Framework since July 2021. We invest in wellbeing culture, practices, and outcomes (please see the next section Social/Wellbeing).
- The People Framework since 2012. We Invest in People: culture, employee engagement, communication, and work practices. As part of our people plan, we are working to develop an honest feedback culture – to make working together to seek, and act on, feedback from colleagues' integral to the way we operate. To align all key people related data and utilise this insight to design and drive the colleague experience.
- Colleague Network Groups (CNGs) since 2018. Our CNGs have been growing since 2018 when we facilitated the set up of three groups; Mind the Gap (support and inclusion for mental health), LGBT+ sOUTheastern and WIRE (Women in Rail Empowerment). Since then, we have seen the introduction of CultuRail, Accessibility and our Armed Forces CNG. Each group is supported by our Colleague Experience team and Executive Sponsor. These colleague-led groups all have a mission, objectives, and action plan and workstreams that help deliver and achieve those. One such workstream is FASE; families at Southeastern, who are a sub-group of WIRE led and formed by its members and working to create a safe space for people with families to be able to share their concerns, issues, and experiences and to provide support for them where needed.

## Supporting people experiencing disadvantage

As well as investing in equality and fairness for the nine protected characteristics (see next section 'Social/Reducing inequalities'), it is important to ensure that those who are disadvantaged in the job market have the same opportunities to join us and progress, as relevant to the job requirements and role. This includes:

- Women into work, where even today the gender pay gap is wider for women in the same role as men, where women are less represented in senior positions, and whose careers can be affected by maternity leave and childcare obligations.
- Long-term unemployed (including those who were homeless) back into work.
- Armed forces veterans back into work.
- Young people not in employment, education, or training (for example, if they are care givers or unemployed).
- Back into work for rehabilitating or ex-offenders.
- Providing support, policy and reasonable adjustments for colleagues with a disability. We work with organisations such as The Business Disability Forum and Cognassist (a neuro-inclusion assessment platform) to remove barriers to inclusion for people with physical or mental impairments.

For 2022-23, we focused on women into work and armed forces veterans back into work.

### Armed Forces Veterans

We signed the Armed Forces Covenant, which is a commitment to ensure those who have served in the armed forces and their families are treated fairly. Organisations provide a written and publicised set of promises to set out their support. We were awarded a Bronze Employer Recognition Scheme Award in 2022 and a Silver Employer Recognition Scheme Award in 2023. We currently employ at least 106 Veterans, Reservists, Cadet Force Adult Volunteers, and family members of members of the Armed Forces.

### Gender equality

Tackling the gender pay gap is a priority for us. We are looking ahead to ensure we are bringing everyone along with us, strengthening our focus on nurturing our people and encouraging them and our business to thrive. Thanks to our ongoing efforts, our gender pay gap narrowed this year - although we know there is much more we need to do.

- 79% of our workforce identify as male, though this is closer to 90% for train drivers. We are taking positive action to address this, such as ensuring equal numbers of male and female candidates attend assessments and holding

entirely female assessment days when we have sufficient candidates. We have around 110 female drivers on our mainline and high-speed services

- As is typical for our sector, we do have a gender pay gap. The mean gender pay gap was 17.84%, and the median gender pay gap was 16.22%.

Female representation in the transport and STEM sector is notoriously unbalanced. Of the 237 new hires in 2022-23, 67 were female (28.3%). Therefore, we have focused on:

- Promoting opportunities for women by reviewing all advert wording using a gender bias tool to ensure all adverts are gender neutral.
- Continuing our partnership with WORK180 ensuring that our opportunities are promoted to their network.
- Highlighting Southeastern as an employer of choice for women by being transparent about our policies and benefits and sharing positive stories across their network.
- Partnering with Socially Recruited to promote opportunities and raise awareness of Southeastern to women via targeted social media advertising.
- Running multiple campaigns with successful engagement and click through rates.

## Supporting skills development

Investing in our employees' ongoing skills development is important. We have a comprehensive continuous professional development (CPD) programme as well as an extraordinarily successful apprenticeship scheme. We have over 16,000 eLearning courses completed a year by over 4,000 colleagues, meaning 88% of our employees complete at least one eLearning course a year.

### Continuous professional development

All colleagues are encouraged to develop and keep a CPD log.

- We introduced a practice of 'Check in's' in early 2022 which rely on regular, semi-structured, meaningful conversations between employees and their manager. This forms part of our talent and succession planning strategies and was rolled out across the business in 2022-23.
- We had 20,000 self-guided learning programmes started on our Learning Space, over 13,000 (or c.70%) of which were completed.

Some colleagues' complete specialist higher education/ qualifications which are encouraged and sponsored by departments. We have 40 people undertaking Leadership and Management apprenticeships which are accredited by the institute of Leadership and Management. We also have 18 colleagues completing other apprenticeships in fields such as accounting, payroll, and Human Resources.

## Apprentices

Apprentices are an exciting way to develop the knowledge of the next generation of talent whilst giving them the valuable work experience, they need. We invest in a leading apprenticeship programme.

- 191 Apprenticeships were completed during this period, all of whom went onto full-time roles.
- Our status as a quality Apprentice Employer Provider has been confirmed by a trio of awards; Top 100 Apprenticeship Employers (GOV), 5% Club, and Investors in People Gold.
- We also had an Apprentice this year who won Male Apprentice of the Year.



### Case study

## Male Apprentice of the Year award

**One of our conductors, Mark Barron, was named Male Apprentice of the Year at the Women in Rail Awards in 2023.**

Mark joined Southeastern in February 2022 wanting a new career challenge. Having held management roles at Premier Inn and the Co-op, 58-year-old Mark has wholeheartedly embraced the challenge of a new industry, with colleagues saying Mark has always gone the extra mile regarding his work and learning. He has impressed not only the apprenticeship team but his trainers, managers, and our executive management team.

As part of his route learning training, Mark took it upon himself to visit each of our stations to collect key information, including the number of car parking bays, the number of toilets, ticket vending machines and the level of disabled access. All the data has been uploaded on a spreadsheet which has been shared with colleagues. He has also, off his own back, compiled comprehensive documents that contained information in an easy-to-digest and understandable format. This approach shows his thirst for knowledge and attention to detail.

**Mark Barron says: "It's very much appreciated. It makes it easy when you're doing a job (and for a company) that you absolutely love".**



## 2. Growth: Supporting the growth of responsible regional businesses

We pride ourselves in working fairly and transparently towards a sustainable future. This means we source goods, works and services in a fair, transparent, and responsible way. It is important to us that our current and prospective suppliers align to our core values and strategy and support us in delivering outstanding service for our customers, team members and the communities that we serve.

We published our new [Procurement Social Value Charter](#) in Summer 2022, which outlines our ambitions to integrate social value into our procurements and outline the minimum expected requirements from our supply chain. This charter includes a wide range of elements including economy, diversity and inclusion, health and wellbeing, sustainable communities, environment, and ethics. Our tender evaluation process will incorporate relevant social value factors and we will be seeking a proactive approach from suppliers working with us on supporting these objectives.

We recently refreshed our Procurement Policy, outlining how we operate fair and transparent sourcing processes which demonstrate value for money for our stakeholders and comply with relevant regulatory requirements, our Procurement Policy is available [here](#).

As a member of the rail community, Southeastern utilises two main routes to market for high value requirements: the ['Rail Industry Supplier Qualification Scheme' \("RISQS"\)](#) and the UK Government's ['Find A Tender Service' \("FATS"\)](#). RISQS requires a subscription and applicable audits for the relevant categories of supply. FATS is an open portal and requires no subscription.

The vast majority of our new sourcing requirements will be via these sources and, to ensure transparency, we are unable to accept unsolicited approaches to apply for tender opportunities with for high value or safety critical goods, works or services outside of these methods.

We are always keen to engage with local suppliers in our regions or those with new, innovative products or services to develop our supply chain. If you would like to get in touch, please contact: [procurement@southeasternrailway.co.uk](mailto:procurement@southeasternrailway.co.uk)

### [Our work in 2022-23 - Growth](#)

Our approach to social value is to also look at the positive impact we can have through decisions and investments we make; how we procure and the quality of the jobs we create is a real opportunity to support our region. The investment and initiation of regional growth through the goods and services we ask our regional business to make can generate local business and jobs growth.

We are therefore prioritising supporting the growth of responsible regional businesses through:

1. Nurturing opportunities for local businesses, and SMEs and voluntary community and social enterprises (VCSEs) in our supply chain and ecosystem.
2. Ethical procurement standards and managing modern slavery.
3. Building social value in the supply chain.
4. Ensuring our regional jobs are managed responsibly through good wellbeing and mental health support.
5. Ensuring our regional jobs are dispersed fairly through reducing inequalities.

This year we are pleased to report that:

- We launched our Procurement Social Value Charter and updated procurement policy, which outlines our commitment to generating social value in a set of priority impact areas across six key pillars.
- We directed over £274m of our procurement spend to suppliers in the local area – 27% of our total spend. Over £14m went to local micro or small to medium enterprises (MSMEs).
- We achieved and have been accredited against the best practice ISO standard for sustainable procurement, ISO20400.
- We provided a 'DIY' health kit for colleagues in the second half of the year - so far this has led to 174 self-checks at five locations by colleagues looking to check their health indicators.
- 24-line managers completed the bespoke SE Menopause and undertook the assessment to become both Menopause Friendly Accredited as well as an Endometriosis Friendly Employer.
- Our sector leading Railway Mental Health Charter continued to expand - to date 128 organisations across rail have signed up to the charter.
- Further work on the colleague mental health training programme means, to date, there have been 1,860 mental health support interventions.
- We were recognised by the Financial Times - Diversity Leaders as 'walking the talk' on Equality, Diversity and Inclusion, and 774 colleagues completed our new Equality Act training module.

## Opportunities for local, SME and VCSE organisations

### Procurement spend

This is the first year we have analysed our data for local spend, despite having for years made efforts to include local and small businesses in our supply chain where we can.

- With an annual procurement budget of just over £1 billion, 27% was identified as local spend which equates to just over £274m<sup>3</sup>.
- Of that, over £14m went to local MSMEs.

This spend included procuring services for recruitment, consultancy services, electrical maintenance, air components, alarms and security, and engineering services. As our Procurement Social Value Charter is now established, we will in future be able to track data on outcomes of procuring locally, such as numbers of local people employed, and apprentices hired for our contracts.

We recognise that smaller suppliers are more sensitive to cash flow, and where we can (e.g., some invoices have issues to resolve before being paid) we aim to pay invoices within 30 days. This year we paid an estimated 65% of invoices within 30 days.

### Procurement spend

Across all our operations, we work with many Voluntary and Community Sector Enterprises (VCSEs), from the Community Rail Groups (to whom we provide £200,000 a year) to charity partners such as Shelter, the Samaritans, The Princes Trust, Visit Kent, Work180 and the consultancy services of VCSEs, such as RSSB and the Wildlife Trust. Please find information on these projects throughout this report.

### Tourism support

Southeastern has developed strong relationships within businesses and communities in Kent and East Sussex. This will continue as we work to build further collaborations with independent retailers, businesses, stakeholders, and tourist attractions. Sharing of opportunities and ideas on tourism recovery plans, together with the development of joint initiatives that encourage rail travel to these destinations, will support growth of resilient and healthy communities.

- Work will continue to secure Southeastern's ticket booking widget and updated information about our services on partner websites, allowing us to target greater numbers of potential customers when they are in consideration/ purchase mode.

3. Total local spend of contracts over £100,000 in that year out of our total procurement annual spend for 2022-23 of approximately £1 billion. Some of the total spend is directed to suppliers where we do not have an alternative option due either to contracts or specialism of service, such as Network Rail, HS1, British Transport Police etc. Total local spend in the 'addressable only' spend pot is just over £18 million

- We have ongoing collaboration with Destination Management Organisations (DMOs) and tourist bodies such as London and Partners, Visit Kent, Visit Canterbury, Visit Thanet, Visit Greenwich, and Visit 1066 Country.
- We also pay an annual fee to Visit Kent. This has been in place for several years and is a successful opportunity, allowing us to benefit from being part of their marketing and promotional communications throughout the year and helping to drive visitors to Kent by train.
- We continue to work with and support key organisations such as Creative Folkestone, Turner Contemporary, Creative Estuary, and the Medway Cultural Strategy maximising opportunities to drive rail travel and journeys.

### Ethical procurement

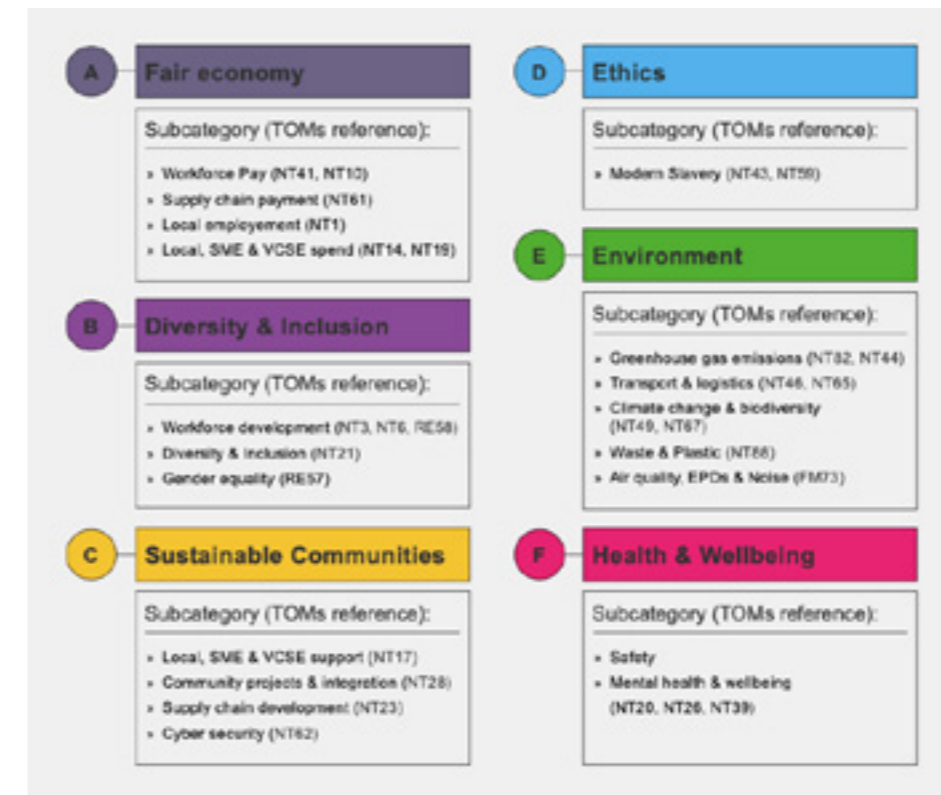
Ethical procurement is core to how we procure, and we expect our suppliers to adhere to ambitious standards.

We have a dedicated Modern Slavery policy, available to suppliers and on our website as well as to other interested parties. We intend to continue to mitigate as much risk as possible by procuring in compliance with the Utilities Contract Regulations 2016 and utilising frameworks where it is commercially viable and legislatively possible to do so. For example, we use the Crown Commercial Service frameworks, which are tendered under Public Contracts Regulations 2015 procurement rules and perform extensive due diligence when vetting prospective suppliers. We will continue to monitor our supply chain to assess ongoing risks and develop measures to further reduce the risk of slavery and human trafficking taking place within our supply chain.

This year we were also ISO20400 certified. ISO20400 is the international standard for Sustainable Procurement aligned to the UN Sustainable Development Goals and achieving sustainability integrated into procurement practices and managing risks and opportunities well. We achieved a score of 3.12 out of 5, which is considered good ('Mature approach') for a first-time assessment.

Our new Procurement Social Value Charter and Procurement Policy promotes ethical procurement, and clearly communicates the standard we expect and how further/ best practice from our suppliers will contribute to higher awards in our tendering process. To balance adhering to ambitious standards with supporting SMEs to bid for contracts, the inclusion of social value in tender scoring is for contracts over £100,000, and for large contracts (over £355,000) social value is a minimum 10% of the scoring.

### Building social value in the supply chain



Our 2021-22 social value report highlighted developing a Procurement Social Value Charter as a key step for 2022-23. We are pleased to say that in August 2022 we launched our Procurement Social Value Charter which outlines our commitment to generating social value in a set of priority impact areas across 6 key pillars:

1. Fair Economy
2. Diversity, Inclusion and Training
3. Environment
4. Ethics
5. Sustainable Communities
6. Health and Wellbeing

A bidder's proposed social value targets are included in contracts in a performance schedule, which includes a service credit mechanism that incentivises suppliers to complete their achievement of these targets.

Our standard contract terms and conditions require our suppliers to maintain a subscription with the Social Value Portal (SVP) and complete periodic reporting of their social value achievements. SVP will continue to be involved by validating and interrogating the information provided by the supplier and tracking delivery throughout the contract term.

Since the launch of the Charter, we have awarded four contracts which include target Social Value of £3.083m. In addition, we have engaged with suppliers on existing contracts, such as cleaning and



facilities maintenance, to explore incorporating social value into their existing contracts as part of variations. We estimate in the future this will increase our social value generation by at least £3m a year.

We ran an exercise to see retrospectively how many contracts would have met our new Charter and estimate that over 70% of previous contracts would meet our Charter's higher standards.

### Developing our Procurement social value charter

In January 2022, we partnered with the Social Value Portal (SVP) and agreed a process whereby we direct bidders to their portal to submit their social value tender response and delivery plan against our set of priority chosen KPIs. This ensures a structured and best in class methodology for assessing, calculating, and validating bidders' responses, and creating a target social value level which is then included in the successful bidder's contract.

- SVP complete the evaluation for us, and we have also received training so that our own staff are upskilled and able to undertake evaluations on the portal themselves.
- We developed our set of national Themes, Objectives, and Measures (TOMs) from which we will choose on tenders above £100K (where relevant). These were linked to the key pillars, split into core, and focused aspects.
- On any procurement where we include Social Value in the evaluation, we committed to using the seven core KPIs, and up to eight additional focused KPIs (based on contract complexity and opportunity) from a list of 21.
- We set this approach based on what was thought to be reasonable to expect our supply chain to report on and ensuring that we had a targeted approach as opposed to a one size fits all.
- We also developed a heatmap which identified the key social value areas for each purchasing category, helping us to identify how we could focus the supply chain attention to key aspects (e.g., mental health in construction, climate change in building and rolling stock). This links into the previous point and how we would select our focused KPIs for each procurement.

The Charter will help us to better identify and report our social value creation from our procurement. However, we already know we are creating social value from our procurement practices; see the case studies below for examples of partners helping us on this journey.

In 2023-24, we will start to integrate the process into new contracts and gather data for reporting.

### Case study

## NG Bailey

### Providing mechanical and electrical support for our stations and platforms

Our sites can be complex to manage, with a mix of residential/ office buildings, stations, depots, and station platforms. Maintaining all the different mechanical, electrical, plumbing and safety aspects is critical in the smooth running of the railway.

NG Bailey is another example of the type of business we engage with via our procurement. They have a mature approach to investing in social value creation, already reporting on their overall organisational value creation. Our contracts with them extend across mechanical and electrical support (air conditioners, drainage and plumbing and heating) to energy surveys and platform repairs. Their approach to social value creation gives us reassurance that our procurement spend with them is delivering the intention of the Social Value Act and PPN06/20.

NG Bailey already meet many of our Charter's standards for creating social value, and future contracts/ renewals will ask for more contract-specific social impact created via our procurement with them.

1. Fair economy: NG Bailey work with a large cohort of local SMEs, and this approach means inward economic growth in our region. On our contract specifically they spent £2.57m in our local region in 2022-23.
2. Diversity, inclusion, and training: NG Bailey have a focused EDI programme covering Dignity at Work, Disability confident committed employer, and training on EDI. All 17 local members of staff (four are female) on our contract with them have access to this and a suite of L&D and a training matrix. They have a Women in Engineering programme and STEM activities to support diversity into the sector. Training for staff on our contract included 80 weeks of time across the cohort in this reporting year.
3. Environment: NG Bailey track their emissions, waste, water, and air pollution impacts. Although they do not currently track these impacts on a contract-by-contract basis, this is something we are

working with them on. This ties into their best practice approach to target setting (with a Science Based Target (SBTi) on net zero) and environmental management practices to positively manage environmental impacts from our contract with them specifically.

4. Ethics: NG Bailey have their own Supply Chain Charter (including monitoring modern slavery), are ISO27001 certified, and oversee the delivery of ethical business with an Ethical Working Committee and 'Ethics test' guide to enable employees on behaving ethically.
5. Sustainable communities: NG Bailey's community programme invests in local business engagement (Supplier Engagement Days) and schools' engagement to support 11-19-year-olds into work. This results in nurturing talent for their apprenticeship programme and local recruitment. Our contract with them did not have an apprentice on staff, but their broader programme had 103 apprentices working for them and they were in the Top 100 Apprenticeship employer of the year.
6. Health and wellbeing: NG Bailey have a Wellbeing programme covering all staff, including the 17 on our contract. They provide an internal 'hub' where staff can go for support and information, health cover and, in 2023-24, are investing in mental health first aiders.

We are at the start of our social value impact measuring via our procurement spend; it is organisations such as NG Bailey that help us to understand the impact our procurement spend is having, and where we can do more for our region. The charter is critical in starting this journey with our suppliers.

## Wellbeing and mental health

We are proud to say we are recognised for leading the industry in our approach to wellbeing, especially mental health. This year we started collecting more data and insight on the health of our employees, giving us more data to use to tailor and focus support. For example, we have:

- Run 11 health fairs for our employees.
- Provided a 'DIY' health kit that circulates our network for a minimum of six weeks, so employees have a chance to use it. The kits check body and visceral fat percentages, BMI, Systolic and Diastolic blood pressure, and Basal Metabolic Age and rate to enable colleagues to detect health problems. So far this year, this has covered 10 locations; there were 174 self-checks at five locations in the second half of 2022 alone.

The data has helped us to identify areas where colleagues need support. For example, supporting colleagues through menopause and with mental health.

## Menopause support

We have training on menopause awareness and support for our line managers. 24-line managers have completed the bespoke SE Menopause Awareness for line managers module. This 30-minute module provides information for line managers on how to support all colleagues and is aligned to our Menopause Policy. Next year this module will be updated.

In 2022-23, we also undertook the assessment to become both Menopause Friendly Accredited as well as an Endometriosis Friendly Employer. We achieved both.

## Mental health support

We are a signatory and founder member of the Railway Mental Health Charter (RMHC). Our willingness to share with other organisations and learn from their actions has created an ideal opportunity for those involved to develop strategies and processes that are helping many colleagues. The RMHC is the next stage for this to happen. In May 2021, this was formed by Southeastern, and along with RSSB to lead, advise and underpin organisational efforts.

- The RMHC sets up a framework to support the reduction of mental health stigma, and change behaviours in the workplace, through cross-industry collaboration, without requiring annual subscription to third party organisations.
- The framework also builds on RSSB's Mental Health and RMHC 2022 '4 Wellbeing' Framework. This covers preventative, proactive, and reactive

activities aligned with the standards set out in the government's Stevenson/ Farmer review.

- Signing the RMHC is a commitment towards improving mental health in the workplace and the industry.

In 2022-23, signatories to the charter have grown. To date, 128 organisations across rail have signed up.

In 2022-23, we also launched a Managers Mental Health toolkit module, which 45 colleagues have completed. The purpose of this 40-minute course is to support managers in understanding how they can support colleagues who may be experiencing poor mental health, and how to look after your own mental health.

The SE colleague mental health advocate programme is a voluntary peer-to-peer support programme that was created and introduced in 2018. In 2022-23, we continued to support the colleague network group 'Mind the Gap' and our Mental Health Advocates to raise awareness, help break mental health stigma and build a supportive and open culture:

- We currently have 13 advocates, all of whom undertake an external training and accreditation package. Initial MHA training is 30-hours mandatory classroom training (paid release for training).
- In addition, there is a 17-module portfolio of evidence to complete and a 500-word book review before they can meet the criteria for the BACP Level 2 accreditation (completed in their own time). This costs £500 per advocate.
- Since 2018, a total of 24 SE colleagues have been trained. To date, there have been 1,860 interventions.

We also have a voluntary Trauma Risk Incident Management (TRiM) peer support program which is designed to assist those people who have been exposed to a traumatic event, to deal with it effectively. Established in December 2022, through peer-delivered risk assessments and an ongoing support system, it is designed specifically to help in the management of traumatic events via self/ manager referral.

Our TRiM team is made up of 23 colleagues (four Managers, 19 Practitioners). Initial training is mandatory for all TRiM Managers and Practitioners (paid release for training).

- This is a significant but valuable investment. A two-day TRiM Practitioners course for up to 16 delegates is £8,300. TRiM Managers must do the Practitioner course as well as another two-day TRiM Managers course for £890 per person. They obtain BTEC Level 5.

- We have an annual budget of £18,000 for annual refresher MHA and TRiM training.

Since launching there have been over 45 TRiM referrals - including manager referrals and self-referrals. Over half undertook TRiM assessment, were referred on and all received further signposting for support.

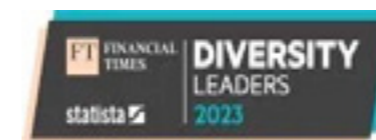
### Reducing inequalities

Ensuring all the diverse populations of our employees are supported and treated fairly helps us to grow talent and support our people. We invest in purposeful practices to ensure fair work for all.

Our everyday inclusion culture at Southeastern is about creating opportunities for everyone, every time and in everything we do.

- Learning is an integral component in bringing inclusion and diversity into the workplace.
- We continue to create safe spaces to have open and honest conversation to help everyone understand what diversity and inclusion means at Southeastern.
- We aim to build an understanding of the benefits and opportunities for everyone.
- By removing barriers and accelerating progress, we are committed to creating a culture where it is safe to learn, contribute and challenge the status quo.

To achieve these goals, we have a monthly calendar of inclusion campaigns marking events via a data driven approach that matters to our people and our Colleague Network Groups. Events offer an opportunity for learning as well as raising awareness and celebrating difference.



We are measured and accredited against the Ernst Young National Equality Standard, which ensures compliance and best practice against the nine legally protected characteristics. We are also proud members of Inclusive Employers Scheme, work with the Business Disability Forum, and in 2023 were recognised by the Financial Times – Diversity Leaders as one of the 850 employers from 16 countries across Europe who have done more than just talk about their commitment to diversity and inclusion.

## EDI learning

Learning is a crucial tool for reducing inequalities. 115 colleagues completed our bespoke SE Diversity and Inclusion module. The learning objectives of this 15-minute module are to help colleagues understand what we mean by inclusion and diversity; to be clear on Southeastern's commitment to inclusion; understand the benefits of inclusion; consider other people's perspectives; practical examples for creating everyday inclusion in the workplace.

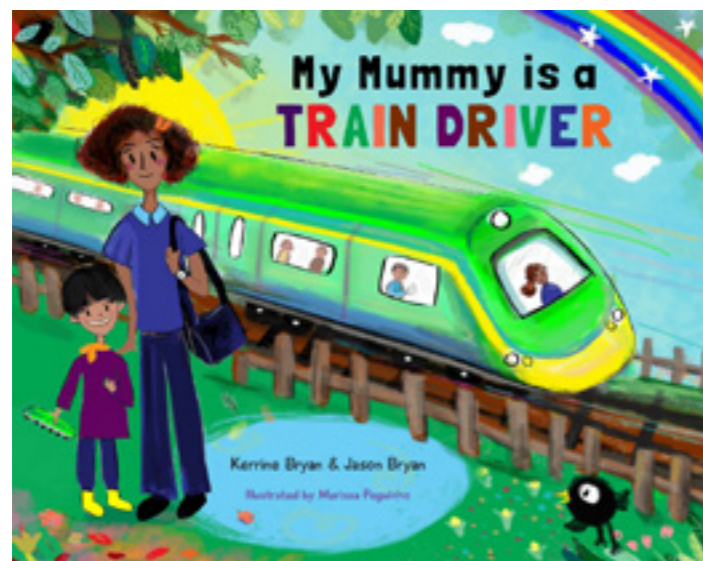
774 colleagues have completed our bespoke Equality Act briefing for Managers module (mandatory) with an overall 89% completion rate. The purpose of this 30-minute eLearning module is to provide People Managers with a basic overview of the Equality Act. The Act is a complex piece of legislation, so managers will need to offer support to all colleagues and may need to seek further guidance and support from HR Managers.

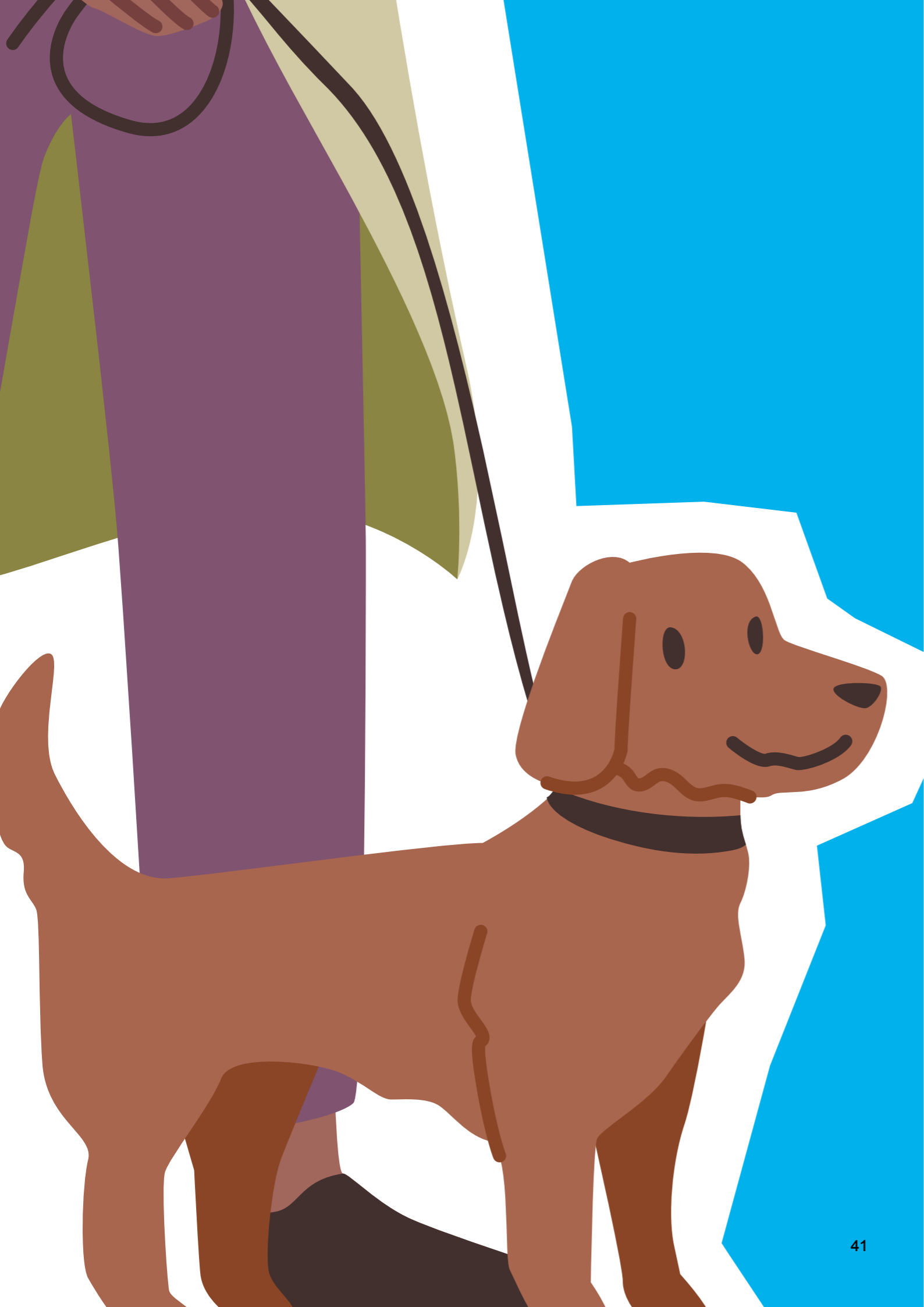
We also have a Digi-inclusion programme in design which will be rolled out to all colleagues from 2023. The programme aims to address non-inclusive language, behaviours/ micro-aggressions in the workplace to raise awareness of (and thereby reduce) the occurrence and the impact of microaggressions. Designed as team talks and facilitated sessions in-house, the package will include talking head films with small scenes with SE specific content and real-life examples that focus on all aspects of inclusion and creating conversations.

## Inclusive employer

We support many employee networks, including CultuRail (cultural diversity), AccessAbility (accessibility inclusion) and the Women in Rail Empowerment (WIRE) and many more colleague network.

In 2022-23, we supported WIRE by entering a partnership with companies across the rail industry to produce a book 'My Mummy is a Train Driver' aimed at tackling stereotypes and encouraging more women and girls to consider a role within rail.





### 3. Social: Healthier, safer, and more resilient communities

We are proud to support the local communities in our network through partnerships and outreach.

Southeastern is committed to providing a safe and comfortable journey for everyone, and we have continued to put in place measures to support that aim. Southeastern, along with the rest of the rail industry, has kept vital train services running for everyone who had to travel for work, education, shopping, or medical appointments. During this year we are seeing passenger numbers picking up again, we want to be sure that we are doing everything that we can to make our services equally accessible to everyone in the communities that we serve.

Southeastern is proud to support the local communities in our network through partnerships, sponsorships, and community outreach. We are currently finding new ways to extend our service beyond our stations and transform lives.

Last year, we were involved with **more than 80 community-led projects**, helping to organise teams and provide funding or volunteer work.

Our community initiatives include:

- Local gardening schemes at stations.
- Adopt-a-station initiatives.
- Community noticeboards.
- Rail safety talks and tours for schools and nurseries.
- Book clubs to raise money for local charities.

The **Kent Community Rail Partnership (Kent CRP)** exists to bring together widely varied partners to provide social, economic, and environmental benefits to the communities served by rural and secondary rail services. The partnership covers the Swale Line Sheerness-on-sea to Sittingbourne, and the Medway Valley Line Tonbridge to Strood via Maidstone West.

To find out more about the Kent Community Rail Partnership and its activities visit [kentcrp.org.uk](http://kentcrp.org.uk)

Our community initiatives include:

We have a presence in over 180 communities across the areas we serve, and with 1,700 trains a day connecting people across the region, we touch the lives of many residents, businesses, tourists, school children and commuters. We focus on achieving four key social impact outcomes:

1. Reducing crime.
2. Supporting healthier communities.

3. Facilitating our staff working with local community groups.
4. Leverage our financial resources to further community projects, including the Community Rail Partnerships (CRPs).

Across these four outcomes, we invested in our communities in various ways this year:

- We launched collaborative and innovative tools to reducing crime and investments in safeguarding on and around the railway, such as the new Joint Safeguarding Strategy and new Eyewitness Information System. Operation Barbican reduced antisocial behaviour and disorder in hot spots by 44% and sexual offences by 25%.
- We ran welfare support for passengers and staff, including reducing violence against staff and reducing suicides on rail; there were over 71 suicide-prevention interventions from staff supporting vulnerable people on our railway.
- We provided and invested in local areas as community hubs, station community centres and supported community groups developed places to be proud of.
- We supported local schools on rail safety, and work and employment opportunities; 84 schools were engaged in 2022-23, covering 86,133 students.
- We invested £200K in five Community Rail Partnerships. We worked with local community groups to refurbish local amenities and beautifying local spaces on and around our stations.

Our work is made possible by the time and passion our colleagues give, as well as many impactful partnerships with VCSEs and public services to collaborate on achieving better social value and outcomes. For example, The Prince's Trust for young people skills and job development, the Samaritans for suicide reduction, Shelter UK for homelessness, and various policing institutions such as the British Transport Police and Kent, Metropolitan and Sussex police – to name just a few of our partners.

### Reducing crime

Several types of crime exist on and around the railway, so we invest heavily in managing this. From revenue protection, bike crime, anti-social behaviour, theft, and violence against our colleagues. We have several teams that work together to reduce crime and make the network safer for everyone. Our internal teams work together to connect data and action, and we also work very closely with external partners such as Kent Police, British Transport Police, the Metropolitan Police and Network Rail.

### Safeguarding strategy

In November 2022, we developed our new joint Safeguarding Strategy with Network Rail and British Transport Police. Areas of focus include abuse, neglect, self-neglect, trafficking, community safety, modern day slavery, missing people, sexual abuse and more. Our approach is empowerment, prevention, proportionality, protection, partnership, accountability. We cover crime as well as vulnerable people and personal harm, antisocial behaviour, youth crime etc.



In August 2022, we appointed a new Safeguarding Manager and the formation of a Southeastern Safeguarding Team, which currently has two staff.

## Colleague safeguarding training

Colleagues own safety is especially important. In 2022-23, an internal investment by our digital training team to deliver a bespoke online safeguarding training has been created especially for Southeastern colleagues, estimated to have taken 1,000 plus hours of design time. 108 courses were completed. The purpose of the training is to support all colleagues on identifying and managing crime in a safe and effective way.

## Eyewitness Information systems roll-out

Anti-social behaviour, crime, and violence against rail staff has been increasing in England. Therefore, this year we set up a new initiative - the Eyewitness Information System (EIS) that collects data on incidences and management of crime, and we work with the police and Network Rail to monitor and review performance and deployment.

The nature of many crimes means that the offences take place in unstaffed, vulnerable, high-risk locations. By taking a forensic investigative approach in identifying the when and where, the team can help raise engagement of other key stakeholders, such as British Transport Police for bringing offenders to justice, as well as Network Rail for making repairs to perimeter fences.

A similar approach to ticket vending machine attacks has been taken as the same principles apply (high value assets in unstaffed locations with no eyewitnesses). Ultimately, all of this makes a significant contribution in supporting our overall objective of making the railway a safer environment for everyone.



## Case study

### Eyewitness Information systems

Our new EIS initiative facilitates greater outcomes for existing initiatives.

- It supports the existing initiative Operation Interceptor, which focuses on prolific persistent and violent offenders, who are monitored via digital tools.
- We have 100 fully vetted Rail Enforcement Officers, with tools to aid them in their work. This year we connected them with the EIS and their Body Worn Video (BWV) activations averaged 3,600 per month. A trial this year of that live feed of the BWV has commenced with great results, allowing our Enforcement Officers to notify the EIS control room to view live footage.
- The Digital Evidence team also actively profile CCTV from the variety of systems operated by us, and connecting with the EIS makes this work more impactful. In this period an investment of approximately £30,000 has been invested in live feed CCTV across 15 stations on the network, where live feed was not previously possible. The team take a proactive approach to their work and are often the first to identify prolific individuals who may be concerned in multiple offences, sometimes linking crimes. The team will also highlight individuals to other departments (such as the Safeguarding team) to raise awareness of a subject's behaviour and travel patterns. They have used this approach to great success with high profile graffiti attacks against trains.
- There are clear outcomes and impact from this work. With the wealth of intelligence being gathered and levels of engagement increasing, we are in a stronger position than ever before in terms of demonstrating what exactly happened.

This not only has a tangible benefit in positively influencing the behaviour of those being recorded, while for the times it doesn't, we have irrefutable evidence of what happened.

Due to the nature of the investment and technology, we have an almost instant overview of what has happened. This helps to inform key decision makers, who can act immediately in identifying any vulnerabilities that may need correction or liaising with agencies to highlight problems.

## Reducing workplace violence

We have an ongoing strategy for workplace violence, especially violence by members of the public.

This year, we benchmarked against other train operators and reviewed our performance. The resulting Operation Barbican was launched in August 2022 to reduce workplace violence across 19 key stations identified as particularly vulnerable to workplace violence.

- The introduction of security staff resulted in an increase of 12,000 reports due to ticketless travel and anti-social behaviour.
- During this period arrests by police increased 25%, on train staff assaults decreased by 19%, anti-social behaviour and disorder decreased by a combined 44% and Sexual Offences decreased by 25%.

## Trespass

Trespass is also a common occurrence and is increasing. This exposes people to danger on the railway. In 2022-23, we formed the Trespass Working Group with Network Rail and the British Transport Police. 10 stations had Route Crime Risk Assessments carried out to look at mitigation measures.

## Child safety

Child safety is also an issue, covering crime (ticketless travel) as well as abuse and assaults. 1,564 safeguarding incidences involving children were reported this year.

- Working with Network Rail and British Transport Police, we have been delivering our Travel Safe, Travel Smart (TSTS) program at our jointly run (NR and Southeastern) education centre at Margate for primary age children. Secondary schools and colleges receive an age appropriate TSTS input in class and within assemblies, where crime and trespass on the network result from children attending these locations for educational reasons. We continue to see success that is resulting in a reduction of Anti-Social Behaviour (ASB), trespass and improvement of train running performance. In this year, the second half of the seconded project manager for the Education and Learning centre, continued to engage and education children on safety.
- We also ran a trial (investing £5,000) for youth outreach workers with Medway Youth Outreach. This trial was successful and for 2023-24 we will branch into other linked areas, including Violence Reduction Unit within Medway Council. Proposed work with secondary schools within Medway is at an early stage of exploration but include plans for pupils to log journeys and feedback their experience on the railway.





Tracking success of engagement shows us these initiatives work. In one area where we tracked success of this engagement there were 44 incidences of youths causing issues, delaying trains by 167 minutes in Q1 2022; while in Q2 2022 this dropped to 7 incidences, with 115 delayed minutes.

### Missing persons

We also encounter issues with missing persons, and work closely with Kent Police on this, using images from our new EIS system. This helped with a kidnapping related case. The system is also being used for child runaways.

In February 2023, our Safeguarding team partnered with our Missing People team to become a Safeguarding Briefing Partner. This links our current Missing People work with British Transport Police, Kent Police, the Metropolitan and Sussex Police with the remit of helping Missing People.

### County line crime

County line crime is an issue for rail. We partnered with the Medway Task Force; a multi-agency team based at Medway Council offices. This has provided our staff with a two-hour, highly interactive teams training session to develop their role as an active bystander - funding for this training has been obtained via the 'Home Office Safer Streets 4 fund' obtained through the Kent Police Crime Commissioner. There were three sessions held which saw 105 Southeastern front-line staff attend.

### Modern slavery

Southeastern has a modern slavery e-learning course principally aimed at senior managers, human resources, customer service and procurement. We're currently at 86% compliance on this, with 253 of 296 colleagues having completed the course.

### Healthier communities

For information on our programmes to support colleagues with better health outcomes, please see the Growth/ Wellbeing and Mental Health section.

### Reducing suicides

Sadly, we see a variety of vulnerable groups in and around the railway, including suicides. We have 3 dedicated welfare officers across our network to support staff, passengers, the public, and engage with the local community. Since launching our Operation Safer programme in February 2022 over 100 images of vulnerable people were identified, resulting in over 71 interventions from staff. On a yearly basis, we gather data and share with partners to see where we can do more, learn from incidences, and define our top 10 priority locations.

- This year we saw an uplift in the Samaritans partnership training programme for Managing Suicidal Conversations. This is for all frontline colleagues, and 142 colleagues attended between November 2022 and June 2023.
- Alongside the Safeguarding Officers and our new EIS programme to identify potential suicidal incidences on the railway (see Crime sub-section above), we focus on how we can help those who come to the railway with suicidal intentions, hopefully leading to better health and wellbeing outcomes.

### Supporting better health outcomes through CRP

Through our Community Rail Partnerships (CRP), we support local initiatives to improve health outcomes of local residents:

- Supporting mobility: keeping people moving and active is important for good health outcomes. In 2022-23, in partnership with the Kent CRP, we therefore funded £18,668 for cycle rails to be installed on steps at seven stations along the Medway Valley Line - this makes it easier for cyclists to access, cross the stations/ climb the stairs, and use their cycle routes to the full. Our facilities team have installed secure cycle hubs at various stations across the network to encourage active travel and the associated health benefits. For example, there are secure spaces for 40 cycles at Dover Priority, as well as a cycle pump repair stand.
- This year, 12 guided walks have been organised by both the Kent and White Cliffs CRPs, to encourage activity and reduce ill health.
- Our Community Relations Manager regularly attends multi-agency meetings hosted by Kent County Council to develop a whole systems approach to tackling obesity. He also assisted Kent CRP both with stalls promoting sustainable and healthy travel at Sittingbourne Sustainable Transport Festival, and with a 'smoothie bike' stand at the Maidstone Cyclefest event, which promotes healthy transport options.

### Homelessness initiatives

There are existing multi-agency working groups across the network addressing safeguarding needs of numerous vulnerable individuals who present at stations. We work with Shelter UK to help address issues of homelessness, which we often see across our premises.

Our research into Homelessness continues, with the attendance at the Southern Stations Outreach Programme Board, led by Network Rail and Shelter UK.

## Staff supporting local community groups

As we are embedded in, and part of, the local communities we serve, we support our local community groups in various ways: schools' outreach, volunteering, leveraging our premises for community spaces, and the CRPs.

### Schools outreach

Engaging with and supporting regional schools is important for developing the next generation of local talent, as well as supporting efforts to encourage diverse populations into rail.

Working with the School Outreach Company, 84 schools were engaged in 2022-23, covering 86,133 students. Of these, just under 15% were on the free school meals programme, a marker for inclusion of students from disadvantaged backgrounds.

- With a focus on our local communities, this programme covered 19 schools in Gravesend, 14 in Hastings, 14 in Margate, 28 in Sevenoaks and 9 Tonbridge.
- Events included seven in-person events, involving a time investment of almost 29 working days<sup>4</sup>, directly reaching 2,830 students, and partnering with Study Smarter to support the students during their learning experience via an app.

We also partnered with The Prince's Trust to deliver a 'Get into Work' programme, where we host young people coming through their charity who need a helping hand getting a taste of what employment at Southeastern looks and feels like. Many of the participants have struggled to gain employment due to personal circumstances, neurodiversity or for other reasons.



4. Working days = eight hour working day. Exact hours were 231.25 hours.

We donate some £40,000 to participate in these programmes, which we delivered in two cohorts, one in Medway and one in London City.

- Up to 12 young people joined each course and at the end of the programme the participants were invited to attend adapted interviews and assessments to encourage them to join us for the start of a great career.
- This year, five of the young people who took part have become employees at Southeastern!

All programme participants fed back that the programmes had positively changed their perceptions of working on the railway and made them more driven to seek out roles with us in the future.

### Colleague volunteering

We have an active cohort of employees who provide their time for volunteering for causes they care about. Our approach is to support them on their individual concerns, via the Colleague Network Groups, whilst focusing on our organisational partners and programmes, such as the Schools Outreach Programme.

- For example, this year our Colleague Network Group members celebrated World Hijab Day, Pride (with a recruitment stall at Canterbury Pride), and for WIRE (raising endometriosis awareness) they ran a cake sale stand at Paddington station.
- On 27 July 2022, we hosted a try-a-train event for HOPE-G (Hastings Older Persons Ethnic Group). Nine people took part in what was for most their first trip on public transport since lockdown.
- Colleagues worked with a group of 12 young vulnerable people with various needs, including refugees from Afghanistan, on a project installing window boxes and planters at Charing station.
- Colleagues and our Community Team also give time to support the Community Rail Partnership events. For more information, please see the next sub-section.

In future years, we plan to better collect this data so that we can recognise and celebrate the extra mile our colleagues go to support local causes.

## Leveraging our space as community spaces

In 2022-23, we also recognised that often the only community space in a village is the rail station - as it provides a place where the community can work together for community cohesion. Therefore, via the Community Rail Partnership we invested over £131,000 for restoring Hollingbourne station and creating a community centre for the residents to use. We will report on how this supports the community next year. Stations at Battle and Shoreham are also planned for renovation, which may lead to further spaces becoming available.



We also leverage our premises use for local groups seeking better health outcomes, such as:

- Organising free parking at Charing station for staff at the local medical practice whilst large scale covid booster and flu vaccination sessions were taking place.
- Hosting St Fairy Ann Cycle Sportive at Marden Station – an annual cycling event allowed free use of the car park for the start/ finish of the event.

## Supporting community projects via donations and contributions

### Community Rail Partnerships

The Department for Transport's latest Community Rail Strategy sets out priorities for community investment, which we consider when allocating our yearly funding allocation of £200K through Community Rail Partnerships (CRPs).

Our service contract agreement requires us to use, develop, and implement CRP initiatives to increase the use of passenger services by non-users and tourists, including the development and implementation of marketing strategies. In this reporting year, the funds were allocated to:

- Kent Community Rail Partnership - £75,000
- Southeast Communities Rail Partnership - £35,000
- Darent Valley Partnership - £30,000
- White Cliffs Partnership - £30,000
- Creative Isle Community Rail partnership - £30,000

Four key impact themes emerge from this investment:

1. Identifying, refurbishing (often with our support) and managing new community spaces for residents. These support local community activities, health, and community cohesion. Often this is through using our stations as community hubs.
2. Engaging with local schools and colleges, often for social cohesion, but also inclusion and experiential learning.
3. Beautification of local areas, from green spaces to public routes near the railway, and stations via 'Station Adoption' programmes. At the heart of the intent of 'Station Adoption' programmes is the recognition that stations are valuable community spaces, and in many small communities are the main hub for community activity. Use, and beautification, of these valuable community spaces is what drives these station adoption programmes.
4. Promoting their local area's natural beauty and walks, supporting tourism and local engagement in the wonderful nature on their doorstep.

We have a separate annual Community Rail Partnership impact report detailing the activities. In this report, we provide a summary here of relevant impact of our largest CRP.

### Kent CRP

Kent CRP has historically worked at a consistently high standard and this year is no exception. They lead in collaborative working, fundraising, and running joint events with other community groups. In this year, they recorded a total of 1,671 volunteering hours for their activities.

Their impact includes:

- Youth engagement, especially with Sheppey and Ashford Colleges. For example, working with Ashford College, the CRP facilitated the adoption of Ashford International Station. Students from all departments from the college have been involved in pop up events, including a Christmas sing along and a baked goods giveaway in December 2022.

- Supporting local schools and community groups with art projects. One project involved sixth form students with special educational needs from Five Acre Wood school designing a mural to celebrate difference. Based on the sunflower lanyard scheme, the mural features several designs created by the students and has been placed close to their existing station garden. This project won the small projects award at the National Community Rail Awards.
- Supporting local health programmes, mainly via cycling. Kent CRP's line officers are trained ride leaders and in 2022 became North Downs Way Ambassadors, allowing them to lead walks along the route.
- Running station adoption' programmes and organising local groups, such as station beautification projects and developing community spaces (e.g., installing station community boards at 11 stations, replacing tired looking decals in the underpass in celebration of the Queen's Platinum Jubilee, a project that involved 26 community groups, and attracted 140 community members to the station for the launch).
- We also engaged with Grow 19, a college for 19–25-year-olds with special educational needs, who in the past have provided gardening support at locations including Wateringbury and Cuxton. The college has formally adopted West Malling station.

#### Case study

### **Kent CRP and Southeastern working together on community spaces**

Hollingbourne Station has available space for a much-needed community centre.

Southeastern invested over £130,000 to refurbish the empty station building and Kent CRP has secured Rail Heritage funding to complete the flooring. They helped the community group apply for Community Rail Network grants to fund equipment for the kitchen.

A launch event in January 2023 brought the wider community to the building, following which the community interest group will take bookings from groups wishing to use the space.





## 4. Environment: Decarbonising and safeguarding our world

### Operating in a socially and environmentally responsible way is a huge part of our vision.

We believe in sustainable public transport – with rail travel being one of the most environmentally friendly ways to travel. Operating in a socially and environmentally responsible way is important to us.

We want to help reduce climate impacts by encouraging people out of cars and onto our services. Which is why during August 2023, we introduced the first of 29 refurbished high-speed trains on Southeastern’s London to Kent line, as part of a £27m fleet upgrade.

Passengers will enjoy LED lighting, USB charging, a new live information system and a refurbished interior. The Class 395 high-speed fleet travels at 140mph and connects London St Pancras International with Ashford, East Kent, and Medway. We will report more fully on this in next year’s report.

We are committed to reducing our impact on the environment and to a net zero carbon impact. We continue to find ways to improve how we operate by:

- Investing in energy improvements.
- Diverting an elevated level of waste from landfill.
- Assessing risks and opportunities associated with climate change and the wider economies. transition to net zero emissions.

### Our work in 2022-23

We operate a fully electric fleet powered by electricity from the grid, which is already decarbonising fast. This means our services, which criss-cross our region, are a key low carbon mode of transport. Our trains services are the smart transport choice for low carbon and low air pollution impact. We also have opportunities for developing green spaces and biodiversity through the land at stations and trackside, supporting both environmental and human health.

We focus on achieving five key social impact outcomes by responsibly managing our environmental impact:

1. Decarbonising, with a focus on reducing carbon dioxide (properly measuring and reported), and energy reduction and efficiency activities.
2. Reducing impacts on air quality, through actions such as planning to upgrade our road support fleet.

3. Nurturing green spaces and biodiversity by starting to work on our Railway for Nature Plan.
4. Manage our resources and waste responsibly.
5. Promote sustainable procurement, to use our procurement spend to influence good practice environmental management, including planning to reduce associated carbon emissions.

In this reporting year (2022-23), we:

- Measured a reduction in our Scopes 1-2 CO2 emissions by 35% since the baseline year of 2018-19.
- Commenced work to develop our Decarbonisation Roadmap, with calculations for our ambitious targets that we will be submitting to SBTi in 2023-24 for validation.
- Worked with the Kent Wildlife Trust's consultancy on our biodiversity plans and have made a commitment to launch these in 2023-24. We completed audits and identified habitat and biodiversity focus areas for the new plans.
- Included environmental commitments into our new Procurement Social Value Charter so that we can start to measure, track, and influence environmental management from our procurement.

## Decarbonising

### Carbon reductions<sup>5</sup>

Our baseline year for reporting emissions is 2018-19, when Scope 3 was by far our biggest area of emissions (72%), followed by Scope 2 (28%), Scope 1 (0.21%). Since then, across Scopes 1-2 (our own operations and the energy we procure), we have succeeded in reducing our emissions by 35%.

	2018-19 baseline year tCO2e	2022-23 tCO2e	Savings
Scope 1	1,242	1,264	35% reduction, mainly from Scope 2
Scope 2	160,255	104,364	
Scope 3	406,179	In progress*	n/a

\*Note: updated measuring of Scope 3 is in progress as part of our commitment to submit to SBTi in 2023-24.

Decarbonisation associated with electricity use across our premises and passenger trains has a strong reliance on the National Grid's plans for decarbonisation towards 2050.

5. We use best practice methodologies, and the estimated carbon savings presented in this section were calculated based on the approximate kWh of energy savings and the greenhouse gas reporting conversion factors published by the Department for Energy Security and Net Zero. They include transmission and distribution losses associated with our electricity consumption.

Initiatives to reduce our Scope 1-2 emissions for train decarbonisation included:

- LED lighting in trains: this was estimated to reduce energy consumption by approximately 1,626,000 kWh per year and will result in annual carbon savings of approximately 343 tonnes of CO2e.
- Further LED lighting that was also installed on our Class 395 high speed trains. The installation commenced in February 2023. The estimated savings for when the installation is completed are 284,000 kWh and around 59 tonnes of CO2e reduction.
- AC regenerative braking, which was enabled in September 2022 on all 29 Class 395 high speed units. This is estimated to save around 5,200,000 kWh per year, equivalent to approximately 1,097 tonnes of CO2e reduction.
- Energy meters, which were also fitted on our 395 fleet to measure their energy use between St Pancras and Ashford, which will enable more accurate billing of energy use.

For decarbonising energy used in stations and depots, we are looking at:

- Eco-design for retrofit/ new build/ refurbishment.
- More expansive use of solar PV/ LED lighting.
- Transitioning away from gas, petrol, and diesel (this is for both premises and our vehicle fleet).
- Improvements to air conditioning systems.

### Measure and disclose

We already measure and disclose our Scopes 1-2 emissions on a yearly basis, as part of our Streamlined Energy and Carbon Report. In future, we will also report annually on our Scope 3 emissions.

During 2022-23, we have been working on the development of a decarbonisation roadmap and science-based targets. We intend to submit our SBTs in 2023-24 to SBTi and once these have been approved, we will finalise our decarbonisation roadmap using the SBTi methodology.

Whereas Scopes 1-2 focus on the direct impact of our operations, Scope 3 captures all the other emissions that we influence through business operations. For example, the emissions our suppliers produce when making the products we buy from them, and transport and distribution of goods being shipped to us by third parties. Therefore, Scope 3 is notoriously difficult to measure as it often needs data from third parties, such as suppliers and partners.

We don't yet publicly report on our Scope 3 emissions (primarily associated with emissions through our supply chain), however an initial assessment found that in 2018-19, 72% of our business carbon

emissions were associated with Scope 3. We intend to start reporting on progress towards our SBTs (across Scopes 1, 2 and 3) once they have been formally submitted and recognised by the SBTi.

## Our commitments

We will submit our targets to the SBTi in 2023-24, and then publicly report our SBTs commitment once they are validated and publish progress each year.

### Our vehicle fleet

- The carbon emission associated with our small road support fleet vehicles is very small compared to our overall Scope 1 and 2 emissions - representing only 0.13% of those emissions. This year, we started procurement work to replace 45 diesel and five petrol vehicles that are mostly over seven years-old and not ULEZ compliant. We will start vehicle replacement in 2023-24, so that the upgraded fleet is made up of over 65% hybrid vehicles and one EV and all are ULEZ compliant.
- In 2024-25, we will propose to develop a fossil fuel phase to our plan for our road fleet that will direct our long-term actions.

### Air quality

As an all-electric passenger fleet operator, Southeastern already offers a low emission sustainable transport solution, by providing an alternative form of travel to road transport. However, we are committed to taking a proactive approach to minimise the impact of our operations on local air quality.

Our rail network intersects areas of poor air quality, or Air Quality Management Areas. These are located mainly in London and other urban areas throughout Kent, which have been declared by local authorities, largely because of elevated road traffic emissions.

We adopted our first Air Quality Strategy in 2022, which seeks to reduce our own emission, such as those associated with our small road fleet and air boilers. Our strategy also looks for opportunities to reduce indirect impacts such as those associated with travel to and from our stations.

### Nurturing green spaces and biodiversity

This year we have been working with the Kent Wildlife Trust's consultancy on our biodiversity plans and have made a commitment to launch our plan in 2023-24. The work included:

- An Ecological Audit of habitats.
- Mapping biodiversity information to know what to monitor.
- Identifying proposed Biodiversity Focus Areas.
- Developing a Habitat Management Handbook for colleagues.

We will set an overarching target for biodiversity, with a focus on biodiversity across the estate we manage through habitat, enhancement, and management, and how we can work with Network Rail who can enhance long-distance ecological connectivity along the rail network.

We also investigated how we can create meaningful biodiversity-related activities with colleagues and communities. This will be reflected in the plan we produce in 2023-24. For example, greening of stations through the Station Adoption programme.

- We engaged with Grow 19, a college for 19–25-year-olds with special educational needs, who in the past have provided gardening support at locations including Watlington and Cuxton. The college formally adopted West Malling station.
- The 5 Acre Wood 6th form for students with special educational needs partnership continues to maintain the gardens at Snodland.

### Managing our resources and waste responsibly

We report how we have managed waste on a yearly basis, including recycling, tonnage diverted from landfill.

### Our own practices

For 2022-23, we collected 2,503 tonnes of waste from the sites we directly manage.

- We recycled 28% of the waste that business produces, with 64% incinerated to produce energy and about 6% sent to landfill.
- This means 94% of our waste was diverted from landfill.

Our waste comes from a variety of sources, including train maintenance that we collect from cleaning the interiors of our trains, from platforms and from our offices.

In locations such as our train maintenance depots, we recycle several different waste streams including metal, wood, and cardboard. Here we have significant control over the way waste is managed, and it is well segregated. Recycling is more difficult on platforms and in trains as it is essential that waste and recycling is not inadvertently mixed together otherwise it can be rejected as contaminated.

We are exploring the possibility of a circular economy view for waste. For example, some of the old equipment that is removed from trains is refurbished by our spare part supplier to be used again on our trains - thereby reducing waste.

## Managing waste from our supply chain

We recognise the need to change the way we operate our business to reduce our environmental impacts.

In addition to our standard terms for suppliers (e.g., managing waste) of the six pillars that make up our Procurement Social Value Charter, the Environment pillar covers a range of waste management expectations on our suppliers with an associated set of key performance indicators, including greenhouse gas emissions measuring and reduction from reuse of products and services, emission savings from minimising waste and plastic waste, and exploring circular economy principles on contract.

<b>E4 Waste &amp; Plastic</b>	
<b>Our Ambition</b>  We will work with our suppliers to: <ul style="list-style-type: none"><li>• Reduce waste at source and where possible, eliminate the use of single-use plastics; and</li><li>• Embed circular economy principles into the goods and services we procure; and</li><li>• Deliver zero waste to landfill from our premises and report against the waste hierarchy.</li></ul>	<b>Our Minimum Standards</b>  Our suppliers shall measure their waste production
<b>Our Approach</b>  We aim to prioritise the waste hierarchy and to embed circular economy principles within our supply chain	<b>Key Performance Indicators</b>  Carbon emissions reductions through reduced energy use and energy efficiency measures – on site (NT82)







## 5. Innovation: Promoting social innovation

### Promoting social innovation: safeguarding the environment and responding to the climate emergency

Preventing the worst impacts of climate change is the defining challenge of our times. But it is not something just for the future; the impacts of climate change are already being felt across the railway. In the last few years, we have experienced weather events that have challenged our people and the way we deliver services for our passengers and the communities we serve.

There is no doubt that the climate crisis is leading to extreme weather events that affect the rail network and our customers. But also, encouraging and helping our communities to switch from car to train travel will become a bigger part of our work to support the decarbonisation of the UK economy.

#### Climate Financial Disclosure

The physical impacts of climate change on our operations, along with our transition to net zero carbon, will create both risks and opportunities for our business. We believe that public transport, and particularly rail, has a vital role to play in securing the transition to a low carbon economy. We want to offer our customers reliable and good quality services, that are resilient to climate change impacts.

During 2022-23, we developed our first Climate Financial Disclosure report. This was our first voluntary response. We envision that our understanding of climate related challenges and opportunities will continue to evolve which will help us increase our business's resilience. The report highlighted the initial findings and areas where further work is needed during the 2023-24 financial year, to enhance our future risk assessments and mitigation plans.

1. We started by broadening our knowledge of how weather and climate events affect our operations presently and in the past. This helped us identify the main weather variables that are linked to disruption and incidents across our operations.
2. Met Office UKCP18 projections for Southeast England were used to determine how different weather variables are likely to change in the future under different scenarios across the short and long term.
3. A series of workshops explored potential climate change risks and opportunities using data and qualitative information from publicly available sources, including the IPCC's Representative Concentration Pathways (RCPs) scenarios and the Met Office's UKCP18 projections. To capture a range of plausible future impacts, we considered three different scenarios: a high warming scenario (RCP 8.5), a medium warming scenario (RCP 6.0) and a low warming, high mitigation scenario (RCP 2.6).

## Our climate change risks and opportunities assessment

### Risks:

1. There is a risk that the train service experiences days of severe disruption due to weather extremes of ice, snow, heat, and flooding causing reputational damage, lost revenue, and increased compensations.
2. Buildings are not designed to be energy efficient to withstand future climate impacts. Without substantial investment it is likely that facilities could be uncomfortable to use and more expensive to run.
3. If we don't manage the consequences of weather extremes, we are likely to see an impact on staff absences, complaints from passengers, and accidents. These will impact our ability to deliver services.
4. Passengers are deterred from using our train services due to increased thermal discomfort due to our ageing train fleets.
5. If we are unable to forecast the financial impacts of climate change, the business plan is unlikely to provide sufficient funding to fully mitigate the risks of emerging events.

### Opportunities:

1. Our net zero carbon actions create opportunities for enhanced engagement with our supply chain and colleagues.
2. Our net zero actions reduce energy costs and requirement for carbon offsetting in the future.
3. Replacing our ageing fleets (Class 465, 466, 376 trains) with better capability to provide a more comfortable environment for customers during extreme weather events and boosting modal shift to rail.

During 2023-24, we intend to build on the work we have undertaken in 2022-23, and will focus on:

- Developing, delivering, and tracking progress against the actions we have set to reduce risks and enhance opportunities.
- Finalising our decarbonisation roadmap and submitting our SBTs.

We will look to develop our actions and plans in response to our principal risks and opportunities. As part of this work, we will set targets and KPIs which we will include in our 2023-24 report. This process will help us to further integrate risks and opportunities into business governance and build knowledge and engagement to enhance our transition to a climate resilient and zero carbon business.

We also intend to look at how to embed climate change resilience into our procurement; the new Procurement Social Value Charter includes a section on climate change and asks suppliers to analyse the risks to their operations from climate change, and to have an adaptation plan in place.

We will also share with our colleagues the challenges and opportunities our business will likely need to manage to minimise impacts of climate change and realise opportunities associated with our transition to a zero-carbon business by 2050; a process we believe this will enhance the business's adaptive capacity.

### Modal shift to trains

Although not in this reporting year, during 2023-24, we started to develop our Modal Shift Strategy that aims to encourage more people to travel by our all-electric passenger trains. We believe that by encouraging people to switch to our train services, we have an opportunity to help communities reduce emissions of carbon, particulate matter and noise otherwise produced by fossil fuel (petrol and diesel) powered cars.

As a wise man once said,

“

**We all own the planet, and we all benefit in some way from economic and social improvement. Social Value is everyone's business.**

”

## 6. Next steps

This report serves as benchmark for Southeastern to build upon for future years. We recognise this is possible only with a commitment to and understanding of our goals. We will share this report with our colleagues and stakeholders.

Southeastern will continue to identify and act upon opportunities to deliver social value. We will work with our stakeholders, partners, and communities to create positive benefits and achieve our social purpose.

We have identified a series of actions for the 2023/24 reporting year. These include:

1. Embedding our work with the Purpose Coalition.
2. Improve data collection, whether demographics of protected characteristics, volunteering activities by staff, and track other educational qualifications completed by staff.
3. Renew certification, e.g., Investors in People, Menopause Friendly employer.
4. Work to closing the gender pay gap for bonuses and further STEM recruitment activities.
5. Continue supporting community partners such as the Princes Trust and the Community Rail Partnerships.
6. Expand the safeguarding team and new plan.
7. Roll out the new Procurement Social value Charter and embed into new contracts. Start reporting on social value from procurement.
8. Launch an action plan to support the implementation of our Sustainability Strategy
9. We will submit our net zero roadmap to science-based target validation in 2023-24.
10. Complete air quality plan and EV charging infrastructure roll-out with Network Rail.
11. Explore circular economy and better separation at source for waste reduction and recycling.
12. Launch the new biodiversity plan. This will focus on lineside biodiversity and long-term ecology connectivity.
13. Complete the climate change risks and opportunities assessment.

